

Report 2025

Future Rights

Associazione a Promozione Sociale-APS

FUTURE  RIGHTS



Creiamo spazio dove non ce n'era – e lo riempiamo con le voci dei giovani che plasmano giustizia, pace e sostenibilità

Introduction

“Future Rights did not emerge from ambition, but from awareness—and from a sense of ethical and social responsibility that could no longer be postponed.

Its origins lie in lived experience within contexts of profound vulnerability: detention centers, emergency shelters, checkpoints, and courtrooms, where children and young people were routinely stripped of freedom and dignity because of their origin or circumstances. These encounters revealed, with striking clarity, the failures of systems that claim to protect, yet often end up managing exclusion rather than transforming it.

At the same time, a global landscape marked by the shrinking of civic space, the rise of authoritarian governance, and the normalization of impunity has underscored the urgency for change. The realization that stagnation must no longer be mistaken for stability became a decisive turning point.

Future Rights was founded in response to this moment. It is an initiative that rejects complicity and chooses courage—creating a space where lived experience informs action, evidence strengthens justice, and those most affected are actively involved in shaping the very systems designed to protect them.

In a world at risk of losing its sense of equity, Future Rights seeks to begin again—differently, inclusively, and collectively.

Founder, Zeudi Liew

A handwritten signature in dark ink, appearing to read 'Zeudi Liew', with a stylized flourish extending to the right.

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1. ABOUT

1.1 Vision, Mission and Values

Future Rights was founded with the aim of challenging injustice and redefining power dynamics.

Our mission is to build systems that listen rather than impose, that foster collaboration instead of top-down control. Our purpose—simple yet radical—is to protect the future by returning leadership to those who live daily with the consequences of decisions made about them.

We work alongside young people, adolescents, and grassroots activists, supporting them in transforming lived experience into strategies for social and systemic change.

Through the ELEVATE Model and Training Approach, we translate direct experience into evidence, solidarity, and action—building bridges between local movements and global accountability mechanisms.

There can be no peace without justice, and no justice without participation.

1.2 Team: Governance, Allies, Volunteers and Collaborators

Future Rights is a non-profit social promotion organization, registered in Italy and guided by a transparent and adaptive governance structure. Our work is grounded in:

- **A Board of Directors**, ensuring compliance, ethics, and institutional integrity.
- **An Advisory Group**, composed of young leaders, experts, and allies who contribute to strategic direction.
- **A Global Network of Collaborators and Allies**, providing expertise and support to generate meaningful, real-world impact.

Allies form a diverse international community of young people, professionals, organizations, movements, and research centers engaged in children's rights, safeguarding, youth participation, and the development of social and environmental justice solutions.

Within this ecosystem sits the **Advisory Group**—a technical and operational body of up to eight members, selected to ensure geographic, generational, and professional diversity, with particular attention to the representation of marginalized communities. Young people aged 23 to 35 and senior professionals contribute as Allies and Advisory Members, offering strategic guidance, programmatic support, and fostering intergenerational dialogue and youth participation in decision-making processes.

In this first year, everyone—including the Founder—contributed on a voluntary basis.

The international, multidisciplinary team brings expertise in child protection, human rights, research, program design, humanitarian development, and digital communication. Experience gained in contexts of migration, conflict, and vulnerability—combined with profiles spanning legal research, advocacy, project



management, and digital strategy—constitutes the organization’s core strength. This diversity enables Future Rights to integrate protection, participation, and social justice across all its activities.

2. ATTIVITÀ IMPLEMENTATE NEL 2025

2.1 Set-Up

During its first year, Future Rights took essential steps to establish its administrative, legal, and operational foundations, laying the groundwork for a resilient, compliant organization capable of sustaining its mission over the long term.

Key milestones included:

1. **Official registration** as a Social Promotion Association (APS) and enrollment in the Italian National Register of the Third Sector (RUNTS).
2. **Opening of a dedicated organizational bank account**, in compliance with Third Sector regulations.
3. **Drafting and approval of the Statute**, defining the organization’s legal identity, mission, and internal governance mechanisms.
4. **Appointment of the Board of Directors** and formalization of the founding members, ensuring a clear and transparent governance structure.
5. **Launch of the membership system**, a core tool for expanding the associative base and fostering participation and a sense of belonging.

