

DRIVEN BY PASSIONS

2025 - 2030

Young People Leading Change



FRYSHUSET



Creating hope for the future is essential for empowering young people

At Fryshuset, we exist for all young people, with a special focus on those at risk of exclusion. Our work is built on love and an unshakeable belief in human potential. We believe in young people who are often overlooked by society – sometimes even before they believe in themselves. The true danger lies in marginalisation. To reverse the troubling trends in today's society, we must cultivate faith and hope for the future. When young people are given a genuine opportunity to belong, they will choose constructive paths over destructive ones. There is much we can do, and we remain optimistic about the future.

Young people are facing an increasing array of challenges, from social exclusion and unemployment to mental health issues and a lack of safe, inspiring spaces. These challenges are not unique to Sweden; they are also shared by the nations involved in this application. Now more than ever, we need inclusive, identity-affirming environments where young people can connect, learn, and grow.

At Fryshuset, we believe in working for something, never against. Our approach is grounded in a belief in human potential – not in naivety, but in firm conviction. We know that when young people's energy is channelled positively, and when they are supported by strong communities and role models, they can thrive and take control of their lives. Therefore, at Fryshuset, everyone is welcome – including those who have never felt welcome anywhere else. We are dedicated to creating spaces where young people can engage, express themselves, and flourish. Each month, we reach over 12,000 young people.

Our international reach has expanded significantly over the years through deep, long-term partnerships, where we co-create initiatives and learn from one another. We've seen how our methods and approaches can be adapted and applied in different contexts, while also gaining new insights and knowledge that further strengthen our own work.

With great pride and anticipation, we submit this five-year application to Sida. We have seen firsthand the profound impact of our work and look forward to collaborating with even more young people across the world – being a small part in supporting them to dream big and realise those dreams. We are confident that young people can change the world through their passions, and we firmly believe that when young people's voices and ideas are valued, they contribute to a dynamic, creative, and solutions-oriented society – one that dares to think differently and tackle today's pressing challenges in innovative ways.

Johan Oljeqvist,

CEO, Stiftelsen Fryshuset

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Mwelu Foundation

School children playing with a home-made soccer ball at the local soccer field

Mathare slum Nairobi, Kenya

Photo by Julius Mwelu

Urban Spirit Family

Breakdance performance, "Urban Vibes" festival vol.8

July 2024 · Cahul city, Moldova

Photo by Anatolii Kiriak

Megabi Skate

Youth in our old wooden skate-park

2014 · Addis Abeba, Ethiopia

Photo by Andreas Libel

Armenian Progressive Youth

Peaceful protest against COP29 in front of the UN office

November 2024 · Yerevan, Armenia

1 INTRODUCTION

1.1 · INTRODUCING FRYSHUSET

1.1.1 · Fryshuset as a Global Hub for Youth Empowerment

Fryshuset is a non-profit organisation based in Sweden, dedicated to empowering young people by providing opportunities for personal development, engagement, and leadership. With over 60 activities spread across multiple locations in Sweden, we offer young people spaces to pursue their passions, engage in educational projects, and take part in work and entrepreneurial initiatives. Fryshuset operates independently of any religious or political affiliations and is committed to supporting young people, particularly those from marginalised communities or at risk of exclusion.

Furthermore, Fryshuset is also internationally recognised as a leading organisation in youth empowerment, with numerous international partnerships as well as attracting visits from high-level policymakers, experts, and practitioners from around the world eager to learn from our innovative methods and youth-led initiatives. In 2024 alone, we welcomed over 700 distinguished guests, including the President of Chile, Japan's Minister for Child Policy, Gender, and Youth Empowerment, the US Ambassador, and youth delegations from Italy, Romania, France, and Portugal. These high-level visits serve as a platform for direct knowledge exchange, allowing global leaders and practitioners to take home practical strategies that can be adapted to their local contexts based on first-hand insights into our approach to inclusion, self-leadership, and active participation. By facilitating these exchanges, Fryshuset strengthens international cooperation and continues to shape and strengthen the global conversation on youth empowerment and social inclusion.

Fryshuset's Core Values

Fryshuset's work is guided by a strong set of values that emphasise inclusion, trust, and empowerment. Our approach is rooted in the belief that every young person has the potential to succeed when provided with the right opportunities and support. By creating spaces where young people can connect, share passions, and lead, we foster environments that promote positive change. At Fryshuset, we focus on what we can do together, working for the benefit of young people, especially those who are at risk of being left behind.

Our core values are:

We build trust and relationships. We create positive environments for young people where the desire to participate and shared passions bridge differences, foster motivation and hope for the future. We provide encouragement, trust, and responsibility to support young people grow and take control of their own lives.

We listen to what is happening in society and adapt quickly. We act with courage in the face of the new and unknown. We see opportunities and dare to create change where others often see problems.

We are here for all young people, with a particular focus on those who live, or are at risk of living, on the margins of society. The door is always open – we believe that everyone can succeed with the right conditions and that everyone deserves a chance.

We start with the individual's needs. We are here for anyone, regardless of background, who wants to engage and develop.

Strategic Goals and Areas of Knowledge

Fryshuset's strategic goals, looking ahead to 2030, aim to expand our reach and impact, nationally and internationally. Our focus is on increasing the number of young people we engage through both physical and digital platforms. We are committed to creating more meeting places for young people, opening new venues in schools, and supporting young people in becoming active agents of change in their communities. This is aligned with our long-term goal to transform societal structures, providing young people with more opportunities for growth, development, and social mobility. Fryshuset's programmatic work is based in four areas of knowledge and has been developed by experts and validated through proven positive outcomes:

Youth Culture: Offering positive context where young people can grow through their passions.

Social Programmes: Supporting vulnerable young people with tailored social services.

Work & Entrepreneurship: Encouraging entrepreneurship and providing pathways to employment.

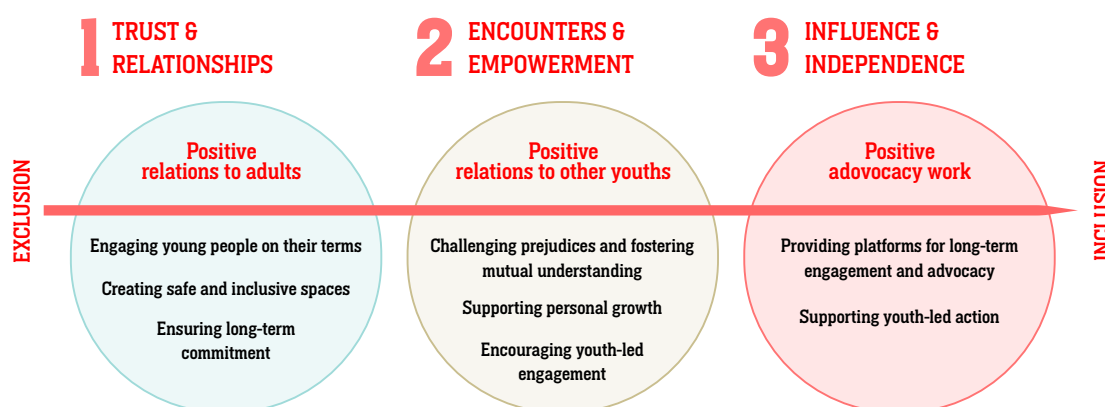
Schools: Offering formal educational opportunities that empower young people to succeed.

These areas are designed to build holistic development for young people, addressing their diverse needs and preparing them for a successful future. For more information regarding the areas of knowledge see section 3.3 · **Methods and Tools for Systematic Work**.

1.2 · FRYSHUSET'S MODEL FOR YOUTH PARTICIPATION

This proposed Sida programme is rooted in Fryshuset's established model for youth participation, which acknowledges that societal structures of power create unequal opportunities for engagement. Exclusion is not merely an individual experience but a consequence of systemic barriers that undermine democratic participation. Fryshuset's model strengthens young people by equipping them with the tools to navigate existing systems, increasing resilience against structural discrimination while fostering active citizenship. At the same time, we use our platform to influence society, ensuring that young people's voices and lived experiences contribute to shaping policies and decision-making.

Furthermore, this model reinforces democratic values by increasing youth participation in public discourse, making decision-making processes more representative and inclusive. By engaging young people in civic life, the programme promotes social cohesion, strengthens democratic development, and fosters long-term societal change. A society in which young people are empowered to take part is one that is more just, resilient, and inclusive.



1: Building Trust and Meaningful Relationships

Many young people struggle with low trust in society and a limited sense of hope for the future. They may feel disconnected, believing that society is working against them, and often lack positive relationships with adults. At this stage, we prioritise:

- **Engaging young people on their terms**, meeting them in their environments and gradually building trust.
- **Creating safe and inclusive spaces**, often facilitated by community-based and representative leadership.
- **Ensuring long-term commitment**, recognising that young people need stability and sustained support rather than short-term interventions.

2: Meaningful Encounters and Empowerment Tools

In this phase, we facilitate meaningful interactions between young people who might not otherwise connect, equipping them with the knowledge and tools to create positive change in their lives and communities. Key elements include:

- **Challenging prejudices and fostering mutual understanding** through dialogue and shared experiences.
- **Supporting personal growth** by providing opportunities for young people to develop in areas they are passionate about.
- **Encouraging youth-led engagement**, where young people actively participate in learning sessions, drive initiatives, and serve as trusted role models for their peers.

3: Influence and Independence

After gaining the necessary tools, young people need opportunities to create real impact. Without meaningful outlets for engagement, frustration can build. This phase focuses on:

- **Providing platforms for long-term engagement and advocacy**, ensuring young people have a voice in shaping their communities.
- **Supporting youth-led action**, from launching initiatives to influencing policy and decision-making.

This structured approach ensures that young people feel valued, empowered, and confident in their ability to shape their own futures.

1.3 · INTERNATIONAL REACH

In Sweden, Fryshuset implements all projects and initiatives directly, either independently or in collaboration with other stakeholders. Internationally, our work is carried out in partnership with local partner organisations, which are responsible for implementation within their respective countries. Fryshuset engages in initiatives and partnerships only where we can add value and contribute through the knowledge, experience, expertise, and methodologies we have developed over 40 years of working with inclusion and the empowerment of marginalised young people. The roles of Fryshuset and its partners are defined based on each organisation's expertise in relation to the project's objectives. Initiatives are collaboratively developed and our partnerships are founded on transparency, accountability, and mutual trust.

1.3.1 · Fryshuset's Previous International Experience

Fryshuset contributes to international partnerships by sharing proven methods and tools that empower young people, promote inclusion, and encourage active participation. With extensive experience in youth empowerment, we provide expertise in self-leadership, values-based development, and conflict management. Additionally, we support project management, coordination, monitoring, evaluation, method development, and quality assurance. Our local partners bring invaluable contextual knowledge, project management support, and expertise in youth empowerment, active citizenship, and entrepreneurship. This collaboration fosters a mutual exchange of knowledge, enabling Fryshuset's methods to be creatively adapted to local contexts.

Below are some examples of our international cooperation to date (in addition to the already mentioned high level visits to Fryshuset):

Capacity development: We have implemented training and capacity building programmes across the Eastern Partnership countries, Africa, the Middle East, and Latin America. These initiatives focus on youth, peace and security, women's empowerment, and sexual and reproductive health, funded by the Swedish MFA, the Folke Bernadotte Academy, the Swedish Institute, and the Swedish Postcode Lottery.

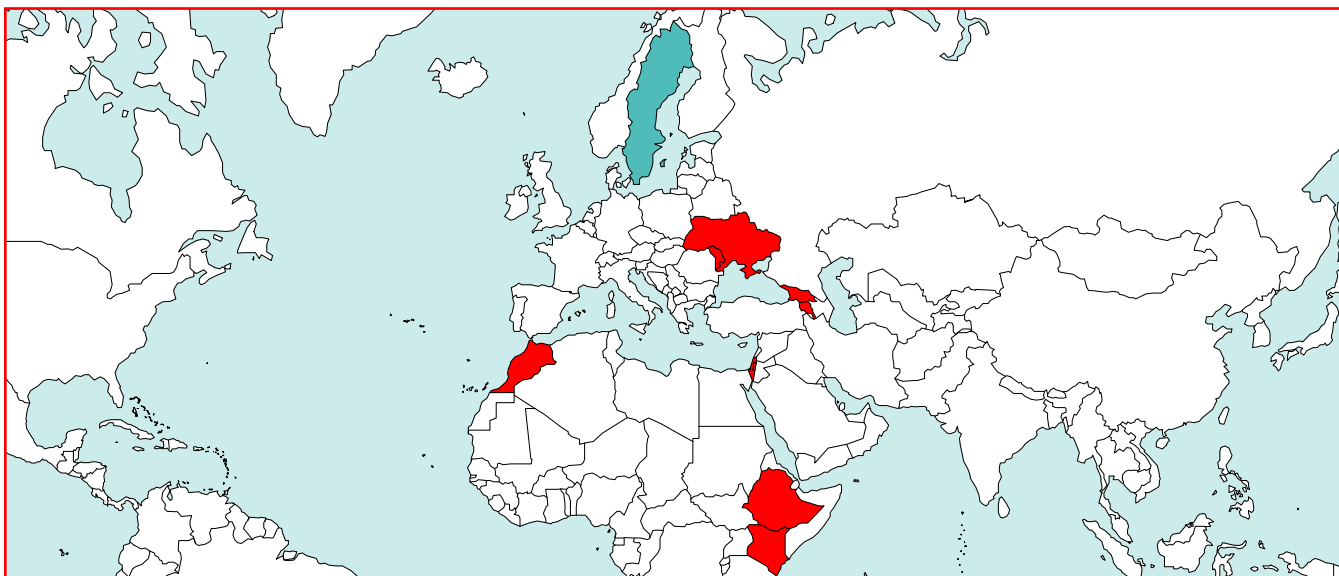
Knowledge exchange: We facilitate study visits and youth mobility programmes with partners in Kenya, Cameroon, South Africa, Brazil, Ukraine, Armenia, Hungary, Ukraine and the Netherlands. These initiatives empower marginalised young people by fostering cross-cultural learning and collaboration. They are supported by Erasmus+, ForumCiv, and the Swedish Institute.

Context analyses and youth workshops: Conducted in Cuba, Armenia, Kenya, Norway, Denmark, the Czech Republic, and the Netherlands to map youth needs and perspectives. Workshops have been held in collaboration with UN-Habitat, with funding from Sida, ForumCiv, the Swedish MFA, and the EU.

Planet One (2021-2024): A Swedish Postcode Lottery-funded project in partnership with Greenpeace, supporting youth climate activism through makerspaces in Armenia, Cameroon, Hungary, Kenya South Africa and Sweden. The project engaged almost 46,000 young people, with 82% reporting being able to influence climate and environmental issues in local communities thanks to the project.

Empowering Young People in Armenia (2023-2025): This ForumCiv-funded initiative strengthens youth leadership across 10 regions of Armenia. Through capacity-building, policy advocacy, and evidence-based decision-making, the project equips young people with the skills and confidence to take on leadership roles in society.

1.3.2 · Geographical Priorities in the Sida Programme



Building on our previous and ongoing international collaborations, the Sida programme will continue to evolve in line with our long-term ambition to reach more young people – an objective that transcends geographical boundaries. Fryshuset works internationally with partner organisations in contexts where there are strong and natural connections to our activities and target groups in Sweden.

Since 2015, we have been actively engaged in the **Eastern Partnership (EaP)**, and we aim to build on this foundation by including **Armenia, Georgia, Moldova, and Ukraine** in our programme. Our primary focus in the region has been on youth participation, youth influence, self-leadership, and capacity building within both formal and non-formal education. Additionally, Fryshuset is an established delegate in the Eastern Partnership (EaP) Civil Society Forum. The engagement in these countries reflects Sweden's commitment to its immediate neighbourhood, particularly in light of recent geopolitical events. The Reform Agenda prioritises support for Ukraine and its neighbouring regions, focusing on democratic development and EU integration. Fryshuset's initiatives in youth participation and capacity building resonate with these objectives, fostering a robust civil society that upholds democratic values.

In **Israel and Palestine**, we have been active since 2010, focusing on interfaith dialogue, girls' empowerment, and preventing violence against women, particularly honour-based violence. Sweden's CSO strategy recognises the significance of peace and security in conflict-affected areas. Fryshuset's work in interfaith dialogue and women's empowerment contributes to these goals by addressing core issues that impede peace and development.

Fryshuset's collaboration with local partner organisations in **Kenya** dates back to 2015, with a strong emphasis on empowering young people in Nairobi's informal settlements and promoting sexual and reproductive health among young girls and boys. As a natural extension of this work, we are now seeking to expand our efforts into **Ethiopia**. The CSO strategy underscores the need to support civil society in developing countries to enhance their capacity to improve living conditions for those living in poverty and oppression. Fryshuset's focus on empowering young people, education and promoting sexual and reproductive health in these nations aligns with efforts to strengthen local civil societies and communities and foster sustainable development. Further, both Ethiopia and Kenya hold strategic importance for the European Union concerning migration and regional security. Kenya, in particular, serves as a host country for refugees from neighbouring regions, playing a crucial role in regional stability. Collaborative development efforts in these nations align with EU priorities of addressing migration's root causes and promoting peace and security in the Horn of Africa. Fryshuset's engagement in these countries complements these priorities by fostering local resilience and addressing factors that influence migration patterns.

