ANNUAL PLAN
2020
United Network of Young Peacebuilders
Introduction

UNOY Peacebuilders (hereafter UNOY) has a vision of a world free from violence, in which young people play a leading role in building peace and transforming conflicts. We are shaping the global agenda for Youth, Peace and Security (YPS) in partnership with 110 locally grounded organisations. We have members in over 50 countries that reached over 10 million young people in 2018, working across a wide range of peace and security topics and at all stages of the conflict cycle.

UNOY is empowering its members by developing their capacities to mobilise young peacebuilders, lead conflict transformation, and advocate for non-violence; by enabling youth to act together through a global network and by ensuring meaningful youth participation in issues of peace and security.

Since 2017, UNOY has been decentralising its global network by creating regional structures in five of its six regions. This regionalisation process has stemmed from an effort to make the network more democratic, locally owned, and responsive to the changing needs of member organisations. Building regional communities of young peacebuilders has brought the network closer to our member organisations, making it possible to identify regional challenges and priorities for collaborative approaches, and seeking closer engagement with regional intergovernmental bodies to operationalise UN Security Council Resolution (UNSCR) 2250 in regional policies.

In 2018, UNOY also reformulated its Theory of Change, to align it with the findings of ‘The Missing Peace: Independent Progress Study on Youth and Peace and Security’ mandated through UNSCR 2250, and to further reach UNOY’s vision. In our new Theory of Change, we speak of impact and outcomes, instead of activities and action areas. This Annual Plan reflects this new strategic structure.

In 2018 and 2019, organisational development has taken a new space in UNOY’s work structure, due to our awareness that financial sustainability, credible and legitimate decentralisation, and overall good governance are crucial ingredients to the International Secretariat’s (IS) ability to support the network and make a lasting change in the field of YPS. Consequently, this Annual Plan also makes space to continue this internal strengthening work by focusing on a few organisational priorities.

Find the account of 2018 progress in our Annual Review 2018. The review for 2019 will be available in the second quarter of 2020.

The purpose of this Annual Plan is to outline our strategy for contributing to our vision in 2020, the last year of our current strategic plan (2016-2020).
Theory of Change

**Vision**
A world **free from violence** where young people **actively participate in and lead** the peaceful transformation of conflicts and work towards cultivating a culture of peace.

**Action Areas**

1. **Organisational capacity development**
   - Methods: Boosting organisational capacities to mobilise youth as peacebuilders, through:
     1) **Peer-to-peer learning activities**
     2) Creation and use of different tools, procedures and resources
   - Outcomes 1, 3

2. **Individual capacity building**
   - Methods: Developing training modules on the role of youth in peacebuilding, for use in local contexts
   - Outcomes 1, 3

3. **Network strengthening & partnership development**
   - Methods: Decentralisation of UNOY network for global participation and shared ownership
     - Developing regional and global activities, nurturing partnerships with stakeholders who share our vision
     - Nurturing partnerships with stakeholders to sustain the coaction between local and global actors
   - Outcomes 1, 2, 3

4. **Lobbying & advocacy for peace**
   - Methods: Calling on states for agreements for inclusion of youth in building peacebuilding
     - Urging for adoption of regional policies for inclusion of youth in peacebuilding, and the regional adoption of international agreements
     - Maintaining dialogue with national and international parties
     - Participating in global initiatives for peace
   - Outcomes 2, 3

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**Outcome 1**
Young people of all genders and from different social, ethnic, cultural backgrounds and youth-led organisations are empowered to lead conflict transformation processes, and advocate for nonviolence, as well as an enabling environment for youth participation.

**Outcome 2**
Young people of all genders and from different social, ethnic, cultural backgrounds are addressed as equals and essential partners for peace through both a strong UNOY global network and meaningful, multi-lateral, multi-stakeholder partnerships.

