Our strategy for 2017-2020

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

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

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

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

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

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

It is young people from all over the world who deliver Raleigh’s work. Young people volunteer their time, energy and skills in their own countries and overseas.

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

By working side by side with marginalised communities, young people improve the quality of services, increase inclusion and collaboration, empower communities to take social action, bring the spark of innovation and make sure that no one is left behind. Together they create meaningful and lasting change.

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

Young people are catalysts for change

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

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

All our work is aligned with and contributes to achieving the United Nations Sustainable Development Goals, known as the Global Goals. We are part of a worldwide movement to end poverty, protect the planet and ensure everyone has peace and prosperity by 2030. The responsibility for making these clear, ambitious and challenging goals a reality lies not just with governments, but with all of us. The United Nations shares our belief that young people as volunteers are essential to achieving the Global Goals.

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

Our purpose

Create lasting change through youth

Making change happen

Programmes
Design and evaluate the impact of programmes engaging 7,600 young people, aiming to reach over 250,000 people

Projects
Implement projects including Expedition, ICS and national youth projects. Create a global movement of alumni action

Partnerships
Build partnerships with civil society, businesses, governments, donors and supporters. Share the impact of our work

People
Put systems in place to support the organisation to grow and to empower volunteers and staff to reach the highest levels of success

Why youth

Three-lens approach
Young people gaining skills, engaging as partners and leaders in development

Young people driving change
Youth delivering long lasting change in behaviour

Aims of our work

Youth in civil society
7,600 young people will be leaders and partners in development

Livelihoods
5,200 young people will have sustained, safe, dignified and fair work

Water, sanitation & hygiene
35,000 people will have long-lasting access to and use of safe WASH facilities

Natural resource management
Increased resilience in more than 24 communities through the sustainable management of resources

A global community working to build a sustainable future

Our vision

People
Put systems in place to support the organisation to grow and to empower volunteers and staff to reach the highest levels of success
Making change happen

Our strategic objectives

Programmes

Engage youth as partners and leaders

We will engage 7,600 young people from more than 20 countries, aiming to reach over 250,000 people.

Our programmes will work within four thematic areas: youth in civil society; water, sanitation and hygiene; livelihoods; and natural resource management. They will be delivered using a ‘three-lens approach’ which identifies youth as a target group, as partners and as leaders in development. We will use behaviour change methodologies which we have developed in partnership with researchers and experts.

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

Build the evidence that young people can deliver development

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

Projects

Implement our activities and develop new delivery models

We will deliver our programmes through existing activities such as the Expedition and through International Citizen Service (ICS), which is led by VSO and funded by the UK Government.

Importantly we will increase the design and development of new projects delivering national youth and alumni action in Tanzania. We work in rural areas with a focus on young people, girls and women and other marginalised groups.

Create a global movement of alumni driven action

Raleigh Tanzania is part of the Raleigh International Trust, UK with country offices and programmes in Costa Rica, Nepal, Nicaragua and Malaysian Borneo. Each has active national alumni societies.

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

During this strategic period we will leverage and grow this network into a global movement committed to creating lasting change and building a sustainable future. We will increase the capacity of the Raleigh Tanzania national society and build the platforms and networks which connect people, ideas, energy and innovation. Through our network of societies, our aim is raise awareness of the issues within the Global Goals to 25 million across the lifetime of this strategy. We hope to inspire 100,000 actions on sustainable development.

The national societies also develop their own activities aligned to Raleigh’s vision and mission, as well as supporting Raleigh’s programmes. We will aim to support them, and encourage new societies, with capacity building and shared networking and engagement.
Raleigh believes that robust and effective partnerships which strengthen global cooperation are critical to meeting the Global Goals. We will continue to grow our cross-sector collaboration with partners in civil society, in business, in government, and with donors and our supporters. These partnerships will enable us to increase the reach of our work, share best practice and learning, and build bridges between young people and hard-to-access institutions.

With volunteering at the heart of our development model, people are critical to Raleigh. We are committed to ensuring that our staff and volunteers have the right skills and knowledge to reach the highest levels of success and deliver our work. Raleigh is committed to diversity and inclusion on our programmes.