Morocco is a new focus country for Fryshuset and an important addition to our programme. Recognising Morocco's central role in irregular migration to the EU, Fryshuset's inclusion of this country addresses the Reform Agenda's emphasis on aligning development cooperation with migration policy. By engaging with Moroccan civil society, Fryshuset contributes to creating conditions that may reduce irregular migration flows, promoting stability and development in the region.

1.4 · RELEVANCE OF THE PROGRAMME

1.4.1 · Development of the Programme Application

This programme is built upon Fryshuset's long-standing partnerships with a diverse range of actors and draws from extensive experience in both national and international collaborations. As this is our first application of this kind to Sida, we have prioritised harnessing the expertise of both our partner organisations and Fryshuset's in-house specialists to ensure a robust and well-informed proposal.

To develop a comprehensive programme, we conducted a large-scale workshop with 20 participants from various Fryshuset departments, incorporating expertise from youth work, social innovation, peacebuilding, education, and advocacy. This was complemented by smaller, targeted workshops that engaged key specialists within the organisation, ensuring that the application reflects the full depth of Fryshuset's multidisciplinary approach.

Partner Organisations' Contributions

Our partner organisations have played an essential role throughout the development process. This programme builds upon years of international cooperation and directly integrates insights from partners engaged in both past and ongoing projects. Partners were actively consulted to identify the most pressing challenges young people face in their specific contexts and to collaboratively shape programme priorities and solutions.

Engagement with partners took place through online meetings, email consultations, direct discussions and country visits (Kenya) ensuring that their feedback and expertise informed the programme design. As outlined further in section 3.2.1 · **Navigating Change: The Spheres of Change**, once the programme is launched, each partner will co-create a detailed results framework and baseline study, aligned with the overarching theory of change, to tailor the programme's priorities to their local context.

Youth Involvement

Youth participation has been a cornerstone of this application. Young people were actively engaged through both our partner organisations and direct consultations. A dedicated workshop hosted by Fryshuset brought together young participants from the Eastern Partnership region and the Middle East, including those temporarily in Sweden but primarily based in their home countries. Their lived experiences provided invaluable insights into the challenges they face and the solutions they envision, shaping the programme's design and reinforcing its relevance.

By integrating the perspectives of both young people and expert practitioners, this application reflects a deep understanding of the barriers to youth participation and the transformative potential of inclusive, youth-led approaches. The programme is designed not only to empower young individuals but also to contribute to broader social change by fostering participation, representation, and long-term impact.

1.4.2 · Alignment with Sweden's Development Cooperation Strategy for Civil Society (2025–2029)

Fryshuset's programme aligns with the Strategy for Sweden's Development Cooperation with Civil Society 2025–2029 by strengthening CSOs in developing countries to promote democracy, human rights, tolerance, conflict prevention, and social inclusion. The programme focuses on youth empowerment, recognising young people as key agents of change in peacebuilding and building inclusive, democratic societies.

Strengthening CSO capacity: The programme enhances the organisational and thematic capacities of local CSOs, especially youth-focused ones, through tailored training, resources, and strategic networking opportunities. This approach aims to strengthen their effectiveness, local engagement, sustainability, and transparency, ensuring they remain locally anchored and resilient. By supporting CSOs in advocating for democratic principles, human rights, gender equality, and social inclusion, the programme reinforces their ability to foster democratic development and human rights in developing countries. The programme prioritises building the capacity of CSOs in fragile and conflict-affected settings, providing tools for dialogue, conflict mediation, and reconciliation. This supports peacebuilding, conflict resolution, and democratic principles, contributing to the CSO strategy's goals. Additionally, it helps CSOs counter polarisation, prevent violence, foster trust, and diversify funding for financial sustainability.

Enabling environments counters shrinking civic spaces: The programme promotes an open environment where young people and CSOs can operate freely and collaboratively. It facilitates inter-community and cross-sector dialogues, trust-building initiatives, and partnerships to prevent marginalisation and political exclusion, which are key drivers of conflict. In high-tension environments, it prioritises peace education and youth-led dialogue, fostering non-violent conflict resolution and reinforcing democratic engagement.

Advancing democratic development and human rights: The programme empowers CSOs and young people to drive democratic development, human rights promotion, conflict prevention, gender equality, and social cohesion. Youth-led peacebuilding and civic engagement reduce violence and extremism, strengthen trust in democratic processes, and promote inclusive governance. Community-based peace dialogues, trust-building programmes, and cross-cultural youth exchanges foster peace, resilience, and active citizenship.

Empowering young people as a driving force for change: The programme equips young people with tools, skills, and platforms for democratic engagement, human rights advocacy, and social cohesion. Through capacity-building, leadership training, and participation in decision-making, it fosters youth-led initiatives driving sustainable social change.

1.4.3 · UN Agenda 2030: Sustainable Development Goals

The Sustainable Development Goals (SDGs) recognise that achieving a more just, inclusive, and sustainable world requires both structural change and human development. This suggested programme's approach to change is highly relevant to the SDGs as it focuses on empowering individuals and organisations to drive long-term, systemic impact. The programme will contribute to several goals, for example:

Advancing Quality Education & Lifelong Learning (SDG 4): By providing capacity-building, leadership training, and mentorship, the framework ensures that young people and organisations have the knowledge and skills needed to foster positive change. This directly supports SDG 4, which promotes inclusive and equitable education as a foundation for sustainable development.

Reducing Inequalities & Strengthening Inclusion (SDG 10 & SDG 5): The emphasis on inclusivity and representation, particularly for marginalised and underrepresented groups, aligns with SDG 10 and SDG 5. By ensuring that diverse voices are heard and supported, the framework contributes to more equitable and just societies.

Fostering Decent Work & Economic Growth (SDG 8): Sustainable change requires not only individual empowerment but also organisational strength. By supporting organisations improve their operations and sustainability, the framework contributes to SDG 8, which focuses on decent work, economic inclusion, and youth employment.

Promoting Peace, Justice & Strong Institutions (SDG 16): Change is most effective when it is systemic. Through advocacy, civic engagement, and leadership development, the framework equips young people and partner organisations to influence policies, strengthen democratic participation, and promote social cohesion, supporting SDG 16.

1.4.4 · Inner Development Goals

Whilst developing the programme, we also departed from the Inner Development Goals (IDGs)¹, having in mind that sustainable change starts from within – fostering the skills, mindsets, and relationships necessary for individuals and organisations to create meaningful impact. The framework that we have developed emphasises empowering individuals and organisations by providing capacity-building, mentorship, and structured support, this is to align with the IDGs' recognition that skills like self-awareness, resilience, and perspective-taking are essential for leading change effectively.

Furthermore, sustainable impact happens through relationships. The framework's commitment to participation, inclusion, and representation mirrors the IDG focus on collaboration, trust, and active listening – ensuring that young people feel seen, heard, and empowered to contribute. Developing inner skills alone is not enough; they must be applied to real-world challenges. By supporting advocacy, leadership, and community engagement, the framework enables young people to translate personal development into concrete action – whether through influencing policies, strengthening organisations, or leading initiatives. By nurturing both personal development and collective action, the framework ensures that change is not only possible but also sustainable, inclusive, and deeply rooted in human potential.

1 Inner Development Goals: innerdevelopmentgoals.org

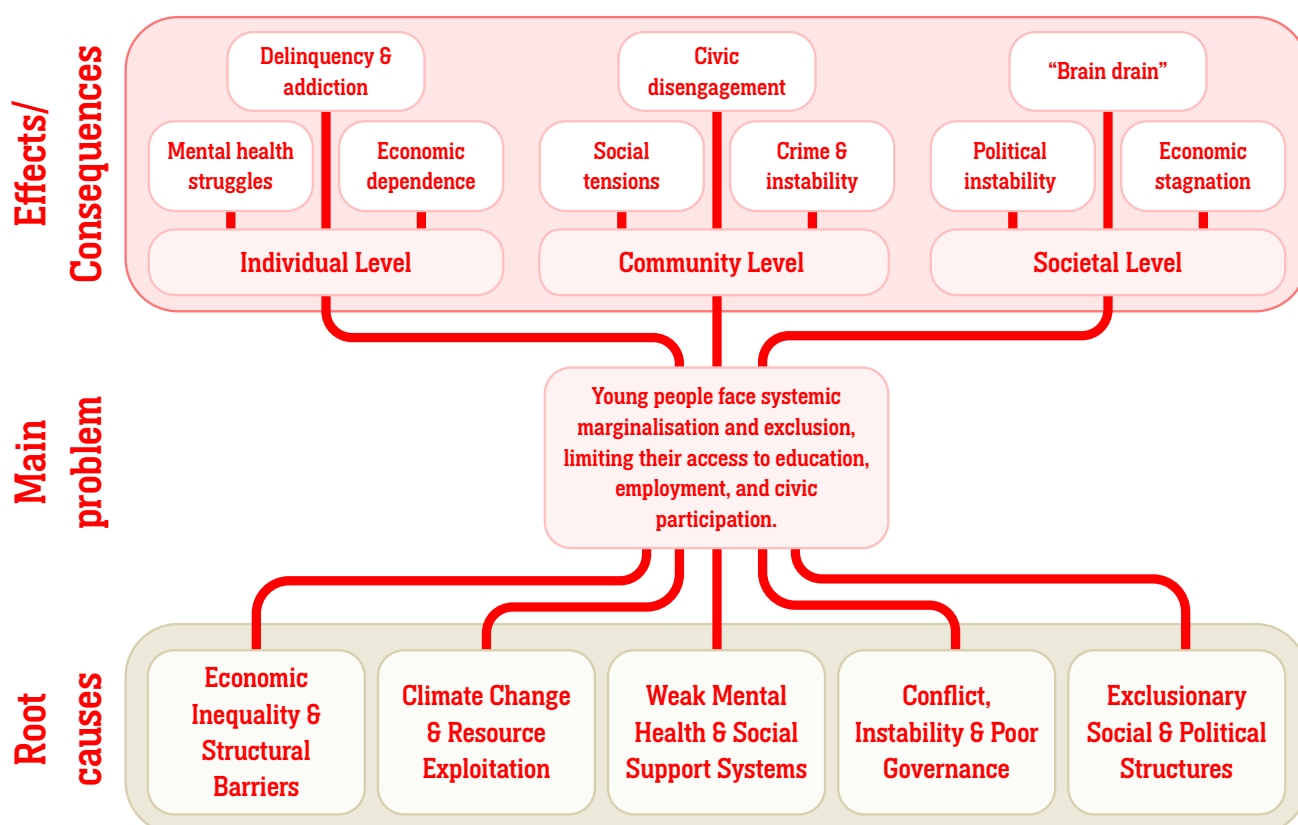
2 PROBLEM ANALYSIS

Young people face a multitude of challenges that are not only detrimental to their individual development but also to society as a whole. The absence of safe, positive environments where they can express themselves, be seen, and grow on their own terms is a critical barrier not only to their individual well-being and empowerment but also to the health and resilience of society at large. When young people are unable to realise their potential, entire communities suffer from a loss of creativity, productivity, and social cohesion as well as increased social tensions.

Globally, the intensifying challenges of youth unemployment, limited access to quality education, mental health issues, discrimination, and the impacts of climate change and political instability disproportionately affect young populations. These challenges have ripple effects throughout society, weakening economic growth, eroding trust in institutions, and fuelling social tensions. Local factors, such as social segregation, resource mismanagement, and weak institutional support, further exacerbate these issues, creating environments where exclusion and inequity thrive.

2.1 · KEY CHALLENGES FACED BY YOUNG PEOPLE AND THEIR SOCIETAL IMPACT

Problem and needs analyses conducted in collaboration with our partner organisations identifies the primary challenges and barriers affecting young people across the respective country and region. These analyses provide critical insights into the systemic obstacles young people face and their broader societal implications. A problem tree was developed showing the main problem and how it relates to root causes as well as effects/ consequences (for detailed problem tree see annex 1).



2.1.1 · Key Findings per Thematic Area

Below, we present a summary of key findings, categorised by thematic area and with examples from different geographic areas.

Economic Exclusion: Unemployment, Education, and Skills Mismatch

High youth unemployment, skills mismatches, and limited access to quality education (particularly in rural

areas or underfunded communities) leave many young people economically vulnerable, reliant on informal work, at risk of exploitation and leads to increased emigration.

Eastern Partnership: Economic stagnation, outdated curricula and underfunded vocational training lead to high NEET (Not in Employment, Education, or Training) rates and job scarcity in rural areas. Education systems fail to meet labour market demands.²

Ethiopia: Post-conflict economic decline, inflation, and limited job opportunities (especially in rural areas) create financial insecurity. Poor infrastructure, limited vocational training, and gender disparities hinder educational access.

Israel/Palestine: Educational disruptions in Gaza and the West Bank. In Israel, disparities persist between Jewish and Arab young people, with Arab students receiving fewer resources. Palestinian youth face 40% unemployment due to political instability, blockades, restricted market access while Israeli youth struggle with underemployment and high living costs. Conflict disrupts education and economic stability.³

Kenya: 39% of young people are unemployed or underemployed, with job insecurity worsened by the dominance of the informal sector. Access to credit and markets remains restricted, impeding youth entrepreneurship. Despite expanded primary education, high secondary school dropout rates persist due to poverty and poor infrastructure. The system's focus on theory over practical skills leaves graduates unprepared for the job market.

Morocco: 26% youth unemployment, with education-job mismatches and reliance on informal labour. Protests highlight youth frustration with government policies. The education system prioritises theory over vocational training, leaving many graduates struggling to find relevant jobs. Regional disparities further limit youth opportunities.⁴

Limited Political Participation and Democratic Engagement

Many young people are excluded from decision-making, fostering disenfranchisement, mistrust in institutions, and social tensions. Marginalised groups – including ethnic minorities, girls, and young people with disabilities – face even greater barriers, which not only limit their opportunities but also contribute to systemic inequities that hinder progress for all.

Eastern Partnership: Corruption, shrinking civic space, and lack of transparency discourage youth participation.⁵

Ethiopia: Political repression and ethnic tensions limit democratic engagement, with youth activism often suppressed.

Israel/Palestine: Palestinian youth face political exclusion and movement restrictions, while Israeli youth struggle with polarisation and disillusionment.

Kenya: Despite making up 75% of the population, young people remain politically marginalised due to low voter turnout, corruption, and suppression of activism.

Morocco: Corruption, patronage, and a lack of youth-friendly policies fuel disengagement despite ongoing protests for reform.⁶

Gender Inequality and Discrimination

Young women face economic exclusion, gender-based violence, and barriers to leadership, reinforcing inequality and social vulnerability.

Eastern Partnership: Traditional gender roles and workplace discrimination limit employment and education.⁷

Ethiopia: Child marriage, female genital mutilation (FGM), and economic marginalisation restrict opportunities.

Israel/Palestine: Palestinian women face limited education and employment access due to cultural norms. In Israel, gender inequality is less pronounced, but Arab Israeli and ultra-Orthodox women face limited career opportunities. Gender equality activism is growing.

2 UNICEF, *The State of the World's Children 2023: Youth in the Eastern Partnership Countries and UNICEF, Education for All: Progress and Challenges in the Eastern Partnership Countries*, 2021.

3 World Bank, *Unemployment youth – West Bank and Gaza*: data.worldbank.org/indicator/SL.UEM.1524.ZS?locations=PS

4 World Bank, *Unemployment youth – Morocco*: data.worldbank.org/indicator/SL.UEM.1524.ZS?locations=MA

5 UNICEF, *Youth Participation in Eastern Europe and Central Asia: Challenges and Opportunities*, 2023.

6 OECD, *Youth at the Centre of Government Action - A Review of the Middle East and North Africa*: oecd.org/en/publications/youth-at-the-centre-of-government-action_bcc2dd08-en.html

7 UNICEF, *Gender Equality in Eastern Europe and Central Asia: A Regional Overview*, 2021.

Kenya: Patriarchal norms, gender-based violence, early marriage, and caregiving duties limit young women's education, employment, and political participation, worsened by weak law enforcement.

Morocco: Despite legal reforms, cultural norms, high female unemployment, and leadership barriers hinder women's inclusion. Public protests reflect growing demands for gender equality.⁸

Mental Health and Well-Being

Rising stress, anxiety, and depression among young people reflect their struggles with economic uncertainty, conflict, and social exclusion. Mental health services are often inaccessible or stigmatised. As trust in societal systems diminishes, many young people lose hope in their ability to shape their futures or contribute meaningfully to their communities.

Eastern Partnership: Economic uncertainty and migration increase anxiety and depression, with limited youth-friendly services.⁹

Ethiopia and Israel/Palestine: Conflict-related trauma and displacement cause severe psychological distress, with minimal access to care.

Kenya and Morocco: Socio-economic pressures and unemployment drive mental health issues, yet professional services remain scarce and unaffordable. Stigmatisation and insufficient services limit access to care.

Violence, Conflict, and Political Instability

Political instability and conflicts erode trust in public institutions and hinder peacebuilding and development. This leads to weakened governance, greater social divides, and diminished ability to address global issues.

Eastern Partnership: War in Ukraine, tensions in Armenia-Azerbaijan, and political repression heighten insecurity.

