Yearly Network, Impact and Cohesion Review of the United Network of Young Peacebuilders

Published in July 2019
Introduction

This report presents a new structure for the UNOY Peacebuilders’ (hereafter UNOY) annual overview. Previously, our reporting structure has been diffused across three documents: Annual Report, Annual Impact Review, and Participants’ Review, each covering different aspects of the network. This new format consolidates all of this information, reducing the number of documents published annually, increasing its accessibility, and more effectively demonstrating our impact.

The Annual Review consists of three sections: Network Report, Impact Report and Cohesion Report. The Network Report captures what our network looks like through the network structure, governance, and the member organisations (hereafter members) that constitute UNOY (size, activities, budget, etc.). The Impact Report outlines the network’s activities organised in 2018, their contribution to UNOY’s strategic outcomes, and the achievements reported by members. Finally, the Cohesion Report presents our conclusions regarding network cohesion, participation and cooperation, as well as members’ feedback and reflections.

The main purposes of this document are organisational monitoring, evaluation, and learning, as well as transparency and accountability to our members and partners. We believe this new reporting structure will significantly increase UNOY’s success in achieving each of these goals. The sources of information presented in this report are available in the Annexes.
Highlights from 2018

Together with our members, we...

- produced Youth4Peace training toolkit
- established Regional Coordination in East & Southern Africa
- increased success rate in members' grant applications from 34% to 47%
- organised first advocacy mission to the African Union
- developed a new Theory of Change
- held 11 online meetings, with 30 members taking part

AND

We doubled our reach

from 4.9 million in 2017 to nearly 10 million young people in 2018
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<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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</thead>
<tbody>
<tr>
<td>AIR</td>
<td>Annual Impact Review</td>
</tr>
<tr>
<td>A-YAT</td>
<td>African Youth Advocacy Team</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil society organisation</td>
</tr>
<tr>
<td>ESA</td>
<td>East and Southern Africa</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>E-YAT</td>
<td>European Youth Advocacy Team</td>
</tr>
<tr>
<td>IS</td>
<td>International Secretariat</td>
</tr>
<tr>
<td>ISG</td>
<td>International Steering Group</td>
</tr>
<tr>
<td>MENA</td>
<td>Middle East and North Africa</td>
</tr>
<tr>
<td>PMEL</td>
<td>Planning, Monitoring, Evaluation and Learning</td>
</tr>
<tr>
<td>RC</td>
<td>Regional Coordinator</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UNSC</td>
<td>United Nations Security Council</td>
</tr>
<tr>
<td>UNSCR 2250</td>
<td>United Nations Security Council Resolution 2250</td>
</tr>
<tr>
<td>UNOY</td>
<td>United Network of Young Peacebuilders</td>
</tr>
<tr>
<td>WCA</td>
<td>West and Central Africa</td>
</tr>
</tbody>
</table>
About UNOY Peacebuilders

The United Network of Young Peacebuilders is shaping the global agenda for youth, peace and security in partnership with 103 locally grounded organisations. Our members are from over 54 countries, reaching nearly 10 million young people in 2018. We work towards a world free from violence, in which young people play a leading role in building peace and transforming conflicts. We develop the capacities of our members to mobilise youth as peacebuilders and the capacities of young people to lead conflict transformation and advocate for non-violence. We enable youth to act together through a global network and ensure meaningful youth participation in issues of peace and security.

Our origins

In 1989, a Russian UN diplomat, Nikolai Firjubin, had a dream about a general assembly hall filled with young people discussing the major challenges facing humanity. With others who shared his dream, such as Maria Kooijman, who later joined him in founding UNOY, he decided to pursue it. Not long thereafter, the first group of young people from four continents met in the town of Handel in the Netherlands and committed themselves to building a new international youth organisation, which they called United Nations of Youth. After an international peace conference held in the Peace Palace in The Hague in 1993, UNOY became an action-based, loose network of peace organisations, renamed the United Network of Young Peacebuilders. Since then, UNOY has grown into an established network with members and affiliates all over the world.

Theory of change

Our vision is of a world free from violence, where young people lead and actively participate in the peaceful transformation of conflict, and work towards cultivating a culture of peace.

UNOY identified 3 strategies in line with the most common challenges of young peacebuilders, with one common thread: to rebalance the current power relations at play, both horizontally among youth and their communities, as well as vertically across young people and their governments and multilateral institutions. These strategies are outlined below:

1. UNOY seeks to empower1 and give agency to young people building peace, while strengthening youth organisations’ capacities to support them and have a sustainable impact.

2. UNOY creates and nurtures partnerships and collaborations—both within and among our global network of youth-led peacebuilding CSOs and other multilateral partners—in which young people are viewed as equal and essential partners for peace.

3. UNOY aims to bring about changes to the very structures that perpetuate youth exclusion, whether on a governmental (local, regional, and national), inter-governmental, or international level, or within the development sector itself.

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1 The notion of ‘empowerment’ is infused throughout UNOY’s objectives and defined with caution, as it has been overused and often abused as three notions of power: ‘with’, ‘within’, and ‘to’.
UNOY Peacebuilders 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 cohesion 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

**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 both a strong UNOY global network and meaningful multilateral, 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.
Section 1 Network Report

This section illustrates what our network looks like, both in terms of membership and governance. The full list of our members is available on the dedicated webpage.

1.1 Who are the UNOY members?

In 2018, UNOY was formed of 78 organisations from 45 countries, located in six regions: the Americas, Asia, East and Southern Africa (ESA), Europe, Middle East and North Africa (MENA), and West and Central Africa (WCA). Our members preserve their own identity, their goals, and their strategies to deal with their local and regional challenges. Below is the geographical distribution of UNOY members in 2018.

The motivation and commitment of the people who comprise the UNOY network is irrefutable. In addition to being youth-led, UNOY members rely heavily on the efforts of people who work voluntarily. Of all the people working for our members, 92% are young people (nearly 2,500 people) and 79% of this total are young people who work voluntarily.

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2 This review is based on the information reported by 52 organisations from 33 countries who were members for the entire duration of 2018. As of July 2019, UNOY hosts 103 organisations from 54 countries.
UNOY members also value **gender equality** in their organisational structure. Fifty-six percent of our members are led by men, 22% are led by women, and 20% are led by boards that include both men and women.

### 1.1.1 Members' activities and achievements

In 2018, UNOY members reached almost **10 million young people**\(^3\) all over the world. Of this nearly 10 million, 1.6 million interacted directly with our members, while the other 8.3 million is estimated to have been reached indirectly through campaigning and advocacy. This is a significant increase in our outreach since 2017, when it was estimated as 4.9 million young people.

Our members work on various **themes**. Similar to last year, the three most common themes in 2018 were: civic action and community building, gender equality, and peace education. These have been addressed by 39, 33, and 42 members, respectively, of the 52 that reported. Security, disarmament, demobilisation, and reintegration were among the least common themes, showing that—despite often being located in active conflict areas—most of our members’ work focused on positive peacebuilding activities.

\(^3\) 9,970,002
Our members impact various levels of the societies around them. Most of them are grassroots organisations, which means that they produce change in the direct area where they operate. Acting on the local (village, town, city) and national scope were reported to be the most common, with 37 members in total. Regional reach (across two or more countries) was the least common, except in Europe, where 11 out of 12 members worked at the regional level. This is presumably due to the influence of and the opportunities offered by the European Union and the Council of Europe.

The adoption of UNSCR 2250 was a milestone for youth engagement in advocacy for peace. Since then, its use and implementation has been among UNOY's priorities. Thirty-five out of 52 members reported actively working on disseminating UNSCR 2250. Their aims were focused on young people being treated as equal and meaningful partners in peacebuilding, as well as youth, peace and security being prioritised by various local, national, regional, and international decision-makers. Advocacy towards local (municipality etc.) and national (national parliament, government etc.) levels were the most common.
Here are examples of our members' achievements in 2018:

**Community Solutions Zimbabwe** successfully lobbied the National Peace and Reconciliation Commission, an independent commission responsible for promoting peace and reconciliation in the country, to incorporate UNSCR 2250 into their work in promoting peace in Zimbabwe;

**Building Blocks for Peace Foundation (Nigeria)** announced the Nigeria Youth4Peace Awards to showcase and reward the contributions of young Nigerians and youth organisations to promoting peace and sustainable development;

**Messengers of Peace (Liberia)** established a partnership with the Folke Bernadotte Academy from Sweden. This allowed them to significantly add more participants to their Conflict Prevention and Leadership Programme that takes place annually;

**The Young Republic (Sweden)** hosted the Changemakers Academy, bringing together non-organised youth from different backgrounds in Stockholm. In 2018, the Young Republic also joined the Council of Europe Advisory Council, where they advocate for the needs of refugee-led organisations.

