

# Young people driving sustainable development

Raleigh International  
Strategy 2017-2020



Raleigh  
International

# Our strategy for 2017-2020

This is our exciting and ambitious strategy which sets out how Raleigh International will create lasting change through youth.

We're a youth driven sustainable development charity creating meaningful and long lasting development impact. Our programmes focus on youth in civil society, livelihoods, natural resource management, and water, sanitation and hygiene (WASH).

Over the next four years we will put young people at the heart of developing, designing, measuring and implementing our programmes.

We will build on valued partnerships in-country and internationally with communities, local development partners, businesses, governments and donors. This will allow young people to apply skills, share expertise, hold stakeholders to account and extend the reach of our impact.

Together we will develop new ways of engaging national youth in the countries where we work, empowering youth as partners and leaders in development. We will harness the power of our international network of passionate alumni to become part of a global community working to build a sustainable future.

## Young people have the energy, optimism and creativity to change the world for the better



More than half of the world's population of nearly 7.5 billion people are under the age of 30. That's the biggest youth generation ever. Often undervalued, underestimated and expected to underachieve, young people are in fact one of the most important resources the world has.

The world is facing huge development challenges. Climate change threatens livelihoods, biodiversity and water supplies. Limited access to safe water and poor hygiene practices affect millions, causing poor health and stopping people from attending school or work. Rural communities around the world lack the tools and support they need to thrive.

Young people particularly struggle to get into employment or earn a living. Technology is bringing about revolutionary change which is both a risk and an enormous opportunity.

## Young people are catalysts for change

It is young people from all over the world who deliver Raleigh's work. Young people volunteering their time and energies in their own country and globally.

For many years, we have led the way in working with young people to achieve development outcomes. Equipping them with the skills, confidence and experiences they need to be empowered, effective and energetic partners in development.

By working side by side with marginalised communities, young people improve the quality of services, increase

inclusion and collaboration, empower communities to take social action, bring the spark of innovation and make sure that no one is left behind. Together they create meaningful and lasting change.

Raleigh has seen that when young people work in partnership with all sectors of society, from rural communities to business and government, they can be powerful catalysts for change.

## Young people need to be at the heart of global change, developing solutions and making decisions

We want to see the development sector as a whole recognise and value the role that young people take. Young people are ready to take ownership of what is happening in the world. To plan for the future and make a positive impact locally and globally. Young people are full of creativity, innovation and determination. Given the chance, they can be leaders at the heart of global change.

All our work is aligned with and contributes to achieving the United Nations Sustainable Development Goals, known as the Global Goals. We are part of a worldwide movement to end poverty, protect the planet

and ensure everyone has peace and prosperity by 2030. The responsibility for making these clear, ambitious and challenging goals a reality lies not just with governments, but with all of us. The United Nations shares our belief that young people as volunteers are essential to achieving the Global Goals.

Specifically, Raleigh's programmes contribute to Global Goals: 1 - No poverty, 4 - Quality education, 6 - Clean water and sanitation, 8 - Decent work and economic growth, 12 - Responsible consumption and production, 13 - Climate action, 16 - Peace and justice, strong institutions and 17 - Partnerships for the Goals.

