



# NOW IS THE MOMENT.

Raleigh International  
Bridging Strategy  
2020-21

Raleigh  
International  
Nepal



# THIS GENERATION OF YOUNG PEOPLE WILL CHANGE THE WORLD.

Julian Olivier, CEO

## INTRODUCTION.

This exciting bridging strategy reveals our new organisational vision, mission and priorities – all of which are a direct response to our recent global youth consultation. **Tomorrow Is Too Late**, provides a unique insight into the hopes and fears of young people, and their experiences of the Covid-19 pandemic.

Young people currently face a world of uncertainty, change and crisis. Worse still, they are told they are too young, too inexperienced, and too naïve to make a difference. They are told that some crises are too hard to solve. Their voices, their experiences, and their ideas are disregarded.

Our consultation reveals that this generation of young people refuse to accept a world where their opinions do not matter or where global challenges are ignored. They do not want to go ‘back to normal’.

Simply put: the world as it exists now is not an option for this generation of young people.

They will not allow the natural world to be destroyed. Societies and economies where some are left behind or discriminated against are unacceptable. They believe in the power of people to change what governments, politicians and businesses cannot or will not. They have the ideas to create the world they want.

This is where Raleigh International has a crucial role to support action that makes their vision real and creates a generation of young leaders.

Now is the moment for the next chapter in our organisation’s journey. This new strategy will mobilise Raleigh International’s youth networks, supporters, volunteers and partners to build a fair, inclusive and green world. Our organisation, our programmes, and our structures will be ready to unleash the power of this generation of youth changemakers at this critical moment in history.

This new bridging strategy offers an exciting and hopeful vision for our global community, and our organisation’s future, at a difficult moment. It puts young people at the centre of deciding and delivering our work, sets our approach and ambitions across five key areas, directs and focuses innovative new projects and partnerships for these challenging times, and guides us to build a global movement of young people who are taking action now.

We hope by reading this you will choose to stand with young people too.

**Now is the moment for action not excuses because tomorrow is too late.**

**Julian Olivier**  
CEO, Raleigh International

**OUR VISION.**  
**A FAIR,**  
**INCLUSIVE,**  
**AND GREEN**  
**WORLD WHERE**  
**YOUNG PEOPLE**  
**CONFRONT**  
**THE PLANET'S**  
**MOST URGENT**  
**CRISES.**

RALEIGH INTERNATIONAL AT A GLANCE.

Working with young people globally for over 35 years.



Over 100 million volunteer hours.

15

National Societies.

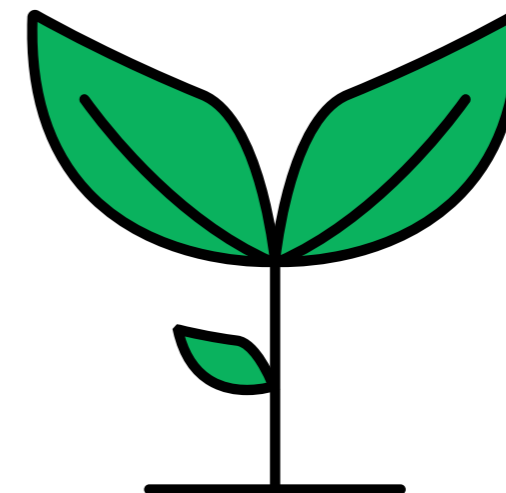
PROJECTS COMPLETED IN OVER 50 COUNTRIES.



Alumni in more than 100 countries.

A global community of over 55,000 people.

Young people have helped improve water, sanitation, and hygiene for almost 120,000 people in the last 5 years.



1.5M

trees planted in the last 5 years.



10,000 young entrepreneurs supported in the last 5 years.

Almost 10km<sup>2</sup> of land replanted in last 5 years.

**OUR MISSION.**  
**TO IGNITE**  
**YOUTH-LED**  
**ACTION THAT**  
**CREATES**  
**SOLUTIONS TO**  
**THE WORLD'S**  
**MOST URGENT**  
**PROBLEMS.**



## OUR DIFFERENCE.

We work with a global movement of young people who are generating solutions to the most urgent crises facing the planet. Young people use Raleigh International's unique 'Ignite. Equip. Mobilise.' model as they move from being contributors and collaborators on projects creating change, to initiators who are leading the action they want to see.

### **Ignite.**

We build pathways and experiences for young people to develop their confidence and leadership.

### **Equip.**

We support young people to build the skills and knowledge they need to develop solutions to global problems.