**Outcome 3**
The structural barriers that prevent youth inclusion on local, national, and global levels are challenged to enable increased participation of young people in peacebuilding, and to transform social norms and values.
# Overview of 2020

Hereafter an overview of the activities to be carried out in 2020 is presented. For the purpose of clarity these activities are organised per strategic outcome, based on the outcome they contribute to the most.

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<tr>
<th>Project/activity</th>
<th>Direct costs &amp; support</th>
<th>Impact</th>
<th>STRATEGIC OUTCOME 1</th>
<th>EMPOWERED YOUTH LEADERS AND ORGANISATIONS</th>
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<tr>
<td>On-site fundraising training for youth organisations in West and Central Africa &amp; East &amp; Southern Africa.</td>
<td>Supported by Sida.</td>
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<td>Online fundraising training for youth organisations in Middle East &amp; Northern Africa.</td>
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<td>Erasmus+ virtual exchange interactive course on YPS for Europe and Southern Mediterranean.</td>
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<td>Development and kick-off of a pool of youth trainers.</td>
<td>Supported by Sida and Erasmus+.</td>
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<td>Amplifying leadership of local youth in South Asia.</td>
<td>Supported by EU IcSP.</td>
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<td>General assembly of UNOY members.</td>
<td>Supported by Sida.</td>
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<td>Regional development of UNOY’s Europe network.</td>
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<td>Support to regional strategies of young peacebuilders in all regions.</td>
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<td>Enhancing gender sensitivity through the network.</td>
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<td>Deepening our evidence base: Creating a Youth, Peace and Security research network.</td>
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<td>Monitoring UNSCR 2250 implementation &amp; ensuring youth accountability.</td>
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<td>Amplifying youth voices: African Youth Advocacy Team and Global Coalition on Youth, Peace and Security.</td>
<td>Supported by Cordaid.</td>
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<td>Global conference: Youth-inclusive peace processes.</td>
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<td>Supporting GPPAC’s Youth Strategy.</td>
<td>Supported by GPPAC.</td>
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<td>Internal strengthening of the International Secretariat.</td>
<td>Supported by Sida.</td>
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<td>Planning the next strategic period: 2021-2025.</td>
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<tr>
<td>Development of a communications strategy.</td>
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1. Empowered youth leaders and organisations

1.1. Resourcing youth-led peacebuilding

Access to sustainable resources for youth-led peacebuilding, and financial sustainability at large, remains the biggest challenge faced by our members. Building on a fundraising curriculum developed and applied in our Asia region in 2019, in 2020 we will focus on building our members’ capacities to resource their work and the regional communities around them through two in-person and three online fundraising training programmes.

1.1.1. In-person fundraising training in West & Central Africa (WCA) and East & Southern Africa (ESA)

*Expected outputs:* two 5-days in-person training programmes; strengthened grants committees in both regions.

In 2020, UNOY will organise two in-person fundraising training programmes in its African regions, each with a duration of 5 days during the first and third quarters. These will build upon the regional online fundraising training courses organised in 2019, as well as on the establishment of working platforms for grants development in these regions. The training programmes will also be a key networking moment for members, therefore contributing to strengthening communication and cooperation at the regional level.

Specific objectives will be to:

- Increase members’ capacity to raise funds, become more financially sustainable, and promote youth-friendly funding;
- Create ties for a stronger regional youth peacebuilding community, with a clear vision for implementing UNSCR 2250 at the regional level;
- Strengthen the capacity of grants committee members in both regions.

1.1.2. Online fundraising training for members in the Middle East and North Africa (MENA)

*Expected outputs:* one online workshop series; follow-up small-scale activities in the region; development of new working methods for regional fundraising.

UNOY will organise online workshops on fundraising and organisational development for members in MENA, after evaluating the same programmes in Asia (2019) and African regions (2020). The workshops will build on an existing online curriculum of 6 weeks, adjusted to the local contexts and needs of the regions.