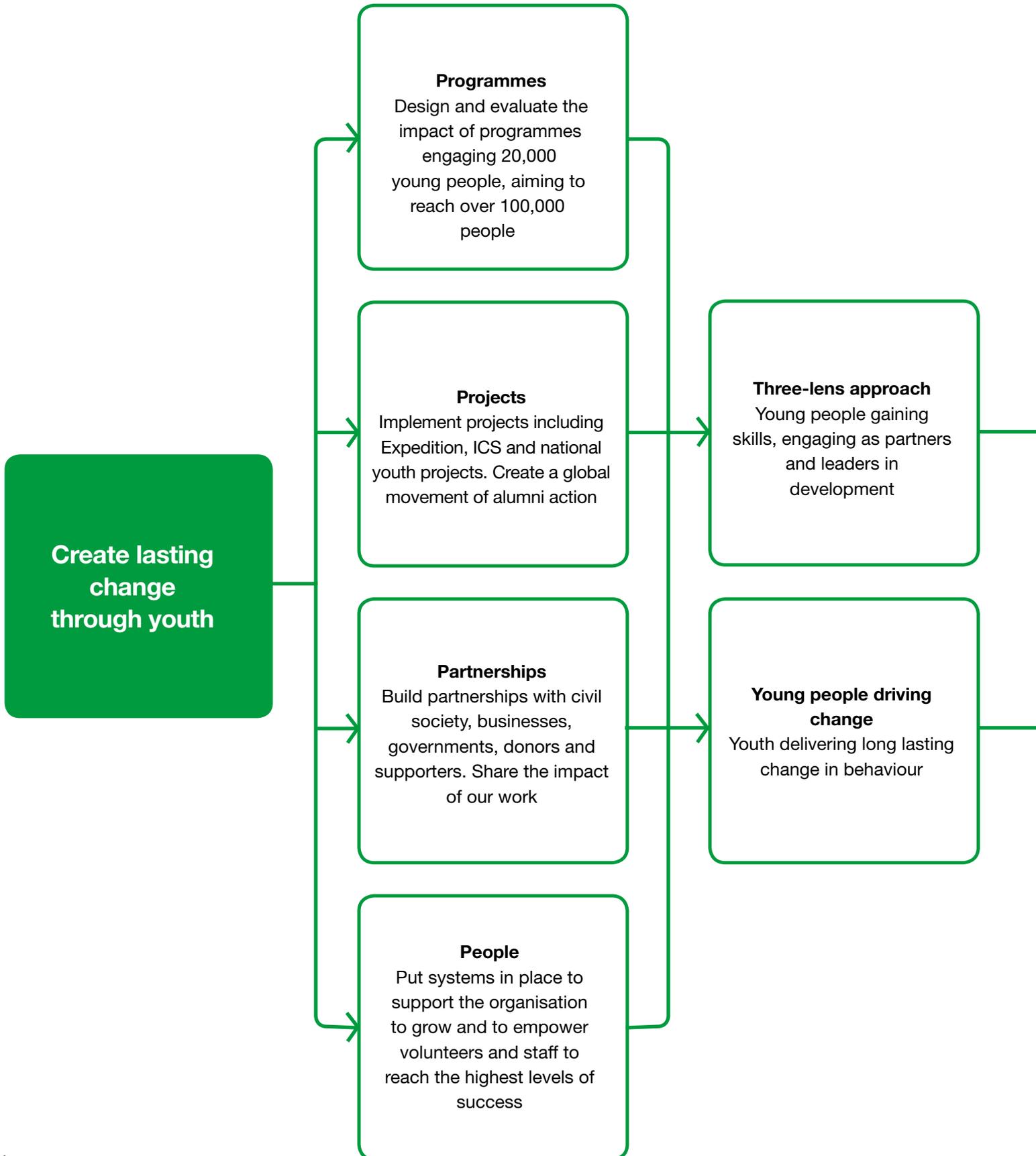


# Strategy at a glance

## Our purpose

## Making change happen

## Why youth



## Aims of our work

## Our vision



### Youth in civil society

20,000 young people will be leaders and partners inspiring 100,000 actions on sustainable development



### Livelihoods

10,000 young people will have sustained, safe, dignified and fair work



### Water, sanitation & hygiene

75,000 people will have long-lasting access to and use of safe WASH facilities



### Natural resource management

Increased resilience in more than 200 communities through the sustainable management of resources. 25 million reached with Global Goals awareness campaigns

**A global community working to build a sustainable future**

# Making change happen

## Our strategic objectives

### Programmes

#### Engage youth as partners and leaders

We will engage 20,000 young people from more than 20 countries, aiming to reach over 100,000 people.

Our programmes will work within four thematic areas: Youth in civil society; water, sanitation and hygiene; livelihoods; and natural resource management. They will be delivered using a 'three-lens approach' which identifies youth as a target group, as partners and as

leaders in development. We will use behaviour change methodologies which we have developed in partnership with researchers and experts.

We will create an enabling environment for youth participation and engage young people in the design, development, implementation and evaluation of our programmes.

#### Build the evidence that young people can deliver development

We will build evidence to showcase how youth peer-to-peer working achieves lasting behaviour change and innovation.

We will aim to build the scale and sustainability of our work through developing and testing innovative approaches and ensuring our programming balances economic, social and environmental development.