### **Mobilise.**

We unite young people with experts so they can turn their ideas for changing the world into action that they lead.



OUR THEORY OF CHANGE:  
IGNITE. EQUIP. MOBILISE.

This generation of young people will change the world. But in order to make the vision of a fair, inclusive and green world a reality, young people must be given access to the platforms, networks, skills and experiences they need. They must engage in action where their rights are championed, and where their voice is heard as an equal.

We support young people to move up through three levels of participation; first engaging as contributors; then as collaborators; before arriving at the level of initiators.



Initiator.

I ideate, **initiate** and engage in equitable decision making with adults devising new ways to work towards shared goals.



Collaborator.

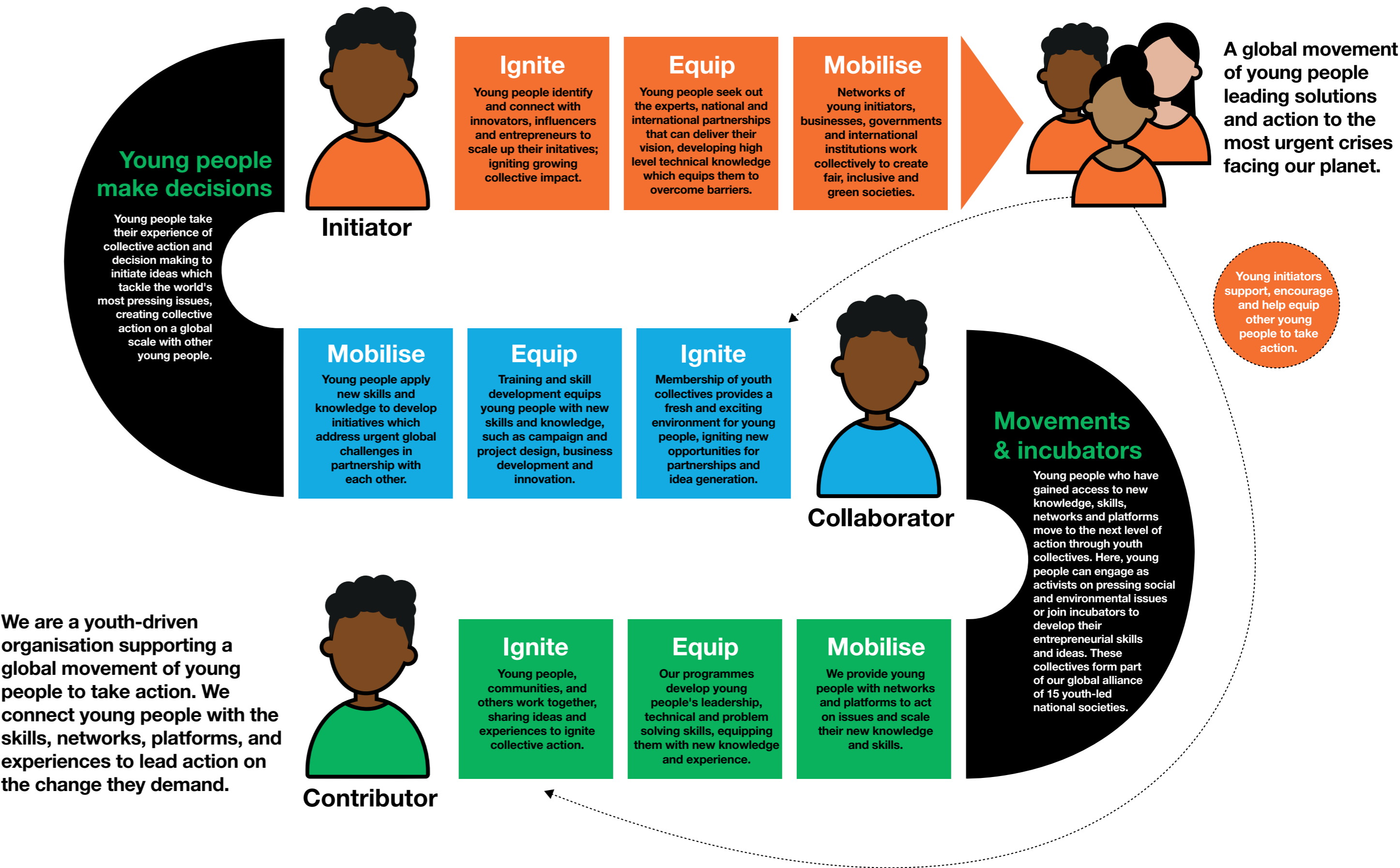
I **collaborate** with other young people, making decisions about the goals we want to work towards collectively.



