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PARIS PEACE FORUM

SCALE-UP COMMITTEE REPORT

Results and lessons learned from
the 2019-2020 Scale-up Committee (SCUP)

EXECUTIVE SUMMARY

Each year, the Paris Peace Forum selects 10 projects among those presented in the Space for Solutions to benefit from customized year-long support from members of the Scale-up Committee (SCUP). The purpose of this document is to present the results of the SCUP and of the 10 Scale-up Projects who received personalized support in 2019-20. The SCUP aims to enable projects that are already well advanced, innovative and have a grassroots impact to further increase their impact, reach, and visibility. This is done through mentorship, the provision of a Paris Peace Forum Label and visibility, a customized support based on set objectives, and a second participation within the Forum's Space for Achievements.

For each project, progress has been made throughout the year despite the unprecedented context of the Covid-19 crisis. In 2020, SCUP Projects benefited from more than 50 sessions for strategic planning as well as more than 40 direct connections and introductions. They were also provided with personalized advice that allowed them to reflect and sometimes rethink their strategy. Finally, SCUP Projects benefited from greater visibility thanks to the international platform offered by the Paris Peace Forum.

After two years of operation, the Forum has also had the opportunity to reflect and learn from the initial SCUP approach. Lessons learned and presented in the document include notably the fact that successful support requires a high degree of commitment from project leaders; project leaders' appetite for peer-learning and interactions is of the utmost importance; the Scale-up Committee itself requires spare capacity; and that efforts should focus on a limited set of objectives with clear benchmarks. The Forum will keep fine-tuning its Scale-up initiative by making some adjustments based on these prior experiences and lessons.

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INTRODUCTION

Since its creation in 2018, the Paris Peace Forum endeavors to explore new avenues for global governance based on concrete solutions, as well as on the potential of both state and non-state actors to innovate and invent new approaches.

With three successful editions, the Paris Peace Forum has established itself as an important event on global governance, with growing prestige, name recognition, and the ability to attract political figures and the most dynamic forces from civil society around the world. However, to fulfill its objectives and achieve impact, the Forum does not restrict its action to the annual event. Instead, the event is part of a longer-term process through which the Forum pools and combines forces to advance the most promising governance initiatives, as well as to allow new and innovative ones to emerge.

The Forum's Scale-up Committee (SCUP) and its unique project support methodology were set up in 2018 as means to support some of the most promising governance solutions showcased at the Paris Peace Forum.

In 2019-2020, the SCUP supported a second cohort of ten projects for one year, in the context of a global health and economic crisis that has impacted not only the work of the projects but also the Paris Peace Forum's support and mentoring process. The ten projects implemented in different parts of the world, from Kenya to Brazil and Turkey, had to adapt to this context. Many have become even more significant during this crisis which has increased their relevance and transformation potential.

The 2019-2020 Scale-up Committee

Each year, the Paris Peace Forum selects 10 projects among those presented in the Space for Solutions to benefit from customized year-long support from members of the Scale-up Committee (SCUP). The SCUP provides customized support to the selected projects for their advocacy, communication, or organizational development activities. The results of this support are assessed and showcased via the following edition of the Forum's Space for Achievements and in this report.

For its second year of operation, the Scale-up Committee was composed of experienced and influential personalities with senior roles in public and private organizations from the Forum's community, including the World Bank, Microsoft, the European Commission, the Gesellschaft für Internationale Zusammenarbeit (GIZ), Open Society Foundations, the OECD, Open Government Partnership, and the United Nations.

Each SCUP member was assigned to a specific project according to their area of expertise. Through monthly interactions with project leaders, SCUP members provided timely and targeted support (follow-up calls and meetings, facilitation of connections and participations in key events, provision of advice to fine-tune strategy and strengthen achievements, sharing best practices, etc.).

"The Scale-up Committee is the DNA of the Paris Peace Forum...The role of the SCUP is to help these project leaders to grow their business, grow their idea, and increase their impact."

Olivier Lavinal on 13 November 2020, during the 2020 Paris Peace Forum. Scale-up Committee member since 2018, Global Concessional Financing Facility (GCFF), World Bank Group (WBG)

Members of the 2019-20 Scale-up Committee included:

FELIX FERNANDEZ-SHAW

Director for Sustainable Development Policy and Coordination at the European Commission's DG Devco

OLIVIER LAVINAL

Program Manager of the Global Concessional Financing Facility (GCFF), World Bank Group (WBG)

KATHRIN LORENZ

Head of the Governance and Conflict Department, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

STEFANO MANSERVISI

Former Director General (DG DEVCO); Special Advisor to the President of the Paris Peace Forum

JULIE MCCARTHY

Co-director of the Economic Justice Program, Open Society Foundations (OSF)

MARC MOSSE

Senior Director EU Government Affairs, Microsoft

JOE POWELL

Deputy Chief Executive Officer, Open Government Partnership (OGP)

NOELLA RICHARD

Youth Global Programme Manager, United Nations Development Programme (UNDP)

ANDREAS SCHLEICHER

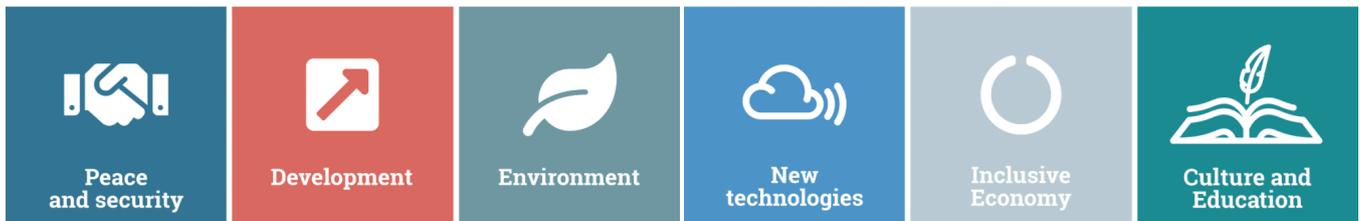
Director for the Directorate of Education and Skills, Organisation for Economic Co-operation and Development (OECD)

TRISHA SHETTY

Founder and CEO, *SheSays* NGO

ALEXANDRE STUTZMANN

Senior Adviser and Team Leader for social, human rights, humanitarian and cultural issues
Office of the President of the United Nations General Assembly



The 10 supported projects

On 13 November 2019, 10 projects were selected among the 114 showcased at the second edition of the Forum to benefit from the SCUP's customized support. These projects were selected by a jury composed of eight members of both the Scale-up Committee and the Selection Committee according to the projects' quality, their teams' motivation, their development potential, and the Forum's capacity to make a difference in their

growth. The jury also aimed to achieve a fair balance among the selected projects in terms of geographical, functional, and thematic diversity.

The ten projects contribute to the achievement of the United Nations' 17 SDGs. They are indeed closely linked to the SDG themes, including quality education, climate, oceans, sustainable cities, and gender equality.

The 10 projects selected by the 2019 SCUP jury are presented briefly below:

FESTIVAL A SAHEL OUVERT

The 'Festival à Sahel Ouvert', is a major event that takes place in Senegal and brings together villagers, up-and-coming artists, and celebrities, NGOs, and partners, in order to prove that culture can support sustainable development.

GLOBAL HIGH SEAS TREATY

The High Seas Alliance supports the establishment of a new high seas biodiversity treaty that addresses the current gaps in ocean governance and creates a global mechanism focused on biodiversity, conservation, and sustainable use.

MODEL DRUG LAW – WEST AFRICA

The 'Model Drug Law for West Africa' launched in 2018 supports and informs the design and implementation of more humane, proportionate, and effective evidence-based drug policies. It provides a template that governments can use in their own policy reviews and for drafting respective laws.

PRINCIPLES FOR INCLUSIVE PEACE

An independent initiative to develop a new set of standards, guidance, and principles for the international community to enable countries to develop nationally owned and more effective long-term peace processes.