## Projects

### Implement our activities and develop new delivery models

We will deliver our programmes through existing activities such as the Expedition and through International Citizen Service (ICS), which is led by VSO and funded by the UK Government. Importantly we will increase the design and development of new projects delivering national youth and alumni action in our countries.

These activities are carried out in Costa Rica, Nepal, Nicaragua, Malaysian Borneo and Tanzania. We work in rural areas with a focus on young people, girls and women and other marginalised groups.

### Create a global movement of alumni driven action

Raleigh has more than 42,000 alumni in over 90 countries. In more than 15 countries former volunteers have created national societies, which are connected through Raleigh's 'Global Alliance for Youth Framework'. This is a formidable network of engaged and committed people.

people, ideas, energy and innovation. Through our network of societies, our aim is raise awareness of the issues within the Global Goals to 25 million across the lifetime of this strategy.

During this strategic period we will leverage and grow this network into a global movement committed to creating lasting change and building a sustainable future. We will increase the capacity of the national societies and build the platforms and networks which connect

The national societies also develop their own activities aligned to Raleigh's vision and mission, as well as supporting Raleigh's programmes. We will aim to support them, and encourage new societies, with capacity building and shared networking and engagement.

#### Countries where Raleigh International has offices:

- Costa Rica
- Nepal
- Nicaragua
- Malaysian Borneo (Sabah)
- Tanzania

#### Active Raleigh Alumni societies:

- Bermuda
- China
- Hong Kong
- India
- Japan
- Jersey
- Malaysia Kuala Lumpur and Sabah
- Mongolia
- New Zealand
- Singapore
- Uganda

These countries all have active national alumni societies





## Partnerships

### Build partnerships and diversify income

Raleigh believes that robust and effective partnerships which strengthen international cooperation are critical to meeting the Global Goals. We will continue to grow our cross-sector collaboration with partners in civil society, in business, in government, and with donors and our

supporters. These partnerships will enable us to increase the reach of our work, share best practice and learning, and build bridges between young people and hard-to-access institutions.

### Build the recognition of the impact of Raleigh's work

We will build evidence of our impact and position ourselves as an expert at engaging young people as

partners and leaders in sustainable development and behaviour change.

## People

### Ensure our staff and volunteers have the skills and knowledge to deliver our work

With volunteering at the heart of our development model, people are critical to Raleigh. We are committed to ensuring that our staff and volunteers have the right skills

and knowledge to reach the highest levels of success and deliver our work. Raleigh is committed to diversity and inclusion on our programmes.

### Develop systems to support delivery and growth

We will continue to improve our systems and support for staff and volunteers and to lead the sector in safety and management through our engagement with a number of sector networks. We will also improve our technological

support for our global network of alumni in order to ensure the right communications and platforms exist to allow us to achieve our ambitious outreach goals.

