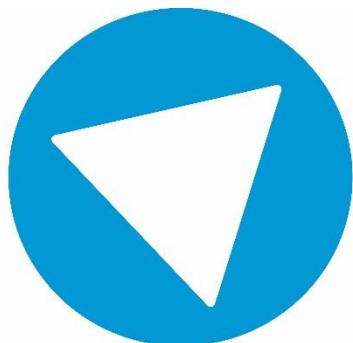


Strategidokument 2020-2024 for KFUK-KFUM Global  
Vedtatt av styret 20.05.2022, justert av representantskapet 22.06.22



**KFUK** ◀ **KFUM**  
**GLOBAL**

YGlobal  
Strategy  
2020-2024

## 1. YGlobal – Our Identity

### 1.1 YGlobal's vision and purpose

YGlobal is an ecumenical and diaconal organization for development and solidarity. We are owned by the Norwegian YWCA-YMCA and the YWCA-YMCA Guides and Scouts of Norway, and work in partnership with our sister organizations in the World Alliance of YMCAs, World YWCA, World Association of Girl Guides and Girl Scouts (WAGGGS) and World Organization of the Scout Movement (WOSM). We believe that all human beings are created in God's image with inviolable human dignity. Our global movement mobilizes people to act together to safeguard human dignity and promote global justice. We are inspired by the words of Jesus: "*Blessed are the Peacemakers*". We believe that peace without global justice is impossible. We believe that human made structures can be changed by a global movement of humans. We have faith that our potential power as a global inter-religious movement is strong enough to change any man-made structure that puts profit before people.

Our vision ***together building global justice and peace*** emphasizes our belief that if we work together, we can create a better world for everyone. YGlobal wants our core values to guide our work. These are: justice, love, courage, openness and creativity. We want to encourage the YWCA-YMCA movement in Norway to participate internationally and, together with the YMCA and YWCAs in other countries, we want to struggle with all means for human rights and equal opportunities for all. We can use any tool for transformation that is not incompatible with our values. Roots causes of injustice are unacceptable and must be fought at all levels and all sectors of society.

YGlobal's work is guided by faith in God and concern for the whole person. Through our diaconal work we wish to share the gospel through our actions by expressing love, community, and protection of creation. Our work will promote and protect human rights, and we will be known for our struggle against injustice. Continued integration and globalization of our international YMCA and YWCA movements will strengthen the global people power, and increase opportunities to put pressure on decision makers, from local to global levels, for increased respect for human rights and a just distribution of the world's resources. YGlobal believes that all humans have a right to life free from poverty and that poverty, occupation and environmental degradation can be stopped by changing attitudes and political structures.

Based on a Christian belief, and an understanding that humans are made up of body, mind and spirit, YGlobal co-operates with partners internationally through programs which encourage local participation, offer practical support and new opportunities for young people and women, regardless of religion, ethnicity, sexual orientation, nationality or political affiliation. We wish to be a part of a growing global movement struggling for the whole person's dignity and rights. We are prepared to fight exclusion and all barriers for equal participation to achieve inclusion and safe spaces for all people.

To ensure that people can live dignified lives, we struggle to implement our work based on a development model where human rights are protected and promoted. We want to see a global community where human security, such as economic and political security, and human protection

of vulnerable groups, is ensured. YGlobal is dedicated to developing initiatives and activities in close relationships with, and with the genuine participation of partners and people.

We share dreams with our partners. One such dream is for a Free Palestine. Other dreams are to stop poverty and climate change. We believe that by building a global inter-religious social movement of peacemakers it will be possible to make such dreams become reality.

## **1.2 YGlobal's background and strengths**

YGlobal was established in 2005 as a merger between "Ungdomsmisjonen" (established in 1908) "Delta Internasjonalt" (established by the name Ungdomsaksjonen in 1947), and the international department of Norwegian YWCA-YMCAs. YGlobal's Norwegian constituency is the two member-organizations: The Norwegian YWCA-YMCA, and the YWCA-YMCA Guides and Scouts of Norway. They provide a comprehensive range of programs for children and young people in Norway.

YGlobal is part of the four worldwide movements of YMCA, YWCA, WAGGS and WOSM and cooperates and coordinates activities within these networks. These associations are among the world's largest youth and women's movements. The YWCA has a global outreach to 25 million women and girls in 120 national member associations, while the YMCA reaches 58 million people in 119 countries. WAGGS represents 10 million girls and women from 150 countries and WOSM has more than 50 million members worldwide in 224 countries.

YGlobal has a tradition of working closely with partners in Africa, Asia, Eastern Europe and the Middle East. We emphasize broad and long-standing partnerships, including exchanges of personnel and joint advocacy-efforts. The organization works through direct partnerships and supports projects with financial support from both private and public entities.

Our institutional membership through our two member organisations makes our movement affiliated to four global movements. This helps us to understand ourselves as global citizens. YGlobal together with our two member organisations (KFUK-KFUM Norge and KFUK-KFUM-speiderne) thus represents the link between our constituency in Norway and global social movements.

## **2. The Purpose of the Strategy**

The main purpose of the strategy is to clarify the aims for the period in scope and help directing and prioritizing in the planning of activities within the given timeframe. The strategy builds on the organization's Basic Policies Document and gives the framework for layout of programs and sectorial strategies. This strategy is YGlobal's fourth five-year strategy. The previous strategy documents have been directed at establishing the organization, creating a stable economy and stable operating conditions as well as raising the public profile of the organization through emphasizing thematic focus and geographical concentration of the organization's portfolio of programs.