**Organización Argentina de Jóvenes para las Naciones Unidas (Argentina)** co-hosted the youth-led panel meeting on UNSCR 2250: “Let’s Talk About Peace” with the International Peace Bureau and a panel discussion about the resolution.

**Positive Peace Group (Cameroon)** was invited to take part in a youth workshop on 8 March, chaired by the Minister of Youth Affairs. They discussed some of the key challenges that young people face in the country. The minister later carried the discussion to the national parliament, where they explored means of supporting young people to address these challenges.
Many UNOY members are experts in capacity development of their peers. Our members reported some of the most significant achievements on the empowerment of young people and youth-led peace organisations for youth-led advocacy in 2018:

Here are some more examples of our members' achievements in 2018:

**The Center for Intercultural Dialogue (North Macedonia)** started the regional project BalCAN Change to contribute to the reconciliation process in the Balkans by building the capacity of young people engaging in peacebuilding activities and advocating for intercultural dialogue in their own communities.

**Youth for Peace International (India)** held workshops on peace education this year that reached out to over 1000 young people in India. They also announced moving towards creating a national alliance of young people to advocate for the adoption of UNSCR 2250.

**Gyumri Youth Initiative Centre (Armenia)** established the first youth centre in Armenia based on the open youth work methodology. The centre serves as a safe space for dialogue to nearly 600 adolescents from the areas of Gyumri with fewer opportunities.

**Solidarity Youth Voluntary Organization (Somaliland)** trained more than 150 young people on several different vocational skills as a means of empowering young people and fighting against unemployment.
1.1.2 Strengths and needs of UNOY members

Although UNOY members are from all over the world, they report similar challenges facing young people building peace in their communities. These challenges also give rise to shared needs for young leaders and organisations. The International Secretariat (IS) compiled the main reported challenges, needs, and strengths of our members in 2018, based on their responses to the Annual Impact Review. These findings are in line with the findings of the Progress Study on youth, peace and security, summarised in the figure below:

- **Challenges**
  - Discrimination against youth and activists
  - Violence and conflict being fuelled
  - Unemployment and lack of opportunities
  - Lack of cooperation by the local institutions

- **Needs**
  - Availability of funds for young people
  - Access to education and capacity building
  - Opportunities for collaboration & networking
  - Finding inspiration and motivation against apathy

- **Strengths**
  - Committed staff willing to make a difference
  - Capacity to reach out to and mobilise youth
  - Community engagement and strong local links
  - Experience in trainings and informal education

Stereotypes and mistrust towards youth remains a widespread issue. Many members reported that young people’s participation in their societies is not welcome by the public and politicians, pointing to an overall disregard for their work and, sometimes, also for their rights as citizens or human beings. Peacebuilding is too often a task reserved for the elders, while contributions from youth are disregarded, if not impeded. Moreover, young people continue to be seen as either victims or villains, exacerbating the struggle to be represented in their society, lead social change, or claim their rights.

Additionally, many young people and activists in our network work in areas of active, frozen, or immediate post-conflict, where civic space is shrinking. They operate in places where peace is rarely cited in political discourse and where many politicians promote hatred and polarisation to retain power. Activism for public interests and legitimate expression of political dissent are thus typically not welcomed by ruling parties, and often seriously impeached.

On top of societal problems and discrimination, unemployment, and more largely the lack of socio-economic opportunities, are significant problems facing young people. Economic problems followed by political instability and lack of democracy are very common in the regions where our members operate. Many young people find it very difficult to secure a basic livelihood so that they can invest their time into activism or developing their capacity as activists.

These challenges are overwhelming for young people; many of them report feeling discouraged and apathetic, as their efforts are minimally appreciated. These, combined with the psychological weight induced by doing peacebuilding work in contexts of war and violence, result in a strong need for support and a high turnover in peacebuilding organisations. Being part of a like-minded, supportive community—one that provides a safe space for exchanges and solidarity in members’ brilliant efforts to create change—helps to attenuate these contextual challenges and the organisational needs listed below.
In their direct operations to address the challenges around them, UNOY members overwhelmingly reported access to funds as their most crucial need. While our members report greater success at securing funds compared to previous years, flexible funding opportunities for youth-led organisations are still limited, and when they exist, they are cumbersome and restrictive.

UNOY asserts that young people have so much potential to make a difference, though they need more access to knowledge and experience. Many members call for more education and capacity building opportunities for planning, monitoring, communicating, and improving their work. The IS organises opportunities as such each year, but significantly more can be done considering the size of our network and its needs.

Moreover, members want to be more aware of—and get better access to—the various opportunities that arise within and outside the network—from fundraising to training or networking—and be better connected with one another and with broader peace and security partners.

Efficiently addressing these many challenges and needs requires a comprehensive understanding of their contexts, local actors, and stakeholders. UNOY’s governance is currently decentralising to be able to better understand and address these needs. We also want to increasingly build on the many strong assets within the UNOY community, which will only grow in years and multiply in numbers, as we find better ways to use them.

Perhaps the most significant of these assets is the commitment of UNOY members’ staff. 85% of all the people working for them are volunteers and many of them continue their work in very difficult contexts.4

Thanks to their youth leadership and focus on the needs of young people, the members are very confident in their ability to understand and, hence, mobilise their peers. Their reach in 2018 confirms this! Furthermore, the optimistic results obtained allows for the creation of positive links with local stakeholders and community members, directly challenging the aforementioned mistrust.

Finally, most of our members report good capacity in delivering training and non-formal education in various topics thanks to the interdisciplinary background of young people working with them, incorporating some of the most innovative ideas in learning and education to their work.

1.1.3 Financial statistics

The average budget of our members is growing over time, with significant differences across regions. Organisations in Europe significantly increased their budget in 2018, while organisations in the Americas and MENA reported slightly smaller budgets on average. The table below shows how these numbers have evolved in the last few years.

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4 Youth ratio of all staff of UNOY members: 92%; Volunteer ratio of all staff of UNOY members: 85%;
<table>
<thead>
<tr>
<th>Region</th>
<th>Average expenses in 2016 (USD)</th>
<th>Average expenses in 2017 (USD)</th>
<th>Average expenses in 2018 (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>$53,000</td>
<td>$86,666</td>
<td>$75,004</td>
</tr>
<tr>
<td>Asia</td>
<td>$64,617</td>
<td>$95,054</td>
<td>$100,929</td>
</tr>
<tr>
<td>Europe</td>
<td>$151,803</td>
<td>$171,165</td>
<td>$265,892</td>
</tr>
<tr>
<td>MENA</td>
<td>$186,152</td>
<td>$181,333</td>
<td>$173,574</td>
</tr>
<tr>
<td>ESA</td>
<td>$38,424</td>
<td>$62,068</td>
<td>$114,858</td>
</tr>
<tr>
<td>WCA</td>
<td></td>
<td>$40,007</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$51,520</td>
<td>$119,257</td>
<td>$125,662</td>
</tr>
</tbody>
</table>

On average, all regions[^5] increased their success in grant applications[^6]. While this increase is an inspiring success for the network, the success rate is still considerably low (see table below).

Although members in Europe receive significantly more funding, there seems to be no relation between grant success rate and expenses in other regions.

**Non-traditional funding** (other than grants) are less common and mainly in the form of donations; sales, fees and services; crowdfunding and advertisement.

<table>
<thead>
<tr>
<th>Region</th>
<th>Success in 2016</th>
<th>Success in 2017</th>
<th>Success in 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>30 %</td>
<td>26 %</td>
<td>No data</td>
</tr>
<tr>
<td>Asia</td>
<td>20 %</td>
<td>39 %</td>
<td>44 %</td>
</tr>
<tr>
<td>Europe</td>
<td>47 %</td>
<td>43 %</td>
<td>61 %</td>
</tr>
<tr>
<td>MENA</td>
<td>35 %</td>
<td>34 %</td>
<td>50 %</td>
</tr>
<tr>
<td>ESA</td>
<td>15 %</td>
<td>17 %</td>
<td>41 %</td>
</tr>
<tr>
<td>WCA</td>
<td></td>
<td></td>
<td>38%</td>
</tr>
<tr>
<td>Total</td>
<td>29 %</td>
<td>34 %</td>
<td>47 %</td>
</tr>
</tbody>
</table>

### 1.2 Network governance

UNOY Peacebuilders is a network of organisations across the world. The governance of UNOY is taken on by various teams and representatives to make sure the network is governed inclusively, with equal participation of all members and equal representation of all regions.

