

Introduction to the strategy

In a world with injustice, increasing economic inequalities, violations of human rights, climate crisis and loss of nature, we need to change direction. Together building global justice and peace is our vision.

Due to the above challenges, we are in struggle mode and see it as our duty as an organisation to confront injustice. To create change, we must act with costly solidarity and loving resistance against the root causes of injustice. We must be creative in our ways of fighting for what we believe in. We must find the balance between dialogue, mobilization, and confrontation to reach our objectives.

Our role is to **enable young people to change the world**. We will support the mobilization of social movements of young people worldwide and youth-led change. We support youth-led initiatives for global justice and peace. We amplify the voices of youth.

Our work is based on the Christian faith and an understanding that humans are made up of body, mind, and spirit. We are part of the YMCA-YWCA movement in Norway, as YGlobal is owned by YWCA-YMCA Norway and the YWCA-YMCA Scouts of Norway. We are part of the global YWCA and YMCA movements and connected to the global Scout movements (WAGGGS and WOSM). This makes us part of the world's biggest youth movement and world's biggest women's movement. Thus, the strategies and visions of both the World YWCA and World Alliance of YMCA inspire us and guide our strategy.

We work together with our partners in **Southern and Eastern Africa, South Asia, the Middle East, and Europe** to build global justice and peace. We share dreams with our partners: dreams of a just world; a world free from human rights violations; a sustainable planet where all people and nations are free, and where people live in safe communities where their needs are met.

We work to strengthen young people's voices and actions. Our main target group is youth and **young adults aged 13-30**.

This strategy outlines **where we want to be in 2033** and how to get there. The strategy will be followed up through biannual action plans.

Strategic areas - introduction

As part of the global YMCA and YWCA movement, our strategy **aligns with World Alliance of YMCAs Vision 2030, and includes a strong and integrated focus on young women and girls, in line with World YWCA's Vision 2035**.

World Alliance of YMCAs Vision 2030 Collective mission: The YMCA's mission is to empower young people and communities worldwide to build a just, sustainable, equitable and inclusive world, where every person can thrive in body, mind, and spirit.

World YWCA goal for 2035: By 2035, 100 million young women and girls transform power structures to create justice, gender equality and a world without violence and war, leading a sustainable YWCA movement, inclusive of all.

YGlobal is a leading actor in Norway in the field of Youth and Development. As part of the YMCA and YWCA movements we see **the whole person**, where humans' need of the three equal elements: body, mind, spirit are embedded in human rights. Consequently, for a young person to have a good life and realize their full potential, body, mind, and spirit are equally important.

All our work is **rights based**. Meaning that we use the Universal Declaration on Human Rights with all other relevant human rights frameworks and international agreements as a foundation.

As a **faith-based organization**, we have a special position and can play an important role in how we relate to other actors. This works in our favour when it comes to how we get access to interact and challenge others in a respectful way, both from the Christian- and other religious communities. We facilitate interreligious dialogue.

Our strategic areas are **aligned with the UN Sustainable Development goals** (SDGs) with our main focus being the following: SDG 3 Good health and wellbeing; SDG 5 Gender equality; SDG 10 Reduced inequalities; SDG 13 Climate action; SDG 16 Peace, justice and strong institutions. In addition, we contribute to the realization of SDG 1 Stop poverty and SDG2 Stop hunger.

We believe that to achieve our long-term goal, changes have to take place at three levels: At **a micro level** (individual and family), youth need to have access to tools and services. YGlobal and partners provide the tools, knowledge and skills needed to create change. At **a meso level** (local communities), youth-led solutions contribute towards change in the local communities. At **a macro level** (national and global), youth representation on decision-making platforms is influencing policies and interventions through joint campaigns.

As a global movement, we can change global policies. Through these three levels, youth will meaningfully engage in building a just world and contribute towards achieving the UN SDGs. Together with our partners, we provide tools and platforms at local, national, and global levels for youth to raise their voices and change structures. We include advocacy for policy change in all our work, based on the human rights approach to development.

We work in collaboration with the YMCA-YWCA movement in Norway, through involvement with our partners, and by providing youth with education on global issues and the opportunity to engage in global justice and peace work.

In line with YMCA's Vision 2030, we have four strategic areas: **Community wellbeing, Meaningful work, Sustainable planet** and **Just world**. These strategic areas are strongly interconnected and need to be seen in relation to each other.

We support integrated programs with holistic profiles responding to the needs and rights of young people, through long-term development and approaches, combining peacemaker programs with humanitarian interventions and conflict resolution (triple nexus interventions).

1. Community wellbeing

For young people to be able to change the world they need good and safe communities where they can develop themselves and reach their full potential. Young people are struggling for rights-based services, and we join them.