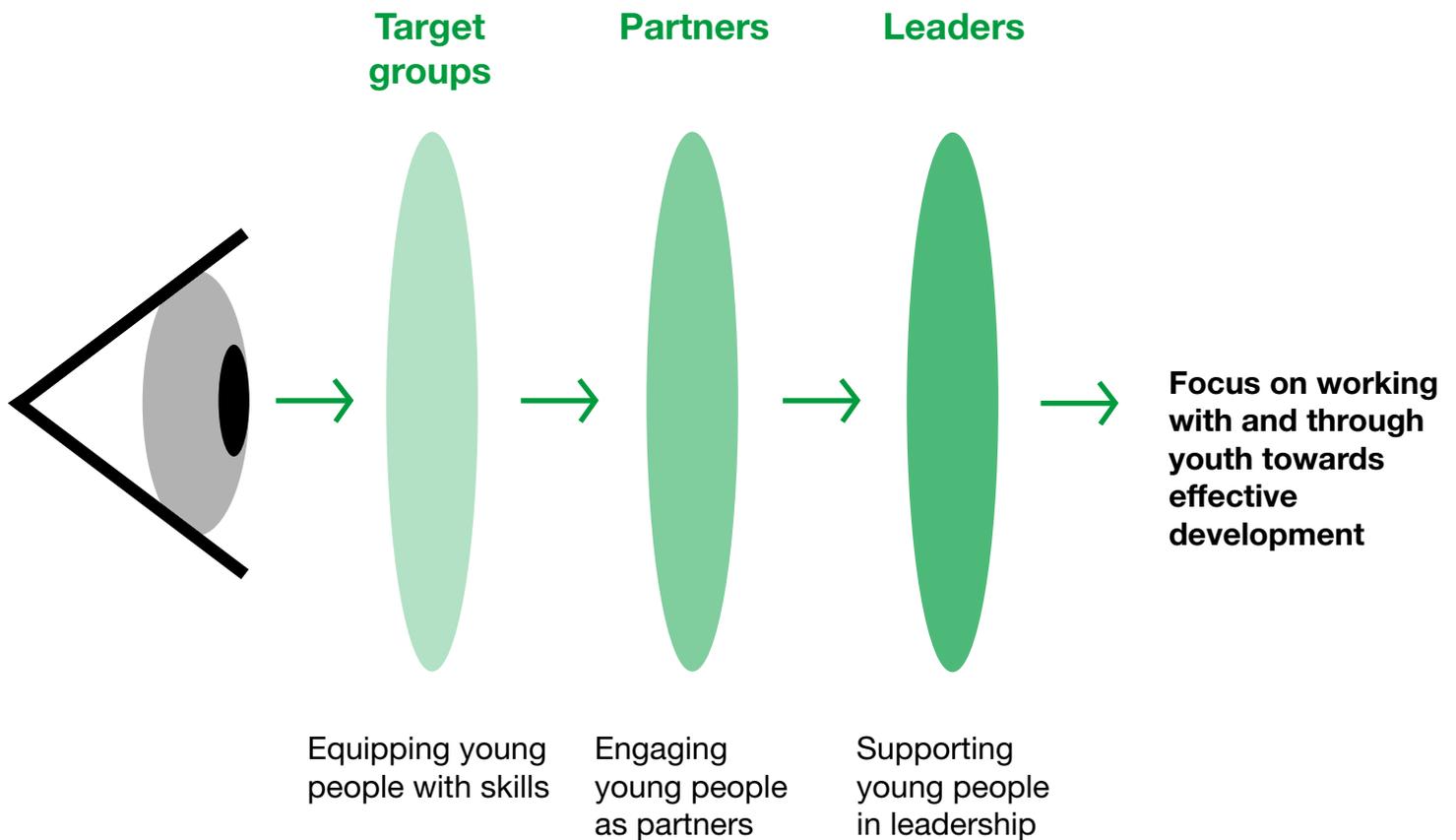


# Why youth

## Three-lens approach

Raleigh's work is based on the 'three-lens approach' identified by the UK Department for International Development, the World Bank and the United Nations Development Programme in their Youth Strategy.

Our staff and young people in-country collaborate with governments, local organisations, businesses and communities. We create long term plans ensuring young people can succeed in delivering development outcomes as partners or leaders. We work with youth across all stages of this three-lens approach.



Raleigh's programmes are designed to build human capital, equipping young people with 21st century skills – problem solving and critical thinking - as well as knowledge and social capital.

Young people engage with us to design, develop and deliver our programming, funding and decision making.

We create spaces and opportunities where young people can work effectively as equal partners with other key stakeholders.

We support youth as leaders to ensure that their voices are heard. They are empowered to influence change and hold decision makers to account.

## Young people driving change

“Achieving the Sustainable Development Goals will require citizens and wider communities to make meaningful, long-term changes to their behaviour,”  
United Nations Association – UK

Effective behaviour change is critical to achieving our vision. Around the world, innovative organisations and governments are adopting behaviour change techniques to maximise their impact in support of the Global Goals.

### Young people are up for change

Because of the stage of life they are at, young people are more likely to adopt new ways of thinking and doing. They can influence their peers and empower communities to change behaviours. Their affinity with new communications technologies helps get their messages shared and heard.

### They are great at convincing others

We support young people to interact with their peers and with partners and communities on our programmes. They can act as a bridge between civil society, government and the business sector. Living and working in the community helps build trust, and interactions can be more meaningful.

### They apply behavioural science to make lasting change

To drive lasting change we first need to understand how and why people behave in certain ways. Our tools and

training enable young people to gain insights in communities, and to use them to adapt our approach to suit.

Working together we take the best of psychology, economics, sociology and anthropology to help explain how people think and make decisions, and design innovative work which responds to local needs.

### New behaviours become norms

The activities young people carry out in the community are proven to create change using well evidenced behavioural science techniques based on strong academic foundations.