Ethiopia: Armed conflicts, ethnic violence, and political instability result in displacement and insecurity.

Israel/Palestine: Ongoing conflict leads to displacement, trauma, and instability.

Kenya: Ethnic and political violence, election-related tensions, and gender-based violence persist, exacerbated by weak law enforcement and political divisions.

Morocco: Political unrest and protests impact youth stability.

Migration and Climate Challenges

Economic hardship, conflict, and climate change drive young people to migrate under unsafe conditions, fueling brain drain and deepening inequalities. Loss of agricultural livelihoods, food insecurity, and limited opportunities heighten their vulnerability to economic instability. Environmental degradation, including deforestation and pollution, disproportionately impacts youth, worsening quality of life and social inequalities.

Eastern Partnership: Industrial pollution and environmental activism risks hinder youth participation in sustainability initiatives. High youth emigration due to economic instability results in a talent drain that weakens local economies.¹⁰

Ethiopia: Conflict, drought, land degradation, and economic instability force youth migration, often under unsafe conditions.

Israel/Palestine: Water access issues and environmental degradation intersect with conflict. Displacement, refugee crises, and movement restrictions create instability.

Kenya: Droughts and deforestation threaten youth employment in agriculture.

Morocco: Water scarcity and desertification, economic instability and lack of prospects fuel migration to Europe, with many facing exploitation.

2.1.2 · The Need for Proactive and Inclusive Action

The above-mentioned challenges are deeply interconnected with broader social, economic, and political structures. Focusing solely on reactive measures risks further alienating youth, intensifying the very issues it seeks to address. A preventative, youth-led approach – emphasising education, economic empowerment, democratic participation, and mental well-being – is essential to building resilient, engaged, and inclusive societies.

⁸ UNICEF, *Country Office Annual Report 2023: Morocco*: [unicef.org/media/152596/file/Morocco-2023-COAR.pdf](https://www.unicef.org/media/152596/file/Morocco-2023-COAR.pdf)

⁹ UNICEF, *Mental Health of Adolescents in Eastern Europe and Central Asia*, 2022.

¹⁰ UNICEF, *Youth Migration Trends in Eastern Europe*, 2023.

3 PROGRAMMATIC APPROACH

3.1 · THE ENVISIONED IMPACT: YOUNG PEOPLE CAN CHANGE THE WORLD THROUGH THEIR PASSIONS

3.1.1 · Description of the Envisioned Impact

This initiative aims to create a society where young people are empowered to contribute meaningfully to positive change. By addressing barriers such as social isolation, lack of education, employment challenges, and mental health struggles, we aim to support young people to thrive and become active, engaged citizens. By fostering their passions, we enable young people to drive lasting societal change, promoting peace, equality, and social cohesion. When their needs are met and they are given opportunities to grow, young people gain the confidence and skills to lead and build inclusive, sustainable communities. This initiative envisions a future where young people are central drivers of progress, creating a stronger, more resilient society for all.

The theory of change outlined below illustrates how we strive to achieve our envisioned impact through our approach. Our ways of working will drive the intermediate outcomes at partner organisation level, which will, in turn, contribute to the expected outcomes. Partner organisations will implement their activities, reaching the key outcomes that ultimately align with the impact. The assumptions guiding this process, as well as a more detailed description, are provided further below.

We anticipate the programme's impact will vary across contexts. For example:

Georgia (Centre of Rural Development and Civic Engagement – Liliphari): Rural young people in Mtskheta-Mtianeti, especially near conflict zones, will gain access to education, tech skills, and critical thinking. Through youth centres and training programmes, the initiative will enhance employability, drive innovation, and boost economic and civic participation. In five years, we expect these young people to be skilled, employable, and economically independent, many starting successful businesses and driving local growth. They will be active citizens, engaged in politics and community problem-solving, overcoming social and geographical barriers to education and career opportunities.

Israel (School for Peace): By creating safe spaces with mixed Israeli and Palestinian youth groups, addressing core issues of the conflict and encouraging participants through dialogue, inclusion, critical thinking, art and experiential learning, to engage more deeply with one another's communities, fostering mutual understanding and co-operation. This will create a direct positive impact on the participants, their communities, and society at large. The initiative will equip young people with the skills and knowledge to become effective change-makers and leaders.

Kenya (Mwelu Foundation): The aim will be to develop a generation of young leaders capable of tackling local and societal issues, fostering positive social change, and advocating for a more just and equitable society. This will be done through empowering and equip young people in Mathare slum area with the leadership skills, knowledge, and tools necessary to become active, effective leaders and change-makers within their respective communities.

Moldova (Urban Spirit Family): Safe, inclusive, and accessible sports spaces will be established to support the physical, social, and leadership development of Moldovan young people, engaging them in regular sports and educational activities. This will foster greater trust in society among young people and reduce social isolation by also integrating vulnerable groups. Additionally, this increased physical activity by young people will enhance mental well-being, lowering stress and anxiety while promoting lifelong healthy habits.

Ukraine (STAN): By the end of the programme, young civil society leaders will emerge as mission-driven advocates, shaping local communities while amplifying the voices of young Ukrainians on a global scale. These leaders, grounded in their diverse identities, will champion democracy, human rights, equality, and inclusion as fundamental pillars of a peaceful and resilient Ukrainian society. The initiative will strengthen social cohesion, reducing the risk of conflict between different groups and accelerating the integration of internally displaced young people, war veterans, persons with disabilities, vulnerable women, national minorities, and LGBT+ individuals.

3.1.2 · Target Group

Young People as the Primary Target Group

Our programme focuses on empowering young people aged 12–25, particularly those who are marginalised or underrepresented, and affected by poverty, displacement, and social exclusion. In some contexts, partner organisations may extend the age range to include those as young as 4 or as old as 35.

The focus on 12-25 year olds reflects this critical period of brain development, where experiences shape long-term skills and behaviours. Positive interventions, such as opportunities for exploration, healthy risk-taking, decision-making, and identity development, can shape long-term growth and resilience. Conversely, negative experiences like discrimination, poverty, or abuse can create long-term barriers to development. Ensuring access to supportive relationships and resources, especially for those who have faced adversity, empowers young people to develop the resilience and competencies needed for adulthood. By understanding and leveraging this developmental window, the programme fosters both individual success and broader community well-being.¹¹

Special attention is given to women and girls, children growing up in vulnerable environments, LGBTQ+ young people, those with disabilities and young people impacted by war and conflict. Specific groups affected by conflict include young people in rural areas near conflict zones (Georgia), young refugees from Nagorno-Karabakh (Armenia), young people from frontline regions and IDPs (Ukraine), and those affected by conflict in Israel and Palestine.

In countries like Georgia, Moldova, and Armenia, the programme will also focus on young people not in education or employment, especially those from socioeconomically vulnerable backgrounds, providing alternatives to social isolation and delinquency. Rural areas (e.g. Armenia and Georgia) and ethnic minorities (e.g. Moldova) will be prioritised, alongside areas with low political participation (e.g. Kenya).

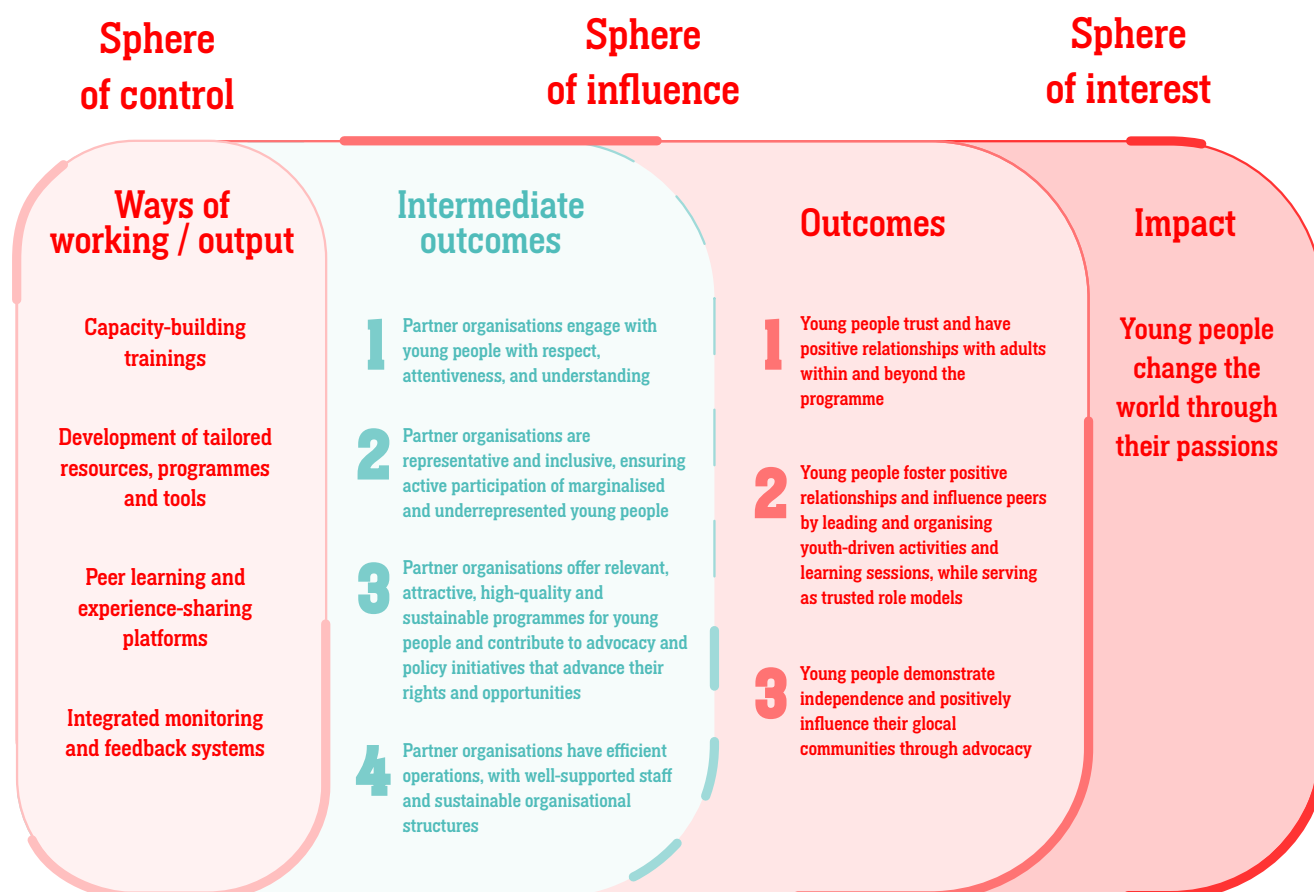
By investing in this generation, we aim to contribute to long-term societal transformation, fostering more inclusive, democratic communities. Young people's perspectives guide the interventions, aligning with Sida's focus on poverty reduction. Through increased access to education, employment, and civic participation, the programme reduces barriers preventing young people from engaging fully in society. Gender-specific challenges are addressed through targeted initiatives, ensuring safe spaces and equitable opportunities for women, girls, and gender minorities. Additionally, by strengthening youth-led advocacy and civil society, the programme contributes to democratic resilience, economic empowerment, and reduced social exclusion, ensuring young people can thrive in their home countries. Further, the programme's target group closely aligns with Fryshuset's in Sweden, both focusing on empowering marginalised and underrepresented young people. Fryshuset supports those facing social exclusion, unemployment, educational barriers, and mental health challenges, often in vulnerable communities. Many have multicultural backgrounds, including ties to the countries in this programme.

Local Implementation Through Partner Organisations

A core component of our approach is working with partner organisations that have deep-rooted knowledge, community trust, and strong local networks. Fryshuset serves as a capacity-building partner, enhancing their technical expertise, internal structures, and leadership while ensuring initiatives remain locally driven and sustainable. Partner organisations take the lead in engaging target groups through participatory methods and proactive outreach, ensuring that the most vulnerable young people—particularly those unlikely to seek support themselves—are reached and empowered as agents of change. For effective programme implementation, partner organisations will collaborate with local stakeholders such as youth organisations, educational institutions, and national and local authorities responsible for youth affairs.

11 The UCLA Center for the Developing Adolescent, developingadolescent.semel.ucla.edu/assets/uploads/research/resources/The_Connecting_Adolescent_Brain.pdf

3.2 · OVERALL THEORY OF CHANGE



3.2.1 · Navigating Change: The Spheres of Change

The theory of change for this programme is illustrated through the spheres of change, which help us clearly define the different levels of impact and influence:

- **Sphere of control:** This encompasses the outputs and activities that are within the direct control of Fryshuset. These are the concrete actions, such as the number of training sessions conducted or the resources created, which contribute to achieving the desired intermediate outcomes. The outputs and activities will be built upon Fryshuset's evidence-based methods, which have been tested and refined for effectiveness. For further details, please refer to section 3.3 · **Methods and Tools for Systematic Work**.
- **Sphere of influence:** Through Fryshuset's interventions, which are built on a co-created framework with our partner organisations, we aim to achieve the intermediate outcomes — changes within the partner organisations that set the stage for wider impact. These intermediate outcomes form the foundation upon which partner organisations will be supported to carry out activities that drive the intended outcomes. These outcomes focus on changing the attitudes, behaviours, and relationships of young people, and will, in turn, contribute to the desired long-term impact. While the sphere of influence extends beyond Fryshuset's direct control, we play a crucial role in shaping the behaviours and relationships of stakeholders. We work alongside other actors to maximise our collective impact and ensure that these changes, which are central to the programme's success, are realised.
- **Sphere of interest:** This represents the long-term change we aim to achieve, or our expected impact. This is the vision we hope to contribute to, although it will be influenced by a wide range of factors outside our direct control. Achieving this long-term impact will require the alignment of various stakeholders and broader societal changes.

This model is central to our theory of change as it allows us to differentiate between what we can directly influence, what we hope to influence, and the broader context in which we operate. It helps us map out where we can have the most immediate and significant impact, while also recognising that achieving long-term change depends on both influencing stakeholders and operating within the wider context.

Next is an overview of key inputs and resources, the outputs that will drive the intermediate outcomes (the empowerment of the partner organisations) as well as the outcomes, the unlocking of the potential of young people. See annex 2. **Programme Overall Results Framework** for more detailed information on monitoring measures (indicators) as well as methods and means of verification per respective outcome, intermediate outcome and output. Note that an adapted results framework will be developed with each partner organisation at the onset of the programme. While it will align with the overall results framework, it will be tailored to address the specific needs and contexts of each partner.

Assumptions for the Theory of Change

Contextual assumptions pertaining to the external conditions or environment that the initiative is based on and assumes to be in place for the intervention to succeed:

- **Political and social stability:** We assume that there is a relatively stable political and social environment that will not hinder young people's engagement or participation in societal activities, or their ability to drive positive change.
- **Interest and engagement from marginalised and underrepresented young people:** We assume that there is a genuine interest and willingness among young people from marginalised and underrepresented communities to actively participate in initiatives that foster personal growth, social change, and community development.

Causal assumptions that explain how and why change is expected to occur through the implementation of the intervention:

- **Capacity building leads to engagement and trust:** We assume that providing young people with opportunities to build their skills and leadership capacity will increase their engagement in social and political activities, leading to positive societal change.
- **Opportunities for growth lead to confidence and leadership:** We assume that when young people are provided with opportunities for personal and professional development, they will grow in confidence, making them more likely to take on leadership roles in their communities and contribute to sustainable community building.
- **Youth passion drives societal change:** We assume that when young people are given the space to explore and develop their passions, the platform created enables individual transformation acting as a driving force for wider, long term societal change.
- **Credible messengers enhance trust and participation:** We assume that it is possible to identify and engage credible messengers who reflect the backgrounds and experiences of the target group. The presence of these messengers will foster a sense of recognition and trust among young people from marginalised and vulnerable communities, making them more likely to engage with the initiative, feel represented, and be inspired to take an active role in driving social change.

Evidence Informing the Theory of Change

The development of the theory of change has been shaped by Fryshuset's extensive experience in working with youth empowerment¹², combined with valuable input from our partner organisations and insights from relevant research. By examining key barriers faced by young people, such as social isolation, limited education, and mental health challenges, we have tailored our approach to foster engagement, inclusion, well-being and action. This evidence-driven theory is designed to ensure young people, especially those from marginalised backgrounds, can access the support and opportunities they need for positive development.