The strategy for 2020-2024 strengthens further the outline of how YGlobal's priority of working with and for young people and women in global movements can gain strength through innovation and movement building. One key function of the strategy is to align our goals with those of our

partners. Hence, the process of developing this strategy has involved our implementing partners on several occasions. This strategy builds on the previous strategy documents and as such is a revised strategy, rather than a new strategy.

Compared with preceding strategy-documents the present strategy gives an added emphasis on global movement building and holistic programming based on body, mind and spirit. The revised strategy also aims to strengthen our advocacy work for policy change at all levels.

### 3. YGlobal: Our position and target group

The YWCA and YMCA movements play important roles with respect to strengthening civil society, which leads to increased democratization and accountability of the state. YGlobal co-ordinates activities with the world organizations, regional alliances, sister organisations and partners. YGlobal will continue to encourage all the mentioned organisations to strengthen our joint efforts in global advocacy and in setting standards for global policies that affect young people's lives.

The main target group for YGlobal's work are youth and young adults aged 13 to 30. A secondary and larger target group is children and women aged 8-45 years. We consider young people core to global development and our work strengthens the voice of young people, both men and women, so that they can influence unjust policies and contribute to democratization of power structures. In many cases, there are reasons to give special attention to girls and young women. As part of the YWCA-network we also have a considerable expertise on issues related to girls and women rights. As joint movement in Norway (YWCA-YMCA) we also struggle to take a lead in bringing issues relating to girls and women to our broader constituency at home.

The thematic focus areas and working methods are continuously developed to ensure relevance for our target group. The organization is committed to active involvement of young people in shaping the way we work. YGlobal is a Norwegian development organization skilled in working with young women and men, both in partner countries and in regard to educational and advocacy work in Norway. We seek to be a dynamic and learning organization which dares to test out new ideas and which is constantly developing. We want to take a highly visible public position where we use our values of Courage and Justice to create transformation of society based on Openness and Love. Loving resistance against root causes of injustice is our hallmark.

Our positioning makes it possible for us to strive towards nurturing an inter-religious, inter-generational, inter-organizational movement under the name Peacemakers.

### 4. Cross-cutting themes

All projects and activities are measured against the crosscutting themes, and we will develop our capacity to implement these themes in all our work.

#### 4.1: The whole person

Objective: the ideology of the whole person where body, mind and spirit are equal parts of the human life shall characterize all projects/programs that YGlobal supports and implements.

As an ecumenical and diaconal organization for development and solidarity, YGlobal wishes to be sound and progressive within theological and socio-political thinking where the human needs of body, mind and spirit are equal elements embedded in human rights.

#### **4.2: Participation of Young people**

Objective: Young people participate at all levels of YGlobal and in all projects/programs which the organization supports. YGlobal uses results based management with its partners to ensure youth participation at all levels of the partner organizations.

YGlobal regards youth as more than the target group for our work and seeks to ensure youth participation in all parts of the organization in Norway and in the partner organizations. This means that YGlobal's work will be result oriented to ensure that youth representation in the boards of partner organizations exceeds the minimum requirement, which all YMCA and YWCA organizations have committed to fulfill (30 % youth under 30 years on the board).

YGlobal seeks the active participation of young people in the design, implementation and monitoring of projects which the organization supports.

#### **4.3: Rights Based Approach and Advocacy**

Objective: YGlobal's work is truly right based focused and is aimed at tackling conditions that create a deficit of rights.

In all its work, YGlobal will focus on securing basic human rights and have a specific focus on vulnerable groups, especially young people and women. The rights-based approach means that all humans are rightholders and that states, state administrations and international society are dutybearers obliged to uphold these rights. This entails a clear advocacy focus. YGlobal will therefore continue to work for an advocacy focus in all programmes and build capacity among partners to maintain this role. In addition, YGlobal seeks to focus on advocacy in Norway and, in collaboration with the world organizations, also internationally. In everything we do, we are rights-based and focused on empowerment at the individual level, and policy change at the societal level. This requires policy empowerment vis-à-vis rightholders and policy advocacy vis-à-vis dutybearers.

#### **4.4: Safe space and democratic rights**

Objective: YGlobal and partners develop a clear understanding of safe space for democratic citizenship in and for young people.

Young people are often misused by political forces to create unrest. There is a need to strengthen young people's access to safe spaces and involvement in development of democratic governance. Inspired by the Africa Alliance of YMCA, we want to give young people a louder voice that is heard in the community.

The government is the prime duty bearer in provision of safe spaces and public services like education, clean water and health services. However, often civil society will have to fill gaps left by

government bodies at different levels. It is important that the gap-filling of our partners is complemented with an effective advocacy work to ensure that government actors take the overall responsibility of providing safe spaces and rights-based services to the population.

YWCA and YMCA have a tradition of providing high quality safe spaces and educational services. YGlobal would like to support these types of services, combined with advocacy work to improve the same services provided by the government.

Focus Areas:

- Provide basic health and education services to groups that cannot access high quality public services.
- Empower young people and women with safe spaces to promote human rights, leadership and policy advocacy.
- Youth in governance: ensuring youth representation in decision-making bodies.
- Increase social accountability of government in provision of public services.
- Provide informal education to groups of young people organized in Peacemakers groups.
- Empowering young people for transformative masculinity: full rights for women.