Specific objectives will be to:
Share tools to improve fundraising practices;
Guide organisations in developing their own fundraising strategy;
Encourage exchange on success factors and learning from failures/challenges regarding fundraising among organisations;
Develop a grants committee for joint regional fundraising.

1.1.3. Erasmus+ virtual exchange interactive course on YPS for Europe and Southern Mediterranean

*Expected outputs:* one online course (32 UNOY members involved); Youth4Peace toolkit dissemination; identifying new UNOY members (MENA region); video series on YPS.

In 2019, UNOY partnered up with Search for Common Ground and Sharing Perspectives Foundation to jointly develop an open online course on YPS for current and potential young peacebuilders. The 4-week course will be piloted as a bilingual programme in English and Arabic in 2020, targeting 200-400 young people. The main aim is to inspire and activate youth in peacebuilding by enhancing conflict transformation competencies, core intercultural communication capacities, and creating an online learning community. The course will build on the Youth4Peace training toolkit and will include small group facilitated dialogue sessions.

Specific objectives will be to:
- Grasp basic theoretical concepts of violence, conflict and peacebuilding, triggering a reflection and discussion around these issues;
- Raise awareness among young people (including UNOY members) on their role and agency in transforming conflict;
- Empower young people (including UNOY members) by reflecting on concrete actions they can take to build peace and transform narratives.

1.2. Development & kick-off of a pool of youth trainers

*Expected outputs:* in-person kick-off training; online learning community of trainers; Youth4Peace toolkit dissemination.

In 2019, UNOY established a Pool of Trainers (PoT) in order to ensure a high quality of capacity development programmes in youth peace work, stimulate participation of members in capacity development activities, and increase their sense of ownership of said activities. The PoT is composed of 12 trainers/peer-educators (2 per region) and 4 more senior advisors. In 2020, UNOY will further develop the newly established PoT, and focus on strengthening its competence to provide training programmes based on the UNOY Youth4Peace toolkit within and outside UNOY’s network. This will be done through continuous coordination and a one week, in-person, kick-off training of the PoT.
Specific objectives will be to:
- Provide and facilitate a space for networking and learning between trainers and members;
- Develop PoT members’ capacities to consistently implement the different modules of the Youth4Peace toolkit, and to gather regular feedback and input from the members of the PoT to adapt and improve it;
- Continue having more democratic and meaningful participation of diverse youth within UNOY’s capacity development programme as trainers and facilitators.

1.3. Amplifying youth leadership in South Asia

Expected outputs: Research-based policy briefs on push and pull factors of South Asian youth towards violent discourses and youth-led innovative approaches to violence prevention; regional capacity development for 60 youth multipliers; communication strategy to counter hate speech and spread constructive narratives; regional advocacy platform to engage youth and decision-makers.

A human rights-based, youth-led and youth-focused approach—including gender and conflict sensitivity—is crucial in finding strategic solutions for violence prevention in South Asia. In 2020, our Asian members from India, Pakistan, Bangladesh, and Sri Lanka will research the drivers of violent conflict in the region and develop the capacities of youth-led initiatives in South Asia to promote a culture of peace and constructive narratives on diversity, with the support of communications and advocacy campaigns, as well as the formation of a regional network of youth connected to intergenerational and multi-stakeholder partners in violence prevention.

Specific objectives will be to:
- Increase outreach for youth-led initiatives and constructive narratives that value the religious, ethnic, and cultural diversity of the region, primarily targeting youth as well as decision-makers and media;
- Increase knowledge of the push and pull factors of South Asian youth towards violent discourses and youth-led innovative approaches to violence prevention;
- Develop youth leaders’ capacities to assess the need, build initiatives, advocate collectively, and develop intergenerational and multi-stakeholder partnerships to address drivers of violence.
2. Young people are partners for peace

2.1. General Assembly of UNOY

Expected outputs: briefing UNOY members on UNOY’s strategy; celebratory and team-building sessions; methods market; external engagements and visibility events.