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

**Partnerships**

*Build partnerships and diversify income*

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*Build the recognition of the impact of Raleigh’s work*

We will build evidence of our impact and position ourselves as an expert at engaging young people as partners and leaders in sustainable development and behaviour change.

**People**

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

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*Develop systems to support delivery and growth*

We will continue to improve our systems and support for staff and volunteers and to lead the sector in safety and management through our engagement with a number of sector networks. We will also improve our technological support for our global network of alumni in order to ensure the right communications and platforms exist to allow us to achieve our ambitious outreach goals.

**Why youth**

**Three-lens approach**

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

**Target groups**

- **Partners**
  - Equipping young people with skills
  - Engaging young people as partners

**Leaders**

- Supporting young people in leadership

**Focus on working with and through youth towards effective development**

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

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

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

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

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

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

Young people are up for change

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

They are great at convincing others

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

They apply behavioural science to make lasting change

To drive lasting change we first need to understand how and why people behave in certain ways. Our tools and training enable young people to gain insights in communities, and to use them to adapt our approach to suit.

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

New behaviours become norms

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

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

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

Global challenge: Half the global population is under 30, the largest group ever seen. Young people are an increasingly significant part of society. By sheer force of numbers, as well as a greater intuition with modern connecting technologies young people are essential if we are to achieve the Global Goals.

Challenge in Tanzania: Young people in Tanzania want their voices to be heard. They aspire to be involved in decision making processes and to contribute to the socio-economic development of their country. They have the commitment, creativity, and passion to make real change. But they often lack the skills, knowledge and opportunities this requires. These issues are particularly difficult for young women and rural youth to overcome.

Raleigh Tanzania will work to create an environment which values and supports youth civic participation regardless of background or gender; where poverty and education levels won’t hold young people back; where culture and traditions are celebrated but not limiting; and where young people are able to safely hold stakeholders to account.

Our goal: 7,600 young people will be leaders and partners in sustainable development

- Give young people hands-on experiences and training to learn about their rights, the Global Goals and the legislation and governance structures that affect their lives
- Build leadership skills and social development
- Set up and strengthen youth support networks
- Increase capability of young people to effectively engage as partners and leaders in the achievement of the Global Goals
- Increase the number of young leaders, decision makers and advocates in development
- Encourage and support youth-led advocacy campaigns
- Enable young people to influence service delivery and political processes, and to access and use data to hold authorities to account locally and nationally
- Support young people to take part in conferences and decision making processes

Activities
Outcomes
Goal

Increase the number of young partners in development

Young people are connected, valued partners in development
Livelihoods

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

**Challenge in Tanzania:** Tanzanian youth play a critical role in supplementing their household income. But this age group faces the highest levels of unemployment and almost 90% of those in work are in vulnerable and informal employment.

Raleigh Tanzania’s livelihoods programme will focus on young women and rural youth, who face particular difficulties in finding employment opportunities. Work in these areas is often low skilled, low waged and unstable. There is little access to land, markets, finance or education. Rural communities also depend heavily on natural resources and the environment which are increasingly exposed to climate-related shocks.

**Our goal:** Sustained, safe, dignified and fair work for 5,200 young people

- Train young people in the skills they need to develop ideas and plans for sustainable businesses
- Build the confidence and motivation of young entrepreneurs
- Increase communities’ encouragement and support of young entrepreneurs
- Help entrepreneurs to access finance and mentoring support to start up their enterprises.
- Work with training organisations to provide young people with the skills they need to get a job and excel in it
- Work with employers to improve working conditions and match job opportunities or apprenticeships with young people
- Build the confidence of unemployed young people
- Help young people to access job information and mentoring support from their peers and local business owners

**Activities**

**Outcomes**

- Increase the number of successful young enterprise owners
- Increase the number of young people in safe, dignified and fair employment

**Goal**

Contributing to Global Goals:
### Water, sanitation and hygiene (WASH)

**Global challenge:** Every year two million people die because of unsafe water, sanitation and hygiene. Children and young people living in rural communities are particularly affected.

Access to safe water and sanitation is essential to the realisation of all other human rights. But nearly a third of the world’s population lack access to adequate sanitation and roughly 660 million do not have access to safe water. Solving this problem, coupled with good hygiene practice, is crucial to reducing disease and poverty.