Contributor.

I **contribute** towards the achievement of predefined goals, generating new opportunities for myself and the world.

OUR THEORY OF CHANGE DIAGRAM:



## OUR VALUES.

These are our core values and those of our global movement. They are central to how we work and our relationships. They drive how we do what we do.

### Create impact together.

We believe our voices and actions are stronger together. It is the ideas and power of an inclusive movement that changes the world.

### Act with integrity.

We respect the qualities of real leaders, and we strive to embody them in everything we do.

### Commit to learning.

We understand the importance of learning for growth and inclusion. We must listen to and learn from each other to create real change for everyone, everywhere.

### Find the courage.

We stand up for what we believe is right, even if this means stepping out of our comfort zones.

### Never give up.

Changing the world can be hard, but we will not stop until we have achieved all we set out to.



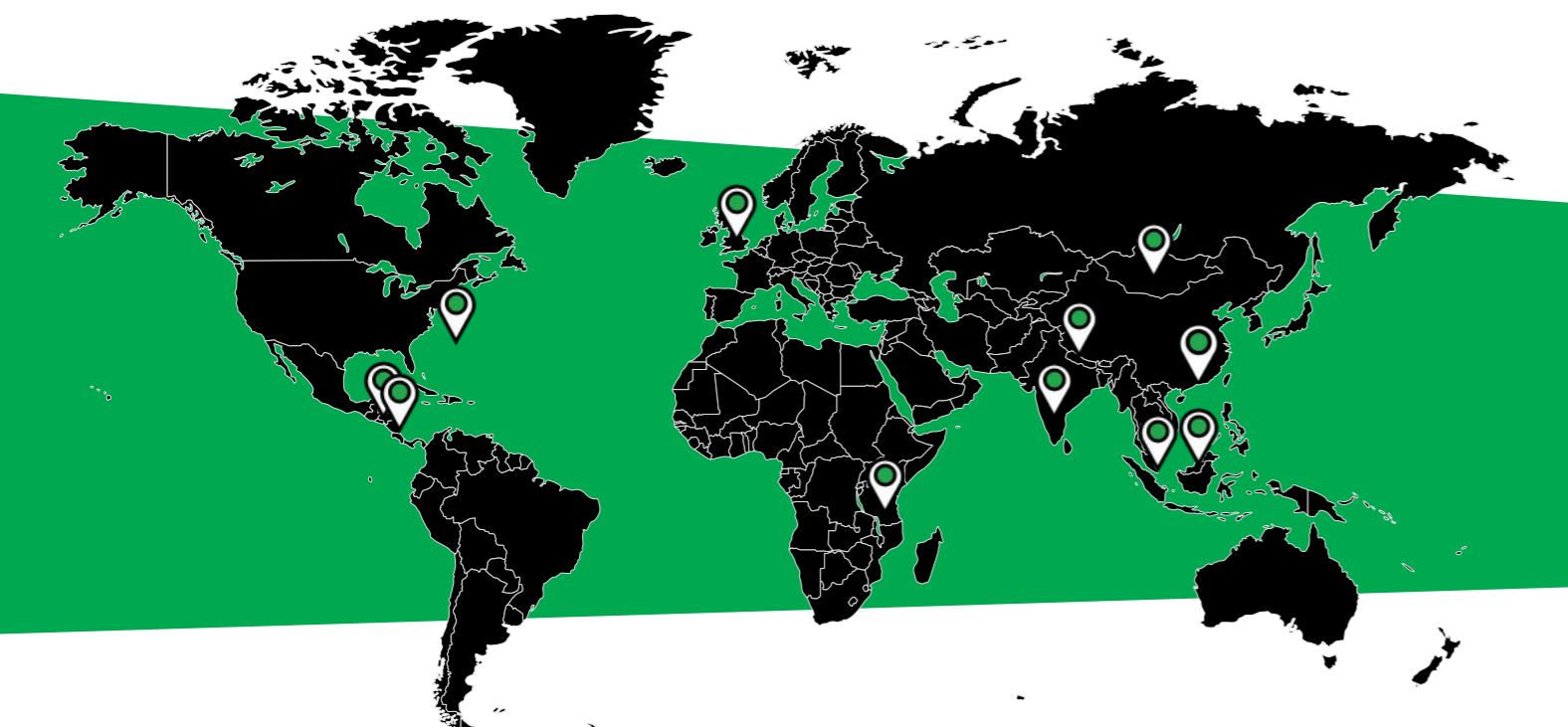
**OUR CALL  
TO ACTION.  
ACTION NOT  
EXCUSES.  
TOMORROW IS  
TOO LATE.**

# OUR GLOBAL YOUTH CONSULTATION.

## TOMORROW IS TOO LATE.

Raleigh International ran a consultation with young people from early to mid 2020. This spanned the rapid evolution of the Covid-19 pandemic. It details and summarises the beliefs, perspectives, desires, and fears of over 100 young people from 11 countries (Bermuda, Costa Rica, Hong Kong, India, Malaysia, Mongolia, Nepal, Nicaragua, Singapore, Tanzania, and the United Kingdom).

The consultation was conducted almost exclusively by young people. It took the form of focus group discussions, semi-structured interviews, workshops and online social media and survey engagement. Many of the participants are former volunteers. Others are members of our local youth-led national societies, and some have no association with Raleigh International at all.



# SUMMARY OF TOMORROW IS TOO LATE.

**Young people know exactly the world they want to live in and the change that must happen to create it. They demand:**

- **A world where everyone can access what they need to be free, healthy, safe, educated and financially secure.**
- **A world which does not discriminate against people on the basis of their race, ethnicity, nationality, gender identity, gender expression, religion, ability, sexual orientation or socio-economic status, and where diversity is celebrated.**
- **A world where all leaders listen and are accountable.**
- **A world where collective responsibility for the natural world forms the basis of productive, fair and sustainable societies and economies.**

This generation of young people see the world through the lenses of fairness, happiness and wellbeing. They believe that achieving these is not only good for the individual but will help solve all our shared problems.

The Covid-19 pandemic has shown young people the huge inequalities that exist globally. They refuse to accept them and demand a fairer world. They know what action they want to take and lead. They prioritise

demands for access to free, high quality education and healthcare, support for youth employment and skills, and tackling the climate crisis. They feel frustration and anger at the failures of generations of decision makers but won't let this hold them back. They demand accountability and want to be accountable. They are going to break down barriers to youth participation in decision making. And they will end the discrimination which stops every young person having their say.

