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## Introduction

We, the United Network of Young Peacebuilders (UNOY) strive to monitor and evaluate our work continuously. As our member organisations (MOs) are the basis of our organisation, we carry out a mandatory survey to receive feedback from them in a structured manner. This survey, called the Annual Impact Review (AIR), is sent to our MOs once every year and evaluates the impact of the network of UNOY as a whole. It also serves as a mechanism for our MOs to give feedback on the performance of the International Secretariat (IS). The main objectives of the AIR are to:

- **evaluate the overall performance** of UNOY Peacebuilders
- **update the contact details** of contact persons to ensure involvement in network
- **gain insight into the projects** and reach of the member organisations
- **evaluate the expectations** of the network
- identify ways in which UNOY can **improve the experiences** of the members

## Methodology

On 14 January 2014, the questionnaire was sent to our 58 member organisations via email, explaining that they would have until 15 February 2014 to fill in the AIR. Two reminders were sent out in this month: two weeks after sending the survey and 4 days before the deadline. Those organisations that still failed to meet the deadline, received another three reminders. All these emails have been sent to both the general email address of the organisation, as well as to the first and second contact persons. The questionnaire consisted of 35 questions, open and closed, and was divided in three main sections:

1. Structure of our member organisations,
2. Activities of our member organisations and,
3. Impact and expectations of UNOY membership.

## Results

The response rate for the AIR was almost 90%, 5.5% higher than last years' rate. The AIR is the only requirement for being part of the UNOY network, and members that do not fill in the AIR face the risk of disaffiliation.

Figure 1: Total AIR 2013 Response

AIR response rates of 2013				
Total amount of members	Responded	Percentage	Not responded <sup>1</sup>	Percentage
58	52	89.7%	6	10.3%

This report presents the information that was gathered, which will be **shared internally** and serves as an evaluation to **improve the work of UNOY**. Firstly, it analyses the questions relating to our member organisations and the work they have done in 2013. Then, it will discuss the expectations and added value of UNOY to our members. Lastly, it will discuss the recommendations for UNOY made by the MOs.

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<sup>1</sup> MOs that did not fill in the AIR are: Action des Jeunes pour le Developpement Communautaire et la Paix (ADECOP), Centre for Legal Rights Education Advocacy and Development (CLREAD), Coalition for Peace in Africa (COPA), Elwak Youth for Peace And Development, Gyumri Youth Initiative Centre and International Palestinian Youth League (IPYL).

**Justification of analysis:**

- Not all members responded, therefore the analysis is not a representation of all the entire network, but from 52 of our member organisations;
- Although the overall quality of the answers was good, some MOs gave rough estimations or gave answers 'around 300' or 'I don't know', these answers had to be turned into 'real' numbers, for which I used either the average or a rounded number;
- Some of the answers came across as they were guessed rather than based on facts, which might be caused by lack of explanation of terminology in questions: i.e. what does reach entail and/or what is meant by 'does your organisation have members' (individuals and/or organisations). In addition, it seems that the annual budget, reach and/or lessons learned by participants of UNOY trainings remain difficult to clarify;

## The Member Organisations

In order to strengthen the connection between the International Secretariat and the UNOY members and to be able to offer them adequate opportunities, it is very important to find out more about the organisational structure of our MOs and their financial situation.

### Organisational Structure

Since UNOY Peacebuilders is a youth-led and youth-focused network organisation, it is important that our member organisations share the same vision and have the same focus. Figure 2 highlights **two core characteristics** of our member organisations:

- 1) the amount of unpaid staff in MOs is almost double the amount of paid staff, showing that our member organisations **largely depend on voluntary work**,
- 2) the percentage of both paid and unpaid staff aged below 35 shows that **three quarters** of their staff is aged below 35.

Figure 2: Age of Staff of our Member Organisations

Number of Paid Staff	Under the age of 35	Percentage of paid staff < 35
863	602	70%

Number of Unpaid staff	Under the age of 35	Percentage of unpaid staff < 35
1651	1309	79%

The staff structure within our MOs tells about the support they might require, as organisations that are mainly depending on volunteers to run their activities for peacebuilding might need more support to develop certain skills: such as fundraising skills.

As expected, **the majority of our MOs are small organisations** in regards to staff.