2.2 Internal Procedures and Management Tools

To ensure transparency, accountability, and efficient operations, Future Rights developed a set of internal procedures and management tools, including:

- **Codes of Conduct and ethical guidelines** applicable to staff, volunteers, and collaborators.
- **Volunteer records and Terms of Reference** for allies and partners, clarifying roles, responsibilities, and mutual expectations.
- **Financial tracking and reporting tools**, enabling the monitoring of income, expenditures, and project-related costs in line with Third Sector administrative standards.

2.3 Communication and Public Visibility

Targeted investments were also made to clearly communicate the organization’s mission and facilitate community engagement, including:

- **Development and launch of the institutional website**, available in two languages, with dedicated content on programs, vision, mission, the youth empowerment model and approach, and opportunities for participation.

- **Creation and management of social media channels**, increasing visibility, sharing updates on activities, and engaging a broader—particularly younger—audience.

2.4 Concept Development: ELEVATE Model and Learning Approach

At Future Rights, our commitment is to shift power toward youth-led initiatives, enabling them to generate lasting impact and meaningful transformation. Rather than imposing top-down solutions, we create inclusive spaces where young people can share their lived experiences, influence policy, and lead change within their communities.

The **ELEVATE Initiative**—articulated through both an **Action Model** and a **Training Approach**—was developed in response to interconnected ecological, social, economic, and political crises. These crises disproportionately affect children, adolescents, and young people, jeopardizing both their present and future while limiting opportunities for participation and growth.

ELEVATE is not a single program, but a **transformative framework**: an ecosystem that integrates practical support, learning, critical reflection, and evidence. It ensures that youth leadership, justice, and participation remain central to systemic change.

The ELEVATE Model



- **Engagement: Activating meaningful participation and building trust with youth-led initiatives and communities.**
- **Lift : Providing tools, resources, and initial support to catalyze momentum and enable the first stages of change.**
- **Empowerment: Strengthening skills, agency, and youth leadership to drive initiatives forward autonomously.**
- **Validation: Recognizing lived experience, knowledge, and tangible results as legitimate drivers of change.**
- **Amplification: Expanding impact by sharing learning, evidence, and good practices across networks and platforms.**

The ELEVATE Model is grounded in a structured yet flexible approach, supporting youth-led

initiatives through a series of key phases designed to ensure participatory, impact-oriented empowerment.

The initiatives identified and accompanied by Future Rights move through the following core stages:

- **Identification of initiatives:** selection of youth-led projects through open calls, referrals, and digital channels, followed by initial dialogue to understand vision and needs.
- **Defining the starting point:** a shared assessment of where the initiative sits within the ELEVATE framework, identifying priorities such as organizational structuring, co-design, capacity building, or advocacy.
- **Tailored support design:** co-development of a customized pathway, adapting the ELEVATE Model and defining support actions aligned with the initiative's objectives.

- **Evidence and accountability:** accompaniment grounded in data-informed action, understanding of accountability mechanisms, and a strong human rights, child rights, and environmental protection lens, ensuring sustainable and participatory impact.

The ELEVATE Training Approach



Complementing the Model, the **ELEVATE Training Approach** represents the educational and advocacy dimension of the initiative. While the Model provides operational tools and direct support to youth-led initiatives, the Training Approach fosters critical awareness and competencies around the principles that guide Future Rights’ work: justice, participation, evidence-based action, accountability, and the centrality of lived experience.

It is designed to engage young people, organizations, and institutions in rethinking change-making processes and strengthening the role of those directly affected by them.

The training offer includes:

- The ELEVATE Foundation Course**, focusing on systems and power, participation, evidence, accountability, and agency.



- Thematic and ad-hoc trainings**, developed in response to specific needs or technical areas such as climate justice, gender equity, human rights, accountability, peacebuilding, ethical storytelling, and digital participation—delivered online or in person and adapted to context.

- c. **Tailored learning pathways** for youth initiatives, NGOs, schools, and institutions, with a focus on governance, safeguarding, shared leadership, justice-based project design, and reflective learning.
- d. **Individual coaching** for young leaders, emerging movements, and organizations seeking to integrate participation and justice into their programs, with support on strategy, partnerships, advocacy, and storytelling.
- e. **Collective learning spaces** that promote intergenerational and interregional exchange, culminating in the **ELEVATE Network**—a community of practice committed to youth-led change.

