



**Kofi Annan**  
Foundation

# Carrying Forward a Legacy for Peace

**2025-2029  
Strategic Framework**

“Unlike in the past,  
when civilizations rose  
or fell often in a zero-  
sum game, in today’s  
interconnected world,  
**all countries will rise  
or fall together.”**

**Kofi Annan**



**Kofi Annan**  
Foundation

# A Message from Our Chair

In a world torn apart by conflict, inequality, and mistrust, the values that guided Kofi Annan's life and work — peace, courage, solidarity, and dialogue— are more vital than ever.

The Kofi Annan Foundation's Strategic Framework for 2025–2029 sets out a clear vision to uphold these values by empowering the next generation of ethical leaders, revitalizing democratic institutions, and strengthening global cooperation. Building on our unique capacity to convene diverse voices from around the world, we remain committed to bridging divides and advancing real, lasting change.

This document presents our roadmap over the next five years to ensure that Kofi Annan's legacy continues to inspire action toward a fairer, more peaceful world. We will review it continuously and adapt it as our internal and external environments evolve and as new thematic imperatives emerge.

**Elhadj As Sy**  
**Kofi Annan Foundation Chair of the Board**



# About Us

## Who We Are

The Kofi Annan Foundation (KAF) is an independent, non-profit organisation established in Geneva, Switzerland, in 2007 by Kofi Annan, former Secretary-General of the United Nations and Nobel Peace Prize laureate. Our Board is composed of prominent personalities from the public and private sectors around the world.

## Our Vision

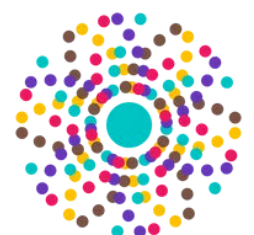
A fairer and more peaceful world, where no one is left behind, democratic principles and the rule of law are upheld, and divides are bridged through dialogue and international cooperation.

## Our Mission

Our mission is to build on Kofi Annan's legacy for peace by advancing youth leadership, defending democracy, and promoting international cooperation.

## Our Values

The Kofi Annan Foundation's work is guided by the courage, integrity, optimism, and creativity that defined Kofi Annan's leadership. We uphold his legacy of honesty, fairness, impartiality, compassion, and discretion. Inclusion, equality, accountability, and sustainability are at the heart of everything we do.



# In Brief

## Our Strengths

The Kofi Annan Foundation is uniquely positioned to bridge regions, generations, and sectors. Through our exceptional network of global leaders, international organisations, grassroots movements, and young activists, we foster partnerships that drive meaningful impact. With a small Geneva-based secretariat and agile operations, we offer donors excellent returns on investment and a capacity to act swiftly, unencumbered by bureaucratic delays.

## Our Unique Operating Model

Our dual approach combines top-down policy advocacy with bottom-up grassroots engagement. This enables us to create real change at both local and global levels.

Our activities include private diplomacy, operational interventions, capacity-building, sub-granting, research and policy publication, public advocacy, and convening through events, speeches, and conferences.

We focus on long-term transformation in people, policies, and institutions. While we have established programmes, we remain open to new partnerships aligned with our mission. With this in mind, we actively participate in peace and democracy networks and remain attuned to global trends and innovations.



# Our Strategic Objectives



## Strategic Objective 1

Empowering youth to build a peaceful, sustainable future.



## Strategic Objective 2

Turning back the tide of democratic erosion.



## Strategic Objective 3

Promoting a More Equitable and Effective Multilateralism



With half the world  
under 30,  
**harnessing young  
people's creativity  
and commitment to  
positive change is  
essential for building  
sustainable peace.**



**Kofi Annan**  
Foundation

# Strategic Objective 1

**Empowering Youth to Build a Peaceful, Sustainable Future.**

## **The Challenge We See**

Peace is under threat. Violent conflicts are not only increasing in numbers, but also in severity and duration. War is now waged in a way that exacerbates civilian harm. With half the world's population under 30 and 8 billion people expected to be born over the next 50 years, harnessing young people's creativity and commitment to positive change is essential for building sustainable peace. Young people are already playing a crucial role in preventing violence, fostering peace and reconciliation, and advocating for climate action and equitable economies. Yet they remain excluded from leadership and decision-making, contributing to feelings of marginalisation and, at times, instability. Young people cannot claim their place at the table on their own: other stakeholders must help them develop the skills, build the networks and access the resources needed to transform the structures that hold them back.

## **The Impact We Seek**

By 2029, we will foster meaningful youth engagement, support youth-led networks, and equip young people, especially young women, with the tools to lead peaceful, cohesive, and resilient communities.

## **Our Theory of Change**

When young people participate in shaping their future, societies become more peaceful, inclusive, and resilient.