- The average number of paid workers is 16, whereas the average amount of unpaid staff is 31.
- The median amount (paid staff: 4 / unpaid staff: 8) tells us more than the average, as those organisations with high numbers had a strong influence on the average;
- 8 out of 52 member organisations have more than 16 paid staff;
- 9 organisations that stated to have more than 31 unpaid staff;
- Three of our MOs have more than a 100 unpaid staff<sup>2</sup>;
- 70% of the MOs have 20 or less unpaid staff;
- **32 MOs (62%) have 6 or less paid staff** within their organisations, of which 6 organisations work on a purely voluntarily basis.<sup>3</sup>

All of this shows that the majority of our MOs are small in terms of staff. More information about the division of staff in our member organisations can be found in Figure 3 and 4.

<sup>2</sup> Centre for Communication and Development Bangladesh (CCD), National Union of Eritrean Youth and Students (NUEYS) and OAJNU.

<sup>3</sup> MOs working on a purely voluntary basis: Afghans for Progressive Thinking (APT), African Youth Relief Organisation (AYRO), Organización Argentina de Jóvenes para las Naciones Unidas (OAJNU), Organisation of African Youth Cameroon (OAYouth), Students Against Destructive Actions and Decisions (SADAD) and Seiklejate Vennastond.

Figure 3: Division of Paid Staff in Member Organisations

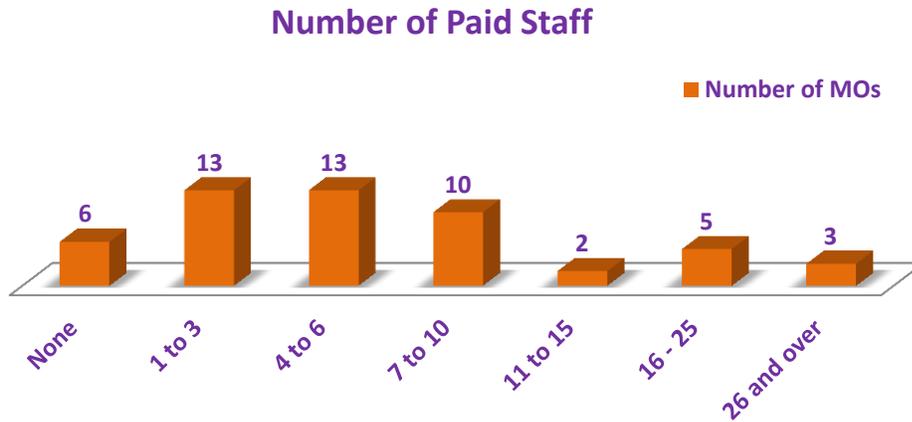
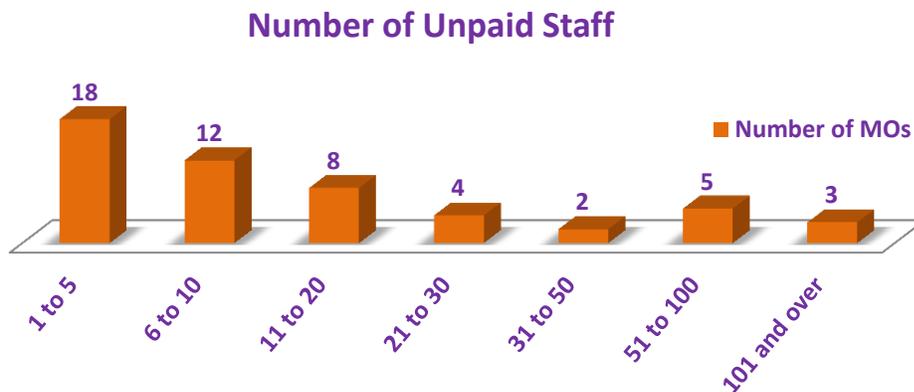


Figure 4: Division of Unpaid Staff in Member Organisations



### Financial Situation

To get a better insight into the financial status of our MOs, we asked them to give an estimation of their organisation's budget in 2013 in US dollars.<sup>4</sup> Knowing more about the financial status of our MOs **helps us understand more about the organisational structure** and it **gives an insight in** the sustainability of our member organisations.