2.5 Experiments and Pilot Initiatives on Youth Leadership and Participation

SUMMIT: Co-Created Journey Where the Mountains Educate, Connect, and Transform

SUMMIT was conceived as a shared and evolving idea: a collective laboratory that sees the mountain as a space for encounter, exchange, and transformation. Within this framework, young people, educators, researchers, outdoor professionals, and local communities co-decide and co-design shared pathways. SUMMIT is not a closed project, but an open platform that invites the development of new practices of sustainability, equity, and shared responsibility—giving rise to multiple interconnected trajectories.

- **Mountain Bridges**

Through international exchanges and training pathways, mountains become bridges. This strand strengthens solidarity among practitioners and professionals, fostering a network capable of sharing practices of climate, environmental, and social justice.

- **Learning Refuges**

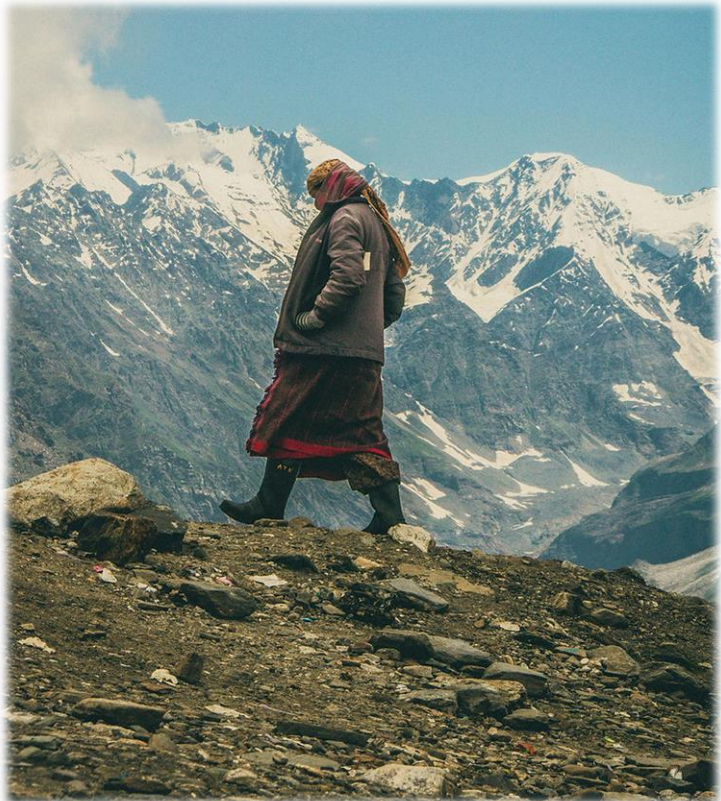
Mountain huts and outdoor spaces are reimagined as civic and environmental hubs. Regenerated through youth and community participation, they become places of education, collective action, and ecological awareness.

- **Civic Mountain**

This dimension nurtures cross-sectoral networks among educators, researchers, and activists, building shared competencies on education, rights, and sustainability. It promotes participatory processes and replicable tools that strengthen active citizenship.

- **Caring Mountain**

Here, care becomes a political act. Holistic practices, feminist knowledge, and shared spaces generate trust, well-being, and intergenerational relationships. Strengthened communities gain the capacity to



shape their territories and mountain narratives, activating slow and solidarity-based economies and promoting non-patriarchal models of development.

Through SUMMIT, experience is transformed into awareness—and awareness into action. The mountain becomes a place where environment, rights, and responsibility intersect, and where climbing together means building a more just and sustainable future.

A growing network

Future Rights is currently initiating dialogue and early collaborations with mountain research institutes such as **ICIMOD**, individual researchers, private-sector outdoor actors including **Donne di Montagna** (in Tuscany and Trentino-Alto Adige), as well as non-profit organizations exploring ecofeminist and care-based approaches such as **Feminist Hiking Collective**.

These exchanges are expanding SUMMIT's vision and contributing to the creation of an interdisciplinary and plural ecosystem that brings together scientific knowledge, community experience, educational practice, and transformative mountain narratives, to be piloted starting in spring 2026.

NEPAL: Youth Leadership in Times of Change

In 2025, **Nepal** experienced a period of political and social transition, marked by growing civic awareness and young people demanding meaningful spaces for participation. In this context, Future Rights strengthened its commitment to inclusive youth leadership, child protection, and civic engagement—promoting intergenerational dialogue and more open decision-making processes so that young voices can become central to national transformation.

A concrete example is **SAMANA**, a collective established in Lalitpur District through collaboration between Future Rights, **Loo Niva Child Concern Group**, and the **Child Rights Consortium**. Led by young people from the Tamang community, SAMANA works to end child marriage and promote gender equity through dialogue with institutions and community-based awareness-raising.