RAPID RESPONSE MECHANISM FOR HIGHER EDUCATION IN EMERGENCY

A multi-stakeholder project in the making, aimed at providing more, better, and faster academic opportunities for students who are either in vulnerable situations or face humanitarian emergencies created by conflicts and natural disasters.¹

SADA WOMEN'S COOPERATIVE

The cooperative aims to strengthen the resilience of refugee and local women. Powered by Turkish, Syrian and Afghan women, the cooperative is an inclusive business initiative, providing a collective income generation mechanism for refugees and Turkish women.

SUSTAINABLE CITIES PROGRAM

The initiative supports city halls in the implementation of the SDGs at the local level. The aim is to assist public managers with urban planning tools and methodologies, to ultimately contribute to the sustainability of Brazilian cities and improve the quality of life of the population.

THE ABIDJAN PRINCIPLES ON THE RIGHT TO EDUCATION

The project unpacks existing human rights law regarding the obligations of States to provide public education and to regulate private involvement in education.

ULTRA-POOR GRADUATION INITIATIVE

The initiative aims to position the Graduation approach as a key driver to end poverty in all its forms. It provides technical expertise to governments and other NGOs to enable adoption of quality Graduation programs, and advocates for a global shift in priority toward the ultra-poor in policy-making arenas.

YOUTH ASSEMBLIES

A non-partisan concept initiated in Mombasa, Kenya, which engages youth to take an active part in driving peaceful, democratic change in society. It builds on local mechanisms for dialogue and consultations, using parliamentary structure and procedures where issues of concern for the youth and suggested solutions, are brought forward to the duty-bearers and stakeholders.

This report aims to present the results of this second year of activity of the Scale-up Committee. After (1) a brief introduction to the SCUP approach, it (2) presents the results achieved by the projects supported in 2020, and (3) identifies lessons learned from the past two years with a view to improving the SCUP in the future. It is drafted by the Secretariat based on feedback from and interviews with 2019-20 SCUP members and project leaders.

¹ The SCUP's support to this project was terminated during the year due to a lack of availability from the project team.

1. The Scale-up approach

The Scale-up Committee is a young and ambitious initiative that aims to enable projects that are already well advanced, innovative, and have a grassroots approach to further increase their impact, reach, and visibility. The SCUP approach includes (1) Mentorship via pairing between mentors and projects, (2) The involvement of multiple SCUP members in the support process, (3) The provision of a Label and visibility, (4) Customized support based on set objectives, (5) Access to the Paris Peace Forum community, and (6) A second participation in the Forum.

1.1 Mentorship via pairing between mentors and projects

In close collaboration with the Paris Peace Forum Secretariat, SCUP members liaise with project leaders monthly to review the implementation of their projects, make recommendations for further progress, and help them meet their specific goals in the following areas of work: policy & advocacy; communication & visibility; partnerships & funding; and organization.

The Paris Peace Forum's methodology is primarily based on the pairing of a mentor, member of the Scale-up Committee, who has expertise and skills in a specific field, and a supported project. This allows each project to benefit from personalized support, adapted to its thematic focus, needs, and development plans. The link between each project leader and their mentor is the foundation of the Scale-up process.

Mentors give project leaders the benefit of their expertise as well as their networks. The Secretariat provides operational support to the SCUP and the projects. The benefit and impact of this mentoring is more effective when the project team and the mentor can establish a trusting relationship. The more motivated and responsive the project team is to proposals, advice, and recommendations, the more the mentor can knock on different doors to present and promote the project.

Thus, SCUP mentorship allows projects to get in touch with prestigious international or national organizations to advocate for their initiative, gain visibility, open avenues for collaboration and partnerships. It can also help support participation in key international events (workshops, conferences, etc.) and the development of technical or financial partnerships. In 2020, SCUP projects have benefited from more than 50 strategic planning and

targeted advice sessions, and from more than 40 direct connections and introductions.

1.2 The involvement of multiple SCUP members (mentors and teammates)

Beyond the individual SCUP members assigned to their project (as mentors), project leaders benefit more widely from the support of the SCUP as a whole. In addition to their assigned project, each member of the Scale-up Committee was also a "teammate" for other projects. The objective is to allow each project to benefit from the expertise of several SCUP members.

The Covid-19 context and the time needed to support each mentor with their individual projects did not allow this objective of mobilizing multiple mentors for projects to be fully achieved. It was difficult to mobilize several mentors on the same project given schedule constraints and slowed down activities for part of the year. SCUP members did, however, continue to open their address books to projects they were not mentoring, which was very beneficial.

1.3 A Paris Peace Forum label for more visibility

As soon as the results are announced, the 10 projects become part of the community of project leaders selected to receive one-year support from the Paris Peace Forum. They receive a formal label, which takes the form of a "Scale-up Project" logo and a social media kit provided by the Forum's communication team. Each project can freely use the logo on its website, social media, or any other publication.

Content and news are also regularly shared on the Forum's various digital media (Twitter, Instagram, Forum website). Projects thereby benefit from an unprecedented international platform. In 2020, SCUP projects received more than 26,000 views on the Forum's social media. Sharing content can also continue beyond the year of SCUP support when relevant.

In their feedback, project leaders noted the benefits of enhanced credibility and visibility linked to their selection by the SCUP jury. The SCUP labelling provided them with the recognition they needed to knock on doors and introduce themselves to stakeholders.

1.4 A customized support based on set objectives

Before launching mentoring meetings, project leaders developed a “strategic plan” identifying specific goals for the year and monitoring indicators. This preliminary work was done with the support of SCUP mentors and contributed to strengthening the link between mentors and project leaders.

In conjunction with the project team, the Paris Peace Forum Secretariat and Scale-up Committee members, a set of objectives per project were identified, with results to be assessed in November 2020. This strategic plan had a positive impact on strategy planning and development, particularly for projects in early implementation phase.

Despite these efforts, some strategic plans and objectives did not always fit to the type of support offered by the SCUP. Some projects identified longer-term objectives that concerned the development of their project in general, without a direct link to the work with the Paris Peace Forum. SCUP support also had sometimes to be detached from this initial strategic plan to adapt to the reality and evolution of the project. In addition, it does not appear that the plans and objectives were used for progress review purposes throughout the year.

1.5 Taking part in the Forum’s Space for Achievements with a speaking opportunity during one of the program sessions

As was the case for the entirety of the Forum, this year’s *Space for Achievements* was fully digital due to the sanitary situation. Each project had a dedicated page on the Forum’s digital platform, with a video, a two-page summary of results achieved, a visual and a pitch to present the results obtained during the year. The pitch also allowed them to talk about their project more broadly and to present next steps.

A session on the results and lessons learned from the year of Scale-up Support entitled was included in the debate program on the event’s main stage. Panelists included **Olivier Lavinal**, Program Manager at the World Bank Group, and member of the two previous Scale-up Committees, and three Scale-up Project leaders, **Carolina Guimaraes**, Coordinator at the Sustainable Cities Institute; **Edwin Mulimi**, Special Advisor at the Oslo Center, and **Xavier Simonin**, President of Globe Association. The panel was moderated by **Fatimata Wane**, journalist at France 24. The aim of the session was to assess the progress made by projects, the impact of the SCUP in

enabling such progress in the context of the pandemic, including reflections on possible areas for improvement. The session also enabled the identification of lessons learned regarding the incubation and mentoring of innovative and multi-actor governance projects.