#### **4.5: Gender equality**

Objective: Gender equality is integral to all parts of YGlobal and to all programs that the organization supports. YGlobal works with its partners to secure gender equality in all aspects of the partner organization's work.

Gender equality is a basic human right for all people. Access to resources, opportunities and decision making shall be equal for all, regardless of gender. Gender equality is a requirement in all activities and all projects supported by YGlobal. To ensure equality in contexts, structures or activities where it does not already exist, positive discrimination of women and concrete measures to ensure women's participation may be necessary.

YGlobal seeks the active participation of women in the design, implementation and monitoring of projects which the organization supports.

#### **4.6: Climate, environment and sustainability**

Objective: All activities in YGlobal and all projects/programs that the organization supports will be monitored in respect to climate, environment and sustainability.

YGlobal works for environmental and climate friendly decisions to be made in all our activities, both nationally and internationally. Our carbon footprints and other negative environmental effects of our activities will be minimized. Climate and environmental concerns are core criteria to be used in assessing programs and activities. YGlobal aims for all partners to develop their capacity to make environmental and climate friendly decisions.

Women are disproportionately negatively affected by climate change. It is therefore especially important that women are involved in designing policies to combat climate change, something that YGlobal strives to promote.

## 4.7: Anti-Corruption Work

Objective: A targeted anti-corruption focus permeates all projects/programs that YGlobal supports.

In 2010, the organization adopted ethical codes of conduct that apply to all employees in the organization and all who represent YGlobal. The ethical codes of conduct are based on, and refer to, the policy document and guidelines for active anti-corruption work first adopted in 2009 and reviewed in 2014. The document is concerned with both the organization's own work and the work of partners supported by YGlobal. The policy document states that the organization has zero tolerance with regard to corruption and defines the organization's understanding of the notion of corruption.

Capacity building in finance, management and anti-corruption work will thus be a part of all projects and programs that YGlobal supports, with a particular focus on those countries where partners have limited capacity in these areas. In addition to working for good financial and management systems in Norway and with the partners in countries of cooperation, YGlobal wishes to be proactive and challenge partners to take an active role with regard to fighting corruption in all forms in those countries where the partners work.

## 5. Partnerships and criteria for selection of new partnerships

As of 2019 YGlobal has partners in 11 countries. YGlobal also partners with the regional and global alliances within the YWCA and YMCA. YGlobal has a tradition of developing and sustaining long term partnerships and intends to continue this tradition in this strategy period.

### 5.1: Partner selection

YGlobal wants to partner with both YWCA and YMCA in the countries where we work, and to have partnerships with the national level of these organizations. It is a precondition when starting a new partnership that the potential partner has the necessary capacity to manage the support according to required standards. Partners must have a rights-based approach to development. In order to be eligible for funding from YGlobal organisations need to concentrate on working with marginalized groups, fighting poverty and working for development through genuine empowerment of young people and women and policy advocacy directed at dutybearers. We will give priority to organisations who wants to partner with us on building a global peacemaker movement for implementation of the SDGs.

YGlobal core partners are mainly found within World YWCA and World Alliance of YMCAs. YGlobal will coordinate with the world bodies and with other solidarity and development organizations within the YWCA and YMCA movement.

Y Global can also partner with other ecumenical or youth focused movements to reach our vision of a global movement for justice and peace, and with resource organizations that can build the capacity of our core partners.

## 5.2: Regional clusters

YGlobal will prioritize countries in the following clusters in our advocacy, development and exchange work:

- Southern and Eastern Africa
- South-Asia
- Middle East (Palestine)
- Eastern-Europe

In the effort to build a global peacemaker movement for justice and peace, it is very important to strengthen relations with the World YMCA and World Alliance of YMCAs, as well as the regional bodies in the world movements.

## 6. Thematic priorities

YGlobals is fully committed on making massive contributions towards the realisation of the Sustainable Development Goals (SDGs). The topics listed below are of critical importance to our target groups, have a distinct rights-based focus, and are informed by the thematic priorities of the World YWCA and the World Alliance of YMCAs. These are also areas where we have capacity to provide an added value and where civil society has a special role to play.

The text and data below is based on information from the United Nations SDG Knowledge Platform: <https://sustainabledevelopment.un.org/>.

### 6.1: Gender Justice and Equality.

Objective: Achieve gender equality and empower all women and girls.

While some forms of discrimination against women and girls are diminishing, gender inequality continues to hold women and people with sexual minority identities back and deprives them of basic rights and opportunities. Empowering women and sexual minorities require addressing structural issues such as unfair social norms and attitudes as well as developing progressive legal frameworks that promote equality between women and men of all sexual orientations.

- Based on 2005–2016 data from 56 countries, 20 per cent of adolescent girls aged 15 to 19 who have ever been in a sexual relationship experienced physical and/or sexual violence by an intimate partner in the 12 months prior to the survey.
- Globally, around 2017, an estimated 21 per cent of women between 20 and 24 years of age reported that they were married or in an informal union before age 18. This means that an estimated 650 million girls and women today were married in childhood. Rates of child marriage have continued to decline around the world. In Southern Asia, a girl's risk of marrying in childhood has dropped by over 40 per cent since around 2000.
- Around 2017, one in three girls aged 15 to 19 had been subjected to female genital mutilation in the 30 countries where the practice is concentrated, compared to nearly one in two around 2000.