Research highlights the importance of addressing barriers like social isolation, lack of education, employment challenges, and mental health struggles to empower young people and foster societal change. Young people who experience social exclusion face greater challenges in employment and mental health, emphasising the need for inclusive programmes that promote engagement and well-being.¹³ Furthermore, studies have also shown that a meaningful leisure time plays a crucial role in young people's mental health. Engaging in physical activities, social interactions, and creative pursuits during free time contributes positively to well-being. Such activities provide a sense of belonging and the opportunity for relaxation, offering a break from stress

12 Evidence of Fryshuset's ways of working can be found here (see e.g. *Civilsamhället i orten* and *Orten bortom våldet*: fryshuset.se/anlita-oss/evidens-och-rapporter)

13 MUCF, 2022, *Utanförskap och unga: En socioekonomisk analys av värdet av främjande öppen verksamhet för unga*. mucf.se/sites/default/files/2022/07/MUCF_Rapport_UtanforC3%B6rskap_och unga_TANP.pdf

and anxious thoughts. However, barriers exist, such as access limitations and socio-economic factors, which can hinder young people's participation in enriching leisure activities stressing the importance of an inclusive approach ensuring access for marginalised and underrepresented groups.¹⁴

It is also acknowledged that trusted adults play a significant role in youth development. Supportive adults, particularly in educational settings, provide crucial guidance, offering stability and acting as role models. These adults help young people navigate challenges and make positive choices, reducing the likelihood of e.g. criminal behaviour. Consistent and caring adult involvement plays a protective role, fostering resilience and helping supporting young people avoid risky paths.¹⁵

A proven method that Fryshuset and its partners are using is when working to reduce violence and crime among young people. This work is led by young people with firsthand experience of social exclusion, substance abuse, and criminality, and is based on relationship-building, mutual understanding, and respect. By providing positive role models for younger generations, this initiative contributes to a more inclusive social environment, with the long-term goal of reducing the recruitment of young people into criminal networks.

3.2.2 · Key Inputs and Resources for Driving Change

Fryshuset's key inputs and resources in this programme enable us to effectively support our partner organisations and create lasting change for young people globally:

Knowledge and experience: With over 40 years of expertise in youth work and proven methodologies (that are also supported by external research, see e.g. section above on **Evidence Informing the Theory of Change**), we provide relevant knowledge and insights, tailored to local contexts.

Human resources: Our dedicated staff, specialised in e.g. youth leadership, inclusion, social impact, education and pedagogy, governance, monitoring and evaluation are central to driving and supporting programme implementation.

Capacity-building programmes and tools: Fryshuset offer evidence-based training and tools to empower young people and youth work, focusing on participatory approaches in areas like human rights, leadership, education, work and entrepreneurship, peace, mental health, inclusion, participation and advocacy.

Strategic partnerships: Through our extensive global network of organisations, authorities, businesses, and other stakeholders, we can mobilise resources, exchange experiences and learning, create opportunities and initiate effective collaborations to strengthen youth opportunities.

Financial resources: By leveraging donations, grants, and long-term partnerships, we take advantage of the opportunities offered by diversified funding to enhance our collaboration with partner organisations

Mobility and exchanges: Fryshuset create opportunities for young people and youth workers to connect across borders through exchange programmes that promote learning and cultural exchange.

It is crucial to highlight that, in addition to the resources provided by Fryshuset, we also benefit from the wealth of expertise and knowledge possessed by the partner organisations themselves. Their deep understanding of their respective contexts, technical skills, and thematic expertise will not only enable Fryshuset to gain valuable insights but also create valuable opportunities for cross-organisational learning and experience sharing. These organisations bring years of experience and are actively working in challenging environments, providing a unique perspective that enriches the entire partnership. This collaborative exchange will enhance the impact of the programme, fostering mutual growth and strengthening the effectiveness of all involved.

Furthermore, the most crucial input of all is the active engagement of young people. Their experiences, knowledge, and involvement serve as invaluable resources that drive the success of the programme. As active participants, they not only shape the programme but also play a key role in influencing its outcomes, ensuring that it remains relevant, impactful, and rooted in the realities of the young people it serves (see section **1.2 · Fryshuset's Model for Youth Participation**).

3.2.3 · Outputs: Driving Change Through Tailored Support

Our main ways of working/outputs are designed to empower partner organisations, enabling them to create lasting, impactful change for young people:

14 FORTE, 2023, *Fritidens betydelse för ungas psykiska hälsa – rättigheter, möjligheter och hinder: Kunskapsläge och forskningsbehov*. forte.se/wp-content/uploads/2023/10/fort0098_fritidens-betydelse-fo-r-ungas-psykiska-ha-lsa-ta.pdf

15 Utbildningsdepartementet, 2023. *En bra skolgång förebygger brott*. regeringen.se/artiklar/2023/10/en-bra-skolgang-forebygger-brott

Capacity-building trainings (including Training of Trainers): Through targeted capacity-building sessions, Fryshuset trains partner organisations in essential areas such as youth-centred engagement, inclusive practices, programme design, advocacy, and organisational sustainability. These trainings are grounded in evidence-based methods and tailored to local contexts, with a focus on youth participation and empowerment. By equipping organisations with the knowledge and skills they need, we ensure that they can engage young people respectfully and inclusively, fostering programmes that are relevant, high-quality, and sustainable.

Development of tailored resources, programmes and tools: We co-create and distribute practical resources such as toolkits, guidelines, and adaptable templates, designed to enhance the effectiveness of our partner organisations. These tools focus on areas like inclusivity, programme relevance, and organisational efficiency. By providing partner organisations with these resources, we enable them to strengthen their advocacy efforts, improve programme quality, and build more efficient and sustainable operations.

Peer learning and experience-sharing platforms: Fryshuset facilitates cross-organisation exchanges where partners can share best practices and learn from each other's experiences. These peer learning platforms focus on areas like inclusive practices, programme quality, advocacy, and operational sustainability. Through these exchanges, partner organisations gain valuable insights and strategies that directly contribute to their ability to engage young people effectively, ensure inclusivity, and advocate for youth rights.

Integrated monitoring and feedback system: To ensure continuous improvement, Fryshuset supports partner organisations establish robust monitoring and feedback systems. These systems are designed to collect and analyse data on key aspects such as programme quality, youth engagement, and organisational sustainability. By integrating regular feedback from young people and stakeholders, we enable organisations to adapt their programmes and operations to better meet the needs of young people and ensure ongoing relevance and sustainability.

These outputs, grounded in Fryshuset's resources and expertise, are critical to achieving the intermediate outcomes outlined below. Examples of methodologies and resources developed and used by Fryshuset are presented and described in more detail in section 3.3 · **Methods and Tools for Systematic Work**. Prioritisation, planning, and implementation of the outputs will be done in close dialogue with the partner organisations, ensuring that activities are tailored to their specific needs and contexts.

3.2.4 · Intermediate Outcomes: Empowering Partner Organisations for Sustainable Change

Through the outputs, Fryshuset will collaborate closely with the partner organisations to drive progress towards the below defined intermediate outcomes. The desired changes will be identified through ongoing dialogue with young people and youth workers, together with our partner organisations we will assess where their organisations currently stand and prioritise areas for growth. This will ensure that the goals are relevant to their contexts and aligned with our strategy of co-creation and collaboration so that the changes we aim for reflect both our observations and the input from our partners, addressing their aspirations and development needs.

Intermediate Outcome 1:

Partner organisations engage with young people with respect, attentiveness, and understanding

Young people participating in the programme should feel that staff and youth leaders listen to them actively and that an inclusive environment is created where they can be themselves and express themselves freely. When young people are engaged with respect and attentiveness, they are more likely to feel that their opinions matter, which fosters a sense of belonging and encourages active participation. These positive interactions are crucial in building trust and, ultimately, when young people feel heard and valued, it enhances their confidence and empowers them to take ownership of their involvement and actions.

Intermediate Outcome 2:

Partner organisations are representative and inclusive, ensuring active participation of marginalised and underrepresented young people

It is vital that organisations reflect the young people that they are engaging with, particularly when it comes to marginalised and underrepresented groups, aspects such as e.g. gender, ethnicity, or socioeconomic status needs to be taken into account. For young people to feel truly seen and develop trust in adults, they need role models they can identify with – individuals who share or understand their lived experiences. This connection fosters mutual understanding: when staff and youth leaders relate to the realities of the young people they work with, they can provide more empathetic and effective support.

Additionally, a key aspect is to provide young people with opportunities to meet and engage with peers from different backgrounds. These interactions build bridges across divides, fostering mutual respect, tolerance, and understanding. By connecting young people who might not otherwise encounter one another, the programme helps break down stereotypes and cultivates a sense of shared humanity, laying the foundation for inclusive and more tolerant communities.

Intermediate Outcome 3:

Partner organisations offer relevant, attractive, high-quality and sustainable programmes for young people and contribute to advocacy and policy initiatives that advance their rights and opportunities

The relevance and quality of youth programmes are critical to their effectiveness and long-term sustainability. Partner organisations play a key role in designing, implementing and continuously improving initiatives that genuinely address the needs, aspirations, and challenges of young people in their specific context. By involving young people from the outset, as well as throughout the implementation, through participatory approaches these programmes do not only create more impact but also ensure young people feel heard, valued, and invested. Providing low-threshold activities in a safe and accessible space attracts young people who might otherwise be unreachable – those who lack a sense of belonging and have not found their place in existing structures and initiatives.

High-quality programmes are those that participants find meaningful and aligned with their personal goals, interests, and growth. Sustainable programmes, meanwhile, are built on efficient use of resources, ongoing evaluation, and adaptability to evolving contexts. Moreover, including advocacy skills and initiatives, the impact of the work extends beyond individual participants. There will be a contribution to broader policy discussions and campaigns, amplifying young people's voices and advocating for systemic changes that advance youth rights and opportunities. This dual focus on programme delivery and advocacy ensures that the efforts have both immediate and long-term effects, benefiting not just the participants but also the larger systems and communities they are part of.

Intermediate Outcome 4:

Partner organisations have efficient operations, with well-supported staff and sustainable organisational structures

Efficient operations and sustainable organisational structures are the backbone of impactful and enduring work with young people. Partner organisations that operate efficiently can achieve their goals in a cost-effective and timely manner, ensuring that resources are used strategically to maximise outcomes. Clear processes and structures for planning, implementation, and evaluation are crucial for maintaining focus, consistency, and adaptability, even in complex or changing environments. Sustainable organisational structures also include mechanisms for transparent governance and accountability. These practices allow organisations to adapt to evolving needs while maintaining the trust of their stakeholders. By integrating systems for monitoring and evaluation, organisations can continuously assess their progress, make evidence-based decisions, and demonstrate their impact through measurable results. Additionally, efforts to minimise environmental footprints reflect a commitment to sustainability, aligning with broader societal goals.

Well-supported staff are a cornerstone of organisational efficiency. When staff members feel valued, empowered, and equipped with the right tools and training, they can perform their roles more effectively, contributing to the overall success of the organisation. High staff satisfaction and perceptions of fairness and support are indicators of a healthy work environment, which is essential for retaining skilled personnel and fostering innovation.

3.2.5 · Outcomes: Young People Building Relationships and Leading Change

Building on the intermediate outcomes presented above, the partner organisations will be equipped to implement initiatives aimed at delivering the following expected results. The outcomes are building on Fryshuset youth participation model (presented in [1.2 · Fryshuset's Model for Youth Participation](#)), and it is important to note the goal is not for every young person in this programme to reach step 3 (outcome 3). For most participants, the ambition is to achieve step 1 (outcome 1), while some will progress to step 2 (outcome 2), and a smaller group will engage at step 3 (outcome 3). Progress will depend on both contextual and individual circumstances. Young people undergo a transformative journey, moving from exclusion to inclusion and from disempowerment to empowerment, with progress shaped by both their individual circumstances and the broader context.

Outcome 1:

Young people trust and have positive relationships with adults within and beyond the programme (e.g., community members, politicians, teachers, family).

When young people develop trust and build positive relationships with adults outside of the programme, it has far-reaching benefits, both for the individual and for society as a whole. These relationships act as a crucial support system, providing young people with guidance, role models, and a sense of belonging within the wider community. Trusted adults – such as community members, teachers, or family – play an essential role in fostering emotional well-being, resilience, and confidence in young people.

Having positive interactions with trusted adults can also increase youth engagement in civic and community activities, leading to stronger connections with society and a sense of responsibility. This, in turn, can help young people thrive academically, professionally, and personally. Ultimately, building trust between young people and the adults in their lives helps create a more cohesive, supportive society where young people feel empowered to make meaningful contributions.

Outcome 2:

Young people foster positive relationships and influence peers by leading and organising youth-driven activities and learning sessions, while serving as trusted role models.

By fostering positive relationships and influencing their peers through youth-driven activities and learning sessions, young people create a more supportive and inclusive social environment. This, in turn, encourages individual development and a shared sense of responsibility. Positive peer relationships play a crucial role in strengthening group cohesion and reducing the risk of negative behaviours, such as bullying or exclusion.

Empowering young people to lead and serve as role models nurtures a culture of positive influence. Peer-led activities support the development of critical life skills, including empathy, leadership, and conflict resolution, while also fostering a sense of belonging and mutual respect. As young people positively influence others, this creates a ripple effect that can bring long-term benefits, not just to individuals, but also to the wider community.

Outcome 3:

Young people demonstrate independence and positively influence their glocal communities through advocacy

Empowering young people to demonstrate independence and influence their local and global communities through advocacy is a powerful catalyst for transformative change. When young people are equipped with the tools and opportunities to engage in advocacy, they not only amplify their own voices but also advocate for issues that affect their communities and the broader global society. This sense of agency is crucial in fostering responsible citizenship on a local, regional, national and global level, as it encourages young people to take action on matters such as human rights, social justice, climate change, and equality.

By actively participating in advocacy, young people gain the skills and confidence to become leaders who can drive social, political, and environmental progress. Their contributions help shape policies, challenge injustices, and raise awareness of issues that may otherwise go unnoticed. Furthermore, their involvement strengthens the collective power of youth movements, inspiring their peers and creating a ripple effect that spreads throughout communities, regions, and even across borders. These young advocates not only create change but also inspire future generations to continue this work, ensuring that their impact is sustainable and far-reaching.

3.3 · METHODS AND TOOLS FOR SYSTEMATIC WORK

The overarching methodological approach for this programme is centred around creating physical, safe and inclusive meeting spaces for young people, designed to serve as hubs for engagement, growth, and empowerment. The specific activities and initiatives within these spaces will be guided by:

- The local context and socio-economic realities.
- Needs expressed by the young people in the target group.
- The expertise and prior experience of the partner organisation.
- The imperative to complement, rather than duplicate, existing efforts in the context.

3.3.1 · Capacity-Building Strategies

At the onset of the programme, a tailored results framework will be developed with each partner organisation. A baseline analysis will then be conducted to establish clear benchmarks and ensure that interventions are grounded in contextual realities. Building on this foundation, capacity-building strategies will be co-designed by Fryshuset and its partners, selecting and adapting methods and tools to align with local priorities, organisational needs, and long-term sustainability goals. The selected methods and tools will be based on those already established by Fryshuset and partner organisations, with additional plans to adapt existing ones and develop new tools where necessary.

A key aim of the programme is to support partner organisations in building financial sustainability and long-term resilience. This includes strengthening their capacity to diversify funding sources, improve financial management, and establish strategic partnerships that reduce dependency on external donors. Recognising the dynamic nature of local contexts, the programme will take an adaptive approach, allowing partners to respond to emerging needs while integrating long-term sustainability planning. By fostering financial independence and strengthening local ownership, the programme aims to empower organisations to continue their work effectively and autonomously, securing lasting impact in their communities.

It's important to note that all our partnerships are grounded in a spirit of mutual and continuous learning. Fryshuset views this collaboration also as an opportunity to exchange knowledge and experiences, not only enriching our partners but also enhancing our own practices and methodologies in the Swedish context. To ensure the success of this programme, Fryshuset will engage thematic experts who bring a unique combination of theoretical knowledge and practical experience and they will continue to work nationally for Fryshuset at the same time as they engage in the Sida programme (e.g. having positions that are 50% national work and 50% international work). This ensures grounded interventions in both academic rigor and real-world applicability, resulting in sustainable, high-impact outcomes for young people as well as a mutual learning between organisations.

3.3.2 · Fryshuset's Areas of Knowledge, Methods and Tools

Fryshuset's organisational structure is based on a matrix model that fosters knowledge-sharing across geographical boundaries (since we work at all levels, local, regional, national and international). At the core of our operations are seven thematic areas of knowledge that provide expertise and support to all partner organisations, both nationally and internationally:

- Youth Culture
- Social Programmes
- Work & Entrepreneurship
- Schools
- Governance & Administration
- Communication & Marketing
- Human Resources (HR)

These areas represent our core strengths, enabling us to provide comprehensive and multidimensional support to young people in Sweden and internationally. Below, we highlight specific examples of our expertise and impactful programmes in these areas, showcasing potential tools and methods which will be relevant to this programme and for the collaboration with our partner organisations. Please note this is a selection of examples rather than a comprehensive list of all methods we employ. Some of these methods and tools have been developed in-house by Fryshuset, while others have been created by other institutions and adopted by us. We provide examples of methodology handbooks and evaluations in annexes or by links to open sources, more resources are available and can be shared upon request.

Youth Culture

The Youth Culture domain empowers young people by offering meaningful recreational opportunities that enhance their physical and mental well-being while fostering social cohesion. Through innovative and inclusive activities, Fryshuset provide young people with the tools and opportunities to explore their passions, connect with peers, and engage in their communities. Examples of methods and tools are the following:

Youth centres: Open meeting space for young people to meet, socialise and engage in various recreational and social activities. There are also specific activities developed for certain target groups, e.g. young people who identify as or are exploring their LGBTQIA+. The young people are able to influence the activities through unstructured form of participation (e.g. spontaneous meetings with youth workers), structured form of participation (formalised and regular meetings) as well as semi structured form of participation (ad-hoc project groups).