By keeping an eye on their financial situation, we can also see whether it is feasible to implement a membership fee in the future. Figure 4 shows 28 of our MOs (54%) have a budget below 50,000 euros, and one organisation is even working with no budget at all. This again displays our MOs' need for volunteers, funding, but also offers UNOY the opportunity to be of added value with regards to trainings, toolkits and exchange of information.<sup>5</sup>

<sup>4</sup> Although most of the MOs gave expected numbers, there were also some answers that were unexpectedly high. Emails have been sent out to verify their answers, but they were not responded.

<sup>5</sup> MOs € 250,001 and above: Service Civil International, Peace, Action, Training And Research Institute Of Romania (PATRIR), U Move 4 Peace

Figure 5: Budget Range of Member Organisations in Euros

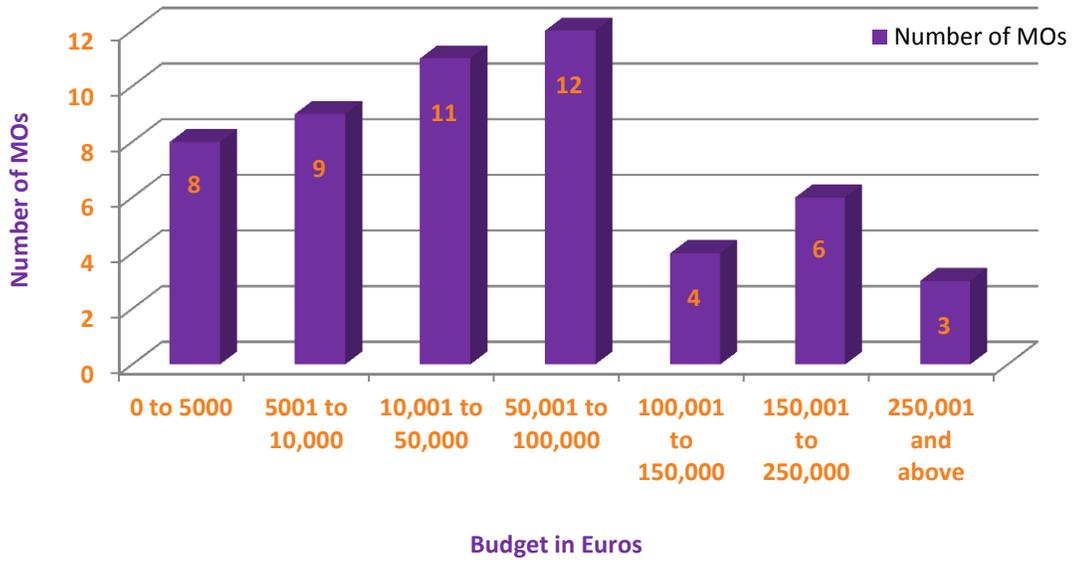


Figure 6: Budget overview of Member Organisations

Budget of Member Organisations		
Minimum budget	€	0
Maximum budget	€	511,000
Average	€	80,169
Median	€	36,500
Total	€	4,168,777

## Activities of Member Organisations

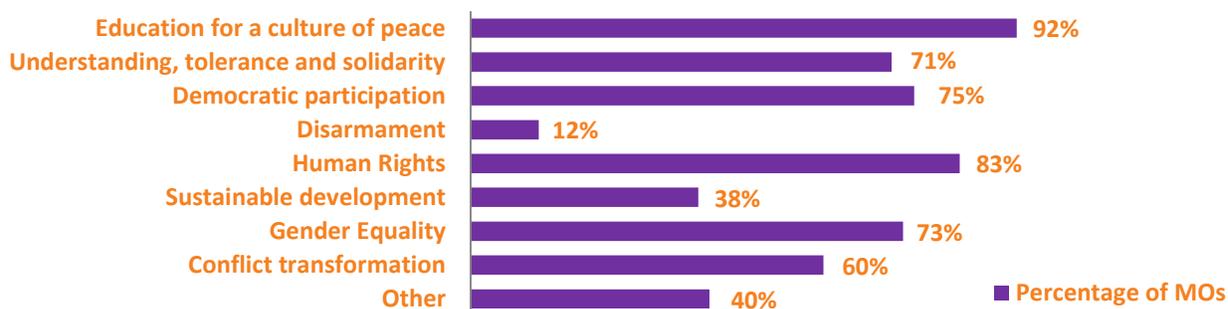
This chapter discusses the number of activities our member organisations were able to carry out, the amount of people they have reached through their activities and about their involvement in advocacy activities. By asking questions relating to these topics, we gain insight into the aggregated work of the network, while we at the same time **offer our member organisations the opportunity** to monitor their own work.