The IS is based in The Hague, the Netherlands, and reports to the Board of Trustees and to the International Steering Group (ISG), which represents the interests and needs of members. In 2018, all of these structures were youth-led. Since 2017, UNOY governance has gradually been decentralising. The structure of UNOY’s governance is captured in the figure below.

[^5]: Sub-Saharan Africa is now divided into ESA and WCA because of the growing number of members from Africa.
[^6]: Members from the Americas did not report data regarding their grant application success rate.
UNOY Peacebuilders Governance Structures

The Hague Office
- Leading coordinator (LC)
  Programme & advocacy
- Leading coordinator (LCf)
  Strategy & finance
- Partnership coordinator
- Financial coordinator
- Network coordinator
- Communications coordinator
- Capacity development coordinator
- Interns & volunteers

The Board
Legal body of UNOY Peacebuilders
- Chairs
- Treasurer
- Secretary
- General members

Regional coordinators (RCs)
Regional coordination, communication & coaction
- Asia
- East & Southern Africa
- West & Central Africa

International Steering Group (ISG)
Regional representation, governance & consultancy
- Americas
- Asia
- East & Southern Africa
- Europe
- Middle East & North Africa
- West & Central Africa

MEMBER ORGANIZATIONS
ALL AROUND THE WORLD

accountable
appoints
accountable
accountable
effect
recruit
1.2.1 The Board

The Board is the legal body of UNOY. The Board overviews all financial activities of the IS, advises its strategic direction, and makes decisions regarding recruitment of IS leaders, in consultation with the ISG. The members of the Board in 2018 are listed below.

<table>
<thead>
<tr>
<th>Co-chair</th>
<th>Co-chair</th>
<th>Treasurer</th>
<th>Secretary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Len Middelbeek</td>
<td>Laura Lasance</td>
<td>Bryant Heng</td>
<td>Elodie Theobald</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General</th>
<th>General</th>
<th>General</th>
<th>General</th>
</tr>
</thead>
<tbody>
<tr>
<td>Siebrich Visser</td>
<td>Rojan Bolling</td>
<td>Gesa Bent</td>
<td>Gabriella Vogelaar</td>
</tr>
</tbody>
</table>

The founding members of UNOY, who do not directly work for the network anymore, retain their position within the Board as honorary chairs due to their invaluable efforts that have made this network possible. The honorary chairs are listed below.

The honorary chairs of UNOY Peacebuilders:
Nikolai N. Firjubin, Rabbi A. Soetendorp, Maria Kooijman

1.2.2 International Secretariat

The IS consists of a young international team led by two coordinators. The IS coordinates the planning, implementation, and monitoring of the activities of the network, through multi-annual strategies and annual plans. It is composed of a central office located in The Hague, with some coordinators based in the regions where UNOY is present.

The Hague Office

The Hague office is responsible for leading the network to achieving its goals and managing its partnerships. The staff located in The Hague office in 2018 are listed below.

<table>
<thead>
<tr>
<th>Leading Coordinator, Advocacy &amp; Programmes</th>
<th>Leading Coordinator, Strategy &amp; Finances</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gizem Kılınç</td>
<td>Lorraine Degruson</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capacity Development Coordinator</th>
<th>Financial Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imre Veeneman</td>
<td>Bart Horeman</td>
</tr>
</tbody>
</table>

7 The IS is itself led by two Leading Coordinators recruited by the Board and ISG
Interns and volunteers comprise an essential part of UNOY's activities. Internships generally span from 4 to 6 months on a part-time basis and are unpaid. Volunteers make important contributions to UNOY's work.

**Interns and volunteers at the International Secretariat in 2018**
Miracle Adenitan, Eliška Jelínková, Paloma Lainz, Vedant Mehra, Clara Pietrek, Hardya Pranadipa, Julia Puente, Ana Reiter, Kerem Yalçın

**Regional Coordinators**

Regional Coordinators (RCs) are members of the IS appointed by The Hague office. They work for a UNOY member in the region which they coordinate and their role is implementing the regional strategies and action plans. The RCs in 2018 are listed below.

<table>
<thead>
<tr>
<th>Asia</th>
<th>East and Southern Africa</th>
<th>West and Central Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mridul Upadhyay</td>
<td>Raphael Nkurunziza</td>
<td>Mohammed Foboi</td>
</tr>
</tbody>
</table>

UNOY is looking forward to the establishment of an RC in each of the regions where we are active.

**1.2.3 International Steering Group**

The ISG comprises six elected representatives of members per region. The ISG has a representational, governance, and advisory role within the network, and works closely together with the network's IS and the Board. The ISG shapes UNOY strategy with members’ voices. Members of the ISG in 2018 are listed below.

<table>
<thead>
<tr>
<th>Americas</th>
<th>Asia</th>
<th>East and Southern Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ana Maria Mendoza Garcia</td>
<td>Ali Fayez</td>
<td>Tobias Saratiel</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Europe</th>
<th>Middle East and North Africa</th>
<th>West and Central Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tiphaine Coulardeau</td>
<td>Aya Chebbi</td>
<td>Rashid Zuberu</td>
</tr>
<tr>
<td><em>then</em> Rebecca Hovhannisyan</td>
<td><em>then</em> Yazeed al Jeddawy</td>
<td><em>then</em> Lawal Rafiu Adeniran</td>
</tr>
</tbody>
</table>
1.3 Organisational development

In 2018, 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 IS’s ability to support the network and make a lasting change in the field of youth, peace and security. This focus was made possible thanks to the support of the PeaceNexus Foundation—directly supporting UNOY’s organisational development—and later to the crucial partnership with the Swedish International Development Cooperation Agency (Sida), which granted UNOY considerable structural support. To continue strengthening the capacities of UNOY, the following steps were taken in 2018:

2018 Theme: Fundraising

The IS has taken steps to increase fundraising capacity, as a fundraising audit, roadmap, and process were set up. These key tools resulted in an overall culture change for fundraising, increased organisational self-awareness, and improved strategic decision-making. Clear results from this are highlighted in the last section of this report and include: new governmental support, multi-annual and core funding, and regional grants available to support our members.

Financial management

The IS started looking at financial management more broadly in order to improve our accountability and to explore new types of financial operations. This topic will be the theme of the Board’s scrutiny in 2019, as per a process where the IS suggests a theme to the board to pay special attention to annually.

Governance

Structures: The Board and ISG supported the IS in many ways in 2018. A position was created in the Board with a specific administration portfolio. The role of the ISG further developed in the membership review and in holding UNOY accountable to its values, with the adoption of age compliance and diversity commitments. Communications improved (with members, within ISG, with IS), as the group gained increased ownership over its mandate.

Decentralisation: As a result of the creation of a new, complementary regional structure, the role of the ISG and division with RCs was clarified and communicated to members. RCs are leading communications within regions and between UNOY and partners at the regional level. In 2019, the IS is implementing most of UNOY’s activities at the regional level together with the corresponding RC. In the future, we also want to collect data and do fundraising at the regional level.

Human Resources

With support from the Board, a new HR cycle was also initiated, and a salary house adopted for UNOY staff. As a result of financial growth and internal evaluation of responsibilities and HR allocation, at the end of 2018 a new IS structure was designed, with revised role division between leading coordinators and space for new staff to join.

Planning, monitoring, evaluation and learning

The IS reviewed UNOY’s Strategic Plan in 2018 and revised our theory of change to have it aligned with trends in the field. We also moved away from activity reporting to capturing UNOY’s impact in our PMEL cycle. We implemented the recommendations regarding annual data collection and reporting in this Annual Review to better present and evaluate our work and achievements.
Section 2 Impact Report

This section gives an overview of our work and achievements in 2018, guided by each strategic outcome outlined in our theory of change. More information about our activities is available on our website or the links provided in the following subsections.