Young people want good leaders, but they also want to be good leaders. They want to work with others but aren't afraid to challenge power and go around those who get in their way. They want others to stand in solidarity with them, proving we're on their side, and that we listen to, trust and are willing to follow young people.

**Young people demand action now, but they don't always know what to do or where to start.**

Young people have the passion, ideas and energy to create change. But it's what they lack access to which stops them taking action. They want support and they highlight the importance of free, quality education and training. They want the skills, knowledge and networks they know they need to create the world they want to live in. Young people believe that current education systems don't equip them for this. They want others to recognise this and support them with what they need.

Young people want the tools to build movements and create change. But they also want help to find meaningful work and to build a career. Lack of jobs and income is the major issue for young people globally. They believe the support

they need to lead change in society can also help them to become leaders in their careers.

**Young people want to meet their own needs and the needs of others.**

Young people want to be financially secure so they can be independent. Being secure means being able to meet their basic needs. Changing the world for free isn't easy. Voluntary and social work takes up personal time and resources which many young people do not have. This is particularly true in countries where wages are low and employment opportunities are hard to come by. However, this won't stop them taking action.

They want people to listen to their concerns about being 'cheap labour'. Young people want to take an active role in changing the world. But they resent when this is expected of them without reward or recognition. They want their efforts to change the world to help create routes into secure employment or enterprise.

**Young people need support but also want people to get out of their way.**

Young people want independence and to be able to forge their own path. Entering adulthood is a transformational life stage. They want the freedom to choose what is right for them, to make mistakes and learn from them. This means gaining independence and being less reliant on (but more able to support) family structures.

They also want this from the people who support them to take action. They want those trying to help to fulfil the role of a partner, not

a parent. They want people at all levels to look for ways to hand over more power and decision making to young people. They want a say in how decisions about their lives are made.

**Young people want networks of likeminded changemakers.**

Young people don't want to go it alone, they want to bring others with them. They know they need support. But they also want to create and get access to their own networks of likeminded peers.

They want the tools and confidence to forge new connections. They believe organisations should create opportunities for young people to build their movement for change.

**Young people are not all the same.**

Young people want those in power and those supporting change to develop a more nuanced understanding of the needs of young people. They want inclusivity to be central to any work they lead or are part of. They understand that they might want the same world but this does not mean young people are the same all over the world.