We take into account the different ways people form habits, perceive each other, make informed choices, and think about the world – making it easy, fun, social and timely for communities to change their behaviour. By doing so, young people dramatically increase the effectiveness of our work in delivering lasting change.

Raleigh works through a behaviour change approach because it makes development more effective and achieves lasting change at scale. This approach can be used to enhance innovation, collaboration and participation; to increase the quality and reach of services; and to foster greater ownership, empowerment and resilience of those who are often left behind.





Young people are up for change



And they're great at convincing others, particularly their peers



They apply behavioural science to create lasting change



New behaviours become norms

# Aims of our work



## Youth in civil society

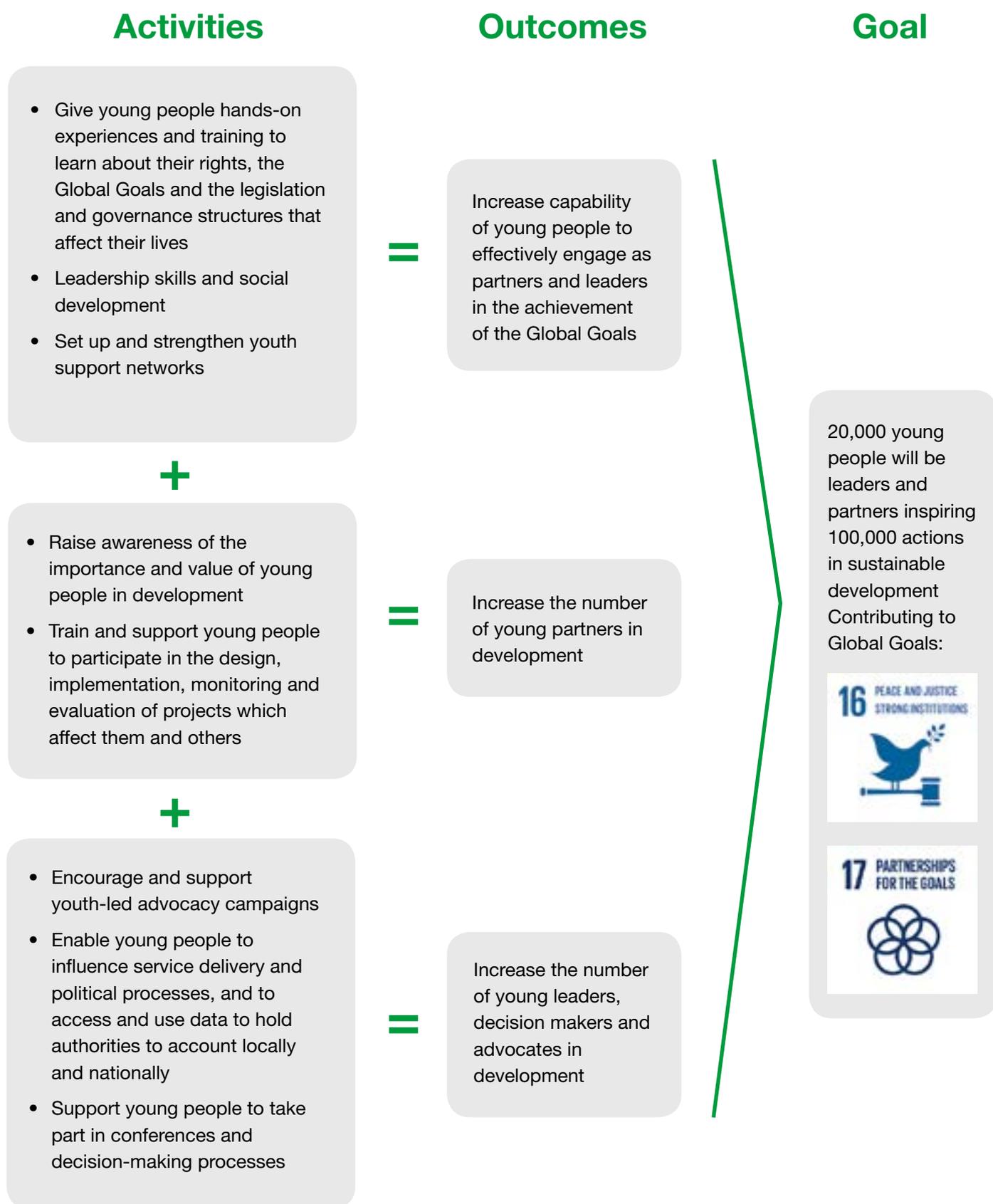
**Global challenge:** Young people are a significant and growing part of society – half the global population is under the age of 30, the largest group ever seen. By sheer force of numbers, as well as a greater comfort with connecting technologies, active young people are essential if we are to achieve the Global Goals. But they are increasingly disenfranchised and struggle to get their voices heard.