2.1 Overview of 2018

All UNOY members plan and organise their own activities; they also take part in the activities organised by the network. These are designed to address the challenges and needs identified by members and build on their strengths. Below is a list of the major activities organised by the IS:

<table>
<thead>
<tr>
<th>#</th>
<th>Project</th>
<th>Impact</th>
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<tbody>
<tr>
<td>1</td>
<td>Training of Trainers on conflict transformation - February to August 2018</td>
<td>STRATEGIC OUTCOME 1 Empowered youth leaders and organisations</td>
</tr>
<tr>
<td>2</td>
<td>Youth4Peace training toolkit development, piloting and dissemination</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Act on 2250 online training in Asia - August to February 2019</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Development of GPPAC's youth policy</td>
<td></td>
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<tr>
<td>5</td>
<td>Third Regional Coordinator appointed in East &amp; Southern Africa - October 2018</td>
<td>STRATEGIC OUTCOME 2 Young people partners for peace</td>
</tr>
<tr>
<td>6</td>
<td>Regional Action Plans developed by members in 3 regions</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Young Peacebuilders Forum 2018 - 18 to 22 September 2018</td>
<td></td>
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<tr>
<td>8</td>
<td>Spreading the findings of Progress Study on youth, peace and security</td>
<td></td>
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<tr>
<td>9</td>
<td>Beyond Dividing Lines research report produced</td>
<td></td>
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<tr>
<td>10</td>
<td>Co-organising Helsinki Symposium on youth participation in peace processes</td>
<td>STRATEGIC OUTCOME 3 Challenging the barriers against youth inclusion</td>
</tr>
<tr>
<td>11</td>
<td>African Youth Advocacy Team's first mission - October 2018</td>
<td></td>
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<tr>
<td>12</td>
<td>European Youth Advocacy Team shaping regional policies in Europe</td>
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</tbody>
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2.2 Progress towards strategic outcomes

UNOY’s strategy is centred around the accomplishment of three strategic outcomes, as explained in our theory of change. In this section, we explain the activities we implemented in 2018 and how they contributed towards achieving these outcomes.

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* More initiatives that are smaller in scale than those presented in the table are presented in the following subsections.
Strategic 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.

Summary of progress towards this Strategic Outcome in 2018:

Over 150 young peacebuilders directly participated in several learning activities, which helped strengthen their capacities to use peaceful narratives to transform conflict and advocate a common message of peace. UNOY members improved their organisational stability and sustainability, relying on the opportunities provided by an increasingly cohesive and self-empowering network. A collaboratively developed training toolkit widened access to resources for more young people, including those who cannot participate directly in capacity development opportunities. Overall, the long-term monitoring of our capacity development activities (since 2016) tells us that participants' rate improvement of their knowledge, skills, and attitudes in all proposed learning areas as extremely high (4.15/5). The quantitative ratings of learning and development, as well as the response rate improved since the follow-up of the activities from 2015.

Highlights:
- In our 2018 activities, 70% of participants declared feeling more equipped and confident to lead and advocate for peace. In particular, this increased confidence meant participants conducted a needs assessment of their communities and felt a sense of belonging to a global peacebuilding community. These outcomes are crucial to developing youth leadership and a clear step for future impact.
- Our advocacy teams continued building a unified and consistent message that supports the agency of young advocates for peace and challenges the structures preventing youth inclusion.

UNOY seeks to empower and give agency to young peacebuilders, while strengthening youth organisations' capacity to support them and helping them have a sustainable impact. The notion of ‘empowerment’ has been overused and often abused by development actors bestowing power on so-called ‘marginalised’ groups or putting the responsibility to change societies on the ‘empowered’ individuals, rather than focusing on structures and ‘power holders’ that are unjust and inequitable. The governance of UNOY seeks means of empowering UNOY members and young peacebuilders to make a lasting difference in the contemporary peacebuilding agenda. Where we refer to empowerment, we infer three notions of power:

- ‘Power within’, young people are empowered through strengthened self-awareness, confidence, and skills on an individual level;
- ‘Power with’, young people are empowered to unite, build common understandings, and take collective action with their peers and other actors;
- ‘Power to’, meaning power to act to initiate change within existing systems; the power to make a difference.
In 2018, we have worked on this outcome on the basis of 3 working areas:

Empowering Youth Working with Conflict

UNOY uses the *Working with Conflict* methodology to support young people transform conflict around them.⁹ In 2018, during a Training of Trainers (ToT) and the Young Peacebuilders Forum (YPF), a large cohort of young peacebuilders were trained to use this methodology with their peers, with a specific focus on using narrative-based methods as a conflict transformation tool. This theme had been chosen as a central area of work for us to address issues of polarisation—contemporary to all societies globally—and to foster constructive public debate around potentially divisive topics.

Participants to these activities reported having **increased their capacities**, with implementation of peace education and networking with peers reported to have grown the most, as shown below.

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⁹ In 2018, this is the first time UNOY is using it in the Hague, Netherlands, after 6 ToTs successfully hosted by UNOY member, *Fundació Catalunya Voluntària*. 

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<table>
<thead>
<tr>
<th>Objective</th>
<th>Average Rating</th>
<th># of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analysing and transforming conflicts</td>
<td>6.50</td>
<td>20</td>
</tr>
<tr>
<td>Planning, designing, delivering, evaluating peace education activities</td>
<td>8.30</td>
<td>20</td>
</tr>
<tr>
<td>Using of narratives as a conflict transformation tool</td>
<td>7.05</td>
<td>20</td>
</tr>
<tr>
<td>Networking with young trainers with peace education expertise</td>
<td>8.90</td>
<td>20</td>
</tr>
<tr>
<td>Drafting an action plan for a local training</td>
<td>7.75</td>
<td>20</td>
</tr>
</tbody>
</table>
Specific to this year’s theme, almost all participants reported having considerably developed their understanding of peaceful narratives and how to use them to transform conflict.\textsuperscript{10}

\textit{The Training “Transforming Narratives” was an amazing week were you learn to broaden your perspective on universal topics as peacebuilding, peace education, peace and conflict. You exchange ideas on how to give training and how to work on peacebuilding. A training of UNOY makes you learn a lot about yourself, your own perspectives and how similar ideas everyone has in a context of diversity’.

Anonymous ToT 2018 participant}

Peacebuilding can be a very stressful process for those who are leading it. It requires significant confidence to influence other people and lead them to change, which is made more difficult by the environments in which UNOY members operate, often dominated by mistrust, conflict, and shrinking civic space (see \textbf{Section 1}). The participants of the ToT arrived with a lot of scepticism about their potential. From 2018’s ToT, 70% of participants declared that they have overcome their fears thanks to the influence of their peers and trainers!

Demonstrating real impact of capacity development beyond the number of participants trained can be challenging. When talking about impact, key words are sustainability and accessibility. We strive for sustainability by investing in the training’s follow up. After the ToT, work plans were created so that participants directly used the skills, knowledge, and attitudes gained. In the longer term, the IS will monitor how these are implemented using the skills reportedly gained, and how the seeds of cooperation planted during 2018 activities have developed into stronger local networks of peacebuilders.

We strive for accessibility by looking beyond our participants and making resources available to diverse and marginalised youth. In this spirit, we developed the \textbf{Youth4Peace Training Toolkit} that UNOY members had been requesting for some time. It collates the expertise our network has built over the years into a single resource to guide peace education on conflict transformation. This is now publicly available to all young peacebuilders across the globe, including those who often fall off the radar due to geographical, logistical, or linguistic constraints. The toolkit was shared 119 times in less than a month, and received overwhelmingly positive feedback during the different piloting phases. This confirms the

\textsuperscript{10} Asked on a range from 1 to 6, all participants rated between 4 and 6.
needs assessment that led to its development and UNOY envisions this toolkit will become a key tool for empowering youth in years to come. It will be translated into 3 more languages in 2019.

List of 2018 activities contributing to Empowering Youth Working with Conflict:

- **20 young people** active in European youth organisations were directly trained to analyse and transform conflicts; planning, designing, delivering and evaluating peace education activities with their peers;
- **65 young peacebuilders** were brought together to understand and discuss the importance of narratives in addressing hate speech and discourses of polarisation;
- A toolkit on PEACE EDUCATION was developed and disseminated among members, building on a collection of recommendations, suggestions, lessons learned, and best practices from **75 experts and trainers** in youth and peace;
- **8 young researchers** from UNOY’s members were trained with research skills for taking part in the study Beyond Dividing Lines, and are now equipped with better skills for collecting evidence of their impact!

Mobilising Youth to Promote Peace

Equipping young leaders to take on the advocacy for youth and peace is an essential part of our work, by using the policies and guidelines UNOY significantly contributed to having adopted (see Section 3) and disseminated, such as UNSCR 2250 and the Progress Study.

The Youth Advocacy Teams (YATs) of UNOY directly train young activists to use the tools available to advance the youth, peace and security agenda. YAT members told the IS that being part of this helps them build the confidence that they need to effectively engage stakeholders and decision-makers in their local contexts. Furthermore, these help construct a unified and consistent message that supports the agency of young advocates for peace.

Our first regional activity in Asia gathered 70 regional youth who reported having significantly increased their capacity in each of the learning objectives (see the table below).