*“Our volunteers have been extremely empowered thanks to the training UNOY provided. This leads to even more engaged volunteers, which, in turn, leads to more successful projects” - OAJNU*

### Projects

Altogether, our member organisations **managed to carry out 764 projects<sup>6</sup> in 2013**. There was an **average of 14 projects** organised, although 56% of our MOs (29) organised up to 5 projects and only 10% (5 MOs) organised 21 or more projects. Regarding the content of their projects, 92% of our members in 2013 ran a project with a focus on ‘Education for a culture of peace’. Figure 5 provides an overview of all our MOs project themes: multiple projects often signified multiple themes. Some ‘other themes’ that were mentioned were intercultural dialogue, youth employment and entrepreneurship.

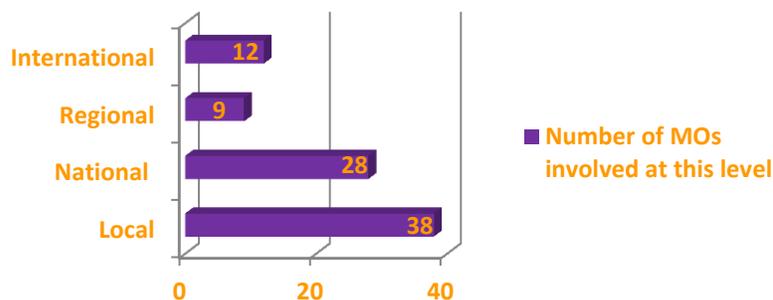
Figure 7: Main Themes of Projects carried out by Member Organisations



### Advocacy

As one of key focus of UNOY is **advocating for the role of youth in peacebuilding**, it is interesting to see how actively involved our member organisations are in this field. Out of 53 MOs, 45 participated in advocacy activities, and **5 of them even took part in advocacy activities on all levels**: local, national, regional and international. The bar chart below shows that the main focus of our MOs is advocacy on a local level, whilst there is very little focus on the regional level. UNOY hopes the amount of MOs active on a regional level will increase as it is **putting more emphasis on creating ownership within the region of the MOs** by enhancing regional representation in the International Steering Group (ISG).

Figure 8: The different levels of advocacy activities by member organisations



<sup>6</sup> Beyond Skin stated and verified to have organized 350 projects.

## Reach

An important vision of UNOY Peacebuilders is that organisations are stronger when they work together for the same goal: **empowering youth in peacebuilding processes**. For this reason, it was also important for us to find out how many young people our member organisation themselves estimate they have reached. There are two organisations that stated to have reached above 50,000 young people: Cape Verde Youth Foundation estimated their reach to 300,000 and NUEYS believed they reached 350,000 young people.<sup>7</sup> **25 of our members said to have reached up to 500 youngsters**, with a total reach of up to 800,000 young people. Whilst ‘reach’ remains one of the most difficult topics to measure or to define, the network was able to significantly increase the amount compared to last years’ AIR, in which 54 organisations managed to reach close to 36,000 youths. Even if we would not include the two organisations with the biggest reach, the network was still able to have an increase of approximately 116,000 young people. UNOY is very proud of this accomplishment and will continue to support its member organisation to help increase this number even more next year.

Figure 9: Reach of Young People by Member Organisations

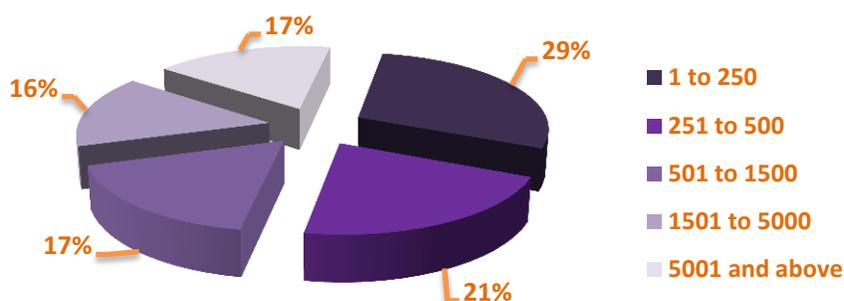


Figure 10: Overview of Reach of Young People by Member Organisations

Reach of Member Organisations	
Minimal Reach	30
Maximal reach	350,000
Average	15,147
Median	525
Total	801,793

<sup>7</sup> Without NUEYS and FCJ included the total reach was 152,293 (average reach: 3046, median of: 525)

## Impact and Expectations of UNOY membership

The last section of the questionnaire concerned the relation between our member organisations and UNOY. It is important to evaluate the collaboration between members, members' expectations and challenges, and the added value of UNOY for their organisation, so we will keep the network strong, united and alive.