Young people reject the existence of endemic inequalities and unequal structures. They want change which is transformational for all with no one left behind. They want partners and supporters to represent and reflect the diversity of young people.

**Young people demand to have their voices heard and to hear those of other young people.**

Young people value platforms which amplify their voice and give them the space to have their say. They want to see their views represented

but they also want to hear the voices of other young people. They want partners who will speak to their own experiences, and about the issues they care about. They see the diversity of views and ideas among young people as a strength. But they don't want tokenism or to be used just for good branding or PR. They demand to be taken seriously. They mean what they say and want to be treated with the same respect as everyone else.

**If you would like to read the entire report it can be found here.**

For more information about Raleigh International's global consultation with young people, please contact:

**Tina Burrows**  
Global Youth for  
Change Manager  
[t.burrows@raleighinternational.org](mailto:t.burrows@raleighinternational.org)  
+44 (0) 2039338774



# BRIDGING STRATEGY SUMMARY.

To help us respond to the findings of our global youth consultation, our bridging strategy will be delivered through five work streams.



## STREAM 1: A YOUTH-DRIVEN AND INCLUSIVE ORGANISATION.

Now is the moment for Raleigh International to truly meet the needs and aspirations of young people everywhere. To do this we will ensure young people are informing and driving our programmes and direction. The work of this stream will underpin our entire approach during this strategic period, and beyond.

We will unlock our potential to work with young people most effectively to confront the most urgent crises facing our planet. Central to ensuring the equitable participation of young people in driving our strategy will be a process of exploring, assessing, and defining the relationship between Raleigh International and the more than 15 National Societies which form our global movement. By doing this we will be more effective in growing the scale and impact of Raleigh International's global movement of young people.

We understand that we have a responsibility to our staff, volunteers, communities, and partners to ensure that our organisation is a safe and inclusive place for everyone. We choose not to be silent against prejudice and discrimination and we will strive to be better and do better. Equality, diversity, and inclusion will be the core of our new strategy. We will be working to analyse our current working practises and improve our systems and processes to create a more responsible, safer and inclusive organisation.

Through our new bridging strategy, we will:

1. Ensure that Raleigh International is constantly striving to be a youth-driven organisation.
  - Identify, explore, and assess potential youth-driven mechanisms within the organisation, including programme design processes.
  - Define and strengthen the relationship between Raleigh International and alumni-led National Youth Societies.
  - Develop a 'Youth-Driven Organisation' report and plan of action for 2020-21.
2. Ensure that Raleigh International is constantly striving to be an inclusive and anti-racist organisation.
  - Establish an equality, diversity and inclusion (ED&I) committee to undertake a consultation with key stakeholders to gather and analyse primary data on the state of diversity and inclusion in our organisation and other context-specific information.
  - Analyse secondary data on ED&I at Raleigh International, including review of the independent World Learning Report, HR policies and relevant external reports.
  - Develop an ED&I report and plan of action for 2020-21.



## STREAM 2: IGNITE THE MOVEMENT.

**Now is the moment to grow and intensify the impact of our 50,000+ alumni and beyond. Thousands of Raleigh International alumni are already taking action as part of our global movement of young people – whether that be in our youth-led National Societies, informally in small groups of alumni, or even as individuals. Raleigh International's movement is a generation of young leaders taking action now and doing it together.**

History tells us that movements drive change. The kind of change that builds at the grassroots level and ultimately influences whole societies, making systemic change happen. Collective action is more powerful than individual action alone. As movements grow, they raise awareness, they bring others in and create momentum, and they disrupt denial and change attitudes. Right now, youth movements – such as Fridays For Future school climate strikes – are some of the most powerful forces for positive change.

We aim to accelerate the scale and impact of our own movement by supporting these inspirational young people. The stream will focus on strengthening the mechanisms, platforms, communications and means through which youth networks, supporters, volunteers, and partners are encouraged to take action to build a fair, inclusive and green world.

**Through our bridging strategy we will:**

1. **Launch a global campaign** uniting networks of young people, supporters, volunteers and partners to engage in actions which build a fair, inclusive and green world.
2. **Develop a renewed brand identity** for Raleigh International which underpins the new bridging strategy and global campaign.
3. **Develop opportunities for increased representation of young people** at national and international events, including COP26 in November 2021.
4. **Develop and launch a global online platform** for facilitating youth activism and green leadership.
5. **Help establish a new youth-led alumni National Society** in a country where one currently doesn't exist by December 2021, and scope recommendations for further countries to establish new National Youth Societies during the following strategic period commencing 2022.
6. **Foster increased collaboration and scale** amongst Raleigh International's global alliance of National Youth Societies.
7. **Expand Raleigh International's alumni and supporter network** so that we can reach out and invite more young people to join the movement and take action.