List of 2018 activities contributing to Mobilising Youth to Promote Peace:

- **70 young people** from Asia-Pacific region were taught relevant competencies for localising the findings of UNSCR 2250 in their youth-led peacebuilding efforts;
- **41 young people** represented UNOY and shaped UNOY’s advocacy strategy in YATs.

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11 Determined by paired-samples t-tests. \( p < .001 \) for baseline-to-endline comparison of each item, \( t (41) = 9.83 \) and \( p < .001 \) for baseline-to-endline comparison of the composite scores.
UNOY supports members employ their full impact by responding to the **organisational development** needs identified by our members and reported in the **Network Report**. This support comes from the IS and from members themselves, in various forms—such as training, coaching, mentoring, and peer-learning—and delves into various subjects, including fundraising, project planning, monitoring and evaluation, communications, and impact learning. Doing so, UNOY members increase their **leadership** and performance, while building **strong links within our network** for the flow of ideas, expertise, and resources.

Overall, in 2018, 14 organisations reported that their UNOY membership had a significant impact on their **capacities**. Six members also specifically mentioned the **resources** created and shared by the network as especially helpful in building their capacities and supporting them in advocating for their causes.

More generally, UNOY is a network comprising a wealth of expertise and human resources. The IS makes sure that this flow is as strong and steady as possible, and the appointment of RCs has meaningfully boosted UNOY’s ability to foster peer-to-peer learning, as members are better connected.

In fact, RCs are also **examples of youth leadership** at the regional level, acting as focal points for pulling and sharing
resources, providing coaching advice, and driving communities of young peacebuilders behind them, while their own capacities as youth leaders develop immensely.

‘Being a regional coordinator, the experiences from this are enormous. Working with these youth and learning from them is a great experience for me. I have learned the power of networking and youth leadership’.

Mohammed Foboi, Regional Coordinator for West & Central Africa

Organisational capacity development is going beyond our membership. For the first time in 2018, UNOY’s expertise and leadership in mainstreaming the role of youth inside and outside CSOs was recognised in the form of a partnership with the Global Partnership for the Prevention of Armed Conflict (GPPAC) for the creation of their youth policy. Building on an existing strong link between the two organisations, this partnership is an area UNOY seeks to expand on, to extend impact beyond our members.

List of 2018 activities contributing to Supporting Civil Society Driving Change:

- Our 3 RCs have offered individual and group support to members in a variety of subjects ranging from youth leadership, project planning, and budget management. They hold regional and individual meetings with members and support the development of new working methods at the regional level to foster peer learning. For instance, members from our African regions are creating a platform to support each others' fundraising efforts and share donor mapping and engagement methods.
- Informal mentoring has been taking place across members and the IS, through the regional structures and upon ad hoc peer-learning opportunities;
- The GPPAC Working Group on youth, peace and security was established to move forward with mainstreaming youth in GPPAC’s organisational structure and its work, building on existing efforts and in collaboration with UNOY.

2.2.2 Young people are partners for peace

Strategic Outcome 2

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

Summary of progress towards this Strategic Outcome in 2018: UNOY has started establishing a decentralised structure leaning on RCs, on which stronger regional sub-networks are being formed, and through which communication flows among UNOY’s different structures. Thanks to these, the network has become more representative of and owned by its members, creating opportunities and becoming increasingly relevant to the diverse realities of youth around the world. Moreover, 70% of the participants to our global networking opportunities report still being in contact with each other, over two years after global networking opportunities offered to them, showing that with each activity, the UNOY global community of young peacebuilders is larger, more empowering, and more supportive.
Highlights:

- Through increasing activities at the regional level, the regional structures strengthen regional communities of young peacebuilders, driving the peace and security conversation forward in their environments, providing a platform to channel cross-regional concerns and experiences of young people, and supporting common approaches to shared peace and security challenges within the global network.
- Partnerships created among UNOY members and other peace and security stakeholders that involve youth actors in their diversity, have the potential to shift practices and mindsets of actors in peace in favour of youth participation and inclusion.

UNOY creates and nurtures partnerships and collaborations—both within and among our global network of youth-led peacebuilding CSOs and other multilateral partners—in which young people are viewed as meaningfully engaged peace and security stakeholders.

The overarching principle behind UNOY’s work—which applies to all three strategic outcomes, yet particularly defines this one—relates to the notion of ‘Power with’. Being part of a youth-led network—where (1) all decisions are democratic and bottom-up, and (2) the organisational development of youth-led grassroots members is supported—makes UNOY members feel collectively empowered.

Indeed, the structure of a network like ours is built to provide a space for support, collaboration, dialogue, and exchange among like-minded youth peace organisations worldwide. To connect, expand, and work together towards common goals is particularly empowering in the current context of mistrust in local contexts.

*In 2018, we have worked on this outcome on the basis of 3 working areas:*

### Regionalising Governance and Strategy

UNOY believes that the power to make a difference is within the people who know their needs the best and are the most willing to see a change. This is why UNOY is members-led, with the ISG maintaining a strong role-shaping strategy (see the Network Governance), and making decisions fed from the bottom up, informed by local peacebuilders most likely to understand and create impact.

To this end, the IS is decentralising its governance and strategy in each of its six regions of operation. This initiative began in 2017; by the end of 2018, the network comprised 3 decentralised regions.

These regional structures are led by RCs appointed to steer UNOY strategy at the regional level, communicate internally
with the IS and externally about UNOY, and connect members together and with regional partners. **Needs assessment** and **stakeholder mapping** were carried out to better grasp the current capacities, gaps, and regional landscape in each context, and inform the regional action plans designed together with members.

As direct outcomes of regionalisation, roles have been clarified, members’ engagement with each other has increased, as well as **ownership over their membership** and UNOY.

`The biggest success about these regional structures is that member organisations in the region are the one deciding their needs and priorities in the region and that they are working together to achieve them. I have learned how we can achieve so much with little resources when we work with people rather than working for them. When they decide what their needs are rather than others making that decision for them'.

Mohammed Foboi, **Regional Coordinator of West and Central Africa**

Regional cooperation is the cornerstone of global networking; by linking youth organisations regionally, we foster a sense of participation in a global movement. Indeed, the regional structures created contribute to a **stronger network**, where members are better **connected with each other** and **with other key partners** at the regional level. Participation of members in regional governance and strategy—and general communications among them at the regional level—has seen an immense surge, due to regional meetings being held every quarter.

**Regional coordinators did a great job at ‘building relations with member organisation, information sharing’, ‘keep[ing] the network alive’, and ‘making regional action plans gender sensitive’.**

Various UNOY members from **Asia and West and Central Africa**

The **visibility boost** of UNOY in the 3 regions has nurtured UNOY’s advocacy efforts towards inter-regional bodies and the development of joint advocacy strategies (see strategic outcome 3).

**List of 2018 activities contributing to Regionalising Governance and Strategy:**

- UNOY’s third RC, **Raphael Nkurunziza**, was appointed in East and Southern Africa, during a kick-off meeting held in October 2018. Raphael was **introduced to external stakeholders**, including the AU’s Peace & Security, Political Affairs and Youth Division, and potential partners, such as the EU delegation to the AU, Life for Peace Institute, Cordaid Ethiopia, and the RC of Search for Common Ground;
- **11 regional meetings** were organised in 3 regions, and 30 members attended at least one.  
  Furthermore, RCs held **19 individual meetings** with members to address their specific needs.  

12 Average attendance rates per region are 8 members in WCA, 14 in Asia, and 7 in ESA.
Building a Global Community

UNOY is a worldwide network where, most of the time, members are only connected virtually. This can be a challenge in creating a sense of a global community working for a common cause. To address this, every year the IS organises opportunities for young people to meet, to facilitate exchange among fellow peacebuilders around their experiences and ideas.

This is what happened at the Young Peacebuilders Forum in 2018, whose primary goal was networking and engagement among young peacebuilders, to create meaningful and lasting connections between them. This was attained, as 4 months later, 34 of the 42 participants are still in touch and the online community created after the Forum is still very active!

Connectining Young Peacebuilders

In 2018, 13 members reported that their membership at UNOY played a crucial role in connecting them with other young peacebuilders, sharing their knowledge and experiences. These connections play a crucial role in harnessing collective action and advocacy. Beyond this, facilitating meaningful connections among our members and other key peace and security stakeholders is central to the UNOY network approach. When possible, the IS supports equal, constructive, and meaningful engagement of young people by connecting them to key partners, fostering trust, and demonstrating their impact.