Youth are vulnerable and often lack safe environments where they can develop and grow. Many live in challenging conditions due to discrimination, financial obstacles, or even war and conflict. We will work to develop safe, inclusive spaces, with access to services, whilst

empowering young people to care for their physical, sexual, spiritual and mental health. This will help the broader wellbeing and resilience of their families and communities.

Strategic objectives:

- Youth belong to safe communities with access to meaningful activities and rights-based services.
- Youth have access to safe spaces that include mental health facilitation.
- Youth, young women, and girls have more power to influence their own lives.

We will create **safe spaces** for young people. Safe space is a method for knowledge-sharing and accessing information on issues that are not taught in school. Safe spaces can also help to prevent and deal with mental health problems at a basic level. Different types of youth groups can be safe spaces, if they are facilitated in a professional way.

Participation in youth groups and fun leisure activities helps youth to develop a sense of belonging and self-esteem – areas which are important in helping youth lead positive and meaningful lives. Activities and groups are often youth led. Becoming part of a group and receiving support from an organization can also prevent youth at risk from dropping out of school or acting in conflict with the law.

Meaningful youth participation itself contributes to community wellbeing. Youth are a resource in society. They have a voice and contribute to building society.

We will facilitate youth volunteering, provide development opportunities for youth, and deliver youth leadership training. We involve youth in decision making, both within local organizations and in the community at large.

We are a leading actor within Norway on mental health and development and we will work to develop mental health programs and services, both in war and crisis as well as in normal situations. We will work with different methodologies with our approach adapted to the target group, situation, context, and level of knowledge. Examples of our mental health programs are: community based psychosocial support, psychological first aid, peer-to-peer counselling, children's arts therapy, safe space groups, counselling by lay counsellors, and referrals to professionals.

With the Safe Space methodology, we will train young people in sexual and reproductive health and rights (SRHR). We will provide young people with access to comprehensive sexuality education (CSE). LGBTQI+ persons must feel included, and their human rights shall be secured. We will mobilize to stop sexual and gender-based violence (SGBV) and forced marriage.

We will support youth empowerment centers, inspired by the Norwegian *Forandringshus*, where youth develop their own activities and empower themselves in one-stop-centers for youth-led change, with support from the organizations. We will develop and strengthen our partners' work in this area.

Access to public services is important for youth, and public funding is needed. We are committed to working for transparent use of public funds and we use public expenditure tracking as a method to ensure that public funding is used for its designated purpose. This method will be further utilized by our youth and partner organizations. We will also work for digitalization of accountability and democratic governance at public level.

We will advocate for official development cooperation to prioritize mental health, SRHR and CSE, and for these services to be prioritized in our partners' countries.

2. Meaningful work

For young people to be able to change the world they need to have their basic needs covered, through access to income, food and a place to live. With these things in place, they can take independent choices and contribute to developing society.

Unemployment rates are high, and young people are among the most vulnerable. We will work to ensure decent, flexible, meaningful, and equitable access to employment, entrepreneurship, and training opportunities.

Strategic objectives:

- Youth have a sustainable income.
- Youth have access to meaningful jobs and qualification programs.
- We support youth in the struggle for inclusive and decent work for all.

We will provide skills training, and in some cases vocational training (either ourselves or through partner organizations that provide relevant vocational training) with young women being a specific target group. The model of the Norwegian "Folk high school" is an example of potential training structure. Education gained through this type of program should be formally recognized. We also support informal education and training. All programs will be disability inclusive.

We will work with young people through the **Power Space** method, where youth go through training and are facilitated to identify opportunities for jobs and business development. Computer literacy is a potential topic, as many lack digital skills. In addition, women in many places of the world have less access to digital knowledge and resources than men.

We will work to provide job opportunities such as internships, entrepreneurship, and small business start-ups, and jobs in general. We strive for our work to be based on principles of sustainability, and we want to take a leading role in the development of green jobs.

We will provide youth with training and framework for economic empowerment. This is done through saving and investment groups and entrepreneurship training, and support to set up small enterprises. We will facilitate processes to identify investors for funding small enterprises.

We will work for global justice in the supply chain of goods and for safe workplaces in the Global South. The Norwegian Transparency Act will be followed by us, and we will work for fair trade.

We advocate for policy mechanisms for young people who want to start their own businesses. We will advocate for fair trade and for implementation and follow-up of the Transparency Act and similar initiatives. We will promote the core conventions of the International Labour Organization (ILO) and principles of ethical and fair trade.

3. Sustainable planet

There will be no global justice and peace without a sustainable planet. Young people are already struggling hard to stop environmental degradation and our programs will reinforce their initiatives for environmental sustainability and climate justice.

Climate crisis, pollution and nature loss destroy our planet and the environments we live in and lead to injustice. Drastic change is needed. We will seek global solutions and policies to support

a just transition to a green economy, whilst making sure that no one is left behind as we work together towards the regeneration and protection of our planet.