### Expectations of Members

In order to do so, we need to ensure that our members are satisfied and, at the same time, make sure that they have realistic expectations of what UNOY can do for their organisation. The answers relating to the question about our members expectations show that most of our MOs would like UNOY to “**bring the network together**”, strengthening the communication between the MOs and establishing strong partnerships. This will generate a more frequently exchange of ideas from member to member, better collaboration within the network, and can lead to the drafting of joint projects. Our member organisations highlighted the following expectations:

- Collaboration with the network
- Capacity and leadership building training
- Sharing information and skills
- Help in the outreach of our activities
- Networking
- To explore possibilities of drafting joint project proposals

Some organisations also **put forward some new ideas** for UNOY to consider in their work, they included:

- Share the method of Theatre of the Oppressed
- Host once-a-year an online meeting with all MOs to identify potential for joint actions
- Send more volunteers to member organisations
- Ensure French is represented in the administration of UNOY
- Fundraise for our organisation
- UNOY to finance MOs projects

*“Thank you UNOY for organising the Accra training and introducing our organisation to other organisations in our region” - SADAD*

Whether the expectations of our MOs in 2013 have been met was answered quite positively. Out of 52 responses, 44 of our members either feel that their expectations have been either partially met or to a great extent have been met. “For us, UNOY remains one of the **very proactive and vibrant network organisations**”<sup>8</sup> and “The network is making enormous efforts to increase collaboration”<sup>9</sup>. Although we should not forget about the positive remarks, most of these remarks are also followed by a ‘however’ and are mainly aimed on **improving communication and/or trying to ensure involvement of all members**. 10 organisations stated that their expectations have not been met due to the lack of cooperation with UNOY. There were two organisations whose explanations were not linked to lack of involvement by UNOY. One organisation said that there was little involvement, communication and

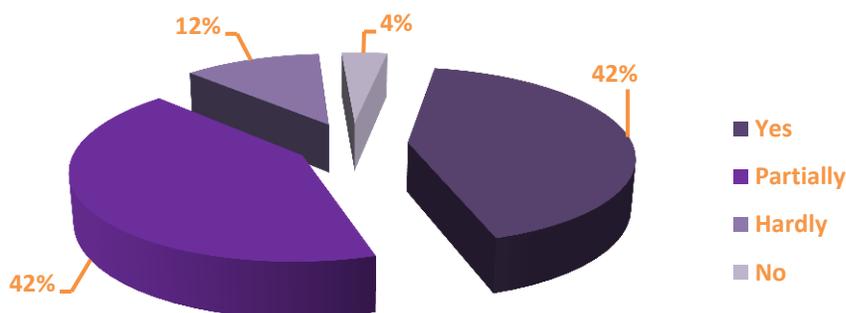
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<sup>8</sup> Advocated for Youth and Health Development (AYHD)

<sup>9</sup> CCREAD

collaboration “beyond the leadership of UNOY”<sup>10</sup>, whilst the other one stated that the cooperation with UNOY is less this year mostly because of their own methodological choices.<sup>11</sup>

**Figure 8: Degree of MOs’ Expectations of UNOY have been met in 2013**

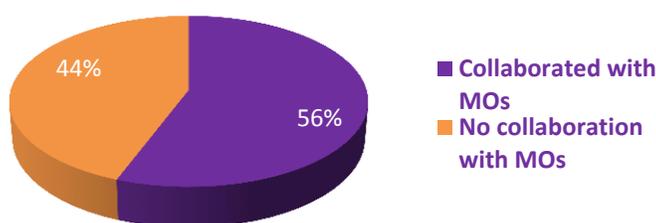


### Collaboration between Members

According to our member organisations, one of the benefits of belonging to the network is having more access to information and strengthening its connections with other organisations striving for the same cause. Looking back at the AIR 2012, 14 (26%) of our MOs indicated to have joined to indeed get information and ideas on specific themes, whereas 17 MOs (31%) did so to build partnerships with other member organisations. Figure 8 shows that **more than half of our MOs (29) cooperated with another UNOY member organisation in 2013**, which both allows our MOs to exchange information as well as to build partnerships. We could therefore conclude that we are **taking some important steps forward** in ensuring an interactive and cooperative network.