List of 2018 activities contributing to Building a Global Community:

The Young Peacebuilders Forum 2018 was held in The Hague. The event brought together 53 young people active in peacebuilding. It focused on developing responses to some hostile narratives driving hate speech and violent extremism across Europe, as well as discussing subjects like populism, migration and refugees, and polarisation.
Part of the IS advocacy is to build awareness around the need to include youth as partners, rather than beneficiaries, and to encourage and support its own partners in reaching out to youth beyond ‘the usual suspects’, by looking for connections within the network.

‘In 2018, we connected UNOY member in Burundi and the Cordaid Burundi team together to develop a meaningful youth leadership program. It gives an extra value, when local partners are embedded and connected to a global network like UNOY. The members inspire each other and there is a lot of valuable knowledge sharing.’

Sabina Atzei, Programme Manager, Cordaid

Once contacts are made, the IS advises and supports its members in developing sound and equal partnerships.

Additionally, 5 of our members reported that their memberships allowed them to achieve international visibility, resulting in the formation of several partnerships with international stakeholders.

‘UNOY assisted us with increasing our international visibility by recommending our organisation for meetings and trainings abroad. In 2018, two of our members had the chance to promote our work in Switzerland and Belgium. UNOY gives us the opportunity to network and exchange globally’.

Building Blocks for Peace, Nigeria

List of 2018 activities contributing to Connecting Young Peacebuilders:

- The IS supported Youth Empowerment and Leadership Initiative (YELI) from Burundi to consolidate their partnership with Cordaid Country Office in Burundi and secure a peacebuilding fund for a youth, peace and security project in the country.
- 11 UNOY members represented the network in 9 events across 3 regions.

2.2.3 Challenging the barriers against youth inclusion

Strategic 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.

Summary of progress towards this Strategic Outcome in 2018:

UNOY led in bringing about compelling evidence on youth impact for peace, securing endorsement by key peace and security players, and advocating for its implementation in global decision-making processes and platforms. A new resolution on youth, peace and security, several meaningful platforms gaining youth leadership, and a cohort of over 30 youth advocates more visible and heard in their local contexts are clear steps towards meaningful impact. Furthermore, in 2018 the IS has secured multi-annual unrestricted government funding, a direct outcome of our advocacy for youth-led peace to be meaningfully supported.
UNOY aims to bring about changes to the very structures that perpetuate youth exclusion, whether on a governmental (local, regional, and national), inter-governmental, or international level, or within the development sector itself. These barriers are presented in many forms—from bias and discrimination towards young people to consequent unavailability of funding, or tokenistic outreach to youth that disregards their diversity, potential, or agency. Young people can challenge this status quo by standing united, supporting each other, and speaking as one in the interest of all.

To that effect, UNOY’s work constructs and spreads a narrative around youth in peacebuilding that is transformative and inclusive. We focus on the positive and meaningful contribution that young people make to creating peaceful and resilient societies across the world, making use of recent global commitments to this agenda to create lasting structures for youth participation.

In 2018, we have worked on this outcome on the basis of 3 working areas:

**Demonstrating Youth’s Impact for Peace**

Very little consolidated evidence on the contributions of youth to peacebuilding existed at the time of the adoption of UNSCR 2250. Studies up to that point typically portrayed young people as susceptible to one of two roles: victims or perpetrators of violence in armed conflicts. This trend led to the designation of young people as vulnerable and significantly undermined their agency to act for change. Through our contributions to two studies in 2018, UNOY helped to change this discourse to a representative and empowering depiction of young people’s contributions to peacebuilding efforts.

The Progress Study on youth, peace and security was a crucial milestone in raising the voices of young peacebuilders and challenging some of the most prevalent myths around youth. UNOY’s participation in the study and our complementary endeavors to follow up on its findings were determining steps in establishing the much-needed evidence of the impact and needs of young people.

This evidence is a concrete step towards bringing down barriers to recognising meaningful participation of youth in peacebuilding. It will be central to UNOY’s future advocacy efforts and
support to its members in holding their governments accountable to these global commitments. These findings, with more evidence to come, are widely disseminated by UNOY.

List of 2018 activities contributing to Demonstrating Youth's Impact for Peace:

- **The Missing Peace: Independent Progress Study on Youth, Peace and Security** was developed upon the consultation of over 4,230 young people, as well as research and mapping exercises in 27 countries, with contributions from UNOY. It was published on 23 April 2018—during the first UNSC open debate on youth, peace and security—where UNOY member, URU, from Central African Republic addressed the Security Council. Thereafter, 69 UN member states expressed their support for the Progress Study and reiterated their commitment to the youth, peace and security agenda. Throughout the year, UNOY organised several informal public events for the launch of the Progress Study in the Netherlands, and contributed to those in Sweden, Germany, and Switzerland.

- **Beyond Dividing Lines: The Reality of Youth-Led Peacebuilding in Afghanistan, Colombia, Libya and Sierra Leone** was published with the support of USAID’s YouthPower Learning Project. It explores the factors enabling and constraining youth engagement in peace in 4 countries. It was led by UNOY members, Afghans for Progressive Thinking (APT) from Afghanistan, Fundación Escuelas de Paz (FEP) from Colombia, Together We Built it (TWBI) from Libya, and Youth Participation in Peace and Development from Sierra Leone. The research involved 241 respondents, mainly young people in the field, and its goal was to contribute to the evidence-based approach to policies and programming for youth, peace and security by building on the existing knowledge of the dynamics and the impact of youth-led civic engagement in peacebuilding.

Making Youth Voices Heard

The **Progress Study** shows that access to conventional governance platforms (parliaments, national assemblies, political parties etc.) is becoming more difficult for young people due to a growing intergenerational trust gap between youth and (inter-)governmental institutions. They consequently seek alternative means for social participation, such as civil society, yet youth-led CSOs suffer similar mistrust, often translating into difficulties to operate and express their voice.

UNOY has taken some significant steps in 2018 towards having young people’s voices acknowledged in decision-making on national and international levels, through bringing and advocating for youth leadership on a number of platforms. The participation of the UNOY network in policy-making is also growing rapidly, and with it, its impact for peace is becoming increasingly visible.
The IS also actively tries to **give members access to public speaking and advocacy platforms,** as they have the most relevant local expertise to bring forward, and but so that they can benefit the most from such exposure in their daily work.

‘After the advocacy mission at the African Union, Youth Empowerment and Transformation Trust became interested in our work and now is one of our donors. After the Carnegie Peacebuilding Conversations, the National Association of Youth Organisations (NAYO) organised a Youth Indaba/Convention where we were invited as core speaker on Youth, Peace and Security Agenda. CSZ is still working with NAYO in many of our peacebuilding projects.’

**Community Solutions Zimbabwe**

**List of 2018 activities contributing to Making Youth Voices Heard:**

- UNOY is providing youth leadership to the Inter-Agency Working Group on Youth and Peacebuilding, now rebranded as Global Coalition on Youth, Peace and Security. In 2018, we took part in the development of a **concrete roadmap for 2018/2019.**
  - Three side events to the UN Security Council open debate on 23 April were co-organised by the IS, with UNOY members at the centre.
  - During the UN global counter-terrorism strategy review on 28 June, a group of **young leaders shared important milestones of youth leadership and empowerment,** presenting a human security and youth perspective to a discussion generally dominated by security perspectives to radicalisation and exclusion.
  - UNOY led the selection of **youth from the frontlines of different conflicts,** and co-organised the [International Symposium on Youth Participation in Peace Processes](#) that took place on March 5 and 6 2019. UNOY members from 8 different countries took part in the symposium. The symposium is available to watch [online](#).

**Prioritising Youth, Peace and Security**

UNSCR 2250 and the Progress Study findings will need to be implemented by global, regional, local, and national policy-makers, and then need to be held accountable to them. UNOY works to shape global and regional policies and funding for these commitments to be reflected across the entire peace and security field.
This is done through our advocacy teams. Their main objective is to support the youth, peace and security agenda among the member states of the EU, AU, and UN. These teams build on the impact evidence gathered from our members and bring local voices to the global political fora. In 2018, our YATs had a remarkable impact on the **endorsement and the adoption of the youth, peace and security agenda**.

After UNOY’s YAT mission to the AU, the latter joined the Global Coalition on Youth, Peace and Security and appointed a Youth Envoy, also a former ISG representative for UNOY. A study on youth and peacebuilding on the continent was announced for 2019, signaling more structural interest in youth, peace and security, and clear steps were taken to include UNOY members in carrying this out.