In addition, three projects supported by the SCUP were offered an opportunity to co-host a session within the 2020 Paris Peace Forum main program in relation to their project:

- [From crisis to opportunity: Drug and incarceration policies during Covid-19](#) (SCUP project: Model Drug Law) with **Adelaide Anno-Kumi**, Chief Director at Ghana’s Ministry of Interior; **Helen Clark**, Chair of the Global Commission on Drug Policy; **Michelle Bachelet**, UN High Commissioner for Human Rights (OHCHR); and **Zara Snapp**, Co-founder, and Director at the Instituto RIA.
- [Towards blue governance: bringing the high seas treaty over the finish line](#) (Global High Seas Treaty) with **José María Figueres**, former President of Costa Rica ; **Virginijus Sinkevicius**, European Commissioner for the Environment, Oceans and Fisheries; **Annick Girardin**, French Minister of Marine Affairs, ; Ambassador **Rena Lee**, Ambassador for Oceans and Law of the Sea Issues and Special Envoy of the Minister for Foreign Affairs of Singapore; and Sir **Richard Branson**, Founder of the Virgin Group.
- [The peace deal dilemma: From short-termism to lasting peace](#) (SCUP project: Principles for Inclusive peace process) with **Bert Koenders**, WBG Special Envoy on Fragility and former Minister of Foreign Affairs of the Netherlands; **Paula Gaviria**, Executive Director of Compaz Foundation, member of the United Nations High-Level Panel on Internal Displacement and former Presidential Advisor on Human Rights in Colombia; **Stefano Manservigi** Former Director General (European Commission, DG DEVCO); and **Hiba Qasas**, Head of Secretariat Principles for Inclusive Peace.

The project *Ultra-Poor Graduation Initiative* was also represented by **Asif Saleh**, Executive Director at BRAC, in the session entitled [“Learning from pandemic: rethinking education in a post Covid era”](#).

SCUP projects were also invited to participate in three interactive workshops organized by the Paris Peace Forum Secretariat’s Project department together with the projects selected in 2020, as well as in a meeting to assess the 2019-2020 year of support.

2. The Scale-up Committee in practice: project achievements

2.1 Festival à Sahel Ouvert

Overview of the project



Created by Globe, a French association that has been operating in Senegal for ten years, the *Festival à Sahel Ouvert* (FSO) was born from the desire of Senegalese and French artists to promote the intangible heritage of the Northern Senegal region and to highlight the economic and social cohesion benefits of the cultural sector for populations affected by poverty and by a lack of access to culture, education, and information.

A laboratory for all Globe's initiatives since 2010, the FSO takes place every two years in rural Senegal, in the village of Mboumba (located on the banks of the Senegal River, on the border of Mauritania and Mali), which is a symbol of culture for the Fulani people of Fouta in Senegal. This village is also located far from the main decision-making centers, in a region with glaring deficits in access to basic amenities, health care and education, limited capacity-building opportunities for development actors and incentives for entrepreneurship, and which is also becoming a migration corridor.

Building on Globe's effective and well-received anthropo-cultural, holistic, and community-focused approach, the FSO favors rural anchoring and relies above all on the involvement of local populations, in a region where public policies and major international development assistance programs are challenging to implement. Each edition of the Festival offers a space for partners and villagers to share in the substantive programs undertaken by Globe, thus highlighting the role of culture in promoting sustainable development. Since 2010, the FSO has welcomed over 50,000 participants - including some of the most prestigious and militant artists - and involved 900 local volunteers as well as over 50 public and private partners.

2019-2020 project objectives

1) Make a success of the 2020 edition of the Festival

The focus of this year of SCUP support was the success of the 5th edition of the Festival à Sahel Ouvert, which celebrated 10 years of GLOBE action in Senegal.

During the first follow-up meetings between the Festival team and their mentors, a strategy was established to make the new edition of the Festival a success.

Several connections were facilitated by the SCUP with different actors: the Senegalese presidency, the French Embassy in Dakar, civil society personalities, and Senegalese companies.

The 2020 edition of the Festival à Sahel Ouvert was a success, gathering several dozen African and international artists, more than 15,000 attendees and numerous partners. Over three days, the festival also hosted a vast health campaign to raise awareness and screen for sickle cell disease, five modules of artistic and technical training, as well as an unprecedented meeting/debate associating villagers, institutions, thinkers, and entrepreneurs, on the theme of water use and access. The Paris Peace Forum Label also contributed to strengthening the image and credibility of the Festival à Sahel Ouvert.

2) Promote the uniqueness of the approach to strengthen ownership in Senegal and beyond

Another aim of SCUP support was to provide visibility and promote Globe's approach throughout the year. For example, contents produced by Globe on the Festival (teaser, videos, short films, and more) were reviewed and disseminated.

In the context of the Covid-19 crisis, GLOBE and the Paris Peace Forum organized a "Webin'Art", a high-level virtual conference on 21 July 2020, to look back on the last edition of the Festival and present prospects, in particular the wish to replicate the festival across the African continent as well as to create an Academy of Arts.

The event brought together prestigious speakers from the world of art, international cooperation, and development: Souleymane Bachir Diagne, Philosopher and Professor at Columbia University (USA); Rémy

Rioux, Director General of the French Development Agency (AFD); Stefano Manservigi, former Director General for International Cooperation and Development of the European Union; Justin Vaïsse, Director General and Founder of the Paris Peace Forum; and Xavier Simonin, President of GLOBE and founder of the Festival.

During the webinar, the Festival's teaser and a short film made by the GLOBE team were broadcast. Representatives from GLOBE presented the Festival and its unique and high-impact approach. At the end of the webinar, the team made a Call for Action and expressed their wish to replicate the approach with a future horizon of creating a space for holistic reflection and creation based on the dialogue of cultures.

Nearly 150 people attended the online conference, including development and cultural actors, supporters and partners of the Festival, and journalists from several countries.

3) Ensure GLOBE's sustainability for the expansion of its initiatives in the short and longer terms

2020 was to be the second phase of the project, focused on the creation and use of cultural property. GLOBE's strategy was to create a network from rural areas for the production and distribution of works, generating training and income for the population.

One of the SCUP's recommendations was to ensure GLOBE's sustainability by finding new funding, to

enable the expansion and replication of the project in other countries, particularly in Burkina Faso and Côte d'Ivoire. The project team was introduced to European institutions as well as to the French Development Agency. Thanks to these connections, the project was able to explore new avenues of partnership with both organizations.

What's next?

- After five editions, GLOBE wishes to consolidate the local appropriation of the Festival à Sahel Ouvert, by building capacity on the ground, structuring, and empowering the Senegalese NGO GLOBE Senegal Culture and Development (GSCD).
- GLOBE wishes to structure the cultural and creative industries sector in rural Senegal by continuing the pedagogical modules already in place, by supporting the production of works, particularly cinematographic works, and by building a training and artistic creation center in Mboumba.
- GLOBE wishes to continue to promote its innovative approach to international cooperation to existing and new partners and institutions.
- In the long term, the objective is to be able to replicate the solution presented by GLOBE to other rural territories on the continent, by adapting it to local contexts.

2.2 Global High Seas Treaty

Overview of the project



On 24 December 2017, the UN General Assembly adopted by consensus Resolution 72/249, to convene an intergovernmental conference and undertake formal negotiations for a new international legally binding instrument (treaty) for the conservation and sustainable development of marine biological diversity in areas beyond national jurisdiction. States from around the world gathered at the UN for a series of four two-week meetings between September 2018 and early 2020 to elaborate the four main elements of the treaty.

It is the goal of the High Seas Alliance (HSA), using 40+ member organizations from around the world, that the result be a robust and effective framework that allows for the successful management and conservation of biodiversity in the high seas, having positive benefits not just for livelihoods and species in the high seas, but also citizens and ecosystems around the world, while also demonstrating that multilateralism and the rule of law can still work for the greater good.

The HSA is calling for: a strong legal process for the designation, effective management and enforcement of a network of marine protected areas; environmental impact assessments that are consistent, comprehensive, accountable, and rigorous; and institutional arrangements that establish a global decision-making

body, a Scientific Committee, a Compliance Committee, and dispute resolution provisions.

In November 2019, the priority for the project was to prepare the last round of treaty negotiations (since postponed due to Covid-19) by planning workshops ahead of time to resolve critical issues.