Their commitment has received international recognition: **Operation Daywork** awarded SAMANA for courage and leadership. Alongside them, the testimony of **Durga Rawal**—environmental guide and ambassador against child marriage—offers a powerful model of resilience and emancipation, particularly inspiring girls.

In less than one year, Future Rights consolidated targeted interventions in Nepal, strengthening youth participation, supporting local initiatives, and contributing to community and institutional change, with a focus on preventing child marriage and promoting the rights of children and girls. Key contributions included:

- Strengthening local youth initiatives through support to the SAMANA collective.



- International recognition, with SAMANA selected as a recipient of the Operation Daywork Human Rights Award 2025–2026.
- Youth empowerment and leadership, through strategic accompaniment and organizational capacity-building.
- Influencing social norms, via public activities and community dialogue addressing child marriage and gender-based violence.
- Advocacy and awareness-raising, including the launch of an ambassador campaign against child marriage using storytelling and outdoor activities.
- Child participation in accountability processes, supporting children’s engagement in Nepal’s Universal Periodic Review on children’s rights.
- Organizational strengthening of Loo Niva, with technical support on financial sustainability, safeguarding systems, proposal development, donor engagement, results-based monitoring and evaluation, and multi-year strategic planning.
- Long-term impact, contributing to a stronger ecosystem for child rights and social justice in Nepal.

Perù: Ampliare le Voci dei Giovani per la Giustizia Ambientale



In **Peru**, Future Rights worked at the intersection of environmental justice and children’s rights, supporting youth leadership in territories most affected by extractive pollution. In Cerro de Pasco—one of the world’s most contaminated mining areas—young people are demanding recognition, institutional accountability, and tools to transform denunciation into collective action.

Future Rights contributed to:

- Strengthening youth environmental leadership by supporting **Red Interquorum Pasco**.
- Elevating youth advocacy in international spaces, including the International Conference on Children and Justice in Madrid and a webinar involving the UN Special Rapporteur on Human Rights and Climate Change.
- Consolidating the link between environmental justice and children’s rights, recognizing pollution and extractivism as violations of the rights to health, life, and a safe environment.

- Establishing an international task force with Peruvian youth, Future Rights allies, Nepalese civil society, environmental activists, and **Tdh Foundation and Federation** to co-design a child-environment justice toolkit.
- Initiating the development of a toolkit grounded in General Comment No. 26, using Cerro de Pasco as a reference case.
- Preparing a pilot phase of field data collection in 2026 to document toxic metal exposure among children and test the toolkit in real contexts.
- Producing accessible materials on GC26 to support political and legal advocacy.
- Translating scientific data and local testimonies into usable evidence for environmental justice and institutional accountability.

Solidarity in Action: Youth Voices Across Borders



A.G.I.R.E. — *Environment, Youth, Inclusion, Resources, Empowerment* is a pilot project developed through collaboration between Future Rights, Operation Daywork, **Asiri ODV**, Red Interquorum Pasco, and **Istituto Gobetti Volta**, with the patronage of the **Comune di Firenze** and support from local institutions and **Source International ETS**.

The project brings together the youth participation model of Operation Daywork and the ELEVATE approach of Future Rights, with the aim of strengthening young people's role in environmental justice, human rights, and international solidarity. It engaged students and activists from Tuscany and Bolzano alongside young members of Red Interquorum from Cerro de Pasco, a territory deeply affected by the impacts of extractive mining.

The pilot project included:

- **Human rights and environmental education:** learning pathways for approximately 80 students of the Gobetti Volta Institute, focusing on environmental rights, youth participation, and the impacts of extractivism in Cerro de Pasco.
- **International exchange:** direct dialogue between Italian students and Peruvian youth activists, connecting local and global experiences of environmental injustice.



- **Participatory learning:** a multi-stakeholder workshop on CRC Article 12, General Comment No. 26, collective responsibility, sustainable consumption, and international legal instruments.
- **From learning to action:** the creation of youth working groups to develop initial action plans and advocacy campaigns.
- **Public space and accountability:** a final public event featuring testimonies, audiovisual materials, and expert contributions on environmental violations in Cerro de Pasco.
- **Interregional and international connections:** strengthening networks among students from Tuscany, Peruvian activists, and educational institutions in Bolzano, transforming awareness into concrete tools for shared advocacy.