Raleigh will work to create an environment which values and supports youth civic participation: where poverty and education levels won't stop them; culture and traditions won't hold them back; and where young people are able to safely hold government and other stakeholders to account.

## Young people are connected, valued partners in development



# Our goal: 20,000 young people will be leaders and partners inspiring 100,000 actions in sustainable development



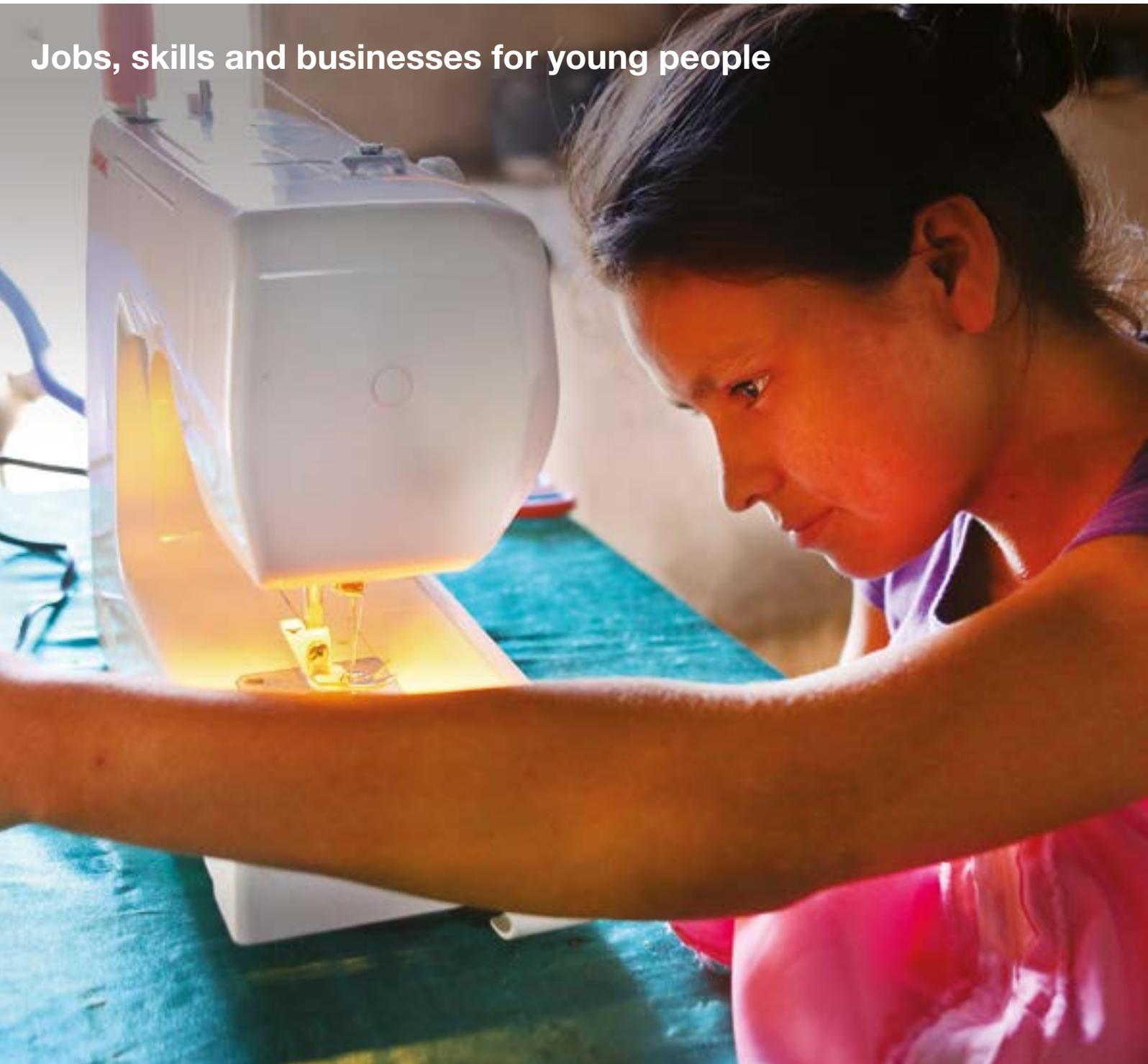
# Livelihoods



**Global challenge:** Young people face large scale, complex challenges to finding productive work and employment. 600 million youth globally are unemployed or not in education or training. This figure is set to grow. Young people face huge barriers. They lack skills and experience, including soft skills essential to the workplace. They have difficulty accessing capital and credit, information and business networks.

Raleigh's programme will focus on young women and rural youth who are particularly at risk. In rural areas, employment opportunities are often low skilled, low waged and unstable. They also depend heavily on natural resources and the environment, which will be increasingly exposed to climate related shocks.

## Jobs, skills and businesses for young people



# Our goal: Sustained, safe, dignified and fair work for 10,000 young people

## Activities

- Train young people in the skills they need to develop and act on viable business ideas