2019-2020 project objectives

1) **Build momentum behind the fourth and final-slated session of the Intergovernmental Conference**

With the fourth and final-slated session set for March-April 2019, the project team initially identified the need for high-level engagement at specific fora in the lead up to the negotiations. They also identified the importance of maintaining a strong French position within the European Union and taking that forward at the highest levels through bilateral meetings with other governments and in public speeches. Several meetings were organized between the project team, the mentor, representatives from the European Commission, and the Paris Peace Forum Secretariat.

With this support and the HSA leadership in the marine biological diversity of areas beyond national jurisdiction (BBNJ) treaty negotiations, several countries and organizations maintained an ambitious position toward a robust treaty text. The Paris Peace Forum also worked with representatives from the European Commission to encourage ambition in both the process and substance of the negotiations.

2) **Implement targeted political advocacy to encourage high-level support from key countries' ministers and heads of state/government towards the completion of a robust treaty**

The SCUP introduced the HSA to different actors (for example, the African Caribbean Pacific Group in Brussels). Throughout the year, the HSA built critical relationships with countries and regional bodies through bilateral meetings, and partnership with governments in capacity-building workshops. They swiftly adapted to the unique health situation by using virtual webinars for government engagement and partnered with the Norwegian Nobel Institute for a series of high-level dialogues that mobilized world leaders and government officials to progress treaty discussions. The HSA continued to coalesce public momentum through a global communications strategy using traditional and social media, targeting key regions and countries.

3) **Initiate and mobilize a network of political and civil society personalities to raise awareness on treaty negotiations and the crucial issues at stake**

The BBNJ agreement was to be secured by April 2020 but the Covid-19 crisis has forced the postponement of the fourth and final-slated session of the Intergovernmental Conference. By 2021, there will not be many opportunities to bring attention to the BBNJ negotiations at high level. The third edition of the Forum was an opportunity to push the objectives of the Global High Seas Treaty. To continue giving visibility to the negotiations, the Paris Peace Forum and the HSA team decided to co-organize a session on the BBNJ negotiations at the 2020 Forum.

Scale-up support enabled the inclusion at the 2020 Paris Peace Forum of a high-level panel on the BBNJ treaty negotiations, moderated by **José María Figueres**, former President of Costa Rica and comprised of: **Virginijus Sinkevicius**, European Commissioner for the Environment, Oceans and Fisheries; **Annick Girardin**, French Minister of Marine Affairs; **Rena Lee**, Ambassador for Oceans and Law of the Sea Issues and Special Envoy of the Minister for Foreign Affairs of Singapore; and Sir **Richard Branson**, Founder of the Virgin Group. This was an opportunity to highlight the state of current negotiations on a world stage, further amplified through virtual participation from around the world.

In addition, Paris Peace Forum leadership was engaged at the highest levels with the Commission and French government to encourage the future development of a ministerial gathering to set forth a course of action for the lead up to the 2021 negotiations.

What's next?

- Continue to advocate for engagement on BBNJ negotiations, through bilateral meetings between states participating in the negotiation.
- Participate in upcoming events to maintain visibility and engagement, such as the One Planet Summit and the IUCN World Conservation Congress).
- Support the negotiations process until the next round of negotiations in 2021.
- Ensure the treaty text is ambitious.
- Obtain a wide ratification of the treaty by most world governments.

2.3 Model Drug Law – West Africa

Overview of the project



Drug trafficking is a transnational phenomenon that threatens peace and stability in some regions. The international response has taken the characteristics of a “war on drugs” which has in effect resulted in a war on people with manifold human rights violations. A high-level independent West Africa Commission on Drugs (WACD) has worked to change the approach since 2013. In its 2014 report “Not Just in Transit”, it provided evidence-based policy recommendations. Policy-makers have asked for concrete guidance on how to make changes to their national laws. A Model Drug Law for West Africa project was therefore launched in September 2018. This project supports the dissemination of the Model Drug Law – ensuring impact and uptake through a comprehensive program of strategic outreach and advocacy. The project targets national policy-makers, key civil society organizations, and journalists to significantly and sustainably strengthen the capacity for improved drug laws in the region. Given strong similarities, a replication in Eastern and Southern Africa where countries are affected by a heroin trafficking route, is planned. The anticipated impact will be evidence-based, balanced, and effective drug laws and policies in both regions. These laws and policies will be grounded in the principles of human rights and security, social inclusion, public health, development, and civil society engagement.

2019-2020 project objectives

1) Encourage the adoption of components of the Model Drug Law in West Africa

The project was greatly impacted by the Covid-19 crisis, particularly due to all international travel and events being canceled, thereby depriving the project team of numerous opportunities to promote the initiative. Similarly, many decision-makers’ focus shifted towards the response to the health crisis rather than the issue of drugs. The project team had to adapt the 2020 workplan to the Covid-19 crisis by transforming Model Drug Law’s workshops in webinars. The Paris Peace

Forum communicated about these events on its social media.

The main objective of the Paris Peace Forum’s support was to strengthen the dissemination of the Model Drug Law in West Africa, particularly by engaging with parliamentarians and civil society in West African countries to raise awareness and gather momentum for legal and policy reforms of drug laws.

To achieve this objective, the Scale-up Committee introduced the project team to the African, Caribbean, and Pacific countries Parliamentary Assembly as well as the Inter-Parliamentary Union (IPU). A town hall meeting with the presidents of African parliaments took place on 1 December. Co-organized with the IPU Secretary General, the meeting enabled the project team to present the Model Drug Law to parliamentarians from the region, who were also given the opportunity to exchange on drug policies at the regional and international levels.

Besides the work with the SCUP, the WACD has articulated reforms in Economic Community of West African States (ECOWAS) countries through advocacy and media engagement. Policy-maker discourse on drugs in the region shifted from security to socioeconomic determinants of drugs. Harm reduction services were implemented in Senegal, Guinea, Nigeria, and Côte d’Ivoire.

2) Continue to raise awareness on the need for legal and policy reforms of drug laws, particularly in the midst of the Covid-19 crisis

At the beginning of the support process, the SCUP helped identify relevant events in which a participation by the project team could help raise awareness for the project: AFRAVIH conference, CEDEA Summit, and Plenary meeting of the Global Commission. Due to the Covid-19 crisis, most of these events were either canceled or postponed.

The SCUP also provided support for the promotion of the model within the United Nations: the project was to participate in a side event of the UN Human Rights Council in March 2020. Unfortunately, the Council was postponed. However, on the occasion of the General Debate of the 75th General Assembly of the

United Nations, the Global Commission on Drug Policy organized a high-level side event on 24 September 2020 entitled “The future of Multilateral Drug Policy: reform or status quo?”.

To continue to raise awareness on the need for drug law reforms, the Paris Peace Forum team and the project team co-organized a session on drug policy during the 2020 Paris Peace Forum. This session, entitled "From crisis to opportunity: Drug and incarceration policies during Covid-19" brought together high-level participants: **Helen Clark**, Chair of the Global Commission on Drug Policy, and former Prime Minister of New Zealand; **Michelle Bachelet**, United Nations High Commissioner for Human Rights, and former President of Chile; **Adelaide Anno-Kumi**, Chief Director for the Ministry of the Interior of Ghana since 2014, and **Zara Snapp**, Co-founder of Instituto RIA.

The panel explored the extent to which the Covid-19 pandemic brought a new understanding of the interconnectedness between drug policy, public health, and criminal justice; and whether drug control reforms

are achievable in the foreseeable future. It gave visibility to the project and the issue of drug policies.

3) **Pave the way for a replication of the Model Drug Law initiative in Southern and Eastern Africa**

Several online events and workshops were organized to pave the way for a replication of the Model. Despite these efforts, however, the Covid-19 crisis and the travel ban made progress towards this objective difficult to achieve in 2020.

What's next?

- Continue to share evidence and support concrete reforms to drug laws in several countries in West Africa and engage with and inform parliamentarians in the region.
- Encourage the adoption of components of the Model Drug Law in other regions in Africa affected by illegal drug trade.
- Inform ECOWAS regional framework on drugs.
- Empower civil society and communities.