- Based on data between 2000 and 2016 from about 90 countries, women spend roughly three times as many hours in unpaid domestic and care work as men.
- Globally, the percentage of women in single or lower houses of national parliament has increased from 19 per cent in 2010 to around 23 per cent in 2018.

#### Focus Areas for our work:

- Empower girls and women to know their rights and to claim them
- Mobilize young people in the struggle to stop gender-based violence.
- Transformative masculinity: engage boys and men in programmes to transform from male dominant mindsets and behavior to work towards gender equality and support girls and women to gain full rights.
- Advocacy for sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels, including ending discrimination and violence against women and girls.
- Advocacy for women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life, including our YMCA and YWCA structures.
- Advocacy for universal access to sexual and reproductive health and reproductive rights and services.
- Advocacy to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources.
- Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women, girls and people with disabilities.
- Provide safe spaces where women can gain support and information relating to their sexual and reproductive health and rights, especially in relation to gender-based violence, contraceptives, menstrual hygiene, and FGM.

## 6.2: Climate- and Environmental Justice

Objective: Take urgent action to combat climate change and its impacts.

The year 2017 was one of the three warmest on record and was 1.1 degrees Celsius above the pre-industrial period. An analysis by the World Meteorological Organization shows that the five-year average global temperature from 2013 to 2017 was also the highest on record. The world continues to experience rising sea levels, extreme weather conditions (the North Atlantic hurricane season was the costliest ever recorded) and increasing concentrations of greenhouse gases. This calls for urgent and accelerated action by countries as they implement their commitments to the Paris Agreement on Climate Change.

- As of 9 April 2018, 175 Parties had ratified the Paris Agreement and 168 Parties (167 countries plus the European Commission) had communicated their first nationally determined contributions to the UNFCCC Secretariat.
- In addition, as of 9 April 2018, 10 developing countries had successfully completed and submitted the first iteration of their national adaptation plans for responding to climate change.

- Developed country Parties continue to make progress towards the goal of jointly mobilizing \$100 billion annually by 2020 to address the needs of developing countries in the context of meaningful mitigation actions.
- Local pollution is a huge problem in many developing countries. Air pollution kills an estimated seven million people worldwide every year, according to WHO, and their data shows that 9 out of 10 people breathe air containing high levels of pollutants. Pollution of soil, water and oceans is also a problem.

Young people and women are active citizens in the struggle for fair environmental and climate policies from local to global level.

The world is facing a global crisis due to climate breakdown and lack of effective global responses. Drivers of climate change have historically been found in the global North, while effects are already striking hard the most vulnerable groups in the global South. When struggling towards climate justice, YGlobal will seek to influence decisions made in Norway and globally.

In cooperation with partners in developing countries, we want to support initiatives that provide an effective adaptation to climate change, and that can facilitate a low carbon emission society. We also support measures to ensure environmental justice in the community. Awareness among young people around the world about the importance of reducing pollution will be increased. Through targeted campaigns, companies that pollute the environment must be pushed to pay full respect for environmental rights.

Focus Areas for our work:

- Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries. Empower young people and women with knowledge on climate-related rights and opportunities for developing livelihoods based on environmental technologies.
- Advocacy to integrate climate change measures into national policies, strategies and planning and empowerment of young people and women to struggle for policy change and implementation.
- Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. Train young people and women on climate breakdown and effective environmental measures in the community.
- Advocacy to implement the commitment to a climate financing goal of mobilizing jointly \$100 billion annually to address the needs of developing countries for mitigation actions.
- Awareness raising and advocacy for the respect of environmental rights and to reduce pollution and environmental destruction locally.

### **6.3: Economic Justice and fighting inequality.**

Objective: Reduce economic inequality within and among countries.

Efforts have been made in some countries to reduce income inequality, increase zero-tariff access for exports from LDCs and developing countries, provide additional assistance to LDCs and address grand tax evasion by multinational companies. However, progress will need to accelerate to reduce growing disparities within and among countries.

- In 2016, receipts by developing countries from member countries of the Development Assistance Committee of the OECD, multilateral agencies and other key providers totaled \$315 billion; of this amount, \$158 billion was ODA. In 2016, total ODA to LDCs and SIDS from all donors totaled \$43.1 billion and \$6.2 billion, respectively.
- Based on provisional data, among the \$613 billion in total remittances recorded in 2017, \$466 billion went to low- and middle-income countries. While the global average cost of sending money has gradually declined in recent years, it was estimated at 7.2 per cent in 2017, more than double the target transaction cost of 3 per cent.
- Corruption is a global problem that hinders development. Corruption, bribery, theft and tax evasion cost some US \$1.26 trillion for developing countries per year. YGlobal's main partner countries rank medium to high on Transparency International's Transparency Perceptions Index 2019 (South Sudan ranks number 179/180, Uganda and Kenya 137/180, Bangladesh 146/180, Madagascar 158/180, Sri Lanka 93/180, South Africa 70/180. For Palestine, data are not available).

Young people and women are disproportionately affected by economic inequalities. YGlobal therefore works so that young people and women are empowered to take control of their finances and to create political structural change that ensures economic justice from local to global level.