U-CHANGE: Individual Empowerment within the ELEVATE Model

U-CHANGE represents the individual-level expression of the ELEVATE Model. Through tailored mentoring and coaching, Future Rights accompanies young activists in developing personalized empowerment and action plans—supporting the transition from idea to practice and strengthening organizational skills, strategic vision, and leadership, particularly in contexts of violence, discrimination, and human rights violations.

Within the **Ignite Philanthropy** Sprout Program, Future Rights launched its first U-CHANGE pathway, mentoring young leaders who are survivors of violence and now engaged in child protection and the defense of young people and women at risk.

The pilot was implemented in **Uganda** and **Nigeria**.

Uganda



Future Rights provided mentoring to a co-founder of **Hands Against Child Marriage**, focusing on organizational structuring, sustainability, advocacy strategy, and project development—laying the foundation for an autonomous, youth-led organization.

Nigeria

Future Rights is accompanying a young LGBTQ+ activist in developing a safe space for queer youth entrepreneurs and creatives. Mentoring supports organizational design, advocacy priorities, and program development, with the aim of creating an autonomous initiative integrating peer learning, storytelling, and digital skills in a highly discriminatory context.



2.6 Advocacy Activities and Events

Across Future Rights' projects and collaborations, young people and partners are given opportunities to strengthen their visibility, expand networks, and foster knowledge exchange.

VOICES THAT RISE

is a space where the voices of young people, children, and advocates working for human rights, child protection, and social justice in often overlooked communities can be heard.

Storytelling for Memory and Justice

In 2025, Future Rights consolidated the thematic area **Voices That Rise – Storytelling for Justice and Memory**, recognizing storytelling as a central tool for documentation, advocacy, and civic mobilization, particularly in contexts of conflict. Through first-hand testimonies, storytelling contributes to preserving



memory, countering dehumanizing narratives, and strengthening social justice processes by creating connections between individual lived experiences and collective action.

In particular, it contributes to:

- preserving memory and resisting oblivion;
- restoring humanity beyond statistics;
- generating empathy and awareness;
- influencing public and media narratives;
- strengthening social justice processes through direct testimony.

Within this framework, Future Rights engaged in work with **Ruba Akkila**, a humanitarian worker and blogger from **Gaza**, and with young writers from **We Are Not Numbers**. The analysis conducted by Future Rights highlighted the ethical and political value of personal storytelling in times of war, showing how writing can challenge stereotypes, restore humanity, and generate counter-narratives capable of influencing public debate.

These testimonies were brought into civic space through student activism initiatives in **Pisa**, where students shared and performed materials collected by Future Rights—including excerpts from the blog *It's Ruba from Gaza*—transforming them into tools of collective memory and awareness-raising. The intersection of personal storytelling, public performance, and youth participation turned these stories into catalysts for civic engagement, strengthening the link between memory, responsibility, and activism.

Youth, Environmental Justice, and Accountability

Within **Voices That Rise**, Future Rights also explored the role of young people in environmental justice and social accountability, with particular attention to communities most exposed to environmental crises. These themes were discussed with female students involved in **Operation Daywork**, who reflected on youth participation, human rights, mobilization, and intergenerational dialogue.

The pathway included a dedicated interview on extractivism in **Cerro de Pasco**, where decades of heavy metal pollution have caused severe health consequences and deep social fractures. The testimony collected enabled students to understand how the ecological crisis translates into a human rights crisis, reinforcing the importance of storytelling as a tool for awareness, accountability, and global solidarity.

INSIGHT LAB

Insight Lab, alongside Voices That Rise, represents an additional space for discussion and knowledge exchange, bringing together research and practice to identify solutions in the fields of human rights, social justice, and child protection. It places youth-led initiatives at the forefront and promotes evidence-based practices to foster a new culture of children's rights.

Within the thematic area **Social Justice, Protection, and the Defense of Rights**, the following initiatives took place:

- **Roundtable “Stories That Matter”:**

This event explored the power of storytelling as a tool for documentation, monitoring, and awareness-raising around rights violations in **Palestine**. Through participatory and investigative approaches, the discussion highlighted how stories can preserve memory, counter dehumanizing narratives, and transform individual experiences into collective pathways toward justice. Contributions integrated perspectives from political anthropology and conflict research, journalism and storytelling as a form of resistance, and child rights advocacy, strengthening the link between testimony, evidence generation, and accountability.