2.4 Principles for Inclusive Peace

Overview of the project



The Principles for Inclusive Peace aim to commence a new norm-setting process that will re-frame the way peace processes are understood and implemented.

The Principles, if established correctly, will adapt, and evolve over time to incrementally drive positive change.

The Principles for Inclusive Peace are developed through the establishment of a diverse, international commission, administered by a small secretariat in Geneva, to operate a participatory and politically-sensitized global process that will define the Principles over the course of a two-year period. The commission will be dubbed the International Commission on Inclusive Peace Processes and potentially be supported by donor governments and foundations in developing the initiative.

The Principles for Inclusive Peace are being developed through the course of a two-year period, with the aim to:

- Establish a much-needed new set of standards, norms, and guidance for how to structure, sequence, and build more inclusive peace-making and peacebuilding processes.
- Move the international community from the increasingly ineffective formula of high-level and elite-driven peace negotiations to a broader conception of what peace processes should be: multi-layered, inclusive, and strategic processes that enable societies to build sustainable peace.
- Change the incentives of national and international actors engaged in peace-making and peacebuilding interventions and seek to deliver the necessary strategic coherence required to achieve sustainable peace outcomes.

2019-2020 project objectives

- 1) **Establish the Commission and Secretariat, and develop a coherent communication plan to promote the initiative**

The International Commission on Inclusive Peace and a Secretariat, hosted by Interpeace, were established in 2020. A stakeholder platform consisting of local and international partners, researchers, and private sector entities was formed and multiple operational partnerships established.

2) Strengthen engagement with identified governments and actors to receive political and financial support

In terms of policy and advocacy, the main objective of the project team was to receive political support and feedback regarding the definition of the Principles. The project team also wanted to strengthen political advocacy with governments to have more national governments join the initiative, including at least a P5 country – potentially France.

Throughout the year of support, the SCUP provided the project team with guidance and connections, enabling it to target relevant actors who could support the initiative. The rationale and evidence-base of the initiative was also strengthened through a consultative process and discussions with the SCUP during monthly follow-up meetings with the mentor who provided advice and recommendations on identifying governments or actors to concentrate their advocacy efforts.

Connections were established with representatives from the European Commission and with representatives from the French Ministry of Foreign Affairs. A workshop with representatives from the UN Department of the French Ministry of Foreign Affairs was organized in September 2020. The project team will pursue discussions with them.

3) Build momentum behind the initiative, ahead of the organization of the first regional consultations

The third objective for the project was to build momentum to promote the initiative ahead of the organization of regional consultations.

In addition, the Paris Peace Forum team and the project team co-organized a session on peace processes during the 2020 Paris Peace Forum. This session, entitled "The peace dilemma: From short-termism to lasting peace" brought together high-level participants: **Bert Koenders**, WBG Special Envoy on Fragility and former Minister of Foreign Affairs of the Netherlands; **Paula Gaviria**, Executive Director of Compaz Foundation, member of the United Nations High-Level Panel on Internal Displacement and former Presidential Advisor on Human Rights in Colombia; **Stefano Manservigi** Former Director General (European Commission, DG DEVCO); and **Hiba Qasas**, Head of Secretariat Principles for Inclusive Peace.

The panel delved into the multi-layered nature of peace and looked into specific case studies (such as Colombia, Somalia, and Mali). The panelists discussed lessons learned from conflicts and peace processes, both historical and ongoing.

What's next?

- Initiate 30 local, national, and regional consultations to place local voices and aspirations at the center of the global debate.
- Launch a global outreach campaign and survey to amplify local voices.
- Generate and share evidence based on research and case studies.

2.5 SADA Women's Cooperative

Overview of the project



SADA Women's Cooperative is a project implemented by UN Women and the International Labour Organization (ILO), under a broader program to strengthen the resilience of Syrian women and girls and host communities funded by Japan, Iceland, and the EU. SADA Women's Cooperative is an inclusive

business initiative by refugee and local community women, providing a collective income generation mechanism for crisis-affected women. Established in March 2019 by 50 Syrian, Turkish, and Afghan women, it is an innovative model for the inclusion of refugee women into local economies.

SADA Women's Cooperative emerged from the SADA Women Empowerment and Solidarity Center, first of its kind as a women-only center providing protection and livelihood support, established by UN Women in

September 2017 with Turkey's Gaziantep Municipality, the ILO, and the Association for Solidarity with Asylum Seekers. In November 2019, the Cooperative was starting up, focusing on shoemaking, home textile, and catering with authentic design and techniques identified through a value chain analysis.

In a city with more than 430,000 refugees, SADA provides protection services and vocational training opportunities to refugee and host community women. Through a bottom-up approach SADA Women's Cooperative was initiated by women who developed vocational skills at the SADA Center. Since September 2018, its members benefited from trainings on basic skills for running a cooperative, such as communication, leadership, collective work, strategic planning, and basic legal expertise. Meaning 'voice' both in Turkish and Arabic, SADA is a major hub for social cohesion, collectively governed by women.

2019-2020 project objectives

1) **Ensure the sustainability of the initiative and a good self-governance of the cooperative beyond 2020**

The main priority for the project was to strengthen the cooperative's structure to ensure its sustainability. To achieve this objective and strengthen its ability to promote social cohesion among refugee and local community members, the project team promulgated a 'Code of Conduct' with the guidance of UN Women and the SCUP. The Code allowed to carry out effective and sustainable work between the members of the Cooperative by clarifying the operation of the Cooperative and better defining the roles and responsibilities of its members.

In addition to the SCUP support, the Cooperative had to adapt to the Covid-19 crisis. It signed its first official partnership agreement with GIZ and produced 252,000 protective face masks as part of the Covid-19 response efforts in Gaziantep, which was funded by the German Federal Ministry for Economic Cooperation and Development (BMZ).

2) **Strengthen engagement with external actors to set up new market relationships and partnerships and pave the way for an expansion of the initiative beyond Gaziantep**

Through the support of SCUP, the cooperative gained access to international forums and events, thereby

improving its international networking. The Paris Peace Forum Label gave a lot of visibility and credibility to the project which helped the Cooperative in its efforts to obtain the commitment of external actors and to develop and diversify partnerships.

To expand its efforts in opening to the international market, the Cooperative also started exploring business opportunities abroad, including in Canada and Iceland.

3) **Build a narrative around the initiative and develop a coherent communication strategy and content to raise international awareness of the Cooperative's work**

In November 2019, the Cooperative had Facebook and Instagram pages but no website. The SCUP provided support towards the creation of the Cooperative's website and a campaign highlighting the project on social media. A social media marketing workshop was organized in July 2020 by Kresha Bajaj, a fashion designer and brand owner. The SCUP also encouraged the project team to translate Instagram publications in English to reach a broader audience.

The support of the SCUP has contributed to boosting existing social media marketing channels on Instagram and Facebook. SADA Women's Cooperative has improved its digital marketing capacity and increased its visibility through social media and launched an e-commerce website available in English, Turkish, and Arabic, enabling the Cooperative to start selling online.

What's next?

- Improve the Cooperative's sustainability and production capacity by securing contracts and funding agreements with national and international donors.
- Strengthen the technical skills of SADA Women's Cooperative members, enabling them to run the Cooperative on their own.
- Broker sustainable partnerships with global and local e-commerce companies.
- Ensure that the Cooperative is featured by both national and international print and online media.
- Increase the digital visibility of the Cooperative.
- Sell the Cooperative's products in at least two local and two foreign retail stores.

2.6 Sustainable Cities Program

Overview of the project



The Sustainable Cities Program is an initiative that supports city governments in the implementation of the UN Sustainable Development Goals (SDGs) at the local level, promotes transparency and stimulates citizen participation in monitoring and follow-up activities. The aim is to assist public managers with urban planning tools and methodologies and the adoption of a systemic and integrated approach to their territory, considering multiple dimensions of public government: healthcare, education, social assistance, housing, transportation, and more.