National Youth Leadership Training: By equipping young people with leadership skills, this programme empowers participants to take on roles of responsibility within their communities and beyond, fostering self-awareness and professional growth.¹⁶

Planet One: Using makerspaces as a tool to foster collaboration, innovation, and learning-by-doing to tackle pressing climate and environmental challenges.¹⁷

Street Pep: A festival-style initiative where children and young people explore sports and cultural activities under the guidance of local leaders. This programme strengthens community ties, introduces participants to new hobbies, and connects them with local organisations for ongoing engagement.

Frysbox: Combining martial arts with dialogue sessions, Frysbox provides a safe space for young people to express themselves and build confidence. This method has successfully engaged young people who might otherwise avoid structured sports, promoting inclusivity and personal growth.

Skate Nation: A programme using skateboarding as a tool to integrate young newcomers into Swedish society. By creating inclusive spaces for interaction, this initiative builds confidence, fosters friendships, and encourages civic engagement among participants.¹⁸

Motor Interest for Youth (MIU): This method engages young motor enthusiasts in positive social settings, allowing them to develop both their technical skills and life skills. The initiative builds trust with disengaged young people, offering them a sense of belonging and the opportunity to grow into leadership roles.

Social Programmes

This thematic area focuses on strengthening young people's resilience and equipping them with the tools to shape their own futures. We prioritise reaching marginalised groups and fostering positive change in areas often viewed as challenging. Examples of methods and tools:

Vi Behövs/We are needed: Tools and educational material focused on sustainability and resilience in crises and conflicts.

Group Compass Methodology (United Sisters and United Brothers): A proven method for building self-confidence and self-awareness among young people through structured group activities and mentorship.¹⁹

Dialogue for Peaceful Change (DPC): Originating in Northern Ireland, this conflict resolution method has been adapted by Fryshuset to train both staff and youth leaders in mediation, enabling them to address tensions within their communities effectively.²⁰

Sustained Dialogue: This method fosters meaningful conversations between polarised groups, helping them overcome prejudice and build collaborative relationships. By engaging young people across divides, we promote long-term understanding and reconciliation.²¹

Brave Space: An international initiative supporting resilience and sustainability among youth workers in crisis-affected areas. By fostering experiential learning, this programme equips organisations to create lasting impact in challenging environments.

Elektra: Since 2002, Fryshuset has worked to prevent honour-related violence and a methodological resource on norms, violence, honour-based violence and oppression has been developed. Training and lectures are provided for young people (13–25) and professionals in schools, public authorities, and other sectors.²²

16 See annex 4. [Handledning ledarskapsutbildning](#) for more information.

17 Planet One toolkit and handbook can be found online (planetone.org) as well as the Impact Evaluation Report (planetoneorg.notion.site/impact-evaluation-report).

18 See annex 5. [Skate Nation Toolbox](#) for more information.

19 Annex 6. [Gruppkompassen](#) shows the method material used for United Sisters and United Brothers).

20 For more information see annex 7. [Dialogue for peaceful Change](#) as well as annex 8. [En tematisk analys om effekten av DPC metodiken på Fryshuset](#). There is also a video available on [Samrand Faik berättar om DPC: Konungens stiftelse Ungt ledarskaps stipendiat 2024](#). [youtube.com/watch?v=q2TgDKUNcAE](https://www.youtube.com/watch?v=q2TgDKUNcAE)

21 For more information about this method see annex 9. [Utvärdering av projektet Dialogen](#).

22 Training material aimed at raising awareness of norms, violence, and honour-related violence and oppression: fryshuset.se/verksamhet/elektra/forelasningar-workshops.

Passus and Exit: Disengagement programmes. Fryshuset has unique experience in disengagement from destructive and violent extremist environments as well as from criminal gangs. Fryshuset was one of the first organisations in the world to develop methods for these kinds of programmes. The methods can be adapted to reach and work with young people in different destructive environments.²³

Tillsammans för Sverige/Together for Sweden: We use storytelling to foster dialogue between young people from diverse religious, cultural, and socio-economic backgrounds, with the aim of countering polarisation. Through training sessions, lectures, and workshops, we demonstrate how religion and faith can serve as a pathway to integration and a source of empowerment for young people in their efforts to promote peace and mutual understanding.

Work & Entrepreneurship

This domain focuses on empowering young people to establish themselves sustainably in the labour market, whether as employees, entrepreneurs, or innovators, based on their dreams, context and choices. The methods we have identified as successful, which we integrate into different models and approaches (depending on the target group and context), include the following:

Empowerment: Various activities tailored to the individual's "distance" from their goal.

Parallel Interventions: Particularly applicable to young people in marginalised situations. Typically, this involves health-related interventions (e.g. psychiatry, dentistry) running alongside activities focused on empowerment, education, or practical training.

Rights-Based Approach: Prioritising the individual and human rights in the centre.

Supported Employment: Individually designed support for entering the labour market, e.g., a support person (in 4uvas).

4Uvas is a method addressing the needs of young people not in education or employment. By providing personalised mentorship and coordinating with local actors, we help participants navigate barriers and achieve their goals.²⁴

NextGen Solutions: A method tailored to support young women in developing entrepreneurial skills and launching innovative projects. By connecting participants with mentors and the business sector, we ensure they have the resources to succeed.²⁵

Schools

Schools are among the most important and fundamental institutions in society for children and young people, where they spend more of their day than anywhere else. Within the school system lies a unique opportunity to genuinely be part of the everyday lives of children and young people. It is a privilege to help shape and nurture the adults of tomorrow. Guided by the belief that everyone has the capacity and desire to grow, our schools are based on the student's passions, blending their personal interests with academic studies to create an engaging learning environment that fosters both personal and academic development. Fryshuset's schools (Fryshuset run three Compulsory Schools, one Upper Secondary School, two Vocational Educational School and one Folk High School), with over 2,500 students from 6-19 years old provide a meeting place for all, regardless of background or circumstances. Within this Sida funded programme we will not work directly with schools as partners, but in case we see an opportunity for it we will use our experience and expertise from the school sector.

Governance & Administration, Communication & Marketing, and HR

Effective governance, administration, communication, marketing, and human resources are essential for strengthening civil society organisations and ensuring sustainable impact. Fryshuset will provide targeted support in these areas, tailored to the specific needs of each partner organisation. These needs will be identified through comprehensive assessments (see 3.3.4 · **Partner Organisations Capacity-Building Needs**). For details on Fryshuset's expertise and capacity in monitoring, evaluation, accountability, and learning (MEAL), see section 3.4 · **Monitoring, Evaluation, Accountability, and Learning (MEAL)**. Information on governance and administration as well as financial management can be found in chapter 5 Compliance, accountability and Risk Management.

²³ For further information about the method: fryshuset.se/verksamhet/passus/var-metod. An evaluation of the initiative is also available, *Ett smörgåsbord av möjligheter: En analys av Passus avhopparsstöd för personer som lämnar gäng och kriminalitet*. api.fryshuset.se/wp-content/uploads/2021/02/Ett-smorgasbord-av-mojligheter-en-kortversion-av-Passus-utvardering.pdf

²⁴ More information can be found online 4uvas.se

²⁵ More information can be found online nextgens.se

3.3.3 · Adaptable Methodologies for Sustainable Impact

Our methods are already from the onset intentionally designed with adaptability in mind, allowing for adjustments based on cultural, economic, and social factors specific to each context. Fryshuset will ensure relevance and effectiveness by tailoring our approaches to the unique needs and contexts of each partner organisation and target group. To maximise the impact of our methods, we will ensure that robust monitoring tools and feedback mechanisms are employed, enabling continuous improvement and alignment with both partner priorities and overall programme outcomes. This approach not only enhances the relevance of our methods but also bolsters our ability to create lasting, positive change. Furthermore, the selection of methods take into account the resources and capacities of partner organisations, ensuring long-term feasibility and sustainability.

To effectively transfer our methods to partner organisations, as outlined in **3.2.3 · Outputs: Driving Change Through Tailored Support**, we prioritise the following:

Capacity-building trainings (including Training of Trainers): Customised training programmes will be developed to address the specific needs of one, several, or all partner organisations. These trainings can be delivered online or in person, either in Sweden or in the country of a partner organisation. Training of trainers will be prioritised to empower partner staff to independently disseminate the knowledge further within their organisations.

Development of tailored resources, programmes and tools: Existing resources and tools will be adapted in collaboration with partner organisations to meet local needs. Where new materials are required, these will be co-created to ensure relevance and usability.

Peer learning and experience-sharing platforms: Fryshuset will facilitate cross-organisational learning and the sharing of best practices. This includes fostering collaboration not only between Fryshuset and partner organisations but also among the partner organisations themselves.

3.3.4 · Partner Organisations Capacity-Building Needs

An initial quick assessment of the partner organisations needs for capacity building has been done during the development of this application (a more thorough assessment per organisation will be done when starting up the programme). The following needs have been identified among several of the organisations (note that this is not an exhaustive list):

Capacity building needs related to administration and governance:

- **Financial management:** budgeting, reporting, internal control.
- **MEAL:** Development/strengthening of systems to track progress, measure outcomes and ensure continuous learning, etc.
- **Guiding policies and governance documents:** updating and standardising documents to ensure transparency and accountability.

Capacity building needs related to technical and thematic expertise:

- **Inclusive dialogue techniques and conflict resolution:** Equip staff with skills to manage disputes and facilitate dialogue among diverse youth groups.
- **Storytelling:** Training on effectively sharing experiences and advocating for issues affecting young people.
- **Mentorship and leadership skills:** Expertise in training mentors on leadership and personal growth strategies for young people.
- **Inclusion strategies:** Develop expertise in promoting inclusivity, particularly for marginalised communities.
- **Youth engagement:** e.g. how to use sports methodologies as innovative approaches to youth involvement.
- **Safety standards, risk management and safeguarding:** how to ensure the safety when working with different groups of young people.

3.4 · MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING (MEAL)

Fryshuset's approach to monitoring, evaluation, accountability, and learning (MEAL) is deeply rooted in a participatory framework that emphasises transparency, youth empowerment, and continuous learning. Our methods are designed to ensure that both the quality and the impact of our activities are rigorously assessed and improved, while keeping the voices of young people central to the process.

3.4.1 · Set up of the Programme Organisation

In this programme, Fryshuset will collaborate with various organisations from different geographical contexts, each bringing unique technical and thematic expertise. To maximise the benefits of this diversity, and to ensure effective coordination and maintain quality of the project, clear routines and systems for the partnership will be developed. The structure will consist of:

Steering committee: The steering committee will consist of management representatives from Fryshuset and all partner organisations. This committee will meet regularly (bi-annually or quarterly) to review programme progress, discuss expectations, and address any challenges or contextual changes that may arise. The committee will also ensure that both financial and operational objectives are being met. Involving all partners in these meetings ensures transparency and inclusivity, promoting shared decision-making and accountability throughout the project.

Global programme team: The global programme team will include Programme Managers/Project Leaders from all partner organisations. Depending on the programme's progress, there may be opportunities to expand the team by incorporating additional representatives from each organisation. The team will play a crucial role in coordinating joint initiatives across the various partners, serving as a central hub for collaboration. It will also act as a key platform for knowledge sharing, fostering a culture of mutual support and continuous learning among the different locations.

Peer learning and experience-sharing platforms: Platforms, in the form of e.g. online spaces and meetings, will be created to create opportunities for the exchange of experiences, knowledge, and learning. Different staff members and youth leaders will be invited to participate based on the specific topics and needs within their respective organisations. These platforms will facilitate cross-organisation learning, allowing for the sharing of best practices on key areas such as inclusive practices, programme quality, advocacy efforts, and operational sustainability. By fostering these opportunities, the programme will strengthen collaboration, enhance the effectiveness of each organisation, and support continuous growth across the project.

Decision making: Within the programme, Fryshuset will take a leading role in supporting and guiding partners while ensuring that all partners are actively involved and maintain ownership of the programme. Decision-making will be a collaborative process, balancing strategic oversight and ensuring donor compliance with local autonomy. Partners and local teams, being closest to the operations, will have the autonomy to make decisions that address emerging needs and focus on effective implementation. This approach empowers those with direct insight into local contexts, fostering responsive and context-specific actions while maintaining alignment with programme goals.

3.4.2 · Integrated Monitoring and Feedback System

As previously mentioned, at the onset of the programme, an adapted results framework will be collaboratively developed with each partner organisation. This framework will align with the overarching results framework while being tailored to address the specific needs and contexts of each partner. In tandem, a comprehensive monitoring plan will be co-created, detailing the frequency of data collection, methods employed, and roles and responsibilities to ensure clarity and alignment with the respective frameworks. To strengthen the relevance and effectiveness of the intervention, each partner organisation will conduct an initial assessment, including a baseline study (e.g. interviews, surveys, focus groups) to establish a starting point for measuring progress and refining the intervention. This will provide insights into the current situation of young people and inform strategies for effective engagement. We will also leverage existing external data to complement baseline findings, which will inform the development or modification of their theory of change, providing a solid foundation for impact.

To minimise administrative burdens, we will ensure efficient follow-up processes that collect high-quality data while limiting resources required. Fryshuset will coordinate consistency across the project, while valuing partner organisations' input, recognising their unique needs and approaches to MEAL. This collaborative approach ensures that all partner organisations can actively shape the processes and methods that best suit their operations and the needs of their respective communities.

Fryshuset will assess each partner organisation's capacity and offer tailored capacity-building initiatives in areas like data collection, analysis, and reporting. Regular reports aligned with the results framework will be submitted by partner organisations, detailing progress, outcomes, challenges, and participants. Fryshuset will review this information during steering committee meetings and conduct monitoring visits to validate data and identify areas for improvement. Donor reports summarising achievements, lessons, and adaptations will also be prepared by Fryshuset to ensure accountability.

Planned Methods of Verification

A variety of methods and tools to monitor and evaluate project activities will be employed to capture both quantitative and qualitative data, ensuring a comprehensive understanding of project progress and outcomes and at the same time give valuable information that will support progressive development.

Participant surveys: Surveys will be conducted regularly to gather feedback from participants. These surveys will assess changes in knowledge, skills, attitudes, and behaviours, allowing us to track the impact of our interventions over time.

Focus groups and/or qualitative interviews: To gain deeper insights into participants' experiences and perspectives, we will conduct focus groups and individual interviews. This qualitative data will help us understand the nuanced changes in attitudes, confidence, and empowerment resulting from our programmes.

Programme records and activity logs: These records will be maintained to track the details of project activities, including attendance, participation rates, and key milestones. They will also serve to document any changes made to the original plan, ensuring that adaptations are well-documented and justified.

Outcome harvesting: This participatory method involves stakeholders in identifying and validating the outcomes of the project. By engaging young people and staff in the outcome harvesting process, we ensure to identify both expected and unexpected changes resulting from the project.²⁶

Staff/youth leader interviews and surveys: Staff and youth leaders will be interviewed and surveyed to gauge their perceptions of the programme's effectiveness, challenges, and impact. Their feedback will be integral to adjusting and improving the programmes.

Monitoring reports: These reports will provide an overview of the programme's progress. They will also assess whether programme activities are on track to meet set outcomes. And highlight any significant changes in programme delivery and outcomes.

In order to continuously monitor and to be able to adapt the planned outputs, we will incorporate regular feedback loops by using the following methods:

Pre-/post-training surveys: These surveys will help measure changes in participants' knowledge, skills, and attitudes before and after specific training activities, providing immediate feedback on the effectiveness of the training provided.

Training records and feedback: Detailed logs of training sessions and participant feedback will be maintained to assess the quality of the training. This data will inform future training sessions, ensuring they are aligned with the needs and expectations of participants.

Document tracking: We will track key documents related to the development of tailored resources, programmes and tools, such as toolkits, guidelines, and adaptable templates. This will ensure that these resources are co-created, adapted, and distributed according to plan, helping to enhance inclusivity, programme relevance, advocacy, and organisational efficiency.

Feedback forms: Regular feedback forms will be distributed to participants immediately after activities to gather their views on the relevance, effectiveness, and quality of each session. This real-time feedback will allow us to make prompt adjustments where necessary.

Expected Challenges

The use of surveys, interviews, and focus groups as data collection tools brings specific challenges that require careful management to ensure high-quality, representative data:

Ensuring representativeness: Achieving a diverse and inclusive sample is critical. We will use deliberate sampling and targeted outreach to include underrepresented groups, ensuring data accurately reflects the target population.

²⁶ Outcome harvesting is a method that Fryshuset has used before, e.g. see annex 9. Utvärdering av projektet Dialogen

Encouraging participation: Low response rates, especially for surveys, can skew results. To address this, we will use mobile-friendly tools (as well as optional tools for those who might not have access to mobile or internet), familiar communication channels, and timely reminders. For interviews and focus groups, scheduling and creating safe spaces for open dialogue will be prioritised to maximise participation.

Limitations of methods: Surveys may miss the depth of participants' experiences, while interviews and focus groups can be time-intensive and risk being dominated by certain voices. Combining methods will provide both breadth and depth.

Confidentiality and trust: Confidentiality is essential for building trust, especially when discussing sensitive topics. Clear data handling protocols will be communicated to all participants, and facilitators will be trained, ensuring the privacy is respected.