- **Webinar “Gen Z for Justice”:**

Promoted by young allies of Future Rights, the webinar provided a structured space for international dialogue on the role of Generation Z in justice movements that emerged in 2024 and 2025. Drawing on contributions from fields such as transitional justice, mental health, youth leadership, journalism, and freedom of expression, the discussion examined how young people are redefining contemporary activism by combining creativity, civic engagement, and a strong commitment to collective justice. These reflections reinforced recognition of Gen Z voices as central actors in shaping new narratives about the present and future of human rights.



EVENTS

“JOULE, YOUTH ENERGY”: Nepal: Conflict Transformation and the Unresolved Human Rights Question (March 2025)

The event provided an opportunity to connect with organizations working with and for young people. Inspired by the concept of the joule as a unit of energy and a symbol of transformation, the seminar placed young people at the center as a driving force for change, exploring:

- the evolution of the concept of work, understood not only as employment but also as social commitment;
- the role of volunteering, civic participation, and political engagement as forms of “social energy”;
- young people’s capacity to generate movement, strengthen communities, and build meaningful connections.

Civic Space Under Attack: A Protection Hub for Criminalized Activists

On 17 June 2025, at the Spazio Europa Experience in Rome, the event *“Civic Space Under Attack – The Launch of the Protection Hub for Criminalized Activists”* took place. This well-attended and intense gathering accompanied the presentation of the 2024 Report on Civic Space in Italy.

During the initiative—supported and co-participated by Future Rights—the Protection Hub for Criminalized Activists was officially launched, representing one of the core actions of the European project Net4Defenders. The project is coordinated by a network of organizations including ARCI, Amnesty International, Un Ponte Per, COSPE, Greenpeace, A SUD, Legal Team Italia, Antigone, Baobab Experience, and the In Difesa Di network.

Intersecting Voices: Centring Children’s Diverse Experiences and Solutions for Climate and Environmental Justice

(Congress on Justice With and For Children, Madrid)



On 3–4 June 2025, in Madrid, Future Rights APS and Terre des Hommes co-organized a session of the 5th World Congress on Justice With and For Children, together with youth activists from the Child and Youth Advisory Committee and Red Interquorum Pasco.

The workshop explored the use of **General Comment No. 26** as a tool for justice and accountability in environmental crises, analyzing the cases of **Cerro de Pasco** and the **Sundarbans Delta**, with contributions from the UN Special Rapporteur on Human Rights and Climate Change.

The discussion highlighted the need to integrate children’s rights into environmental and climate policies, strengthen children’s access to justice, and address the structural causes of environmental injustice. It also emphasized the importance of recognizing children as holders of knowledge and of developing child-friendly

tools that enable them to use General Comment No. 26 to interpret environmental crises and identify pathways toward justice.

3. PARTENARSHIP AND COLLABORATIONS

Over the course of the year, Future Rights consolidated strategic partnerships with organizations, youth collectives, research institutions, and private-sector actors that share a vision rooted in social justice, meaningful participation, and the centrality of human rights. These collaborations strengthen the organization's ability to operate across diverse contexts, connecting local action with global advocacy, evidence generation, youth empowerment, and innovation in change-making tools.



3.1.Key Partners

Red Interquorum Pasco (Perù)

A youth coalition active in **Cerro de Pasco**, one of the territories most affected worldwide by the impacts of extractive mining. Collaboration with Red Interquorum Pasco supports young people in linking environmental justice and children's rights, strengthening skills in evidence-based advocacy, data use, and participation in decision-making processes.

Loo Niva Child Concern Group e SAMANA – Sabal Awaj Ma Naya Abhiyan (Nepal)

Loo Niva Child Concern Group is a long-standing organization committed to the promotion of children's rights and community development through education, empowerment, and vulnerability prevention. Within this framework operates SAMANA, an indigenous and marginalized youth collective working to end child marriage and advance gender justice. The collaboration strengthens youth leadership, internal governance, and advocacy capacity, supporting change led directly by young people.

Hands Against Child Marriage (Uganda)

A survivor-led initiative committed to ending child marriage through community-based action, awareness-raising, and the engagement of young people, men, and boys as allies. Collaboration with Future Rights

supports organizational strengthening, the definition of advocacy strategies, and the establishment of foundations for a sustainable organization.

Progetto Operation Daywork con il Centro Giovani Papperlanet (Italia)

A youth initiative founded in Bolzano that promotes human rights education, active citizenship, and international solidarity among upper secondary school students. Young people develop critical awareness and mobilize resources in support of human rights initiatives, strengthening the link between learning, responsibility, and concrete action.