Structured around 12 thematic areas, the program offers a web platform with 260 indicators associated with the urban agenda, and a database with more than 300 best practices, with national and international cases highlighting public policies that have already shown good results as references for municipalities. The Program also correlates its indicators with the 2030 Agenda and has become a viable path for the municipalization and implementation of SDGs in Brazilian cities, serving as an important tool for public managers when establishing goals and targets considering good national and international practices.

The Program started in 2011 and has already reached 212 cities in Brazil. The new version of the Sustainable Cities Platform, presented at 2019 Paris Peace Forum, was launched in September 2019 and lifted the Sustainable Cities Program (SCP) to a higher level of action. New tools and functionalities were developed and improved as part of the GEF-6 (Global Environment Facility) Project in Brazil, which is still underway and will be conducted by 2022. The goal is to reach more than 300 cities over the next 4 years.

2019-2020 project objectives

1) Strengthen advocacy with politicians to obtain commitments ahead of the 2020 elections

Throughout 2019 and 2020, the Sustainable Cities Program's work has been even more relevant, especially in the context of the pandemic, where cities had a decisive role to play in fighting against Covid-19. The situation in Brazil reinforced the need to strengthen advocacy with political decision-makers to obtain

commitments before the 2020 elections which were postponed to November 2020.

The SCUP support enabled the project team to learn about other efforts to sustain democracy, peace, and sustainable development in the world, looking outwards to support Brazil. Exchanges between the mentor and the project team provided an opportunity to review the advocacy strategy and more broadly the project implementation process.

2) Expand the network of partners to encourage the sharing and replication of good practice and to fund new projects

The project adapted very well to the Covid-19 crisis, in particular by developing new mapping tools adapted to the situation: mapping of inequalities between Brazilian cities, city development index, map of Intensive Care Units in Sao Paulo. This mapping work shed clear light on the correlation between social inequalities, access to care (number of ICUs for example), and the mortality rate due to Covid-19, illustrating the concentration of mortality and poor access to healthcare in socially deprived areas.

The SCUP has enabled the Sustainable Cities Program to present to a wider network its work on the use of territorial data, focused on inequalities, to build targeted public policies. The project team was introduced to economists from Oxford and the University College of London, the Mayor Migration Council, and the French Development Agency. A letter of support was also provided to the project team as part of their advocacy and search for partnerships with French companies based in Brazil.

The project team is still in discussion with some of these organizations to explore potential partnerships or collaborations.

3) Strengthen the communication tools and strategy to promote the initiative and work concerning the link between inequalities and Covid-19

One of the objectives set at the beginning of the SCUP mentoring was to give more visibility to the project and the tools developed by the team.

The Paris Peace Forum organized an Instagram takeover with the project team on 4 September 2020. To do so, the project team had to prepare communication content (videos, statistics, photos) in collaboration with the

Forum's communications and project departments. This Instagram takeover lasted the whole day and provided the project with significant visibility.

The project was also given visibility via the 2020 Paris Peace Forum Program, notably the SCUP Results session that took place on Friday 13 November and during which **Carolina Guimaraes**, Coordinator at the Sustainable Cities Institute, presented the results of the project after one year of SCUP support.

What's next?

- Reach more than 300 cities over the next 4 years.
- Reach cities in at least six of the 12 countries in South America through the dissemination of SCP's platform and its technologies.
- Create a critical mass of cities to exchange bilaterally and within a network to support each other through local challenges.
- Strengthen the SCP communication strategy

2.7 The Abidjan Principles on the Right to Education

Overview of the project



On 12-13 February 2019, the Abidjan Principles on the human rights obligations of states to provide public education and to regulate private involvement in education were adopted in Côte d'Ivoire by a group of eminent experts in education, international law, and human rights, following a three-year participatory consultation and drafting process. The Abidjan Principles promise to be the new reference point for governments, educators, and education providers when debating the respective roles and duties of states and private actors in education. They compile and unpack existing legal obligations that states have regarding the delivery of education, and in particular the role and limitations of private actors in the provision of education. They provide more details about what international human rights law means by drawing from other sources of law and existing authoritative interpretations. Following their adoption, the aim is now to promote the Principles, to have their legitimacy recognized, and to have them endorsed by states.

The development of the Abidjan Principles and their forthcoming implementation is a unique process that had already involved all types of stakeholders from states to local communities. The Principles were developed through an open, transparent, and broadly consultative process that included a variety of perspectives and reflected multiple contextual realities.

A Secretariat made up of Amnesty International, the Equal Education Law Centre, the Global Initiative for Economic, Social, and Cultural Rights, the Initiative for Social and Economic Rights, and the Right to Education Initiative facilitated the consultative process.

In addition to the public consultations, the Abidjan Principles were informed by specific inputs from:

- conceptual research and empirical research from a human rights perspective,
- expert inputs from a constituency of experts from various backgrounds, and
- an independent expert, Magdalena Sepúlveda (former UN Special Rapporteur on Extreme Poverty and Human Rights), who developed a paper (to be published soon) taking stock of the experiences developing human rights principles in the last 20 years. The paper analyses the process and impact of several examples and served as a guide in developing the Abidjan Principles.

2019-2020 project objectives

- 1) **Strengthen engagement with governments and other key stakeholders to promote the Principles and gain international recognition of their legitimacy**

The project team planned to promote the Principles at the United Nations, at the academic level, and in international events.

The SCUP supported the project team in connecting with the United Nations. In that respect, Dr. Prachi Srivastava presented the Abidjan Principles in the joint IPU-UN hearing during the 2020 Annual Parliamentary hearing at the UN on 18 February 2020. The theme of the panel was: « Education as a key to peace and sustainable development: Toward the implementation of SDG 4 ». This event gathered 200 parliamentarians, experts, members state representatives, and ambassadors for two days. It also gave a lot of visibility to the Principles.

The Covid-19 pandemic unfortunately had an impact on the Abidjan Principles' advocacy work. The project team was unable to participate in planned international events to promote the Principles.

However, to increase widespread accessibility of the Abidjan Principles, advanced versions of the translation to Arabic, French, Spanish, and Russian are now available or under final review. In June 2020, Right to Education Initiative (RTE) also facilitated the dissemination of the Abidjan Principles in Brazil through an event organized by the Brazilian Campaign for the Right to Education.

2) Develop communication tools to present the Principles to different audiences and support efforts towards their implementation

The SCUP provided advice to the project team for the identification of public figures who could lend their voice to the promotion of the Abidjan Principles, including in promotional videos.

Production of the videos has been delayed due to the pandemic, but they are currently being finalized and should be published by the end of 2020.

The Paris Peace Forum has also shared various content regarding the project on its social media accounts.

3) Expand partnerships with key external institutions to support the implementation activities and develop compliance monitoring tools

One of the objectives of the project is to work on the development of indicators and monitoring tools. To help the project team develop these tools, the SCUP has connected them with the OECD. A workshop with representatives from the Directorate for Education and Skills and Centre for Educational Research and Innovation was organized and opened opportunities for future collaboration.

What's next?

- Further engage with states to see them use the Principles to review or develop their education laws, policies, and plans, especially regarding the involvement of private actors in education.
- Publish research on the state of education, including the involvement of private actors in education, using criteria based on human rights as developed in the Abidjan Principles.
- Review national education plans and ensure that they are referenced in court.

2.8 Ultra-Poor Graduation Initiative

Overview of the project



BRAC developed and pioneered the Ultra-Poor Graduation Initiative (UPGI): a comprehensive, timebound, integrated and sequenced set of interventions that enable extremely poor households to achieve socioeconomic resilience, in order to progress along a pathway out of extreme poverty. As highlighted in the Partnership for Economic Inclusion's (PEI) 2018 State of the Sector Report, when combined with strong social protection systems and adequate safety nets, the Graduation approach is recognized to be a key potential lever for agents of scale to make a meaningful contribution to SDG 1: End poverty in all its forms everywhere.