The year 2020 provides several important opportunities for networking among members, as we will celebrate the 30th anniversary of UNOY, the 5th anniversary of UNSCR 2250, and the end of the current Strategic Plan. Building on these, from 18-24 June 2020, UNOY’s General Assembly will take place in The Netherlands, bringing together representatives from all 110 UNOY members for the first time. This will be a unique moment for UNOY members to meet each other, exchange best practices and develop joint actions, celebrate UNOY’s 30th anniversary, and develop UNOY’s next Strategic Plan (2021-2025).

Specific objectives will be to:
- Foster cooperation and cohesion among members of the network;
- Develop capacities of members to think strategically, as well as develop a common vision for working as part of a joint network;
- Ensure that the next Strategic Plan addresses their needs, builds on their expertise, and provides ownership over the network's strategy and fundamental questions.

2.2. Regional development in Europe

Expected outputs: development of a regional strategy; clarified roles and responsibilities at the regional level; capacity development on strategic planning.

UNOY’s decentralisation process has taken place through the creation of regional structures and the appointment regional coordinators in 5 of UNOY’s 6 regions, with the exception of Europe. This was in line with the network development report, which suggested focusing on other regions first, as the IS is located in Europe and has coordinated activities in the region until now. In 2020, we will discuss with our European members how to improve regional coordination in Europe, exploring the possibility of developing a regional structure in Europe and developing a regional strategy.

Specific objectives will be to:
- Fuel advocacy, visibility, and networking at the regional level;
- Increase members’ engagement and ownership;
- Further promote the implementation of UNSCR 2250 in the region;
2.3. Support to youth regional strategies

**Expected outputs:** Youth4Peace toolkit dissemination; stronger engagement of members; updated strategies at the regional level; empowered regional coordinators.

The regionalisation of UNOY has led to the development of regional strategies in each of our regions. These contextualise the overall UNOY strategy, adapting it to local and regional realities, with a focus on stimulating members’ collaboration, engagement, and ownership. Regional cooperation is the cornerstone of global networking; by linking youth organisations regionally, we aim to foster a sense of participation in a global movement. In 2020, several face-to-face activities will take place, both at the regional (on-site training) and global level (General Assembly). It is expected that these will create opportunities for members to develop collaborations, including regional activities building on the Youth4Peace training toolkit.

Specific objectives will be to:
- Support regional coordinators in leading the implementation of regional strategies;
- Foster cohesion among members by providing online and offline meeting spaces, and support to strategic representation moments by members;
- Coordinate and support Youth4Peace activities in all regions, with the help of the PoT;
- Support selected identified thematic priorities in some regions, for example, climate change, and peace and gender sensitivity.

2.4. Gender sensitive youth-led peacebuilding

**Expected outputs:** strengthening UNOY’s gender policy and gender sensitivity overall; development of regional capacity development activities focused on gender, youth and conflict.

Despite the importance of legal frameworks on gender equality and mainstreaming, gender remains a blurry or tokenistic concept for many local development workers, including for youth active in peacebuilding. Youth peacebuilding organisations often have less (access to) knowledge and capital, as well as less organisational experience and institutional knowledge to draw from, which limits their capacity to mainstream gender sensitivity into their daily operations and governance. In the UNOY network, some members have very practical and accessible gender awareness and programming that other members, including the IS itself, could learn from. In 2020, gender mainstreaming will be an overarching priority of the network.
Specific objectives will be to:

- Provide practical guidelines and tools for youth-led peacebuilding organisations to mainstream gender perspectives into their organisational structures and activities;
- Deepen the understanding and analysis UNOY members (and other youth-led peacebuilding organisations) have of core concepts in oppressive gender roles and relations, and gender inequality in relation to youth and conflict—which will include clarifying what gender sensitivity means for UNOY as a network, and how to ensure that approach to gender is respectful of local realities;
- Strengthen UNOY’s gender policy by integrating a more intersectional approach to gender and clearly defining actions to implement the policy;
- Generate more regional capacity development focused on gender, youth and conflict, thereby strengthening the networking capacities and intercultural understanding among UNOY members;
- Strengthen the IS in terms of gender sensitivity and capacity to develop activities and programmes that are gender sensitive, as well as support members in doing the same.
3. Challenging the barriers against youth inclusion