Learning and Adaptation

Learning goes beyond simply collecting data; it's about cultivating an environment where insights are acted upon, and continuous improvement is possible. We aim to foster a culture of reflection both at the programme level (including Fryshuset and all partner organisations) as well as within each partner organisation, so that successes and challenges as well as changes in the external environment can be openly discussed at all levels. A safe space encourages sharing experiences, which helps us adapt our approach and make more informed decisions. Regular feedback loops – such as surveys, feedback forms, focus groups, and interviews (as detailed above) – will provide valuable insights, enabling us to refine our methods and ensure that activities remain relevant and effective. Further, by remaining attuned to shifts in economic, political, social, and environmental factors, we can adapt our interventions to maintain their relevance and impact. The development of the integrated monitoring and feedback system as well as capacity-building trainings will support this culture of learning, strengthening reflective practices within each partner organisation.

An example is when it comes to the development of tailored resources and tools, such as toolkits and guidelines, which are regularly refined based on feedback. We adapt and co-create these resources in collaboration with our partners, ensuring that they meet the needs of the programme while enhancing inclusivity and organisational efficiency. This ongoing adaptation strengthens both the programme and the capacity of our partners, ensuring ongoing learning.

Final Evaluation

The final evaluation will measure the achievement of outcomes, assess the overall effectiveness of the programme, and capture lessons learned to inform future initiatives. The evaluation will be carried out with external support and in collaboration with partner organisations to ensure comprehensive and representative insights.

3.4.3 · Fryshuset's Experience and Expertise in Impact Measurement

Fryshuset employs a dedicated staff member responsible for impact measurement and is actively involved in several networks focused on this area. Impact measurement is vital for improving our operations, understanding the needs of our target groups, and demonstrating our achievements to partners, funders, and collaborators.

Fryshuset serves on the board of Effektfullt, Sweden's largest cross-sectoral knowledge hub and membership organisation for entities looking to enhance their ability to measure the impact they have on people and the environment. Additionally, Fryshuset also serves on the board of The Swedish National Advisory Board for Impact Investing and participates in the technical committee of the Swedish Institute for Standards, which has developed a standard for measuring social and environmental impact. The technical committee is currently developing comprehensive guidelines to assist in the creation of an effective theory of change. These guidelines will serve as a standard framework for all those involved in measurement activities, regardless of the type of organisation or sector.

In addition, Fryshuset has well-established routines and robust experience with follow-up methods tailored to its operations. This includes internal resources and competencies in monitoring, evaluation, and impact measurement, which form a cornerstone of our knowledge-sharing efforts with partners. Further, Fryshuset has recently started working with a Microsoft application for data collection that is set to track participant numbers, and session frequency, with daily registration. The application is scalable and can be developed further if needed and can support partner organisations in developing additional features as required.

Fryshuset uses a range of tools and methods to support continuous learning and adaptation, including:

Value chain tool: Tracks the creation of value and impact at various project stages.

Ladder of change: Assesses progress and identifies changes in the short, medium, and long term.

Fryshuset way: Internal framework for managing change and continuous improvement of methods and practices.

These tools enable to measure and evaluate both outcomes and processes, offering insights for adapting methods to meet young people's evolving needs. Youth feedback is central to this process, ensuring strategies are refined based on experiences, skills-building, empowerment, and mindset shifts. By leveraging these tools, Fryshuset enhances its monitoring and evaluation efforts, while also supporting capacity-building for partner organisations.

3.5 · SELECTION OF PARTNER ORGANISATIONS

3.5.1 · Assessment of Partner Organisations

The majority of the partners that Fryshuset works with internationally have been identified through recommendations from other partner organisations or government bodies. Before initiating a formal partnership, we conduct a reference check with other partners and/or previous donors of the partner organisation. This assessment supports evaluate the organisation's capacity in financial management, internal governance, and control.

The following criteria are used to assess potential partner organisations, aligning with Fryshuset's values and mission:

- The values of the organisation align with Fryshuset's values.
- The robustness of the organisation, including decision-making power and power of action.
- The prospects of collaborating on concrete actions for reaching and empowering young people.
- The organisation's knowledge and work are valuable to young people.
- The identified needs of the organisation and the young people they serve can be met with Fryshuset's experiences and competencies.
- The prospects for a sustainable and long-term partnership, including sustainable funding opportunities.
- The potential scope of cooperation and support, including opportunities for mutual knowledge exchange.

Through these criteria, Fryshuset has formed multiple partnerships both in Sweden and internationally, cooperating with grassroots organisations, local activists, and regional/international organisations. A key strength of our partnerships is our commitment to co-creation. By setting common goals, defining the scope of collaboration, and jointly developing budgets, we promote ownership and transparency. This approach ensures mutual understanding of financial management, internal governance, and compliance with donor requirements and national regulations.

We also follow an assessment checklist (see annex 3. [Assessment checklist partner organisation](#)) to assess the organisation's structure, including its governance, membership participation, and internal policies. A review of financial management practices follows, examining budget planning, accounting transparency, and financial controls to ensure sustainability and accountability.

In addition, we analyse the organisation's adherence to ethical standards, including the presence and enforcement of anti-corruption policies. The audit process is also scrutinised to verify compliance with best practices and to ensure that any necessary corrective actions are implemented. Contractual agreements and consultant engagements are reviewed to confirm compliance with financial accountability measures. Further, we assess their monitoring and evaluation frameworks and procedures for concluding partnerships when required. Finally, the overall alignment with Fryshuset's mission, the potential for collaboration, and any associated risks are carefully considered before forming a partnership.

The assessment checklist will serve as a self-assessment tool for the partner organisation and will be followed up by Fryshuset through a review of both the checklist and the supporting documents provided. Through an open dialogue, Fryshuset and the partner organisation will jointly identify key capacity needs and develop a structured plan for providing the necessary support.

3.5.2 · Selected Partner Organisations for Sida Programme

For this programme we are suggesting partnerships with 14 partner organisations in 9 different countries. Fryshuset has partnered with some of the organisations for different projects for many years and with other organisations we have had a more informal collaboration and interchange of learnings and experiences. We are now looking forward to being able to formalise those partnerships as well. All included countries but one are eligible for Official Development Assistance (ODA):

Armenia: In Armenia we have two partner organisations, Armenian Progressive Youth (APY) and Youth Organisations Union (YOU). APY was established in 2009 by a group of passionate young individuals, its mission is to foster youth engagement in decision-making processes and empower young people to develop their leadership skills. YOU is an open platform created by interested organisations, which aims to build partnerships among state, local self-governing bodies, non-governmental organisations and other stakeholders in the field of youth, to address youth initiatives and work in the field of youth.

Ethiopia: We have one partner organisation in Ethiopia, Megabi Skate. Megabi is a non-profit organisation that was established in 2007 in Addis Abeba, the aim is a better future for the next generation of youth through art, music, and skateboarding.

Georgia: We have one partner organisation in Georgia, Centre of Rural Development and Civic Engagement – Liliphari. The organisation focuses on the necessities of their village (be it infrastructural, educational or environmental issues).

Israel: In Israel we have one partner organisations, The School for Peace. The School for Peace is based in Wahat al-Salam – Neve Shalom, the only intentional Jewish-Palestinian community in Israel and focus on promoting dialogue and conflict transformation between Israelis and Palestinians. The organisations targets young people from both Israel and Palestine, and since it's at the moment challenging to work directly with partner organisation in Palestine we have chosen to include an Israeli target group that is targeting both Israeli and Palestinian young people.

Kenya: In Kenya we have two partner organisations, Mwelu Foundation and Hope Raisers. Established in 2007, Mwelu Foundation empowers young people in Mathare through photography, filmmaking, and educational outreach, fostering self-expression and personal development while addressing social challenges. Hope Raisers Initiative is a community-based organisation in Korogocho, that empowers young people through arts, sports, and civic engagement, fostering social change and community development.

Marocco: We have one partner organisation in Marocco, Youth Pioneer Organisation, an organisation dedicated to community development and youth empowerment, focusing on initiatives such as campaigns and training programmes to enhance the well-being and skills of young people in the region.

Moldova: In Moldova we have three partner organisations, Institute for Rural Initiatives (iRi), META Association and Urban Spirit Family. The Institute for Rural Initiatives (iRi) is dedicated to promoting the socio-economic development of rural communities across the Republic of Moldova, aiming to enhance civic engagement and hold public institutions accountable. META is a non-profit, non-governmental organisation aimed at improving the quality of education in Moldova. Urban Spirit Family is based in Chisinau and works with children and youth development through hip-hop culture

Palestine: We plan to have one partner organisation in Palestine depending on the political and security development in the region. The organisation will be identified, among a few organisations we're currently assessing, ones it has been deemed possible to work in Palestine.

Ukraine: In Ukraine we plan to have two partner organisations, STAN as well as an additional organisation that will be identified, among the few organisations we're currently assessing, in the coming months. STAN is based in Ivano-Frankivsk Oblast, Ukraine operating across the entire territory controlled by the Ukrainian government through a wide-reaching network. It engages in human rights advocacy, protection activities, and environmental protection, with a strong focus on peacebuilding, youth empowerment, and child protection.

4 HOLISTIC APPROACH FOR LASTING IMPACT

4.1 · HUMAN RIGHTS-BASED APPROACH

Fryshuset has 40 years of experience working with inclusion and empowerment of young people, in particular the most vulnerable and disadvantaged. The same principles apply in all operations of the organisation, no matter if they're local, national or international, the aim is to support the human rights for the most marginalised and discriminated, focusing on young people. In our commitment with our international partners, the alignment to human rights is key and we follow the same approach as in our national work. Fryshuset take active measures to prevent and to follow up to ensure there is no discrimination neither amongst staff nor in relation to the young people we and our partners meet. We do not discriminate between people regardless of gender, transgender identity or expression, ethnic affiliation, religion or other belief, disability, sexual orientation, age, political opinion, property or position in general.

The core of Fryshuset, both in our national and international work, is the right of all young people to develop, feel good and feel safe – regardless of background. This means that we must have an inclusive approach and not discriminate or shut people out. The aim is to strengthen trust and build relationships contributing to meetings and dialogue, unlike the polarising trend in society. The activities offered to young people are based on the motivation that comes from within, driven simply out of young people's desires and passions. By involving young people in different processes and providing them with tools and knowledge we promote young people's empowerment in supporting them to shape their own future.

This programme is rooted in the recognition of young people as rights-holders and is designed to strengthen their ability to claim their rights while enhancing the capacity of duty-bearers to respect, protect, and fulfil them. It directly addresses fundamental human rights, including the right to participation, education, decent work, and freedom from discrimination and violence. By fostering youth-led initiatives and advocacy efforts, the programme ensures that young people can engage in decision-making processes that shape their lives and communities. Through capacity-building, leadership development, and vocational pathways, it supports their access to education and economic empowerment. A strong emphasis is also placed on combating discrimination and exclusion, with a particular focus on ensuring that young women, ethnic minorities, and other marginalised groups have equitable opportunities and safe spaces to grow and thrive.

Recognising the potential risks of reinforcing inequalities or inadvertently excluding vulnerable groups, the programme integrates continuous risk assessment to prevent unintended harm. Safeguarding policies are in place to protect young people from exploitation and ensure their well-being.

4.2 · THEMATIC PERSPECTIVES: CLIMATE, GENDER EQUALITY AND CONFLICT

4.2.1 · Environment and Climate Perspective

This programme acknowledges the connection between youth empowerment, socio-economic development, and environmental sustainability. With the aim of integrating environmental awareness into its activities, the initiative provides young people with opportunities to contribute to a more sustainable society. A key focus is to support youth-led initiatives within the climate and environmental scope/area – based on the identified needs and wills of the young people. By providing young people with the knowledge and tools to address environmental challenges, the programme hopes to foster socio-economic benefits, such as job creation in green sectors and more sustainable community development.

The programme is aware of potential environmental risks and aims to integrate strategies to minimise negative impacts. Activities will prioritise sustainable resource use, waste reduction, and low-carbon solutions. Partner organisations will be encouraged to adopt climate-smart approaches where possible. It also considers the risks posed by environmental degradation and climate change. To address these, the programme will

aim to build climate resilience, supporting young people and partners to adapt to environmental challenges. By promoting awareness and preparedness, the programme seeks to reduce vulnerability and support long-term sustainability.

4.2.2 · Gender Equality Perspective

This programme is striving to ensure that women, men, girls, and boys have equal rights, opportunities, and influence over their lives and contributions to society. Recognising the profound impact of entrenched gender norms and systemic discrimination, which often limit young women's participation in leadership, education, and employment, the programme integrates targeted interventions to dismantle these barriers. Through capacity-building, mentorship, and advocacy, it empowers young women and girls to take on leadership roles, strengthen their agency, and actively engage in decision-making processes. Simultaneously, it fosters inclusive environments where young men and boys are encouraged to challenge harmful gender norms, actively become allies in advancing equality, and support the breaking down of structural barriers.

Fryshuset ensures gender mainstreaming throughout the programme by promoting gender equality, addressing structural barriers, and creating inclusive environments. This is achieved through concrete actions, such as encouraging balanced participation, where all genders are equally represented in decision-making processes. Training content consistently addresses gender norms, power structures, and non-discrimination, fostering awareness among young people and youth workers alike. Safe, inclusive spaces are prioritised, offering environments that support diverse identities, with particular emphasis on LGBTQI+ individuals and those from various subcultures.

Moreover, the programme actively addresses structural barriers that prevent young women and disadvantaged men from engaging fully in decision-making. Regular interactions with policy actors and targeted advocacy efforts work to break down these obstacles, ensuring meaningful participation for all.

Gender-related risks, such as discrimination, gender-based violence, and restricted access to resources, pose significant challenges to the achievement of the programme's objectives if left unaddressed. To mitigate these risks, the programme adopts a comprehensive gender-sensitive approach in all activities, ensuring that safe spaces are maintained for participation, incorporating gender-responsive policies, and collaborating with local stakeholders to challenge and dismantle structural inequalities. Continuous gender analysis and monitoring will be integral in preventing unintended consequences that could reinforce discrimination or marginalisation.

4.2.3 · Conflict Perspective

This programme is aiming to contribute to peace and conflict resolution, actively promoting social cohesion, dialogue, and inclusion among young people in diverse, often polarised communities. By creating safe spaces for meaningful engagement, supporting youth-led initiatives, and fostering conflict-sensitive leadership, the programme enhances young people's ability to become positive agents of change in their societies. Through intercultural and interfaith dialogue, trust-building activities, and targeted conflict resolution training, the initiative helps reduce tensions, prevent violence, and create opportunities for young people to contribute to peacebuilding efforts at local and national levels.

However, conflict-related risks, such as political instability, social divisions, and marginalisation, could affect the programme's impact. There is also a risk that interventions might unintentionally reinforce divisions if they are perceived as favouring certain groups or failing to address underlying grievances. To mitigate this, the programme adopts a do-no-harm approach, ensuring that activities are designed and implemented with context-specific analysis, inclusivity, and neutrality. Close collaboration with local partners and continuous monitoring will help identify and address emerging risks, preventing unintended harm. This informed approach allows us to work effectively in communities impacted by violence, organised crime, and ongoing or escalating conflicts.

In recognition of the potential emotional risks, particularly for young people who have been exposed to violence or personal trauma, the programme places significant emphasis on establishing clear rules of conduct. Leaders and trainers communicate guidelines that prevent the sharing of personal trauma or private conflicts during activities, so that no one is triggered by difficult emotions or reminded of past experiences. Instead, the focus remains on what can be influenced in the present, promoting the strengths and positive aspects of participants' lives to build resilience and foster healthy development.

The programme also integrates methods such as Sustainable Dialogue and Dialogue for Peaceful Change, which are instrumental in encouraging lasting and meaningful conversations that contribute to peaceful

transformation within communities. These methods provide structured platforms for young people to engage constructively with each other, offering the tools needed to navigate complex social dynamics and create sustainable peace.

4.3 · DEVELOPMENT EFFECTIVENESS

Fryshuset's approach to international partnerships is based on the principles of development effectiveness, ensuring initiatives are impactful, sustainable, and aligned with local priorities. This approach strengthens the capacities of local partners and enhances the overall effectiveness of development efforts.

Ownership: Fryshuset empowers local partners to lead their development agendas. By prioritising co-creation, setting shared goals, and developing programmes and projects together, ownership and transparency are promoted. Partners' financial management, governance, and control capacities are assessed to ensure they can sustainably manage their strategies.

Alignment: Support is tailored to align with partner strategies and values. Partners are evaluated based on their ability to collaborate on youth-focused actions. Co-creation processes ensure initiatives integrate with local systems and priorities.

Harmonisation: Fryshuset fosters coordination and avoids duplication by engaging with grassroots organisations, local activists, and international bodies. Memoranda of Understanding (MoUs) or Letters of Intent (LOIs) clarify mutual goals, with regular meetings ensuring streamlined communication and efficient project delivery.

Managing for results: Fryshuset focuses on achieving and measuring tangible results. Collaborating with partners, Fryshuset develops plans to ensure robust financial and impact monitoring, governance, and control systems capable of ensuring the monitoring and evaluation of project outcomes in compliance with donor requirements and national regulations. Regular assessments track progress and allow adjustments, ensuring resources are used effectively for meaningful youth improvements.