BRAC works towards this through a two-pronged approach: (1) providing technical assistance, advisory services and advocacy on Graduation to governments, NGOs, and multilateral institutions, thereby fostering

implementation of quality Graduation programs worldwide; and (2) promoting policy changes to better reach and meet the needs of the poorest people.

Graduation is a solution to break the poverty trap for the long-term that has been implemented at scale - the flagship Ultra-Poor Graduation (UPG) in Bangladesh has graduated over 2 million households since it was established in 2002. Building off the long-term success of UPG in Bangladesh, BRAC has directly implemented and provided technical assistance on Graduation in 13 additional countries, further expanding its reach. Additionally, more than 100 partners in 50 countries have piloted or implemented Graduation and together graduated 3.1 million households.

2019-2020 project objectives

- 1) Engage with key stakeholders regarding the adoption of Graduation programs in at least two additional countries and develop long-term

engagement strategies and secure new partnerships with international players that share BRAC's mandate to focus on the poorest

The main objective of the project in November 2019 was to push for the adoption of Graduation programs in countries with the greatest potential for impact.

At the beginning of the process, a convergence between the missions of the World Bank (WB) and BRAC was found, especially regarding the countries in Africa and Asia where the UPGI was looking to expand. Indeed, the project team could clearly benefit from connections with World Bank offices in these areas.

The SCUP support enabled the project team to connect with key stakeholders in target countries. The mentor's support also allowed them to discuss their strategy to develop partnerships in targeted countries, which reportedly had a very positive impact on the project and its future development. The project team was also introduced to the OECD and the ILO.

2) Strengthen advocacy activities and increase content production to share learning and advocate for a global shift in priority toward the ultra-poor

One of the SCUP's main actions to give the project visibility was to promote the project on the Paris Peace Forum's various social media accounts. For example, the Paris Peace Forum shared a blog highlighting the adaptations to the UPGI program in Bangladesh being made in the framework of the Covid-19 response.

The Paris Peace Forum also shared content on the TED 2020 Audacious Project announcement on 18 June: BRAC was awarded a catalytic investment as a 2020 Audacious Project to help 21 million more people lift themselves from extreme poverty by 2026. With the Audacious investment, BRAC's UPGI will build on the success of the program in Bangladesh and lift millions more people from extreme poverty.

What's next

- Scale Graduation through integration in existing government programs and policies related to poverty reduction.
- Obtain recognition and have governments integrate Graduation into their social protection programming.
- Invest in a robust learning agenda alongside and in support of BRAC UPGI's efforts to scale Graduation through governments. Achieve a global shift in mindset, actions, shared voices, and institutional structures in support of an approach to eradicate poverty that translates into tangible progress towards the SDGs.
- Help 21 million more people lift themselves from extreme poverty by 2026. Have Graduation reach 12.3 million households, or an estimated 53.2 million individuals by 2030.
- Cultivate partnerships with more governments, and multilateral institutions, NGOs, and academics agencies to support greater uptake of Graduation at the ecosystem level.

2.9 Youth Assemblies

Overview of the project



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Youth Assemblies is a non-partisan concept initiated in Mombasa, Kenya, which engages youth to take an active part in driving peaceful, democratic change in society. The concept builds on local mechanisms for dialogue and consultations, using parliamentary structure and procedures where issues of concern for the youth and suggested solutions are brought forward to the duty-bearers and stakeholders. The actions taken and results achieved are reported back to the youth.

The broader concept of the Youth Assemblies is best explained through the already established Mombasa Youth Assembly (MYA). MYA is an initiative from youth in Mombasa, who felt excluded from society and that their voices were not heard. The concept builds on local mechanisms for dialogue and works through parliamentary sessions. The work and methodology developed is unique, as it includes a consultative phase through Ward Baraza (most localized level of public fora organized at village level) where issues of concern for the youth at the grassroots are brought forward to the MYA plenary meeting. Key decision-makers and media often attend and observe the plenary, as it has become a constructive venue for dialogue in Mombasa county. In

the plenary, resolutions, action points, and recommendations are developed and adopted by the MYA. They are then forwarded to their respective local, county, or national actors, stakeholders, and duty-bearers. To complete the policy cycle, MYA reports back to the youth at local level on progress and results. The project encourages holding the government and stakeholders accountable, rising youth voices, and their place in society - as well as building and encouraging a culture of democracy. This includes a respect for and understanding of democratic processes and values, which in a long-term perspective will be crucial. The project is currently expanding to two new counties in Kenya but could also be replicated in other contexts.

2019-2020 project objectives

1) Build a narrative to clarify the Youth Assemblies concept, highlight the uniqueness of the approach and its impact

Project activities were impacted by the Covid-19 crisis and Youth Assemblies were temporarily unable to meet. However, the project team took this opportunity to work on strengthening the narrative around the concept of Youth Assemblies. They produced a white paper, describing the unique approach taken by the project, the time-consuming and complex start-up phase of any new Youth Assembly, the localized approach with grassroots communities to ensure ownership of the project and its impact.

SCUP support allowed the project team to discuss and think about the Youth Assembly concept and approach. The SCUP also helped disseminate the white paper to other organizations and shared contents through the Paris Peace Forum social media. The project team was also invited to be part of the [Open Gov Youth Digital Summit](#) in October 2020. This two-day virtual summit on 27 and 28 October provided an “opportunity to connect and engage with young people around the world. It offered a global, online platform to explore the values and approaches youth can use for open governance during Covid-19 and catalyze action in response”.

2) Successfully scale up the Youth Assembly structure to Kwale and Lamu counties and strengthen the Mombasa Youth Assembly

SCUP support allowed for a follow-up call each month with the mentors and the project team to learn about the

evolution of the project in Mombasa, Lamu, and Kwale in the context of the Covid-19 epidemic, to provide advice and recommendations for the scaling up of the Youth Assembly structure and to exchange on the place of youth and the impact of the crisis on them.

Despite the crisis, the project managed to make progress on these objectives:

- Mombasa Youth Assembly peacefully transitioned power to a new leadership and continued its strong efforts.
 - Kwale Youth Assembly was established and the first policy cycle for the Kwale Youth Assembly was initiated
 - The establishment of a Youth Assembly in Lamu county was initiated.
- #### 3) Identify potential partners and donors to implement the concept in additional counties and possibly beyond Kenya

To ensure the sustainability of the project and its replication in Kenya and beyond, the project team sought new partnerships. The SCUP supported the Oslo Center and the Youth Assemblies by introducing them to other organizations working with youth, and partnerships have been explored to replicate and expand the model. For example, the project team was introduced to Open Government Partnership representatives in Kenya and the Kenyan national government team leading on open government and citizen engagement, the World Bank, and the French Embassy in Kenya. They were also introduced to UNDP representatives based in New York and Nairobi who were interested in the approach.

After a year of support, the results are very positive and there is still momentum surrounding the Youth Assemblies project, which has developed new partnerships. The project team has also received requests to replicate and expand the model in other countries, including outside Africa.

What's next?

- Increase the efficiency of established processes.
- Strengthen inter-assembly cooperation.
- Attract additional partners to expand the initiative to other counties, countries, and regions to build Youth Assemblies based on local mechanisms for dialogue.

3) Lessons learned from the 2019-2020 year of SCUP support

The results for each project after one year of SCUP support are positive. Despite the difficulties related to the pandemic, the projects managed to adapt, as did the SCUP and the support it provided. The assessment of this second year of mentoring also provides lessons to be learned for the next year of SCUP activity which this section outlines. These include (1) clarifying and selecting projects based on motivations and expectations of project leaders and the Forum, (2) expanding the Scale-up Committee to gain effectiveness, (3) offering project leaders the benefits of a community and peer-learning, and (4) focusing support on a limited set of objectives with clear benchmarks. Overall, applying these lessons is expected to improve the efficiency and effectiveness of the Scale-up mechanism, by strengthening the commitment of project leaders, increasing learning and development opportunities, widening the pool of resources available to project leaders, enabling clearer tracking of progress, and streamlining the process for the delivery of support.