Strategic objectives:

- We support youth to stop climate change and its impacts and protect nature and the environment.
- We support youth in the struggle for climate justice and a sustainable planet.
- Youth have access to green and sustainable jobs.

Our work on climate and nature shall be knowledge based. We will work to increase the level of knowledge among youth and the public in general, and we will connect the local and the global levels of knowledge. Climate and gender issues are strongly interlinked.

At the local level in the partner countries, we will support initiatives of tree planting, nature conservation, and initiatives that hinder pollution. We will support local food production, gardening, small scale agriculture, and adaptation to climate change. Most African farmers are women, and often most affected by climate change. We will support climate friendly solutions to energy production.

We will work to define and substantiate our partners' work on climate. Climate is also a cross-cutting issue for us, present in all programs and projects.

We will join national and international initiatives and networks for a sustainable planet.

We will work for climate action and policy advocacy at local, regional, national, and global level, including at global platforms like United Nation Climate Change Conference (Conference of the Parties, COP).

We will support youth-led initiatives and work to support global movements for climate justice, like Fridays for Future, and be part of global advocacy.

We will advocate for policy change on national, regional and global level, and we are already pushing for adapted policies to be followed up.

4. Just world

Human rights and equal rights for all are fundamental for a just and peaceful world. Young people are engaging as peacemakers locally, nationally, and globally, and it is our role to support their struggle for global justice and peace.

Injustice and discrimination based on ethnicity, economic situation, gender, sexual orientation and gender identity and expression exist throughout the world. War and conflict are ongoing. We need to fight systemic discrimination, racism, injustice, inequity, and economic inequality.

Strategic objectives:

- We support youth in the struggle to end all types of discrimination.
- We support youth in the struggle for peaceful and non-violent solutions to conflict, including to stop apartheid in Israel and for a Free Palestine.
- We support youth in the struggle for gender justice, and LGBTQI+ persons are welcome in the movement and their rights are strengthened.
- We support youth in the struggle against economic injustice, illicit financial flows, and illegitimate debt, and we promote a fair national and global tax system.

We will join and be part of global advocacy for just peace, gender justice and economic justice.

We will work to facilitate dialogue and cooperation on the ground with young people from different backgrounds. With our background as a religious organization, we will work for inter-religious dialogue, countering violent extremism and radicalization.

UN Security Council resolution 2250 on Youth, Peace and Security and UN Security Council resolution 1325 on Women, Peace and Security are important global frameworks for the participation of youth and women in peace and conflict, and we will work for these resolutions to be followed. We will also campaign for the development and implementation of UN Security Council resolutions 2250 and 1325 in all relevant countries. We partner with other organizations to promote UNSCR 2250 and 1325, by building a peacemaker movement.

We will advocate for a Free Palestine, and against the apartheid system that exists in Israel and Palestine. We will ensure implementation of the YMCA resolution on Palestine and promote a similar resolution in the World YWCA. We will work for increased international action on the BDS movement, based on love and respect for people living in Israel and Palestine.

We will train young women and men in gender equality, women's rights, transformative masculinity, sexual orientation and gender identity and the rights of LGBTQI+ persons. As a religious organization, we can influence religious actors, with a goal to change attitudes and structures. Our local organizations and our youth groups will advocate for policy change and for policy implementation on women's rights, sexual and reproductive health and rights (SRHR), comprehensive sexuality education (CSE), and the rights of LGBTQI+ persons. We will work actively to counter the Anti Gender Movement. We will deliver national and international advocacy through networking with other organizations and across borders, i.e., through participation in the Commission on the status of Women (CSW).

We will, together with youth groups, partners, and alliances in Norway and around the world, advocate for a fair national and global tax system for public funding of services and against illicit financial flows, tax havens, and illicit debt.

Cross cutting themes and strategic approaches

Youth participation: We will work to ensure that young people participate meaningfully at all levels in the partner organizations based on a strong intergenerational approach, both on governance level and program level. We push for real youth participation in the YMCA and YWCA organizations boards and for the partners to exceed the minimum requirement of the world alliances of 30% of people under 30 years old on all boards. We work with partners to secure meaningful youth participation in society in general on the micro, meso, and macro level, and for advocacy work to secure a youth friendly society.

Disability inclusion: We will work with partners to push for all programs, operations, events, and facilities to be disability inclusive and for effective policy advocacy for a real implementation within society of the slogan "leave no one behind".

Climate and Nature: We will work with all partners to ensure that their programs have a neutral or positive effect on climate and the natural environment, and that they implement effective advocacy in their respective countries and regions to secure policies for climate justice (SDG13 and 7).

Gender Justice: We will work with partners to secure gender equality in all aspects of our work and of the work of our partners, including an effective advocacy agenda towards public policies that can realize SDG5 in their context.