There is high unemployment in many of our program countries. Young adults are particularly vulnerable to lack of employment. This creates challenges for young people and can lead to major problems in several areas. Our organization seeks to help young adults to gain access to financing and to develop businesses and secure employment.

Many young people in our program countries live daily with situations where the state does not provide rights-based basic services at a local level, such as education, health, water supply and safe roads. It often secures funds for such services, but corruption and too little funding are reasons why the offers are inadequate. Our program work shall mobilize young people to monitor government budgets and create social accountability of local authorities.

Many of the countries we work in are rich because of natural resources. Lack of good governance, including lack of effective taxation, is the reason why the state in these countries has not managed to raise enough income to fulfill people's economic, social and cultural rights. Often a weak national economy is an excuse for inaction for the authorities when it comes to improving welfare provision. We want to empower young people with knowledge about the income potential of the state if corruption, tax avoidance, unfair trade and illegitimate debt are abolished. Very often these conditions are related to global economic structures that distribute resources in an unfair manner. Our global YMCA and YWCA movements are in a unique position to build global communities of action that demand political change in global structures and push for the global community to take responsibility for the fulfillment of social, economic and cultural rights.

Focus areas for our work:

- Saving and Investment Groups (SIG): empowering young people and women with entrepreneurship skills and provide access to SIG.

- Vocational education: provide access for youth and women to training that can secure them employment.
- Advocacy for public policy change that can ensure youth employment.
- Develop capacity for public expenditure tracking and revenue monitoring of the state.
- Engage young people and women in the fight against the structural causes of poverty and economic injustice, from local to global levels: debt, taxes, trade, decent work, CSR, etc.

#### **6.4: Peace, Justice, Strong institutions.**

Objective: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

- Armed violence and insecurity have a destructive impact on a country's development.
- By the end of 2017, 68,5 million people had been forcibly displaced as a result of persecution, conflict, violence or human rights violations, according to UNDP.
- 50% of the world's children experience violence every year, and approximately 28.5 million primary school age who are out of school live in conflict-affected areas, according to the UN.
- Inclusive, participatory and representative decision-making processes at all levels is listed by the UN as one of the targets to reach SDG 16.

Reconciliation and peace building are relevant themes in all countries where YGlobal has partners. YGlobal wants to focus on building just peace through inter-religious cooperation and other forms of non-violent civic engagement. Many of YGlobal's partners work in a situation of conflict or post-conflict. Just peace must secure a just distribution of resources and comprehensive rights for all citizens. YGlobal wants to create knowledge and capacity among partners and the target group concerning just peace through inter-religious dialogue and cooperation, along with a mobilization of young people and religious leaders to advocate for just peace.

We want to make young people more actively involved in creating peace with justice through inter-religious cooperation, awareness raising and advocacy.

Focus Areas for our work:

- Develop strong organisations in the global YWCA-WMCA movement.
- Advocacy for effective, accountable and transparent institutions with responsive, inclusive, participatory and representative decision-making at all levels.
- Empower young people in the struggle to stop occupation through non-violent resistance.
- Inter-religious peace building: develop Peacemaker groups with youth and women and involve religious leaders to create just peace.
- Establish groups of young religious leaders that work to secure just peace and human dignity.
- UN Security Council's resolution 2250 on Youth, Peace and Security: Empower young people to demand implementation of 2250.
- UN Security Council's resolution 1325 on Women, Peace and Security: Empower young people and women to demand implementation of 1325.
- Reconciliation and diapraxis: promote the common struggle for justice and encourage interaction among conflicting groups.

## 6.5: Inclusive, quality education and learning.

Objective: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

More than half of children and adolescents worldwide are not meeting minimum proficiency standards in reading and mathematics. Refocused efforts are needed to improve the quality of education. Disparities in education along the lines of gender, urban-rural location and other dimensions still run deep, and more investments in education infrastructure are required, particularly in LDCs and conflict countries.

- At the global level, the participation rate in early childhood and primary education was 70 per cent in 2016, up from 63 per cent in 2010. The lowest rates are found in sub-Saharan Africa (41 per cent) and Northern Africa and Western Asia (52 per cent).
- An estimated 617 million children and adolescents of primary and lower secondary school age worldwide—58 per cent of that age group—are not achieving minimum proficiency in reading and mathematics.
- In 2016, an estimated 85 per cent of primary school teachers worldwide were trained; the proportion was only 71 per cent for Southern Asia and 61 per cent for sub-Saharan Africa
- In 2016, only 34 per cent of primary schools in LDCs had electricity and less than 40 per cent were equipped with basic handwashing facilities.

Focus Areas for our work:

- Advocacy and service delivery to ensure that all girls and boys complete free, equitable and effective quality primary and secondary education.
- Advocacy and service delivery to ensure equal access for all women and men to affordable and quality technical, vocational education and training (TVET).
- Advocacy and service delivery to substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
- Advocacy and service delivery to eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the marginalised, including persons with disabilities, indigenous peoples and children in vulnerable situations.
- Advocacy and service delivery to ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.
- Advocacy and concrete work to build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.

## 7. Strategic activities

### 7.1. Framework for Partner-cooperation:

Partner-cooperation is YGlobal's most strategic method of working. YGlobal has developed a key-model for working with partners and wants to continue and further develop the current model within this strategy-period. We work on three levels:

1. **Individual, family:** focus on livelihood, life skills and skills for dignified lives.
2. **Local communities:** focus on basic services and keeping local authorities accountable
3. **National, global:** focus on policy change that ensures the whole person's human rights.