Mutual accountability: Fryshuset and its partners share responsibility for project success. Continuous assessments, as outlined in MoUs or LOIs, guide decisions on continuation or termination based on goal achievement. Transparent financial management and regular reporting promote accountability, ensuring both parties are accountable for development outcomes.

5 COMPLIANCE, ACCOUNTABILITY AND RISK MANAGEMENT

5.1 · ORGANISATIONAL AND MANAGEMENT STRUCTURE

Fryshuset's organisational structure is designed to ensure effective decision-making, operational excellence, and youth-focused development. At its foundation are employees responsible for running activities and projects while engaging directly with the target audience. These roles may include leadership and budget responsibilities. However, most decisions are made collaboratively within a matrix structure, allowing decisions to be made as close as possible to the young people Fryshuset serves.

The CEO and Deputy CEO hold ultimate responsibility for leading Fryshuset and ensuring compliance with relevant laws and regulations. Their work focuses on strategic development, advocacy, organisational goals, and resource management to ensure the long-term sustainability and impact of Fryshuset's mission. Fryshuset's bylaws and statutes clearly define the board's mandate and the organisation's structure, including its division of functions and responsibilities between management, operations, and control. The structure ensures transparent financial accountability, supported by rules for attestation and financial system approvals. Additionally, the work of the board and CEO is reviewed regularly as per governance instructions. Fryshuset's governance structure includes several key decision-making forums.

Board of Directors: The highest decision-making body, approves budgets, addresses strategic issues, and appoints the CEO. The board meets quarterly and operates on a voluntary basis through committees based on expertise. The audit committee, the only one with decision-making power, oversees property investments and budget preparation. There is also a school committee as well as an organisation committee that focus on HR, marketing, and administration, serving in an advisory capacity. These committees ensure a hands-on, competency-driven approach to governance. The election of board members is based on their previous and current experience and their impartiality is key for their work in the board. All board members, including the chairperson, must report any secondary occupations to the board secretary, whether compensated or not. The board secretary collects this information annually to keep records up to date. The chairperson, in consultation with the Governance and Administration department, assesses whether a secondary occupation aligns with Fryshuset's policy on side activities. If deemed incompatible, the chairperson issues a statement, and the matter is referred to the board for a decision. Secondary occupations include positions of trust, paid assignments, additional employment, and self-employment.

Strategic Forum: Focuses on long-term decisions that affect the entire organisation, including developing overarching goals and focus areas. It meets three times per year and includes approximately 30 participants: the CEO, Deputy CEO, Fryshuset managers, five project leaders working directly with the target audience, knowledge area managers, director of international relations and affairs, school principals, school director, operational managers in Stockholm, representatives from Digital Fryshuset, the Academy, the IT manager, the property manager, the head of finance, and administrative support.

National Management Team: Provides strategic and operational leadership aligned with the Strategic Forum's decisions and addresses organisation-wide matters, including strategy, operations, finance, and recruitment. Meeting twice per month, the team consists of CEO, Deputy CEO, knowledge area managers, Stockholm Fryshuset manager, a rotating representative from smaller Fryshuset locations, acting school director, and administrative support.

Operations Forum: serves as a national arena for knowledge sharing and experience exchange. It facilitates discussions on broader societal and operational issues, fosters synergies, and ensures continuous quality improvement within Fryshuset. Meeting 6–8 times per year, the forum comprises 16 participants: Fryshuset managers, knowledge area managers, the CEO, Deputy CEO, director of international relations and affairs, head of Fryshuset Academy, administrative support, and topic-specific invitees, such as operational managers, when needed. This structured and collaborative approach enables Fryshuset to maintain operational excellence, foster innovation, and uphold its mission to empower and support young people.

Fryshuset's four **Areas of Knowledge** are led by managers and staff responsible for learning and disseminating knowledge throughout the organisation. They ensure adherence to approved quality standards, methods, and practices while emphasising long-term development, national perspectives, and external trend monitoring. **Managers** at Fryshuset are tasked with overseeing daily operations, finances, and personnel. They ensure that all activities adhere to Fryshuset's established quality standards, methods, and practices. Their focus is on immediate, local development and ensuring the smooth and effective implementation of initiatives.

Fryshuset's management structure is clearly defined, with roles, authorisations, and authorities outlined in key documents. The organisational hierarchy is detailed, providing a comprehensive understanding of roles and responsibilities²⁷. Oversight mechanisms include regular audits, such as the annual review of management and finances and bi-annual audits per Giva Sverige instructions.²⁸

5.2 · FINANCIAL MANAGEMENT

5.2.1 · Financial Systems

Fryshuset ensures financial accountability through a clear reporting structure and advanced IT systems. The accounting system being used at Fryshuset is Xledger and for reporting staff working hours the system Qbis is being used. The information from Qbis is accounted for in Xledger. The planning and budgeting system Effectplan is being used for continuous follow up and forecasting. All projects are allocated a separate project number for easy monitoring and salaries and expenses are reported per project through the system Qbis. The chart of accounts is used for budgets and financial reports and Fryshuset has developed a result report mirroring the needs of operations. Changes to the accounting system require approval through established forums. The budgeting report is built up in the same way as the result report. For all transactions regarding revenues and costs a cost centre number and a project number are mandatory. There are routines for cash management, the use of cash is limited, and all staff members are encouraged to use company card where the expenses are registered in Qbis.

Fryshuset has established routines for the separate accounting and monitoring of project costs, ensuring economic stability and liquidity, and approval procedures. Each project has a dedicated project manager and controller responsible for accurate monthly financial reporting. The routine also covers guidelines for procurement, time reporting, and the handling of grants and supplier invoices.

Concerning assessment and follow-up on third parties' financial management, Fryshuset has a structured procedure for collaborating with implementing partner organisations. This includes reviewing potential partners, setting financial reporting and auditing requirements, managing payments, and following up on financial and audit reports. The finance department and project managers are responsible for these tasks.²⁹

Fryshuset has a travel policy in place that prioritise travelling in the following order: public transportation (e.g. trains), environmentally rated rented car/taxi, own car and finally airplane. When choosing means of transportation one has to take into account the cost, the time and environmental aspects (online meetings should be used when possible). Standard rooms should be chosen as hotel accommodation. Fryshuset has an agreement with a travel agency and all tickets should be booked through that agency.

5.2.2 · Lines of Reporting and Accountability

The division of duty and authority is documented in the board's rules of procedure and in the board meeting minutes showing the organisation's elected authorised signatories. These documents specify the subscription rights, order of attestation and powers of attorney. Further, there is also a document on authority to sign on behalf of the organisation and approval rules for Fryshuset (approved by the board) that clarifies who has the signing authority, for which budget levels and when verification approval by manager should take place.

Fryshuset's Policy on Attestation, approved by the Board in June 2024, establish clear guidelines for authorisations, decision-making, and financial oversight across all internal and external transactions, confirming actions or decisions that impact Fryshuset's finances, such as approvals for purchases, agreements, or payments, via a manual signature or the "Approve" function in the Xledger system. Attestation rights are granted in writing by the immediate supervisor and include specific authority levels tied to the individual's role. All costs must align with budget provisions, be correctly allocated, and adhere to Fryshuset's policies on procurement, ethical conduct, and legal compliance. Supervisory review is mandatory for self-use expenses and certain transactions.

²⁷ See annex 10. Organisationspresentation April 2024.

²⁸ See annex 11. Revisionsrapport Giva 2024.

²⁹ For more information see annex 12. Rutin vid samarbete med implementerande partnerorganisationer.

In cases of absence, delegation of authority is permitted, except for decisions involving the delegate's personal interests. Strict limits govern approval thresholds for operational expenses, investments, and personnel-related decisions, ensuring accountability and financial integrity.

To ensure accuracy and transparency in our financial management, the finance department conducts regular analysis and monitoring of all financial transactions. This includes budgeting, accounting, and overall financial management. Additionally, the finance department performs random spot checks on invoices and receipts within the operations to ensure that all expenses are properly documented and comply with our internal guidelines. The Chief Financial Officer (CFO) regularly reports to the national management team, the board of directors, and the board's audit committee, in accordance with Fryshuset's approved annual cycle. During these reports, the CFO provides updates on financial governance, including the monitoring of risks, deviations, opportunities, and overall financial management.

5.2.3 · Budget Process

Annual Budget

At Fryshuset the budget process for the following year begins in September when the relevant budget instructions and the focus areas for the next year are being presented for all responsible budget holders, this is to ensure that the operational planning for all departments and budgeting go hand in hand. The budget process starts with a budget meeting to introduce the budget tool in detail and to answer questions. Further, the financial controllers are available for assistance during the budget period. They provide support to ensure that the budgeting process is thorough and accurate. Once the budgets are finalised, the controllers conduct a detailed analysis to ensure the quality of the budgets, focusing on cost control and identifying potential risks. These risks are documented in our budget document to ensure transparency and proactive management. All responsible managers present their budgets including risks (presented in a risk template) in a separate meeting with the CEO, Deputy CEO, CFO and relevant controller.

Project Budgets

Project budgets are prepared in collaboration between the responsible Project leader and financial controller at Fryshuset as well as together with the representatives from the partner organisation. The project spending is monitored on a monthly or quarterly basis in comparison with the approved budget and any needed adjustments are discussed. In case of international budgets exchange rate fluctuations are also taken into account. If there is need for any budget adjustments is agreed on between Project leader and financial controller at Fryshuset together with the partner organisation before a request is submitted to the donor if needed.

Budget Monitoring

Each month the Finance department produce a financial report showing the current status for the departments and with thorough financial analysis on deviations. Financial reports are presented to the management monthly and to the board at their board meetings (which occur quarterly). The board also gets a detailed analysis of the previous year, and they make the formal decision on the budget for the coming year. CFO is present at the board meetings for presentation, explanations and to answer any questions. Further to that, there is an audit committee in the board which meets before all board meetings where the financial issues are discussed more in detail together with CFO.

The finance department at Fryshuset also produces monthly reports to monitor cost trends and financial key figures, both for the organisation as a whole and within specific projects. Individual projects are internally charged for overhead costs according to a charging structure decided annually in conjunction with the budgeting process. The organisation's administrative costs, in relation to total costs, are continuously monitored and reported annually to Svensk Insamlingskontroll. Fryshuset meets the requirements for 90-konto.

Cost Efficiency

Cost efficiency is a top priority at Fryshuset to ensure that funding is utilised in the most effective way, maximising its impact for as many young people as possible. Naturally, we adhere to the cost control and budget compliance requirements set by our external funders. As previously mentioned, we meet the standards of Svensk Insamlingskontroll and hold a 90-konto, ensuring transparency and financial accountability. We have a structured system for the internal allocation of administrative costs and a robust control function for budget approvals, managed by financial controllers in accordance with our grant procedures. Project budgets undergo a thorough approval process, where the project manager and financial controller jointly review all costs to ensure their reasonableness, with particular scrutiny on salary levels.

Our financial controllers conduct monthly financial statements, monitoring and addressing any deviations. Their job descriptions explicitly state their responsibility to flag any irregularities. The partnership between the finance department and operational teams is strong, with each project or department having a dedicated financial controller. This ensures a deep understanding of the organisation's activities, grant budgets, and the ability to identify and respond to shifts in cost patterns or financial risks.

5.2.4 · Audit Procedures

Fryshuset has developed a structured procedure for the consolidated annual reports that is followed each year. This includes receiving and reviewing the audit report, identifying and classifying observations and weaknesses, documenting and communicating these within the organisation, developing an action plan, and conducting regular follow-up meetings to ensure implementation. The finance department, along with relevant managers, is responsible for these tasks. The annual report is audited by an external auditor who also presents a summarising memo on their findings.³⁰ This is followed by a meeting with the auditor to discuss the findings where part of the management team is participating. The auditor also participates in a board meeting to discuss any findings with the board members.

Fryshuset conducts regular follow-ups and handles findings and weaknesses identified in audit reports. Independent audits have affirmed the effectiveness of Fryshuset's control systems, highlighting strong governance and adherence to accountability standards. Fryshuset remains committed to addressing recommendations from reviews to strengthen its internal controls further and maintain operational excellence.

Fryshuset has had the same auditor (at PwC) since 2015. Due to the effects of the pandemic, organisational changes, and major development projects, we have chosen to retain the same auditor to ensure continuity. We are aware of Sida's requirement for changing auditors and are open to discussing with Sida how we can address this in the best way moving forward.

Besides the annual audits that we undergo each year, in accordance with the International Standards on Auditing (ISA) and Swedish Generally Accepted Auditing Standards, our projects are audited in accordance with the requirements of our financiers. These project audits are conducted in accordance with Agreed-Upon Procedures, (ISRS) 4400, or in accordance with ISA 800/805. Additionally, we undergo biennial audits to ensure compliance with the requirements of Giva Sveriges quality code.³¹

5.2.5 · Procurement Policy

The Procurement Policy is currently under revision, a draft version is ready and expected to be approved during Q2 2025. Fryshuset follows a structured procurement process to ensure transparency, fairness, and cost-effectiveness. All purchases, procurements, contracts, and grant applications must be approved according to Fryshuset's authorisation framework, with supplier invoices authorised in Xledger before payment. For procurements requiring a tender process, Fryshuset ensures fair competition through:

- Negotiation to secure the best possible price and terms.
- Evaluation of all bids against predefined criteria.
- Comprehensive documentation, including: tender requests, submitted bids, evaluation protocols and decision justifications

Tender requests specify submission deadlines, delivery requirements, payment terms, product or service expectations, guarantees, and additional services. All bids are assessed based on clear evaluation criteria, with documentation outlining the selection process. For purchases that do not require a tender process, the responsible manager ensures that procurement is carried out in accordance with Fryshuset's Procurement Policy.

Fryshuset's Procurement Policy and Policy on Ethics and Anti-Corruption regulate conflict-of-interest situations in procurement. Employees must avoid conflicts between personal and organisational interests and consult their manager if in doubt. If a conflict of interest cannot be avoided, it must be formally documented before a decision is made. This applies even for purchases below SEK 100,000 and must be reported to the nearest manager in advance.

30 For annual reports 2022 and 2023 (including audit reports): api.fryshuset.se/wp-content/uploads/2024/04/Fryshuset_Versamhetsberattelse-2023.pdf, api.fryshuset.se/wp-content/uploads/2023/04/Fryshuset_Arsredovisning-2022.pdf

31 See annex 11. Revisionsrapport Giva 2024.

5.2.6 · Donor Compliance

When setting up a project and preparing to sign the donor agreement, the terms are thoroughly reviewed to ensure full alignment with Fryshuset's procedures. Additionally, an agreement is signed with the partner organisation, incorporating all relevant requirements related to procurement, financial management, auditing, and more. To manage potential fluctuations in exchange rates, we ensure that agreements with partner organisations are signed in the donor's currency. We also closely monitor any currency deviations, ensuring regular follow-up with our partner organisations to adjust the budgets as necessary. Partner organisations report their budget status to Fryshuset regularly, with periodic reconciliation meetings and monitoring visits ensuring ongoing oversight of the project. If any deviations occur, regarding budget or other project details, they are promptly communicated to the donor, ensuring that all parties are kept informed and that adjustments are made in accordance with the donor's requirements.

If budget adjustments are required within the partner organisation, these are discussed between the project/programme manager at Fryshuset, Fryshuset's financial controller, and the partner organisation's project manager and financial controller. Depending on the donor's flexibility and their requirements for approval of budget changes, Fryshuset will contact the donor in advance to seek approval for any revised budget before expenditures are made.

5.3 · ANTI-CORRUPTION

5.3.1 · Fryshuset Ethics and Anti-Corruption Policy and Training

Fryshuset has a Policy on Ethics and Anti-Corruption in place to clarify the risks within the organisation and to integrate the work against corruption in all activities within Fryshuset. Anti-corruption is therefore part of both planning- and monitoring processes. The preventive work does not only focus on systems and control functions, but also on individuals and their actions. There are certificate and signature rules for how invoices etc. should be handled and internal authorisation and IT security rules and procedures. In connection with the annual business planning, a risk analysis is made which is followed up during the course of the year. The policy also clarifies what is considered as appropriate gifts and what could be considered bribes.

All employees and board members are obliged to act without delay in case of suspicion of corruption and to report suspicion to Fryshuset in accordance with the policy to prevent irregularities. Fryshuset also has a policy on whistleblowing to clarify to employees and external stakeholders how and to whom any irregularities can be reported (irregularities can be reported confidentially). The whistleblowing policy is part of the onboarding process that all new staff members get, it's also informed about on the organisation's intranet as well as external webpage. All reports through the whistleblowing service are taken care of externally (by Human & Heart HR AB) to ensure confidentiality. If there is reason to assume that misconduct or other serious situations have occurred, an investigation is decided upon in consultation with the employer. The investigation means that internal or external investigators go through the report in order to decide whether the report should: lead to an investigation to clarify whether a violation has occurred or not; be handed over to other law enforcement authorities or control bodies; be written off.

Corruption cases are handled in the same manner as other matters subject to internal control. The respective manager provides guidance and holds responsibility, alongside the organisational knowledge area managers. When necessary, cases are escalated to the executive management team for further review and action³²

While anti-corruption training has been conducted on an ad hoc basis, a structured programme is under development to ensure compliance with the Ethics and Anti-Corruption Policy. The training will be mandatory for all staff and international partners, conducted annually in May, with additional ethics and anti-corruption online open cafés held twice a year. It will cover ethical principles, relevant legislation, responsibilities, corruption prevention, permissible and impermissible benefits, and follow-up procedures to strengthen awareness and proactive measures across all operations.