ICIMOD – International Centre for Integrated Mountain Development

A regional research center with which Future Rights initiated dialogue on climate justice, youth leadership, and the rights of children and adolescents in mountain communities. These exchanges aim to inform future programs integrating environmental sustainability and social justice.

CWISH – Child and Women in Social Service and Human Rights

An organization working on children's rights, participation, and vulnerabilities linked to access to water, sanitation, and hygiene (WASH). The collaboration focuses on evidence-based advocacy, knowledge exchange, and coordinated action to address structural risks affecting children and marginalized communities.

Digitas (partenariato pro bono)

A global communication and technology agency that provided pro bono support to the revision of Future Rights' communication strategy and website. This contribution strengthened message clarity, content coherence, and the effectiveness of the digital experience, offering advanced expertise in communication, audience analysis, and design.

Terre des Hommes Foundation / Terre des Hommes Federation

International non-governmental organizations committed to the promotion and protection of children's rights, with particular attention to the most vulnerable children. Active in numerous countries, the Terre des Hommes network works to ensure protection, access to justice, education, health, and well-being, addressing the structural causes of rights violations through development programs, humanitarian action, and advocacy.

3.2. Dialoghi emergenti con collettivi femministi e settore outdoor di montagna

Future Rights has initiated exploratory dialogues with feminist collectives, women's mountain groups, and actors operating in the outdoor sector. These exchanges aim to deepen understanding of the intersections between gender, environment, mountain territories, and community leadership, while exploring the potential role of the outdoor sector—including private actors—as a space for empowerment, storytelling, and advocacy for social and environmental justice



4. FINANCIAL OVERVIEW

4.1. Principles of Financial Sustainability

The long-term sustainability of Future Rights is grounded in the following principles:

- a) **Diversification:** Future Rights aims to avoid excessive dependence on a single donor, a single funding source, or a single geographic market.
- b) **Unrestricted Funding:** Future Rights prioritizes the acquisition of core/unrestricted funds to strengthen organizational resilience and innovation capacity.
- c) **Cost Efficiency:** Future Rights maintains low overhead costs by operating remotely/virtually and, where possible, relying on pro bono support.
- d) **Emergency Planning:** As unrestricted income grows, Future Rights will maintain an operational reserve fund to ensure continuity during potential funding gaps.

A portion of unrestricted funds and generated income is allocated annually to a dedicated **Reserve Fund**, with the following objectives:

- **Operational Stability:** ensuring financial coverage during potential gaps between funding cycles.
- **Reinvestment in Grassroots Initiatives:** supporting the most successful pilot projects through additional and flexible funding.

The Reserve Fund will be managed according to clear internal policies, and its size and use will be reviewed annually by the Executive Management and the Board of Directors of Future Rights.

4.2. Fundraising Approach – 2025

In its first year of operation, Future Rights adopted a diversified and multi-level fundraising strategy, with the aim of building a resilient financial base capable of supporting organizational growth in the medium term.

However, the financial resources raised to date derive exclusively from memberships, small donations, and sponsorships. The organization was unable to generate additional income beyond these sources and is therefore operating at a deficit.

Individual Fundraising

Future Rights launched initiatives targeting individual donors, including digital campaigns, annual membership, solidarity gifts, crowdfunding, and local partnerships. This area faces challenges typical of emerging organizations: a still-limited community base, difficulties mobilizing donations for early-stage projects, and increasing donor fatigue. Donors also increasingly request greater involvement and clearer evidence of the impact of their contributions.

Institutional Fundraising

Future Rights also submitted applications to foundations and trusts aligned with its mission and values. Despite thematic alignment, many applications were unsuccessful, primarily due to the organization's young age and the innovative and niche nature of its activities.

Founder's Personal Investment and Direct Contributions from Allies

A core element of Future Rights' first year was the personal financial investment of the Founder, who fully covered:

- administrative and management costs;
- logistics, transport, and material expenses;
- printing of documents and informational materials;
- other unfunded operational needs.

In addition, some allies made direct financial contributions, covering specific activities out of pocket when necessary. These investments represent an act of trust in the organization's potential and are considered by the Founder as a strategic investment toward Future Rights' structural and financial maturation in 2026—a year in which the organization aims to consolidate partnerships, supporter bases, and new funding channels.

5. CHALLENGES AND OPPORTUNITIES

As an emerging organization, Future Rights faces challenges related to the absence of historical financial records, limited resource availability, and the resulting difficulty in ensuring operational continuity. Financial instability reduces the organization's ability to implement activities consistently and to produce impact reports required to access new funding.