Building on several years promoting youth participation in European fora, the E-YAT work led to a motion for a Parliamentary Assembly of the Council of Europe (PACE) resolution on **strengthening the role of young people in prevention and resolution of conflicts**. It was submitted and signed by 36 PACE members across political party lines. Later that year, the adoption of European Union’s **Council Conclusions** on the role of young people in building secure, cohesive, and harmonious societies signified the **EU’s endorsement of UNSCR 2250**. The document provides policy guidance to the EU on how to implement the resolution both within the EU and in its external affairs.

It is hoped that these developments will ease more entry points for young people in the institution and make the EU, AU and Council of Europe adopt binding instruments that support youth-led peacebuilding across the respective continents. At the global level, with a second resolution on youth, peace and security adopted (**UNSCR 2419**) in 2018, we hope to see further inclusion of youth, peace and security in both local and international policies in the near future. We also hope that these commitments translate into concrete funding opportunities for young people across continents.

**List of 2018 activities contributing to Prioritising Youth, Peace and Security:**

- The **African Youth Advocacy Team (A-YAT)** held its first mission to the AU in November 2018. As a result, UNOY representative, Achaleke Christian Leke, was invited as the **first young person to brief the AU Peace & Security Council** in an open session on November 7 and 8. Four UNOY members in Africa were invited to take part...
in the **methodology workshop** for the AU baseline study on youth, peace and security from December 12 to 14.

- The **European Youth Advocacy Team (E-YAT)** was invited to provide a briefing on 12 January to the Council of the EU’s Youth Working Party on the **importance of adopting Council Conclusions** on youth, peace and security. UNOY helped organise the first EU conference on youth, peace and security on 23 May that brought together **73 young peacebuilders from 27 EU member states and 29 partners**, as well as decision-makers, policy experts, stakeholders, and practitioners. UNOY shaped the programme and participant selection, and moderated a panel discussion. The E-YAT and two members from Belgium and Northern Ireland took part in the conference. This marks the first time youth, peace and security being formally discussed at the European Parliament.

- The E-YAT made young leaders visible in Europe by kicking off a social media campaign on the **International Day of Peace**, featuring young people who are building peaceful and cohesive societies in Europe. They posted a series of quote cards which received a total of **126,361 impressions** and **2,523 engagements** on Twitter and Facebook.

- The **European Partnership on Youth and Peacebuilding**, a coalition of Europe-based international peacebuilding and development organisations and independent experts, was formally launched with a **Civil Society Statement** for the **endorsement of youth, peace and security agenda**. The Partnership’s founding members are Save the Children, Search for Common Ground, World Vision, PeaceMatters, and UNOY.

### 2.3 Furthering our impact

To conclude this impact report, the IS would like to offer a few critical reflections on our work in 2018 and its potential for impact. In the **next section**, UNOY members’ feedback on how the IS activities have supported their peacebuilding work will be presented. Therefore, this feedback will not be repeated here, though it is intimately linked to the assessment of our impact and an essential element of reporting and learning. Rather, this section aims to present both some of the lessons learnt from our programming and organisational learning, while also acknowledging the challenges inherent to working with a global network structure and within the broader peacebuilding field.

While capacity development is and will remain a central part of our activities, our results nourish a desire to ‘look beyond training’ and assess whether our current approach—focusing strongly on the training of individuals—is the most effective, sustainable, and impactful way of empowering young people in their peacebuilding efforts. We will look to develop **more innovative capacity development approaches**, combining training with resource mobilisation, and with a stronger focus on **organisational capacity development and transformation**.

The **need for a strong global network**, able to connect and support youth peace organisations, is stronger and more challenging than ever. The barriers to global networking opportunities to keep members active—such as high costs and travel restrictions—are significant impediments to maximising impact. The growth of the UNOY membership each year also poses questions: that of our **common identity** as a network, of the **IS capacity to keep an overview and coordinate efficiently** and equally across regions, and of the balance between regional needs and organisational priorities in the IS. To this are added the **challenges of maintaining a truly functional and transparent governance** system, which is made significantly more difficult by
the extensive troubles our representatives—and our members at large—face to obtain a visa for crucial annual strategy meetings.

While we strive to support grassroots groups, making the tools we develop and opportunities we offer accessible to all our members, and beyond just ‘elite’ youth, is no easy task. In fact, the IS and members are too often still engaged by partners to ‘tick the youth box’, and it will take time to deconstruct tokenism around youth participation.

Policy advancements in the field of youth, peace and security have brought considerable changes to the peace and security environment. However, this difference will not be sustainable if not translated into concrete local commitments that bring about structural and normative inclusion measures for young people, and our members. Moving forward, the IS will focus on concrete ways to push for these local commitments, and to move away from the UN-centrism that sometimes dominates this field. Similarly, we will strive to achieve that these policy development are translated into actual funding opportunities for youth-led peace work. Finally, we are seeking ways to address the challenges that many of our members encounter—from facing violent group actions to direct threats to their safety and operations—while also bringing about a cultural shift in how we think about young people, neither as victims nor villains, but active agents of change.

LORRAINE DEGRUSON
LEADING COORDINATOR

AN ADDITIONAL CHALLENGE IN COMING YEARS, FROM AN ORGANISATIONAL POINT OF VIEW, WILL BE PROFESSIONALISATION VS SAFEGUARDING UNOY’S UNIQUE NATURE OF A PLATFORM DRIVEN BY VOLUNTEERISM AND ACTIVISM IN INFORMAL SPACES.
This section looks at the cohesion of the UNOY network and presents the feedback from our members regarding the network resources and governance. The findings presented here play a crucial role in building and promoting a feeling of community and engagement in the network, and improving its structures, to ensure that all organisations in the network benefit from their membership equally and to a greater extent, and to increase UNOY's impact.

3.1 Members' involvement in the network

UNOY is a network stretching across the globe, offering its members many opportunities for engagement, including various activities organised each year by the IS. However, numerous reasons including but not limited to access to resources, language barriers, travelling limitations render these opportunities sometimes limited in access to all of our members. We strive for all organisations to benefit from their membership equally and take part in the network one way or another. To this end, we have been decentralising our governance and regionalising our strategy.

The IS has identified three main indicators to assess the members' involvement in the network and the extent to which they benefit from their membership: participation, contribution, and use of resources. In 2018, the IS surveyed members regarding the indicators. The results are presented in the subsections below.

3.1.1 Members' participation

Aside from their own work, the members also participate in the network activities. These can range from writing blog posts to participating in research, symposiums, or trainings. Participation in these activities and their follow up is among the defining factors of the network's cohesion. In 2018, this participation is reflected in the table below.

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The Facebook group for UNOY members was found to be the most active site for the members’ engagement. Members can find various opportunities and easily ask for help there, making it a very popular spot for the members to connect.

With the decentralisation of our network, UNOY started holding regional meetings where the needs of members are discussed and where decisions are jointly taken. These are still new platforms and need time to reach their potential and attract more (if not all) members in each region. To achieve this, we will more effectively communicate the **value of the regional structures and attending regular online meetings** to our members, especially how it would benefit them to take part in these meetings, express their needs, offer support for others and contribute to the regional action plans. The participation and support of members in building and strengthening these structures is crucial to their success.

### 3.1.2 Members’ contribution

Members' cooperation is not limited to their participation in the network activities. These activities also spark cooperation among members. Members autonomously initiating cooperation is a positive indicator of network cohesion. **Twenty organisations reported to have cooperated with other organisations in the network** outside the network activities. This has happened mostly at the regional level, certainly thanks to the increased members’ cooperation and communication fostered by our new regional structures.\(^{14}\)

In a collaborative network like ours, the network's cohesion is also fostered by the support members offer each other. The many expertise hosted in the network can smartly match the needs for development in different areas, if well connected. Below are the most common areas where members reported **offering each other help**:  

\(^{14}\) A representative from *Building Blocks for Peace* from Nigeria was hosted by *Tumult* from Belgium in August 2018.
Joint advocacy
Sharing knowledge and experience
Joint fundraising
Education and training for peers
Sharing articles and inspiring stories
Providing space for activities

A central role for the IS, including the RCs, is both to make sure the support offered by our members is visible and that the individual needs of member organisations are identified and addressed.

3.1.3 Members’ use of resources

One way of supporting our members is by developing tools that can assist their work. UNOY regularly produces resources—including toolkits, research, and reports—to support and guide our members in their work. Some of these resources are prepared solely by UNOY and others are prepared in cooperation with other organisations; all are shared on our dedicated webpage. The use of our resources by members in 2018 is shown below. 2250: A Youth Toolkit, offering a guide for campaigning for the UNSCR 2250, is still the most popular resource among the members.