We will take the following strategic approaches in all our work:

Global movement building: We will strengthen the global movement of peacemakers by linking up with the world alliances for greater reach and impact on movement building. We will increase the number of advocacy groups, volunteers, youth ambassadors, and mentorship programs, both within Norway and in collaboration with our partners, and we will support youth-led initiatives within the movement.

Global advocacy: We will facilitate local advocacy actors to do global advocacy, and we will align campaigns with the global movement and with our partners. We will participate in global conferences and platforms and facilitate partners' participation on global platforms providing them access to networks, knowledge and accreditation.

Sharing of methodologies and practices: We will facilitate exchange of knowledge and practices between partners. We will implement methods from the global movement, together with our partners, and we will make resources available to the partners in a digital resource bank.

Our partnerships

To help us achieve our strategic objectives, we collaborate with partners in Southern and Eastern Africa, South Asia, the Middle East, and Europe. Our partners must have a rights-based approach to development and work in line with YGlobal's values, where everyone is welcome and able to participate, regardless of faith, ethnicity, sexual orientation, nationality, disability, or political orientation.

The YMCA and YWCA organizations are our primary core partners. In areas where our core partners need more competence or advocacy power, we include strategic resource partners. To receive funds from YGlobal partners must have strong focus on youth, peacemaker movement building, and have sufficient organizational capacity.

At the same time, we see it as our role to support our partners to strengthen their organizational capacity and enable them to deliver. We build our partners' capacity in youth participation, governance, and finance, to strengthen them and to prevent corruption and misuse of funds. We also learn from our partners and use the experiences we get to strengthen ourselves and others.

For an increased focus on youth in the global development priorities, we create consortiums and collaborations with other youth organizations in Norway and globally. To strengthen the results of our work, we collaborate with like-minded organizations in common efforts and campaigns. We participate in networks focused on our strategic priority areas, and we build alliances with important actors that can help us in the struggle for a just world. Examples are likeminded civil society organizations, the Church of Norway and trade unions.

At a global level we link our work to the World movements. We facilitate processes that assist our global partners to access resources for their programs to realize SDGs. We collaborate strategically with other donors in the YMCA and YWCA network (e.g., Horyzon, YCare, YMCA

Sweden, YMCA USA), and we strengthen our relationships to WAGGGS and WOSM through a dialogue with NSF and scouts' union in Norway.

Resource mobilization

It is a great advantage to have a broad financial resource base and to not depend entirely on public funding. An organization's own funds are often necessary to gain access to public funds, and therefore these own funds are of high importance. Flexibility on how to spend private funds is needed to secure access to public funds, and to support our partners in special circumstances. We need a financial buffer to be able to issue advance payments so partners can keep running activities and to be able to pay for unforeseen costs.

Strategic objectives:

- Increase our income from both private and public donors.
- Secure diversity and sustainability in our income base.
- Increase free funds and find the right balance between earmarked and free funds.
- Increase our financial reserves and buffer funds.
- Continue to develop our fundraising methods and capacity.

Our income comes from private givers/donors and from public donors:

Private donors/fundraising include private givers, fundraising campaigns, *Globalaksjonen*, Folk high school collaboration, support from private companies, Church collections, collaboration with regions and local groups. We use different methods to mobilize private funds: Global run, Challenge.

Public donors, including foundations etc include Norad, Ministry of Foreign Affairs, Norec, Operation Days Work, Embassies, others.

Organizational development

Strategic objectives:

- An attractive place to work and to stay a long time.
- Digitalization of work processes.
- Develop our concepts for volunteering and increase the number of volunteers.

We want to be an attractive place to work where we offer on-the-job learning opportunities, with challenging tasks, where we involve staff in important processes for well-founded decisions and efficient follow-up, and with a salary on the same level as comparative organizations. We will make sure that the workload is acceptable over time and manage the boundary between personal engagement for our causes and being a staff member. We need to secure sufficient capacity to apply for funding from different sources. We will promote a good working environment where we map the situation and work actively to improve.

Digitalization and a good use of digital tools will make our work and our collaboration with partners easier, and it will increase quality and efficiency. Digitalization includes a digital system for project management and reporting, a well-suited CRM system and a website with relevant and easily accessible information.

We will continue the regionalization of our work and strengthen the YGlobal offices in South Sudan and Uganda along with increasing the capacity in the regions so that they can work with same processes as we do in our main office. We also learn from our regional offices. This can

reduce costs and emissions, and bring YGlobal closer to regional donors that require organizational presence in the region to grant funds.

We will develop our concepts for volunteering and increase the number of volunteers. We facilitate different levels of volunteering: Core volunteers, political units, YGlobal groups at universities and the big cities, and volunteers from the movement who support us at different activities.