- Build the confidence and motivation of budding young entrepreneurs
- Increase communities' encouragement and support to young entrepreneurs
- Help entrepreneurs to access finance and mentoring support to start-up their businesses



- Work with training organisations to provide young people with the skills they need to get and excel in a job
- Work with employers to improve working conditions and match job opportunities or apprenticeships with young people
- Build the confidence of unemployed young people
- Help young people to access job information and mentoring support from their peers and local business owners

## Outcomes

Increase the number of successful young business owners

Increase the number of young people in safe, dignified and fair employment

## Goal

Sustained, safe, dignified and fair work for 10,000 young people Contributing to Global Goals:

1 NO POVERTY



4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



# Water, sanitation and hygiene (WASH)



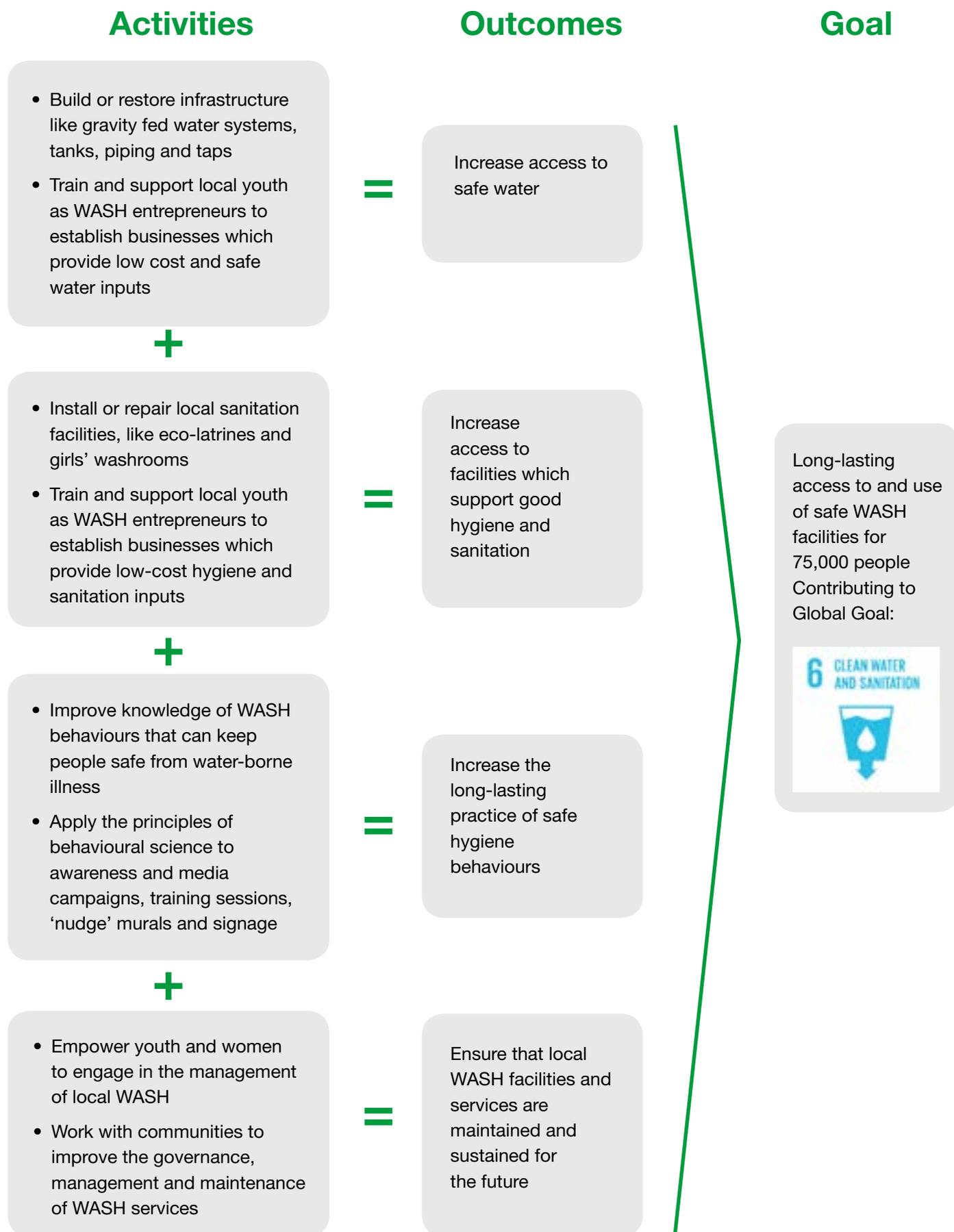
**Global challenge:** Every year two million people die because of unsafe water, sanitation and hygiene. Children and young people living in rural communities are particularly affected. Access to safe water and sanitation is essential to the realisation of all other human rights. But nearly a third of the world's population lack access to adequate sanitation and 663 million people do not have access to safe water. Solving this problem, coupled with good hygiene practice, is crucial to reducing disease and poverty.