#### Peacemakers groups

Our main strategy evolves around building a global, social, inter-religious movement for just peace. All historical experience shows that movement building is the only sustainable way to social transformation. Our two fantastic networks, YWCA and YMCA, have great potential for social movement building. Through our work we will therefore establish peacemaker groups of young people at the grass roots level. We will support these groups through training and empowerment in such a way that they become power centers of informal education and dynamic employment. This will aid young people, many who have missed formal education, to gain essential knowledge and access a social movement that can stand with them in the struggle for rights and a global justice. This can be illustrated by relating such work to the 3 levels mentioned above:

1. **Savings and investment groups:** (SIG): these make savings and give loans to invest in businesses. SIG also act as study circles and advocacy groups for policy empowerment and policy change advocacy.
2. **Social Accountability:** Public expenditure tracking systems (PETS) monitor which welfare services local authorities set up and ensure that public funds are spent in the best way to maximize public rights-based services.
3. **Just policies:** Policy empowerment of rightsholders and dutybearers within the fields of economic justice, environmental justice, just peace, democratic citizenship. Develop capacity for social change advocacy, non-violent resistance and global campaigns for just policies. If civil disobedience is planned by YGlobal then the statutes prescribe the necessary process.

### 7.2: Objectives in Partner-cooperation

Objective: YGlobal creates high quality results in partner-cooperation.

The most relevant indicator on partner-cooperation is to what extent YGlobal through our partner-cooperation succeeds in establishing sustainable and vibrant local groups where participants are empowered and advocate for policy change.

Reviews and assessments are core tools for development of partner-cooperation and programme efficiency. To ensure quality of results, YGlobal will conduct a number of reviews/evaluations of projects and programs. Our aim is to conduct four external reviews and seven internal assessments in the course of the strategy period. It is a precondition that such reviews are acted

on and the necessary adjustments made continuously. An important outcome of reviews will be strengthened capacity on results based management (RBM).

All project and partner collaboration must have attention to building capacity among employees and volunteers in Norway, but first and foremost among the partners abroad. Capacity building will give priority to implementing relevant advocacy work on local, national and global levels.

The cost of administration at YGlobal shall be kept low thereby making it attractive for donors to channel funds via YGlobal.

With regards to our YMCA-partners, YGlobal will relate to the framework that is prepared by the World Alliance of YMCAs in the Global Operating Plan (GOP) and its comprehensive methodology, and actively contribute to the partner groups that the World Alliance has established for individual partner countries.

In general, YGlobal will promote the exchange of knowledge and experiences between all partners and facilitate exchanges of staff and mutual learning among partners and with groups and volunteers in Norway. In addition, Norwegian groups have much to learn from partners and such learning will be facilitated by YGlobal.

Results on partner-cooperation will be documented on the three levels mentioned above, individual/family- level, community-level and national/global-level.

Documentation of results shall be easily accessible for stakeholders, including private donors.

### **7.3. Global Movement Building**

Objective: Mobilize young people in a social movement for peace and justice under the Peacemakers-umbrella.

This work will affect both the communication work in Norway and the program work in our partner countries. We also aim to mobilize the regional and global YWCA and YMCA organizations in this movement building.

YGlobal is working for capacity building of our constituency organizations and partner organizations to strengthen our role in changing unjust policies and create peace with justice. The aim of global movement building can only be reached through empowering young people with knowledge about their rights, and the reasons why those rights are not upheld.

YGlobal will contribute with analysis and documentation that make young people, both in Norway and in the program countries, able to exercise their responsibilities as global citizens and contribute in the struggle for a just world. We will facilitate collaboration and joint advocacy efforts.

### **7.4: Global Education and Advocacy**

Objective: The members of the Norwegian YWCA-YMCA, the YWCA-YMCA Guides and Scouts of Norway and the Norwegian community of young people in general are encouraged to be global citizens and engage in initiatives to change unjust policies with the current prioritized themes at local, national and global levels.

YGlobal's global education initiatives (earlier North-South information) aim at creating global identity and civil participation among young people in global development and environmental issues, starting from our constituency. YGlobal seeks to create and enhance knowledge, influence attitudes, encourage involvement and action among members with regards to climate and environmental justice, economic justice, democratic rights and just peace.

The educational work focuses on structural causes to poverty and conflict, with a particular attention to Norwegian politics, and advocacy work is therefore to a great extent directed at Norway.

YGlobal shall be particularly dedicated to issues that violate the rights of our partner constituencies and strengthen the capacity of building joint action between people in global South and global North.

For the current period YGlobal wants to strengthen capacity of policy-development and ability to give qualified inputs to thematically relevant public discussions. A separate strategy paper on Global Education and information work will be developed.

### **7.5: Participation of Migrants (Participation of Diasporas)**

Objective: Migrant organizations from countries where YGlobal has partners, contribute voluntarily to YGlobal

YGlobal seeks to include migrant communities in its work through cooperation with migrant organizations in Norway, and through using a goal focused approach to open the organization up to communities in exile from the countries where YGlobal works.

### **7.6. Exchange Programmes**

Objective: YGlobal's exchange programs create global citizens who have the knowledge and experience to make positive change in their lives, in their communities and know how to advocate for just policies on international level.