# Strategic Objective 1:

## Empowering youth to build a peaceful, sustainable future.

### Inputs

KAF applies its expertise on the prevention of violent extremism (VE) to new contexts and identifies and supports partners to act in countries affected by violent extremism.

KAF identifies, trains and supports young leaders who are working to bring positive change at the local, national or global levels.

KAF designs and delivers new projects to support young leaders who work on building peace and social cohesion, or who address key youth challenges.

KAF advocates for a new local and international focus on the link between youth, peace and climate.

### Outputs

Extremely Together chapters are established and active in the Sahel; PVE work in Uganda was deepened and expanded to neighbouring DRC and potentially wider areas.

Every year, 12-14 young people join the Kofi Annan Changemakers and receive training, mentoring and seed grants. Programme Alumni are offered further opportunities for training and resources, and to participate in key forums.

Young people in Lebanon engage in the restoration of historical landmarks and are trained to foster social cohesion. Training and seed grants are provided to young mental health practitioners in Eastern Africa and later to other regions

KAF supports young people in the Sahel, East Africa, South Asia, and Southeast Asia in tackling the impacts of the climate crisis and conflict by strengthening community resilience and building sustainable livelihoods.

### Outcomes

Thousands of young people in these countries are empowered to stand against violent extremism and build peaceful, inclusive communities.

A Global community of young activists who embrace and embody the *Kofi Annan Way*. Their capacity to lead and build change is scaled up.

Skilled young leaders drive positive change in their communities by promoting social cohesion, safeguarding cultural heritage, and expanding mental healthcare services.

Young people in these countries are equipped with the skills, networks, and resources to strengthen community resilience and influence decision-making on peace and climate action.

## Impact

Young people's leadership strengthens peace, resilience, and inclusion in societies.

Despite challenges,  
overall support for  
democracy remains  
strong. It is still regarded  
as the best system to  
**address global issues,  
ensuring progress on  
human rights, security,  
economic inclusion,  
and climate action.**



**Kofi Annan**  
Foundation

# Strategic Objective 2

## Turning Back the Tide of Democratic Erosion

### The Challenge We See

Democracy is in global decline, with multiple reports indicating a weakening of democratic values and processes. Young people are losing faith in political leaders, institutions, and the electoral process, leading some to consider hostile activism as the only viable avenue for change. This has fueled the rise of populist leaders in wealthy nations and multiple coups in West and Central Africa. New and established democracies struggle to meet citizens' expectations, which increases social tensions. Despite these challenges, overall support for democracy remains strong. It is still regarded as the most effective system for addressing global issues, promoting progress on human rights, security, economic inclusion, and climate action.

### The Impact We Seek

By 2029, we aim to strengthen democratic institutions, improve electoral integrity, and promote informed and engaged citizenry. Our work will reinforce accountability, uphold human rights and the rule of law, and promote information integrity.

### Our Theory of Change

A supportive political climate, as well as informed and prepared actors, enable peaceful elections and increase trust in governments, reinforcing democracy.



## Strategic Objective 2: Empowering youth to build a peaceful, sustainable future.

### Inputs

### Outputs

### Outcomes

KAF monitors the political situation ahead of and during key election periods.

Candidates sign peace agreements, digital codes of conduct are established, electoral reforms are implemented, and the capacity of civil society to address factors of violence is strengthened.

Credible elections occur in an environment conducive to broad participation and peaceful democratic transitions.

KAF improves, updates and publicises its Electoral Vulnerability Index.

Elections prone to violence are identified in advance, and local and international stakeholders are brought together to address these vulnerabilities.

Credible elections occur in an environment conducive to broad participation and peaceful democratic transitions.

KAF builds the capacity of young leaders to take on political responsibilities and to hold political leaders accountable.

Programmes for aspiring political leaders and young civic leaders are held in Geneva and around the world, with awards highlighting young democracy leaders.

Groups of aspiring leaders acquire knowledge, skills, and networks focused on democracy, ethics and accountability.

KAF highlights the issues of disinformation and misinformation in the age of AI, and helps political institutions and civil society address digital threats to democracy.

Advocacy campaigns and events are organised, position papers, reports and articles are published, and capacity-building programmes are delivered..

Awareness of digital threats to democracy increases at local, national, and international levels. Effective legislation is adopted, and activists are empowered to counter disinformation.

## Impact

**Democracy is strengthened and trust is restored between citizens and governments.**

We need credible and innovative multilateral institutions, capable of **providing bold solutions and effective interventions, seen as legitimate by the populations concerned.**



**Kofi Annan**  
Foundation

# Strategic Objective 3

## Promoting a More Equitable and Effective Multilateralism

### The Challenge We See

Today's world leaders face global, complex, and interconnected challenges. We need credible and innovative multilateral institutions capable of providing bold solutions and effective interventions that are seen as legitimate by the populations concerned. Yet the credibility of multilateral institutions is eroding due to perceived double standards, inefficiencies, and unequal power dynamics. Climate injustice, disregard for international norms and nationalist posturing exacerbate global mistrust.