3.1. Deepening our evidence base

**Expected outputs:** creation of a network of young researchers; youth-led research facilitated in new research topics.

We will further deepen the evidence base on youth-led peacebuilding by connecting young peace researchers around the world through the creation of a YPS research network. Through this network, young researchers will provide peer support and identify new areas of research on YPS to inform policies and practices of local and international actors. The network will operate autonomously, and work in close partnership with academic institutions.

Specific objectives will be to:
- Increase youth participation in peace and security research processes;
- Facilitate connections between peace researchers and youth-led peacebuilding organisations;
- Empower young peace scholars to increase their influence on policy-making processes on youth in peacebuilding;
- Facilitate cooperation between universities in the Global North and South to increase the quality of research on youth in peacebuilding.

3.2. Monitoring 2250 & ensuring youth accountability

**Expected output:** youth-led shadow report on UNSCR 2250; UNSCR 2250 anniversary communications campaign; indicators on UNSCR 2250 implementation; youth accountability framework.

The 9th of December 2020 will mark the 5th anniversary since the adoption of UNSCR 2250 on YPS. Through our leadership of the Global Coalition on Youth, Peace and Security, we will monitor and report on the progress of its implementation globally within the UN system, by regional intergovernmental bodies, and at the national level. A civil society-led policy brief is envisioned to complement the UN Secretary General’s report to the Security Council, expected in April 2020. Throughout 2020, we will build on this first milestone of youth-led monitoring of UNSCR 2250 implementation by developing youth-sensitive, progress indicators, as well as by studying existing certification standards to lay the foundation of a youth accountability framework.
Specific objectives will be to:

- Increase the opportunities for and capacities of youth in and outside our network to validate or constructively critique relevant global, national, and local policies and programmes that directly determine their future;
- Meaningfully shape the way that UNSCR 2250 is monitored and reported on by the UN and multilateral partners for years to come;
- Develop and implement strategies to raise the awareness of power holders of issues facing youth.

### 3.3. Amplifying youth voices

**Expected outputs:** Youth Advocacy Team missions to UN and AU; youth leadership in several global platforms; youth representation from the UNOY network in external engagements.

In 2020, we will continue to amplify the voices of young peacebuilders around the world in international conversations on peace and security to shape policy and practice. Through our regional advocacy teams and involvement in international alliances—such as, the Global Coalition for Youth, Peace and Security, and the Civil Society Platform for Peacebuilding and Statebuilding—we will convene a joint youth voice to overcome structural barriers for youth participation in peacebuilding. Furthermore, our existing platform for regional advocacy—the African Youth Advocacy Team—will continue to lead African-level advocacy and dialogue with policy-makers, specifically by supporting the development of the AU framework on YPS and carrying out one advocacy mission to the AU in Addis Ababa, Ethiopia.

Specific objectives will be to:

- Contribute to enlarging space for civil society in the governance and policy environment by ensuring youth voice and leadership, using international pressure to ensure that power holders in fragile states do work with youth;
- Broaden and deepen the space for meaningful youth participation in regional governance and dialogue.

### 3.4. Youth-inclusive peace processes

**Expected outputs:** cohort of youth participants engaging with their governments; multi-stakeholder commitments and outcome documents on youth-inclusive peace processes.