Equal partnership is the basis for all of YGlobal's work. YGlobal will always seek a mutual exchange between partners. The focus for YGlobal's exchange will be young people aged between 18 and 35. YGlobal will continue to give opportunities for long term exchange visits through our partners in the south. This method of work will emphasize communication that builds understanding among young people that all persons are created with civil rights and that they have both a right and a duty to influence society so that the rights of individuals are respected and secured. For important events organized by the Norwegian YWCA-YMCA and the YWCA-YMCA Guides and Scouts of Norway, YGlobal will enable young people in Norway to meet young people from developing countries. YGlobal will also continue to facilitate short term exchanges both for



individuals and groups in the YWCA-YMCA movement. Exchanges happen between partners as a part of a wider partnership in order to secure synergies between projects and the general information- and marketing work of the organization. YGlobal will also facilitate exchanges with countries within Europe.

### **7.7: Local to Local Partnerships**

Objective: Groups and associations within the YWCA-YMCA movement in Norway establish long term and equal partnerships with local YWCAs and YMCAs in our partner countries.

We wish to facilitate the establishment and development of long-term partnerships based on friendships between local groups in Norway and local groups in YWCA and YMCA organizations in other countries. The aim of such work is to create personal and institutional relations at a local level which encourage people to get involved in working to achieve our vision. Our aim is that partners will carry out local activities which emphasize human dignity both in Norway and in the partner country. Financial support should, as far as possible, be free funds channeled through YGlobal. Local groups in Norway that mobilize resources should be able to be confident that the holistic and sustainable development work financed by our organization will benefit the local rights holders.

### **7.8: Voluntary Work and Local Groups**

Objective: Groups and associations within the YWCA-YMCA movement in Norway and among partners mobilize volunteers for peace, and work for human rights through local groups connected to existing programs in local YWCA-YMCA groups.

YGlobal wants to work both with existing local groups, and to facilitate the setting up and development of new local groups both in Norway and in our partnership countries. The new groups should have a common brand and be characterized by work which creates peace based on justice and respect for human rights. All methods of work for YGlobal should be aligned to strengthen the mobilization and empowerment of volunteers in our movement. Volunteers and groups in Norway shall be organized within the framework of the owner organizations. It is an aim of YGlobal that the ordinary program work within the owner organizations stimulates voluntary work for justice and peace with a focus on human rights.

## **8. Organizational Development and Resource Mobilization**

To be able to reach our goals for the strategic period, YGlobal will seek to significantly increase the organization's access to funding as well as capacity to manage such funds. Human resources, visibility, as well as trust from donors are prerequisites for reaching these goals and will therefore also be mentioned as part of this strategic area. The level of ambition is high and reaching the objectives requires hard work and favorable circumstances.

Main objective: YGlobal has, by the end of 2024, an annual budget of approximately 50 million NOK, sustainable working conditions for staff, and access to many volunteer activists who support YGlobal's work.

Total income from fundraising activities in 2024 is 13.4 million NOK. The income in 2019 was approximately 8 million NOK.

## **8.1: Recruitment and Follow Up of Private Givers**

Objective: YGlobal has increased its income from individual regular givers from approximately 3.1 million NOK in 2019 to 4.6 million in 2024.

In 2019 YGlobal had approximately 1392 regular givers donating 2.4 million NOK every year, directly to YGlobal's work. Within this strategy period, YGlobal will seek to increase the income by 10% each year. This will be done by challenging every giver to donate more, by continuing to develop routines and systems for better donor services and be recruiting new givers. YGlobal will also seek to allocate more resources for fundraising activities, with a dedicated focus on giver services and giver recruitment. Scaling up the income from private givers by 10% each year should give the following increase:

- 2020: 2 640 000
- 2021: 2 900 000
- 2022: 3 200 000
- 2023: 3 500 000
- 2024: 3 900 000

In addition, YGlobal has a close cooperation with Ilula Orphan Program (IOP) that also involves individual regular givers. IOP fundraised approximately 700 000 NOK in 2019. The continued partnership should maintain this amount yearly throughout the strategy period.

## **8.2. Fundraising Campaigns**

Objective: YGlobal increases its income from fundraising campaigns from approximately 4.6 million in 2019 to 7.9 million in 2024.

### **8.2.1.: Globalaksjonen**

Objective: YGlobal's income from fundraising activities increases from approximately 1.4 million NOK in 2019 to 2.5 million in 2024.

YGlobal has a unique cooperation with the national YWCA-YMCA movement, and will continue to strengthen the partnership and the fundraising cooperation with our owners throughout the strategy period. Globalaksjonen includes local fundraising activities carried out by local groups, fundraising at camps, festivals, and other local, regional and national initiatives within the Norwegian Y movement. To reach the objective, YGlobal will seek to increase the income from Globalaksjonen by approximately 15% each year:

- 2020: 1 400 000
- 2021: 1 600 000

- 2022: 1 850 000
- 2023: 2 100 000
- 2024: 2 500 000

### **8.2.2.: Fundraising through Folk High School-cooperation**

Objective: YGlobal's income through cooperation with Folk High Schools increases from approximately 1.8 million NOK in 2019 to 3 million in 2024.