These vulnerabilities are compounded by a global humanitarian context marked by funding cuts, staff reductions, and increasing competition, which disproportionately affects emerging organizations and regranting or capacity-building models. Donors tend to prioritize immediate and tangible interventions, making it more difficult to secure support for initiatives focused on systemic change, community participation, and social justice.

Additional challenges include the need to develop a sustainable and ethical income model and to build a reserve fund that guarantees stability without compromising direct support to communities. The overarching objective remains to demonstrate that mission-aligned income, responsible reinvestment, and ethical reserves can fuel lasting empowerment and long-term social transformation.

For Future Rights, sustainability means:

- ensuring operational continuity and partnerships beyond short-term funding cycles;
- reinvesting flexible capital into the most impactful community initiatives;
- rapidly adapting to community-led innovation and emerging needs;

- building financial resilience through diversified income streams and strategic reserves capable of sustaining work during periods of uncertainty.

Within this complex landscape of challenges and opportunities, the need for participatory and community-led models continues to grow. Future Rights intends to strengthen its role as a catalyst for this change.

6. OBJECTIVES AND STRATEGIC PRIORITIES 2026

In 2026, Future Rights aims to consolidate the foundations built during its first year and embark on a phase of structural, methodological, and financial growth. Strategic priorities are organized across four main areas: model and training development, pilot experimentation, internal governance, and strengthening the economic sustainability model.



6.1 Model and Training

Future Rights plans to strengthen the **ELEVATE Training Approach** through the development of operational tools and content, including toolkits, training modules, and educational materials, with particular focus on completing and piloting the **ELEVATE Foundation Course**, scheduled as the first pilot pathway of 2026.

6.2 Pilots and Experimentation

2026 will be a decisive year for Future Rights, dedicated to consolidating and testing new models of youth participation. Key areas of work include:

- Completion of the pilot project with SAMANA, supporting the collective toward greater organizational autonomy and sustainability.
- Continued testing of the **General Comment No. 26 toolkit** in Nepal and Cerro de Pasco, integrating data, community feedback, and contextual adaptations.
- Completion of U-CHANGE training activities and launch of new mentoring initiatives with pro bono mentors.
- Organization of the second panel in the “**Gen Z Webinar**” series, expanding youth engagement.
- Initiation of partnerships with the outdoor sector, testing solidarity-based models that integrate nature, education, and social responsibility.
- Activation of new pathways based on lessons learned during 2024–2025, with the aim of developing tools replicable across different territories.

6.3 Governance and Organizational Structure

To support organizational growth, Future Rights will invest in strengthening governance through:

- Establishment of a stable **Advisory Group**, composed of a limited number of experts with complementary competencies in key organizational areas.
- Creation of a **Youth Committee**, operating alongside the Advisory Group, ensuring active youth representation capable of proposing initiatives, contributing to internal debate, and keeping the mission centered on communities.
- Expansion of the volunteer network, with a focus on logistical support, event management, and coordination of territorial activities.

6.4 Partnerships and Networks

Future Rights aims to strengthen its presence within strategic networks by joining national, European, and international platforms that increase visibility and facilitate technical, academic, and operational collaborations. The organization will continue building bridges between youth-led initiatives, researchers, and territorial partners, promoting exchange and co-design.

6.5 Economic Sustainability Model

In 2026, Future Rights seeks to strengthen a more robust and diversified economic model. Key priorities include:

- Diversifying income streams to reduce reliance on individual donations.
- Consolidating relationships with major donors through more structured engagement.
- Assessing corporate partnerships only when fully aligned with the **Ethical Fundraising Policy**.
- Generating earned income through paid modules and courses under the ELEVATE approach, with differentiated fees to ensure accessibility.
- Promoting public fundraising events (screenings, debates, solidarity dinners) and low-cost, high-impact campaigns to generate unrestricted funds.
- Strengthening communication and relationship-building to increase public visibility and amplify youth voices involved in projects.
- Building a shared knowledge ecosystem by activating collaborations with researchers and academics to develop joint studies and produce evidence supporting youth-led change.

Future Rights intende consolidare le fondamenta costruite nel primo anno e avviare un percorso di crescita strutturale, metodologica e finanziaria. Le priorità strategiche sono organizzate in quattro aree principali: sviluppo del modello e della formazione, sperimentazioni pilota, governance interna e rafforzamento del modello di sostenibilità economica.

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