5.3.2 · Anti-Corruption at Partner Organisations

In our assessment and monitoring of partner organisations, Fryshuset explicitly incorporates anti-corruption measures to ensure the integrity of all projects (for assessment of partner organisations see also section 3.5 · Selection of Partner Organisations). This includes:

- Evaluating the partner's capacity to prevent, detect, and address corruption as part of our due diligence

32 For more information, see annex 13. Systematik och struktur_Kvalitet

process. We review existing anti-corruption policies, financial controls, and past performance.

- Conducting regular financial audits and spot checks to identify any potential misuse of funds.
- Providing training and resources to partners to strengthen their financial governance and internal control mechanisms (see section 5.3.1 · Fryshuset Ethics and Anti-Corruption Policy and Training).

Reporting requirements, including financial and result-oriented audits, are tailored to donor guidelines, budget, and project length. Routine follow-ups on audit findings from partner organisations are conducted .

5.4 · RISK MANAGEMENT

5.4.1 · Fryshuset Internal Control and Risk Management

Fryshuset ensures robust internal control and risk management through a comprehensive system of policies, processes, and tools designed to support operational efficiency and accountability. Fryshuset regularly updates these policies and other governing documents to ensure accessibility and relevance via a centralised quality management system. The organisation's management team oversees the development and documentation of organisation-wide processes, providing guidance and support to all departments. These processes are implemented through clearly defined policies, such as Code of Conduct, Equal Treatment Policy, Child Rights Policy, Ethics and Anti-Corruption, and Procurement Policy, among others. These documents are integral to Fryshuset's strategy to mitigate risks and maintain ethical operations.

Risk management is fundamental to Fryshuset's operations, encompassing organisational, programme, and partner levels. Routine risk assessments and mitigation strategies are embedded in management processes, ensuring that risks are identified, prevented, or addressed promptly. Fryshuset actively works with risk management to create and maintain safe working environments for all employees, partners, and young people, while also ensuring the smooth operation of our activities and minimising any disruptions that could affect our work. This is achieved through continuous risk assessments and measures to mitigate identified risks. Safety is an integrated part of the operations and is managed through a strict policy, where the well-being of employees is always prioritised over material assets or other goals.

Fryshuset conducts regular risk assessments for all activities, events, and trips, ensuring that local safety plans are followed. In cases where risks cannot be eliminated, Fryshuset strives to keep them at an acceptable level. Incidents are reported through defined procedures, providing an important feedback loop to identify threats and vulnerabilities. Managers are responsible for following up on incidents and providing support in risk management. In the event of a serious incident, Fryshuset's national crisis management group is activated, working together with local crisis teams to manage the situation and take necessary actions. This structure ensures that all levels of the organisation are prepared to act quickly and effectively during security-related events.

For employees traveling on official business, insurance is provided, and risk assessments are conducted before trips to areas deemed unsafe. All employees have an individual responsibility to follow safety policies, report incidents, and remain aware of the risks present.

The risk management process is reviewed every two years to adapt it to changes in the external environment, and comprehensive tools such as risk assessment templates and incident reports are used to maintain high safety standards.

5.4.2 · Sida Programme: Risk Analysis and Management

In the process of developing the specific results framework with each partner organisation, we will also address potential risks that could impact project implementation. Together with the partner, we will create a comprehensive risk mitigation plan, outlining strategies to manage and reduce these risks. This risk analysis will be reviewed and followed up during regular check-ins with the partner organisation to ensure continued oversight and timely action.

For serious risks that affect multiple or all partner organisations, these will be discussed in the steering committee to ensure a coordinated approach to risk management. In all cases, we will carefully assess the risk level, with the personal safety of partner staff and young people being our top priority. Our approach is always to balance risk and ensure that necessary safety measures are in place to allow for effective implementation of the project.

The main overall risks for this programme are developed in annex 14. **Programme Risk Matrix**, showing both external and internal risks as well as the level of risk and mitigation measures. External risks are those based on external factors, and internal risks those within Fryshuset and partner organisations within the programme.

6 BUDGET

6.1 · EXPLANATION OF BUDGET

The budget can be found in annex 15 and it includes an overall budget for all 5 years of the programme as well as detailed budget for year 1. Further, the allocation of funds among partner organisations is specified as well as the key ratios. The precise distribution across different outcomes will be determined once partner organisations have developed their detailed budgets at the onset of the programme period.

The requested funds will be directed towards capacity building of the partner activities as well as activities targeting young people, ensuring that resources are used effectively to strengthen organisational capacities while directly benefiting the intended target group. The distribution of funds among different outcomes will be clarified once we have the detailed budgets from all partner organisations at the start of the programme.

6.1.1 Direct Costs

Forwarding of Funds

Fryshuset will forward funds to partner organisations who in turn will implement the programme directly, it will therefore only be one agreement link. The programme will utilise project support, with each partner organisation implementing a single project within the overarching programme framework. As explained in section 3.5.2 · **Selected Partner Organisations for Sida Programme**, all partners except one, are based in ODA countries.

Agreements will initially be signed for two years, with the possibility of annual extensions up to a maximum of five years (the total programme period). After the initial two years, an assessment will be conducted to determine whether any major adjustments are needed, particularly regarding progress towards the expected results and cost efficiency. The intention, however, is to maintain agreements throughout the entire programme period. This will be clearly outlined in the agreements to provide stability and predictability. Additionally, we will maintain an ongoing dialogue with our partner organisations to ensure they can engage in long-term strategic planning. To further support long-term planning, funds will be transferred annually, providing partner organisations with financial predictability and enabling effective implementation.

6.1.2 Indirect Costs

Staff Costs

For the proposed Sida programme, Fryshuset has outlined the following staffing structure. The Director of the International Department will be partially funded through the programme budget. Additionally, the international team will include a Head of Programme and a Programme Administrator, both working full-time to lead and manage the Sida programme. Programme Managers, responsible for the close collaboration with partner organisations, will be allocated 250% of a full-time equivalent (2.5 FTEs), with a regional division of responsibilities. They will also undertake travel for project development, support, and follow-up.

Beyond the international team, two full-time roles will be dedicated to MEAL (Monitoring, Evaluation, Accountability, and Learning), anti-corruption, and financial control. These positions will ensure comprehensive financial oversight, impact measurement, and the continuous monitoring of programme effectiveness. Additionally, these team members will support partner organisations with capacity-building in areas such as administration and governance.

To address capacity-building needs related to technical and thematic expertise, the programme will fund Thematic Advisors (equivalent to 2 full-time positions, 200%). These advisors will work part-time nationally in Sweden and part-time internationally, facilitating cross-learning between the national and international contexts. They will bring practical, field-based experience to the programme, ensuring a hands-on approach to expertise. An annual salary revision of 3,3% is included in the budget.

For more details on the staff costs, see annual budget for year 1 in annex 15.

Administrative Costs

Fryshuset's administrative costs cover shared national expenses, which include overheads related to development, knowledge management, and brand building. This encompasses the creation and dissemination of knowledge and methodologies, as well as the expansion into new locations and activities. Overhead is calculated based on 2% of the total grant.

Additionally, it includes shared services such as finance, payroll, HR, and communications, along with IT infrastructure costs. Furthermore, it covers the rental of office spaces, activity-based workplaces, and various local services such as security coordination, security personnel, reception, and conference facilities. The advantage of collecting shared services nationally is that it will be a lower cost than if each project/activity were to hire its own staff and procure these services themselves. The shared services are calculated based on 15% of salary costs excluding social security contributions for monthly employees.

For more details on the administrative costs, see annual budget for year 1 in annex 15.

Other Indirect Costs

This includes follow-up trips and meetings, costs for Fryshuset's annual grant audit, training materials and other necessary costs to ensure compliance, develop programme operations etc.

6.1.3 Cost Efficiency

Cost efficiency will be ensured by avoiding the creation of separate structures and instead optimising the existing resources within Fryshuset. This approach will draw on available personnel and build upon existing competencies and expertise. We aim to use resources in the most efficient way possible, capitalising on the skills and experience already present within the organisation.

In the collaboration with partner organisations, we will conduct thorough reviews of their budgets to ensure that resources are allocated effectively and aligned with the goals. The focus will remain on goal-oriented outcomes, rather than being driven by activities. Regular monitoring of spending will be conducted, with the flexibility to adjust project budgets as needed. This will allow for dynamic financial management, ensuring funds are used effectively throughout the programme. Additionally, all procurement processes will adhere to established guidelines to maintain transparency and cost control.

For a broader overview of how we approach cost efficiency, please refer to the section 5.2.3 · Budget Process.

6.2 · OWN CONTRIBUTION

To secure the 15% own contribution, funding will be sourced from various channels, including donations from the general public, institutional grants (if approved by Sida), and private sector contributions. Further, if needed, we will use funds from the annual contribution from the Swedish Postcode Lottery (Fryshuset is a member organisation and receive an annual check). We have also initiated a dialogue with our partner organisations to map their possibilities of contributing to the own contribution (some of the partner organisations have local fundraising initiatives working with corporates, philanthropists and the general public).

6.2.1 Donations from the General Public

Fryshuset is increasing its focus on public fundraising to diversify revenue streams and strengthen its financial contribution to co-funding initiatives. To achieve this, we will leverage our local, national, and international social media channels to raise awareness of our international work. Additionally, we will engage our network of contacts within Swedish and international media outlets, including TV, radio, and print media, to amplify our message and reach a wider audience. Furthermore, we will organise both physical and digital fundraising events and campaigns, targeting specific causes to maximise engagement and support.

6.2.2 Synergies with Other Institutional Grants

Fryshuset sees strong synergies between its ongoing and planned projects funded by other institutional donors and the proposed Sida programme. These projects align with the overall results framework and will contribute to achieving the outcomes. Additionally, many of the same partner organisations are involved in both this Sida-funded initiative and other projects, allowing for greater coordination and impact. If approved by both Sida and other donors, funding from institutional grants could complement the Sida programme. It would also support us in our aim to develop a cohesive and holistic programme portfolio, rather than separate, siloed projects.

We aim to use existing institutional funding as part of the own contribution, if approved by Sida. Examples of this funding include:

SAYP (Swedish Institute Academy for Young Professionals): Fryshuset's ongoing 2024/2025 SAYP programme Inclusive Leadership and Youth Work in the Eastern Partnership strengthens CSO capacity in Eastern Partnership countries. It aligns with Sida's goal of enhancing democratic structures and leadership within civil society organisations, ensuring they operate democratically in practice, not just formally.³³

Erasmus+ Youth Exchanges and Mobility Projects for Youth Workers: Funded via MUCF, these exchanges facilitate mutual learning, networking, and best practice sharing among youth and youth workers across different countries.³⁴ This directly supports Sida's focus on investing in the younger generation, promoting diverse participation, and enabling new networks and movements to emerge.³⁵

By integrating these existing funding sources, Fryshuset can enhance programme efficiency, cross-project learning, and long-term impact in line with Sida's strategic goals.

6.2.3 · Collaboration with the Private Sector

Fryshuset collaborates with private sector partners, including corporates and some philanthropists, to create shared value and achieve mutual goals. Partnerships are formalised through agreements lasting at least one year, with a preference for long-term cooperation to drive greater impact, deeper engagement, and financial stability.

Beyond financial contributions, our corporate collaborations also provide non-financial benefits, such as advocacy opportunities and strategic support for our mission. These partnerships are an integral part of our brand and vision, making it crucial to carefully select partners whose values align with our own. Fryshuset prioritises collaboration with companies that demonstrate social responsibility and leadership within their industries. We seek partners that actively contribute to positive societal development and uphold high ethical standards. By fostering long-term engagement, we ensure that our partnerships not only provide funding but also contribute to a more inclusive and sustainable society.

Each partnership is preceded by a thorough assessment, where we evaluate the company's industry, social responsibility, governance, and alignment with our values. We do not engage with companies whose operations pose risks to our mission, target group, or reputation. This includes businesses primarily active in industries such as tobacco, arms, and pornography, as well as companies engaged in unethical, corrupt, or environmentally harmful practices.

Current corporate partnerships include Spotify, Netflix, AMGEN, Einar Mattsson, IKEA, Länsförsäkringar Stockholm, Mannheimer Swartling Advokatbyrå, Marshall Group, Peab Fastighet, Samsung, Söderberg & Partners, Stena Fastigheter, and Bank of America, among others. Specifically for the purpose of fundraising for the own contribution we will target corporates and philanthropists that have a connection to both Sweden and the respective partner country.

6.2.4 Sida Funding as Own Contribution for EU Projects

For your information, Fryshuset plans to apply for Sida funding under the CSO strategy to serve as a self-financing contribution for future EU funding applications, ensuring greater financial leverage and sustainability.

For example, we're currently developing a proposal for Erasmus funding opportunity Capacity Building in the field of Youth in Sub-Saharan Africa that aims to reduce prejudice, polarisation, and conflict among young people by fostering dialogue, mutual understanding, and democratic engagement. The project will focus on (Ethiopia and Kenya (including the same partner organisations as in this Sida programme).

We're also working on the Erasmus call on Capacity Building in the field Vocational and Educational training in Eastern Partnership targeting school personnel in Armenia. The focus will be on capacity building to ensure better inclusion in school environments of young people with fewer opportunities and with special needs.

33 For more information see fryshuset.se/plats/global/programs/sayp

34 For more information about this funding see mucf.se/bidrag/ungdomsutbyten and www.mucf.se/bidrag/mobilitetsprojekt-ungdomsarbete

35 Example from Planet One youth exchange 2023 and 2024 in Sweden and Armenia: planetone.org/uniting-for-empowerment-the-2023-planet-one-youth-exchange, planetone.org/an-unforgettable-youth-exchange-in-armenia

6.3 · PROGRAMME ADJUSTMENTS WITH 75% FUNDING

With a budget reduction to 75%, we will need to prioritise and scale back our partnerships, as we will not have the staff resources at Fryshuset to collaborate with, support, build capacity, and follow up with as many organisations as planned.

As a result, partner organisations in Ethiopia and Morocco will need to be deprioritised, as we do not have the capacity to continue cooperation with these countries under a reduced overall budget. Additionally, we will no longer prioritise identifying or initiating new partnerships in Ukraine and Palestine. Instead, we will focus on strengthening our existing collaborations in these regions.

7 ANNEXES & ONLINE RESOURCES

7.1 ANNEXES

- | | |
|---|---|
| 1. Problem Tree | 9. Utvärdering av projektet Dialogen |
| 2. Programme Overall Results Framework | 10. Organisationspresentation April 2024 |
| 3. Assessment checklist partner organisation | 11. Revisionsrapport Giva 2024 |
| 4.Handledning ledarskapsutbildning | 12. Rutin vid samarbete med implementerande partnerorganisationer |
| 5. Skate Nation Toolbox | 13. Systematik och struktur_Kvalitet |
| 6. Gruppkompassen | 14. Programme Risk Matrix |
| 7. Dialogue for peaceful Change | 15. Budget |
| 8. En tematisk analys om effekten av DPC metodiken på Fryshuset | |

7.2 ONLINE RESOURCES

- Evidence of Fryshuset's ways of working can be found here: fryshuset.se/anlita-oss/evidens-och-rapporter
- MUCF, 2022, *Utanförskap och unga: En socioekonomisk analys av värdet av främjande öppen verksamhet för unga*. mucf.se/sites/default/files/2022/07/MUCF_Rapport_Utanf%C3%B6rskap_och_unga_TANP.pdf
- FORTE, 2023, *Fritidens betydelse för ungas psykiska hälsa – rättigheter, möjligheter och hinder: Kunskapsläge och forskningsbehov*. forte.se/wp-content/uploads/2023/10/fort0098_fritidens-betydelse-fo-r-ungas-psykiska-ha-lsa-ta.pdf
- Utbildningsdepartementet, 2023. *En bra skolgång förebygger brott*. regeringen.se/artiklar/2023/10/en-bra-skolgang-forebygger-brott
- Planet One toolkit and handbook can be found online (planetone.org) as well as the Impact Evaluation Report (planetoneorg.notion.site/impact-evaluation-report).
- Elektra: Training material aimed at raising awareness of norms, violence, and honour-related violence and oppression: fryshuset.se/verksamhet/elektra/forelasningar-workshops
- Passus: fryshuset.se/verksamhet/passus/var-metod. An evaluation of the initiative is also available, *Ett smörgåsbord av möjligheter: En analys av Passus avhopparstöd för personer som lämnar gäng och kriminalitet*. api.fryshuset.se/wp-content/uploads/2021/02/Ett-smorgasbord-av-mojligheter-en-kortversion-av-Passus-utvardering.pdf
- 4uvas: 4uvas.se
- NextGen Solutions: nextgens.se
- Annual report 2022 (including audit report): api.fryshuset.se/wp-content/uploads/2023/04/Fryshuset_Arsredovisning-2022.pdf
- Annual report 2023 (including audit report): api.fryshuset.se/wp-content/uploads/2024/04/Fryshuset_Verksamhetsberattelse-2023.pdf