*“We believe a genuine partnership between all youth organizations is needed to fulfil our common goals. Without this, our aspirations will be no more than a dream. We need to come together and sincerely listen to each other and the heartbeats of our youth” – NUEYS*

**Figure 8: Collaboration of Member Organisations with other MOs of UNOY**



### Lessons Learned by Participants of UNOY Trainings

As to ensure sustainability of our projects, we asked our member organisations how the lessons learned by participants of our projects were used within their organisations. Overall, the responses to this question were of a lower quality than the rest of the answers. This might indicate that UNOY either needs to improve follow-up of trainings, should make objectives of trainings clear or let participants reflect on what they have been doing and how it can help them.

<sup>10</sup> Generation Peace Youth Network

<sup>11</sup> U Move 4 Peace stated that pure advocacy work is not part of their youth work.

However, some MOs did acknowledge the added value of UNOY's trainings, as it:

*“Our staff is still using the training materials provided for in Nairobi, and we can truly see a transformation taking place among youth in Kenya” - KESOFO*

- Empowered volunteers which led to more engaged staff
- Provided them with opportunities to interact with network face to face
- Introduced MOs to new tools and skills
- Helped them to realise the added value of being part of a network
- Generated more discussion on gender equality
- Raised curiosity for youth work in other continents

### Challenges of our Members Organisations

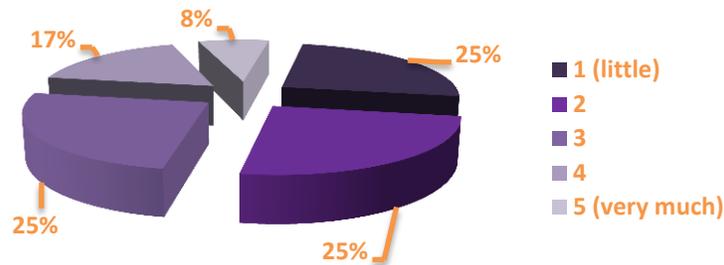
In order to assist our member organisations adequately, we asked them what kind of challenges they faced in 2013. Contrary to last years' AIR, our member organisations were not given a list of options but were allowed to independently list their challenges, giving them the option to list multiple answers. To be able to clearly name all challenges, the answers were divided in the following categories:

- Finding funding/fundraising skills (28)
- Financial resources (15)
- Capacity building (12)
- Staff stability (11)
- Sustainability of projects (6)
- Strategy of organisation (5)
- Technical skills (3)

Whilst last years' AIR results showed the same main challenge of member organisations as this years' AIR, all but the technical skills do not resemble last years' challenges. Those challenges included: access to trainings, partnership, visibility and ideas and information. Whereas UNOY's mission is to support its members to overcome their challenges, the results of this year show that most challenges relate to the financial situation of our MOs: one of UNOY's main struggles too.

Nevertheless, it is important to find out whether UNOY has been able to assist its member organisations to overcome the above-mentioned challenges. They had to score UNOY's assistance on a scale from 1 to 5; 1 meaning little and 5 very helpful. Based on Figure 9, it seems that UNOY has not been able to help overcome MOs' challenges in 2013 as much as it hoped to do. However, two organisations stated it is more of an internal challenge rather than a challenge for which the help of UNOY is required, which explains some of the lower scores. In addition, as said above, most of our MOs' challenges relate to financial liquidity, which depends heavily on the funding opportunities offered: UNOY's role is often restricted to communicating these opportunities to our members.