### The Impact We Seek

By 2029, we aim to increase awareness of Kofi Annan's values and actions, as well as his conviction that structured international cooperation is crucial to addressing challenges in today's interconnected world. We will facilitate discussions on global governance that include all concerned stakeholders and yield proposals for meaningful reforms, including on the global governance of food security.

### Our Theory of Change

A reformed, responsive, and inclusive multilateral system can address global challenges and foster solidarity among nations.



Strategic Objective 3:  
Promoting a more equitable and  
effective multilateralism

Inputs

KAF collaborates with partners to identify impactful speakers who embody the values of Kofi Annan.

KAF reviews, approves and/or suggests the use of Kofi Annan’s name for selected projects, and prepares Grant of Use Agreements.

KAF leads the work of high-level commissions or panels that are concerned with global issues.

KAF organizes and participates in conferences, interviews and podcasts, publishes articles, and leads/contributes to projects linked to global cooperation.

Outputs

The Kofi Annan Lecture is held biennially in New York, and the Kofi Annan Peace Address is held annually in Geneva.

Scholarships, events, awards and locations named in Kofi Annan’s honour.

Commissions and panels produce recommendations for international action.

Positive arguments are made in favour of international cooperation and equitable, effective multilateral mechanisms.

Outcomes

Key messages on peace and international cooperation are conveyed to global audiences.

Awareness of Kofi Annan’s name, values and legacy increases.

Improvements to key international norms, processes and/or institutions.

Support for international cooperation and reform of the multilateral system increases among policymakers.

Impact

A reinvigorated and more effective  
multilateral system.

# Strategic Enablers

## ● Nurturing Our People

Our people are our greatest asset. Our Board, comprising leaders from four continents, brings insight, influence, and commitment. They are supported by a small team of 10–12 professionals from diverse backgrounds in the public and private sectors. We plan to maintain this staffing level through 2029. Delivering programmes effectively and efficiently requires this small team to be collaborative, innovative, and energetic; to be well-informed and well-connected; to master skills and competencies in our work areas; to embrace Kofi Annan’s values and internalise a culture of respect and continuous improvement. We are committed to developing our staff’s essential knowledge and skills to support the implementation of our strategic objectives.

## ● Consolidating our Partnerships

The Foundation works closely with a wide range of partner organisations, including international and regional organisations, foundations, academia, women’s associations, non-governmental and grassroots organisations, many of which are youth-led. This gives us access to cutting-edge and local expertise, reinforces our credibility, and allows us to exert influence through our trusted partners. It also allows us to share costs and benefit from economies of scale. Between 2025 and 2029, we will deepen some of our existing partnerships and pursue new ones to ensure coordinated action for peaceful, democratic, and resilient societies. We will also review our operational networks of international technical experts and senior leaders, and consider establishing new Commissions —a format that has proven effective and impactful for the Foundation.



# Strategic Enablers

## ● Expanding our Pool of Donors

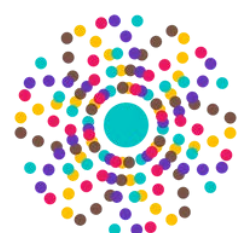
The Foundation is supported by public and private donors, including international organisations, national and local governments, foundations, and individual donors. As a small entity without endowment, the Foundation's ability to achieve its objectives could be constrained in 2025–2029 by the altered funding landscape, with reduced resources available from traditional donors. We will therefore redouble our efforts to diversify our donor pool. We aim to establish multi-year funding partnerships to cover both the cost of programmes and our core operations, while monitoring closely the latter to reduce overheads wherever possible. We will also continue to exert particular care in ensuring that funding sources are beyond reproach and offer a clear value-for-money proposition. We envisage an annual budget of CHF 2–3 million per annum.

## ● A Global Outlook with an African Focus

Our mission is global, with work that spans every continent. At the same time, many of our country projects are based in Africa — the continent of our founder's birth, and one where our name continues to resonate with particular strength. We are committed to deepening this engagement by establishing a stronger presence on the continent.

## ● Telling Our Story

In an era of misinformation, clear and compelling communication is essential. We will strengthen our digital presence and leverage our new website, storytelling tools, and the voices of our partners and beneficiaries. Using articles, podcasts, videos, and events, we will share our impact and advocate for a more peaceful and cooperative world.







# Kofi Annan Foundation



[www.kofiannanfoundation.org](http://www.kofiannanfoundation.org)



[info@kofiannanfoundation.org](mailto:info@kofiannanfoundation.org)