UNOY will co-organise a global conference on youth-inclusive peace processes in November 2020. Building on the progress made since the Symposium in Helsinki, the year 2020 has special significance to both the YPS and WPS agenda. To celebrate and acknowledge the powerful role that young people play in building and sustaining peace,
the global conference will bring together actors constructively influencing formal peace processes. Participants will include young people alongside heads of state/government, policy-makers, donors, and regional and inter-governmental leaders. UNOY will support the content preparation, participants selection, and drafting of outcome documents.

Specific objectives will be to:
- Take stock of achievements and challenges of implementing UNSCRs 2250 and 1325, and celebrate the respective 5th and 20th anniversaries of 2250 and 1325;
- Present progress on localisation of recommendations identified in the Helsinki policy paper, ‘We are here’;
- Amplify the key commitments of the international community toward protecting and safeguarding young peacebuilders.

### 3.5. Supporting GPPAC’s youth strategy

**Expected outputs:** connections between GPPAC and UNOY members; feedback and best practices on youth policy implementation.

In 2019, UNOY led the development of GPPAC’s first youth policy, adopted in May 2019, with the aim of providing a foundation and implementation strategy for mainstreaming youth throughout GPPAC’s work. This document is meant to inform participatory, inclusive, and intergenerational peacebuilding strategies and programmes that systematically promote and ensure participation and contributions of young people in the work of GPPAC and its member organisations. In 2020, we will support the implementation of the youth policy's recommendations across GPPAC’s different structures and regions, and through the leadership of GPPAC’s YPS working group.

Specific objectives will be to:
- Support a key peace and security partner in becoming internally more youth-sensitive and able to meaningfully engage with youth;
- Create intergenerational multi-stakeholder partnerships between youth and non-youth civil society organisations at multiple levels;
- Advocate for a more inclusive field of peacebuilding where youth participation is prioritised.
4. Organisational development

4.1. Strengthening the International Secretariat

Expected outputs: implementation of risk management strategy and roadmap for internal strengthening of the IS; development of a digital policy.

In 2020, the IS will continue developing to further support its mandate and membership by implementing the recommendations from an internal review carried out in 2019. This review provided guidance to improve the management of UNOY in its financial, governance, human resources, and planning structures.

Specific objectives will be to:
- Improve the IS approach to risk and organisational culture for risk sensitivity;
- Strengthen data management and security;
- Increase the IS financial sustainability;
- Develop the capacities of IS staff and regional coordinators to steer a growing network.

4.2. Communications strategy development

Expected outputs: organisation-wide communications strategy; website update; database for members; translation of key resources to other languages; visual content production.

In 2020, UNOY will develop an organisation-wide communications strategy, which will focus on strengthening both internal and external communications. This will entail developing a more structured and unified approach to our communications outputs, developing the UNOY website, a user-friendly database for members, as well as translating key resources to other languages and producing more visual content.

Specific objectives will be to:
- Further enhance the feeling of ownership and belonging among members of the network;
- Align UNOY's online identity with its current position in shaping the YPS agenda, as well as strengthen access to and visibility of UNOY's resources and impact;
• Strengthen member-to-member communication, facilitate peer-to-peer learning, and increase capacities to collaborate and mobilise;
• Expand our reach beyond the Anglophone and ‘elite’ world, empowering more young peacebuilders to participate and advocate.

4.3. Strategic plan development

*Expected outputs:* a new 5-year strategy with budget and MEL framework; a revised theory of change; an HR strategic assessment; an updated FR strategy for the new period.

At the end of 2020, the network will adopt a new 5-year strategy to guide its work in the field. During the year, the IS will focus on consulting, assessing, and transforming members’ contributions to a strategic framework and implementation strategy. This process will culminate during the General Assembly—with direct consultation of members—and at the annual governance meeting of UNOY where the strategy will be formally adopted by UNOY Boards.

Specific objectives will be to:
• Increase the member-ledness of UNOY’s structures and programmes by continuing to decentralise;
• Develop innovative responses to inter-connected peacebuilding challenges;
• Position UNOY in the changing YPS environment by focusing on its added values and comparative advantage.