**Challenge in Tanzania:** Less than half the population have access to safe drinking water and as little as 16% have access to adequate sanitation facilities. Awareness of the importance of even simple hygiene practices is limited. School children are particularly exposed to the effects of unsafe water, hygiene and sanitation, with 84% of schools lacking functional hand washing facilities and only 1% providing their pupils with soap.

Raleigh Tanzania focuses on working in rural, harder to reach communities where the level of need is more pronounced. Our programmes reflect the fact that women, girls and young people are disproportionally affected, as they carry out most of the unpaid labour associated with WASH in households and communities. This has a huge impact on their health, education and ability to earn money. A key focus of our work will be with schools and their communities.

### Our goal: Long-lasting access to and use of safe WASH facilities for 35,000 people

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<thead>
<tr>
<th>Activities</th>
<th>Outcomes</th>
<th>Goal</th>
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<tbody>
<tr>
<td>• Undertake baseline research</td>
<td>Increase access to facilities which support good hygiene and sanitation</td>
<td>Long-lasting access to and use of safe WASH facilities for 35,000 people</td>
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<tr>
<td>• Install or repair local sanitation infrastructure in schools and communities</td>
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<td>Contributing to Global Goal:</td>
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<tr>
<td>• Train and support local youth as WASH entrepreneurs to establish businesses that provide low cost hygiene and sanitation inputs</td>
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<td>6 CLEAN WATER ANDSanitation</td>
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<td>• Train youth facilitators</td>
<td>Increase the long-lasting practice of safe hygiene behaviours</td>
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<tr>
<td>• Apply the principles of behavioural science to training, awareness raising and media campaigns to improve knowledge of WASH behaviours that keep people safe from water-borne illnesses</td>
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<tr>
<td>• Empower youth and women to engage in the management of local WASH</td>
<td>Ensure that local WASH facilities and services are maintained and sustained for the future</td>
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<tr>
<td>• Work with communities to improve the governance, management and maintenance of WASH services</td>
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**Young people at the heart of safe water, sanitation and good hygiene**
Natural resource management

Global challenge: Decades of degradation of the world’s natural resources has caused major losses of biodiversity and wildlife as well as harm to the communities who are dependent on them. It is essential to change consumption habits everywhere to conserve the environment and its valuable resources. The onset of climate change threatens to do further damage as temperatures and sea levels rise, ecosystems are altered and extreme weather events become more frequent and severe.

Challenge in Tanzania: More than three quarters of Tanzania’s population rely on crop growth and seasonal rainfall to survive. Agriculture accounts for a quarter of the Tanzanian economy, and it is these farmers who suffer the real, dangerous consequences of environmental degradation.

Adverse impacts of climate change are already affecting livelihoods and the economy. Recent severe droughts dramatically highlighted the food insecurity, water scarcity and power supply issues that the country faces.

Raleigh Tanzania will focus on raising awareness of the importance of protecting the environment, working with communities to find ways to develop in a sustainable way.

Our goal: Increased resilience in more than 24 rural communities through the sustainable management of resources.

Activities
- Deliver awareness raising campaigns and workshops
- Run reforestation projects
- Work with communities to change habits including promoting alternatives to firewood
- Build or restore infrastructure such as waste management, recycling points and drainage to protect and manage natural resources
- Run conservation management training
- Set up local committees to manage and maintain infrastructure inside and outside of protected areas
- Train communities to monitor, report on and therefore safeguard protected areas
- Build local knowledge, skills and capacity to adapt to climate change and mitigate its effects
- Run training about climate change, environmental degradation and adaptive agricultural practices
- Support local youth and others to develop successful sustainable businesses

Outcomes
- Protect biodiversity
- Conserve key biodiversity inside and outside of protected areas
- Help make communities more resilient to climate related changes and degradation to their environment

Goal
Increased resilience in more than 24 communities through sustainable management of resources.

Contributing to Global Goals:
Working together for the future
We depend on the support of young people willing to give their time, skills, energy and ideas
We depend on the support and actions of our alumni to support us and drive change globally
We depend on partnerships with other non-governmental organisations, corporates and donors
Work with us to deliver this ambitious, positive strategy to create lasting change through youth

youth · energy · change

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