Figure 9: Ability of UNOY to help overcome challenges



The follow up question on how UNOY additionally could help them to overcome these challenges reveals that it is has mostly to do with:

- Helping to find the right funding
- Organising more training programmes
- Support the implementation of joint projects between MOs

### Development of UNOY based on AIR 2012

Based on the analysis of the AIR 2012, we can conclude that the biggest challenge within network of UNOY Peacebuilders remains to find, and to secure, the right funding. Member organisations request for funding trainings, information about suitable funding opportunities or writing joint proposals to receive certain funds. As the world is facing an economic crisis, funding opportunities are limited and this has a big effect on the non-profit sector. It is therefore all the more important for UNOY to brainstorm on how to stimulate and generate international cooperation and partnerships amongst our member organisations who, themselves, stated both in 2012 and 2013 to establish such partnerships. And although expectations with regards to communication have seemed to be improved, it too continues to be a struggle within the network. Even though financial resources might not allow UNOY to develop a space, suggestions to create an annual platform where MOs can meet keep coming back.

Some of the threats identified in the AIR 2012 report, have not been addressed by MOs in this years' AIR. These threats included a low level of visibility, concerns about the ability to influence UNOY's policies and be involved in developing plans for the network. This signifies that UNOY's communication has improved at least to the extent that UNOY is visible for our member organisations and that they feel more included now than in 2012.

*“UNOY has helped our organisation in providing support by sharing reports, they simplified attending international meetings, helped us fundraise and to work on capacity building. All of which are crucial to our organisation” - SOYDA*

## Conclusion and Recommendations

### Conclusion

The AIR 2013 shows that our member organisations share the same vision and have the same focus as the International Secretariat. More than two thirds of the MOs' staff is aged below 35, and 45 out of the 53 respondents stated to have participated in advocacy activities. Altogether, our MOs were able to organise 764 projects, and 90% of our MOs has organised a project based on the theme "Education for a culture of peace". In total, the outreach of UNOY Peacebuilders in 2013 was 800,000 young people all over the world.

The results of the AIR also show that most of our member organisations are small organisations with regards to staff and budget, and most of our members largely depend on voluntary work. It allows UNOY to adjust goals and/or objectives of the trainings, toolkits and exchange of information. The answers relating to the question about our members expectations show that most of our MOs would like UNOY to "bring the network together", strengthening the communication between members and establishing strong partnerships.

We are proud to state that in 2013, more than half of our MOs (29) cooperated with another UNOY member organisation, which allows our MOs to exchange information as well as to build partnerships. Most of our member organisations either feel that their expectations have been partially met or a great extend have been met, although most of them also ask for better communication and more involvement of all member organisations in trainings. All in all, it seems that our member organisations are quite positive about UNOY Peacebuilders; they thank UNOY for being able to be part of it, and state to be proud to be part of our network.

### Recommendations

The following advices will be taken into account in the future work of UNOY to make the experience of our member organisations an even better one:

- To intensify the communication and the number of joint projects
- To connect member organisations and support collaboration between them
- To develop a strategy/tool that will help its members with finding funding opportunities
- To assist its members to organise joint projects
- To organise an annual meeting with all members on an online platform
- To ensure more transparency in UNOY's projects and involve more member participation
- To have French represented in the administration of UNOY to improve communication with African members
- To help strengthen regional cooperation and communication

*"Generally grateful for the opportunity given to us by UNOY and we hope that we continue to strengthen the good relationship that has developed between UNOY and our organisation" – Young Peace Brigades*

## Annex 1

### List of Members mentioned in report

<b>ADECOP</b>	Action des Jeunes pour le Developpement Communautaire et la Paix, Democratic Republic of the Congo
<b>APT</b>	Afghans for Progressive Thinking
<b>AYRO</b>	African Youth Relief Organisation, Benin
<b>CCD</b>	Centre for Communication and Development Bangladesh
<b>CCREAD</b>	Centre For Community Regeneration And Development, Cameroon
<b>CLREAD</b>	Centre for Legal Rights Education Advocacy and Development, Kenya
<b>COPA</b>	Coalition for Peace in Africa, Kenya
<b>FCJ</b>	Federação Caboverdiana da Juventude (Cape Verde Youth Federation)
<b>KESOFO</b>	Kenya Community Sports Foundation
<b>IPYL</b>	International Palestinian Youth League
<b>NUEYS</b>	National Union of Eritrean Youth and Students
<b>OAJNU</b>	Organización Argentina de Jóvenes para las Naciones Unidas
<b>OAYouth</b>	Organisation of African Youth, Cameroon
<b>PATRIR</b>	Peace, Action, Training And Research Institute Of Romania
<b>SADAD</b>	Students Against Destructive Actions and Decisions, Liberia
<b>SOYDA</b>	Somaliland Youth Development Association