Raleigh focuses on working in rural, harder to reach communities where support is needed more urgently. Our programmes reflect the fact that women and girls are disproportionately affected, as they carry out most of the unpaid labour associated with WASH in households and communities. This has a huge impact on their health, education and ability to earn money.



**Young people at the heart of safe water, sanitation and good hygiene**

# Our goal: Long-lasting access to and use of safe WASH facilities for 75,000 people



# Natural resource management



**Global challenge:** Decades of degradation of the world's natural resources has caused major losses of biodiversity and wildlife, as well as harm to the communities who are dependent on them. It is essential to change consumption habits everywhere to conserve the environment and its valuable resources. The onset of

climate change threatens to do further damage as temperatures and sea levels rise, ecosystems are altered and extreme weather events become more frequent and severe.

## A generation of champions of the natural environment



# Our goal: Increased resilience in more than 200 communities through the sustainable management of resources. 25 million reached with Global Goals awareness campaigns

## Activities

- Run awareness raising campaigns and workshops
- Install infrastructure, including trails, bridges and guard huts, to improve access to protected areas
- Run reforestation projects
- Work with communities to change habits including promoting alternatives to firewood



- Build or restore infrastructure such as waste management, recycling points and drainage to protect and manage natural resources
- Run conservation management training
- Set up local committees to manage and maintain infrastructure inside and outside of protected areas
- Support local youth and others to develop successful sustainable businesses
- Train communities to monitor, report on and therefore safeguard protected areas



- Build local knowledge, skills and capacity to adapt to climate change and mitigate its effects
- Support local youth and others to develop successful sustainable businesses
- Run training about climate change, environmental degradation and adaptive agricultural practices

## Outcomes



Protect biodiversity



Conserve key biodiversity inside and outside of protected areas



Help make communities more resilient to climate related changes and degradation to their environment

## Goal

Increased resilience in more than 200 communities through sustainable management of resources. 25 million reached with Global Goals awareness campaigns Contributing to Global Goals:





## Working together for the future

We depend on the support of young people willing to give their time, skills, energy and ideas  
We depend on the support and actions of our alumni to support us and drive change globally  
We depend on partnerships with other non-governmental organisations, corporates and donors

Please work with us to deliver this ambitious, positive strategy to create lasting change through youth

### youth · energy · change

[www.raleighinternational.org](http://www.raleighinternational.org)



Raleigh International Trust is a registered charity no. 1047653 (England and Wales) and no. SCO40023 (Scotland)