## STREAM 3: RELAUNCH RALEIGH EXPEDITION.

**Now is the moment to renew, refresh, revitalise and relaunch our core volunteering programme, Raleigh Expedition. It must meet the challenges faced by this generation of young people. We will ensure it continues to engage and ignite the passions and continued contribution of volunteers around the world.**

Raleigh Expedition has over 35 years experience of delivering meaningful leadership development programmes and creating impact with communities around the world. The programme remains unique in its global scope, history and ambition. It provides a solid foundation on which to continue and help young people meet the challenges of the post Covid-19 world.

We will apply our new vision, mission, and theory of change to the programme. We will review our financial model, delivery format and look at how we can embrace new technologies. We will ensure we develop a truly inclusive programme, reaching a broader audience and engage a more diverse range of young people. We will focus on the views of young people in our global consultation so that Raleigh Expedition is fit to help them deliver their vision for the world.

We will support young people from across the world by building their skills, broadening their horizons and global outlook, and developing their values through challenge-based experiential learning. We will support

young people to develop themselves, find their people and the issues they care about, and understand their place in the world. We will ensure Raleigh Expedition remains a key pathway to continued engagement of future generations of contributors, collaborators, and initiators of change.

**Change starts here.**

**Through our bridging strategy we will:**

1. **Develop new Raleigh Expedition projects** relevant to this and future generations.
2. **Review and renew our ways of delivering youth-led change** through facilitated challenges and development experiences internationally.
3. **Ensure the programme continues to align with and contribute to Raleigh International's new mission and vision.**
4. **Further embed core principles of equity, diversity, and inclusion** throughout the volunteer experience.

## STREAM 4: GLOBAL NATIONAL YOUTH PROGRAMMES.

Now is the moment to adapt our existing projects and to turn young people's exciting ideas into new programmes. We want to ensure that our work is responding to, and helping young people to take action on, the recommendations of our global youth consultation.

We aim to help more young people than ever before initiate the action they want to see wherever they are. We will not only offer young people the opportunity to take part in our programmes, we will create more pathways for them to lead and design programmes themselves.

Our work will grow in relevance to the situations young people find themselves in, and will be designed with young people's perspectives and needs at its heart. Our projects will be exciting and appealing to those who really want to support youth driven change.

Young people know the world they want. It is a world free of discrimination where diversity is celebrated. A world in which they can meet their needs and those of others. A world where everyone can access what they need to be free, healthy, safe, educated and financially secure. Our new national youth programmes will harness their passion, ideas and energy, and provide a platform for young people to act and to make their vision a reality.



Through our bridging strategy our new global national youth programmes will:

1. **Create collective responsibility for the natural world** and sustainably protect its biodiversity.
2. **Secure a green and financially secure future for young people** and their communities.
3. **Build the case for an accountable and transparent society.**
4. **Provide safe water and sanitation and ensure people practice the behaviours that keep them safe** from illness.
5. **Give young people the support and networks they need** to determine and lead the change they want to see, and to grow their movement.
6. **Support the achievement of the Global Goals.**

## STREAM 5: NEW UK PROGRAMMES.

Now is the moment to unlock the massive potential for impact in our substantial alumni community in the United Kingdom (UK).

A key component of our bridging strategy will be to build on the potential of UK alumni, and emergent youth-led national society, in order to develop campaigns and programmes which can enable UK youth to confront the most urgent crises facing our planet. We will be ambitious and expand our reach through new programming to young people who have never volunteered with Raleigh International before.

This work is critical as we will still be able to create impact and support young people regardless of whether international travel is possible or not, and potentially also whilst social distancing is in place.

Through our new bridging strategy, we will:

1. **Design and launch a UK National Youth Programme.**

We will identify and assess programme options and potential UK partnerships to develop the most effective strategy for UK volunteer engagement. We will work with UK alumni to design and deliver a new programme for UK young people focused on protecting our natural environment, raising awareness of the impacts of climate change, and encouraging positive green behaviour change.

2. **Establish and grow the youth-led UK National Society.**

Raleigh International will work with the newly formed UK alumni National Society to create a governance structure and partnering arrangement. Together we will understand, prioritise, and support the UK National Society plan of action, identify and fill gaps in skills and knowledge, and develop appropriate spaces and opportunities for partnering.



[raleighinternational.org](https://raleighinternational.org)

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