<table>
<thead>
<tr>
<th>Use of resources shared with the members</th>
<th># out of 52</th>
</tr>
</thead>
<tbody>
<tr>
<td>2250: A Youth Toolkit (2016)</td>
<td>29 (56%)</td>
</tr>
<tr>
<td>Annotated Bibliography: The Role of Youth in Peacebuilding (2016)</td>
<td>12 (23%)</td>
</tr>
<tr>
<td>Beyond Dividing Lines. The reality of youth-led peacebuilding (2018)</td>
<td>16 (31%)</td>
</tr>
<tr>
<td>Designing Learning for Peace (2016)</td>
<td>11 (21%)</td>
</tr>
<tr>
<td>Mapping a Sector: Bridging the Evidence Gap on Youth-Driven Peacebuilding (2017)</td>
<td>11 (21%)</td>
</tr>
<tr>
<td>The Learning Curve. A Guide to Evaluation for Youth Organisations (2016)</td>
<td>10 (19%)</td>
</tr>
<tr>
<td>Translating Youth, Peace &amp; Security Policy into Practice (2016)</td>
<td>11 (21%)</td>
</tr>
<tr>
<td>Young People's Participation in Peacebuilding: A Practice Note (2016)</td>
<td>13 (25%)</td>
</tr>
<tr>
<td>Youth Impact for Peace: Monitoring, Evaluation and Learning... (2015)</td>
<td>14 (27%)</td>
</tr>
<tr>
<td>Other resources published before 2015</td>
<td>5 (10%)</td>
</tr>
</tbody>
</table>

The feedback from the network on these tools has been very positive. Most members reported that the resources were very practical, easy to use, and a significant help in their work.

Many of them have disseminated the material to their local communities or authorities for campaigning, while some also pointed at difficulties to do so because the material was not tailored for this purpose. The difficulty of producing hard copies and the unavailability of our resources in local languages were reported to be the most significant challenges the members had in sharing the information presented in the resources. Other suggestions were made to improve our reach by including more visual designs and some exemplary practices. We are taking these notes into our planning for the coming years!
In 2019, UNOY published the long-anticipated resource *Youth4Peace Training Toolkit* based on the members’ needs and requests, as well as the feedback on the toolkits published previously. The IS is looking forward to hearing our members’ feedback on this toolkit to improve it further.

### 3.2 Members’ feedback and reflections

The IS also asked members to give feedback on the network’s governance and to reflect on how it can improve based on their needs, so that every member benefits from their membership. First, we asked them to rate the network’s cohesion on a scale of 1 to 5.

![Bar chart showing ratings of network cohesion](chart)

Ratings show that the network is relatively cohesive, with an average rating from all regions of 3.7 out of 5\(^\text{15}\), and with space for improvement. While the members from the Americas rated the network cohesion the highest (4.5), the members from Europe rated it the lowest (3.3), meaning members from Europe feel that they are less involved in the network and less in touch with each other. The number of members in the region (26 members in Europe, 3 in Americas) is probably a factor in these results.

With an average rating of 4.1, the majority of members perceive the network as open and inclusive, as shown below.\(^\text{16}\)

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\(^{15}\) Standard deviation: 1.0

\(^{16}\) Standard deviation: 1.0
Again, the highest ratings were from the Americas (5.0), and the lowest ones were from Europe (3.9), indicating a need to explore members' needs and expectations further in this region.

The IS later asked the members to rate the governance structures of UNOY to evaluate their communication and engagement and also give feedback on what they do well, what can they improve, and what else they would expect these structures to do (see below).

Rating: Communication and engagement with the governing bodies (1 to 10)

The IS wants to thank all UNOY members for sharing their opinions and expectations towards different points of contacts for them in the network. These have been shared with the ISG and the RCs. The overview of the feedback given to the IS is presented below:

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17 Because the IS is accountable to all members and thus received a larger scale of feedback, we shared the feedback on the IS in a different format than the ISG and the RCs, whose representatives are accountable to the members of their respective regions.
Overall, UNOY members were happy with the engagement from the IS, as a key focus to improve its engagement and coordination in 2018. They reported finding the opportunities being shared with the network useful and being pleased with the friendliness of their interaction with the IS. They expressed appreciation for needs they brought up in the past being addressed.

Nevertheless, some members also reported that they were not being communicated with as often as they were expecting, pointing to improvements needed in email responsiveness. The appointment of RCs and, in the IS, of a Network Coordinator, is directly thought to address this.

Some members also stated that they do not feel included enough in the network activities, and sense a lack of engagement among themselves. This has sometimes been because the activities take place where visa restrictions are tough, such as Europe, or where donors limit participation geographically. They have been encouraging the IS to turn to new donors and to look into ways of diversifying the attendance to the network activities. To this end, the IS is planning more and more activities at the regional level, building on the regional coordination structures that foster bonds among members at the regional level.

One of the most significant challenges the members are dealing with is sustainable fundraising, where they seek more support. The IS have been aware of this need for a long time and have been trying to support our members with sharing opportunities. In 2019, the IS is working on developing a capacity building programme for fundraising to directly address the need.

The members also hope for more opportunities to meet face-to-face. This is done mainly through network activities, but they are not always easily accessible for the reasons discussed previously. Bringing together a large number of people, although very inspiring for all of us, is logistically and financially straining!

Many members also expressed their appreciation for the initiative taken to build the regional coordinations and some expressed understanding that the full effect of these initiatives will take time and that regional funding needs to be identified for these to take their full potential. The IS sincerely appreciates the members communicating their needs with them, while acknowledging that the IS is currently stretched thin trying to address all these needs.
We received a number of very specific suggestions as well. African Youth Relief Organisation from Benin suggested to create a platform to engage members that are no longer youth-led, whose significant experience can be invaluable for their younger colleagues and for the network. Another suggestion, coming from Youth for Peace International from India, is to map the strengths and needs of members to make better use of the resources available within the network. The IS is excited to reveal that they are already working on these ideas, among others, to make our network even more awesome!

The members’ feedback on what their ISG representative and their RC do well and can do better is presented below.18

<table>
<thead>
<tr>
<th>Americas</th>
<th>Asia</th>
<th>ESA</th>
<th>Europe</th>
<th>MENA</th>
<th>WCA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ISG</strong></td>
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<tr>
<td><strong>Does well</strong></td>
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<tr>
<td>Awareness of the members’ needs, connecting the members, inter-network visibility</td>
<td>Engagement with and guidance for the members, successful strategic planning</td>
<td>Strategic planning, advocacy, communication, representation, sharing information</td>
<td>Communication, disseminating information, online meetings</td>
<td>Respectful communication, empowering the members, sharing updates</td>
<td>Regular check-in &amp; communication, representing the needs, following-up, engagement</td>
</tr>
<tr>
<td>Involve more organisations in the network into UNOY to foster regional diversity</td>
<td>Providing feedback regularly, regular online or face-to-face meetings, more trainings, fundraising</td>
<td>Supporting regional fundraising and access to core funding, face-to-face meetings</td>
<td>Responsiveness, consulting the members in decision-making, clarity</td>
<td>Sharing or securing opportunities</td>
<td>Evaluation, grants application support, involving members, representativeness, visibility, fundraising</td>
</tr>
<tr>
<td><strong>Can do better</strong></td>
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<tr>
<td><strong>RC</strong></td>
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<tr>
<td><strong>Does well</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>No Regional Coordination in 2018</td>
<td>No Regional Coordination in 2018</td>
<td>No Regional Coordination in 2018</td>
<td>No Regional Coordination in 2018</td>
<td>No Regional Coordination in 2018</td>
<td>No Regional Coordination in 2018</td>
</tr>
<tr>
<td>Frequent online and face-to-face meetings, better grasp of context</td>
<td>Supporting the members’ fundraising, face-to-face meetings</td>
<td>Regional programmes, inclusivity, proactive, following-up</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Can do better</strong></td>
<td></td>
<td></td>
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</tbody>
</table>

18 We shared the feedback regarding what the ISG representatives and RCs could do further and the desired priorities in the regions with the corresponding representatives.
Partners in 2018

The impact described in this report would not have been possible without the help of our partners. The organisations that supported UNOY Peacebuilders’ work in 2018 are listed below:

- Cordaid
- Council of Europe (CoE), European Youth Foundation (EYF)
- Erasmus+ Programme
- Global Partnership for the Prevention of Armed Conflict (GPPAC)
- Haella Foundation
- Ministry for Foreign Affairs of Finland
- PeaceNexus Foundation
- Swedish International Development Cooperation Agency (Sida)
- United Nations Population Fund (UNFPA)
- United Nations Office of the Secretary-General’s Envoy on Youth
- U.S. Agency for International Development (USAID)