YGlobal had strong fundraising partnerships with 5 different folk high schools in 2019. Each school fundraised between 100 000 and 650 000 NOK on a yearly basis. To reach the overall objective, YGlobal will seek to:

- Support our already existing partners with the goal of each partner fundraising 500 000 NOK on a yearly basis by 2024
- Enter in to four new fundraising partnerships with folk high schools by 2024.

### **8.2.3.: Private fundraising initiatives, one-time donations and direct marketing**

Objective: YGlobal's income from private initiatives, one-time donations (online and offline) and direct marketing increase from approximately 400 000 NOK in 2019 to 800 000 NOK in 2024.

YGlobal will continue to use all available means in order to always provide the most user-friendly channels available for one-time donations. In addition, we will continue to develop fundraising campaigns and initiatives on a regular basis, with a special focus on enabling private individuals to host their own fundraising initiatives in order to secure cost-efficiency in fundraising. Actions measured in 8.2.3 includes all fundraising initiatives from private individuals (ea. Facebook fundraisers, min aksjon), one-time donations typically through VIPPS and online payments, and all fundraising campaigns and initiatives launched by YGlobal. Earmarked initiatives from local groups and regions will belong to 8.2.4.

### **8.2.4 Earmarked local and regional fundraising within the Y movement**

Objective: YGlobal has increased the yearly earmarked income from local groups and regions from approximately 1 million NOK in 2019 to 1.6 million NOK in 2024.

Several local groups and regions within the Norwegian YWCA-YMCA movement have strong direct partnerships with YMCAs and YWCAs in YGlobal's partner countries. YGlobal will continue to facilitate these partnerships, and further develop routines and systems to ensure efficient fundraising. YGlobal will depend strongly on local engagement and partnerships with the national YWCA-YMCA movement to archive this objective.

## **8.3: Support from Private Foundations/Organizations/Companies/Institutions**

Objective: YGlobal has established contact with private foundations and companies and receives approximately 300 000 NOK annually from these in 2024.

YGlobal is currently fundraising 150 000 NOK from this segment. YGlobal has so far limited cooperation and obtains little support from private foundations, other organizations or private businesses. Work to establish contact has already begun but the organization will focus more on this and will target specific foundations/firms.

#### **8.4: The Ecumenical Family of Norway**

Objective: YGlobal's income from church offerings and partnerships with different faith-based communities and churches in Norway increase from approximately 300 000 NOK in 2019 to 600 000 NOK in 2024.

YGlobal will increase its visibility among church bodies in Norway, with a specific focus on congregations with active YWCA-YMCA work. The Norwegian YWCA-YMCA is among the commissioners of Norwegian Church Aid, and YGlobal will seek to cooperate more with like-minded ecumenical organizations. The goal of such cooperation will be to mutually strengthen activities and to benefit from possible synergies between organizations.

#### **8.5: Public Support and support from other big donors**

Objective: YGlobal has doubled its annual support from public and other big donors from approximately 17,5 million NOK in 2019 to 36 million NOK in 2024.

YGlobal will work towards increased funding from Norad. The four-years framework agreement for development cooperation starting in 2020 achieved a 10 % increase, and a further increase in the agreement starting in 2024 is realistic. The five-years information support agreement starting from 2021 is likely to be increased. New funding opportunities have emerged, and others may arise, such as "Together for Inclusion", "Faith Based Organizations", "Modern Slavery", giving YGlobal access to increased Norad funds.

In addition, YGlobal will focus on obtaining support from MFA and Norwegian Embassies for projects that are specifically of foreign political interest in our program countries. At the same time, YGlobal will continue to work for increased and continues support from NOREC, Operation Day's Work, as well as from European and other international back-donors.

Working in consortiums with other development cooperation organizations has shown to be a good strategy to access funds and will be explored further. To have diverse funding sources is important as a strategy to decrease vulnerability to changes in political priorities and changes in aid budgets. Where to prioritize to seek funding will be decided from year to year, depending on which funding sources exist and where we see it as most likely to succeed.

#### **8.6. Visibility and public reputation**

Objective: YGlobal is known as a brave, vibrant and knowledge-based development organization for and by young people.

YGlobal will during the strategy period strengthen its focus on policy-advocacy and visibility in media. We will raise issues that are sensitive and unpopular, if these are important issues for our partners and our strategic priorities and values. Recruitment and training of volunteers to contribute to advocacy work, movement building and media-work will be given priority. Staff will also give higher priority to media-work, both through active participation in relevant debates and in securing attention to our programs and campaigns. We aim to start and sustain many local groups within the global peacemaker movement.

### **8.7. Sustainability in staff and management**

Objective: YGlobal is an attractive workplace and manage staff-resources in a sustainable way, where staff work as *one team*.

Strengthened capacity in the organization is needed to meet the strategic goals set out in this strategy. YGlobal's human resources are fundamental to all work and needs to be handled and developed in a way that both creates growth and secure quality in delivering results. Sustainable working conditions in which staff is taken care of as this fundamental resource, shall be secured. Leadership shall be inclusive and supporting, and foster collaboration within the organization, where staff work as *one team*. YGlobal shall be attractive to young staff as well as able to keep and develop further competence in experienced staff. The organization needs a good mix of new ideas and competence in youth culture, as well as insights in long term experience from collaboration with partners, Norwegian networks and donors. These needs should be reflected in staff capacities.

Staff turnover and sick-leave are relevant indicators in measuring development in this area, as is feed-back in staff appraisals and recruitment processes.