Lesson 1: Clarifying and selecting projects based on motivations and expectations of project leaders and the Forum

This second year of SCUP support made clear that the selection of the 10 Scale-up Projects needs to consider more carefully the motivation and commitment of project leaders. The termination of the SCUP's support for one of the 2019 projects due to a lack of responsiveness was the clearest indication of this need. The SCUP requires a certain commitment on the part of the project leaders both in terms of time (follow-up calls every month) and outputs. The SCUP's support is all the more effective when project leaders are willing to dedicate significant time and effort to the process.

The first two years of the SCUP have also shown the need to clarify the Forum's expectations, including what the Scale-up Committee is and what it can offer. One of the main feedbacks from project leaders supported in 2019-20 was the need for more information on what the SCUP is and what is expected from them. While the SCUP had provided visibility and helped define a clear strategy, requests for content and input also represented a heavy workload for some. Moreover, some projects had expectations that were out of step with what the

Paris Peace Forum can provide. This gap between expectations and reality had several consequences:

- 1) Some projects implemented by small teams felt overwhelmed by numerous requests and did not have the time or capacity to respond, which made the support less effective.
- 2) Some projects considered the SCUP only as an access to a network and contacts and were rather passive throughout the support process.
- 3) One of the ten projects completely ceased to respond to the Secretariat's requests and the Secretariat had to end the partnership with this project.

This year's launch of the 2021 SCUP took this into account by encouraging more proactivity from the project team and clarifying SCUP expectations from both project leaders and the Paris Peace Forum. Guidelines were developed on what the SCUP is, what it offers and does not offer, and the commitments it requires on both sides. These guidelines were made available to all project leaders selected in 2020, and they were asked, as part of their registration for the event, whether they wanted to be considered for SCUP support and what they expected from this support – with these answers considered by SCUP Jury members. Selected project leaders were asked to sign a formal commitment to confirm their willingness to meet expectations throughout the year prior to the SCUP launch. Similarly, as monthly calls are more effective when prepared in advance with clear objectives set and results to present since the previous calls, simple procedural approaches have been proposed. While the Secretariat will continue to track progress and join calls between project leaders and mentors, project leaders will be invited to send an agenda and overview of actions implemented since the last call-in advance of each mentoring session, as well as to summarize options explored, decisions made, and follow up actions agreed following each mentoring session.

Lesson 2: Expanding the Scale-up Committee to gain effectiveness

Mentors in 2019-20 were not always able to provide the planned level of support to Scale-up Projects due to their other responsibilities, which led to a heavier load on some SCUP members who stepped up support to

multiple projects, as well as some project leaders regretting a lack of responsiveness from their mentors. Additionally, given the wide variety in Scale-up Projects' geographic and thematic focus, as well as development goals, it can be challenging to find mentors able to provide support on all requested aspects.

As a result, a change to the structure of the Scale-up Committee and the role of its members is projected for the 2021 SCUP, with an expansion of the SCUP membership. The aim of this expansion is to **enable the allocation of two mentors to each supported project** without having to assign two projects to the same mentor. This is expected to allow for resilience in the system if some mentors become less available due to unforeseen circumstances, and to allow project leaders to benefit from a wider pool of experiences, networks, and skills.

In addition, given that some potential mentors may be open to supporting the Scale-up Projects but unable to commit to monthly interactions or with a niche expertise, **some SCUP members will not be matched** with projects. Instead, they will be able to provide support on a more ad hoc basis to project leaders in need of additional advice in a specific domain (for example information technologies, EU institutions, etc).

Lesson 3: Offering project leaders the benefits of a community and peer-learning

In their feedback to the Forum, project leaders unanimously regretted not having had more opportunities to be in contact and interact with other project leaders more regularly, learn about one another's initiatives and explore possible synergies between their various projects – they only met virtually once, at the end of the year. They all expressed their interest in being part of a community of projects and exchanging with each other on their project, strategy, ideas, and challenges. In addition, it became clear that while high-level mentors are able to contribute a wealth of experience and networks, some topics or issues might not be well-suited to discussion with such high-level stakeholders. The SCUP support process should therefore, in addition to the mentoring approach which has proven its effectiveness, include opportunities for peer-learning between projects. The diversity of projects and organizations supported will offer project leaders access to a useful network for the development of their initiatives, including potential (thought) partners who work on similar or complementary issues.

On this basis, the introduction of frequent opportunities for project leaders to meet with one another, share challenges and experiences related to the SCUP and their project implementation, and collaborate on areas of shared interest is proposed this year. After a successful pilot during the 3rd edition of the Forum in November, an interesting workshop model has emerged. Such interactive workshops will be organized (every 4-8 weeks) by the Secretariat, including significant time allocated to small group exchanges that are more conducive to open engagement and conversations. Where feasible and relevant, members of the Scale-up Committee and the Secretariat (or even the broader Paris Peace Forum community) will be invited to co-facilitate some of these sessions to allow project leaders to benefit more broadly from their skills and areas of expertise.

A first SCUP launch workshop was held on 7 and 10 December to allow new SCUP project leaders to meet one another, learn about one another's work and projects, and reflect together on objectives and proposed ways of working for the year of Scale-up support. This also served to clearly identify possible avenues for peer-learning and support, and help define the scope, topics, and possible groupings for the workshop series to be implemented between January and September 2021.

In a similar spirit, members of the Scale-up Committee will also be invited to joint interactive experience-sharing exercises at key moments throughout the year, starting on 14 December with a first meeting of likely members of the 2020-21 SCUP, and likely mid-way through the year and as part of the closure of the 2020-21 SCUP. Additional initiatives could also include, if the sanitary situation allows, more hands-on experience sharing between project leaders through mutual visits or joint meetings.

A LinkedIn page and a WhatsApp group with 2021 SCUP project leaders were also created to offer a platform for project leaders to interact freely. The Paris Peace Forum Secretariat will strive to make these pages lively, and to develop other opportunities for exchanges between members of the project leader community.

Lesson 4: Focusing support on a limited set of objectives with clear benchmarks

At the beginning of the 2019-2020 support process, each project, in collaboration with the SCUP, developed a Strategic Plan to define objectives for the year of SCUP support across four areas: Policy & Advocacy, Partnership & Funding, Communication & Visibility, and Organization. Each project team identified objectives to be achieved in all or most of these categories, and monitoring indicators were set up according to these objectives. This work aimed to allow project leaders to reflect on and shape their strategy for the year.

However, when seeking to assess the results achieved through a year of support, the Paris Peace Forum struggled to rely on this Strategic Plan. This is due primarily to some of these indicators being difficult to measure, to some objectives falling outside the scope of the SCUP support, to the absence of a formal process to review progress and re-focus on these objectives during the year, and to the high number of objectives (9-12 per projects) which prevented a clear focus throughout the year.

A review of tools and working methods is therefore proposed for the 2021 SCUP to enable the Secretariat to add more value to the mentoring and clearly measure results. This includes a process to define objectives more clearly for the year of support and measure progress against these objectives. Starting with a launch workshop in December 2020, a limited number of objectives (3-4) for the year of support will be agreed for the year between project leaders, mentors, and the Secretariat, distinct from broader objectives for the project. A baseline and expected results will be set for each objective, with a mid-year and end-of-year check-in to measure progress and, if necessary, review objectives considering contextual or internal changes.



“[The Scale-up process allowed] exchange on how to do better, how to change the narrative, how to impact more people in Brazil...We were very happy to think outside of the box.”

- Carolina Guimaraes, Sao Paulo Policy and Advocacy Program Coordinator at the Sustainable Cities Institute

“With the support of the Scale-up Committee, the knowledge and experience sharing, we managed to scale up the Youth Assemblies to Kwale and also initiated the project in Lamu.”

- Edwin Mulimi, Special Advisor at the Oslo Center

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