



Annual Plan 2015
United Network of Young Peacebuilders

UNOY Peacebuilders

The United Network of Young Peacebuilders (UNOY – pronounced ‘You Know Why’) is a global network of youth organizations committed to establishing sustainable, peaceful societies. Young people constitute half of the world’s population, and we strongly believe in the importance of their involvement in societal change. This is why we aim to provide youth with the necessary means to contribute to peace.

UNOY Peacebuilders is a non-political, non-religious, non-governmental organization that supports young peacebuilders regardless of gender, ethnicity, social class, religion, and/or any other distinction. Our vision is youth committed to jointly building a world in which peace, justice, solidarity, human dignity and respect for nature prevail. Our mission is to link up young people’s initiatives for peace in a global network of young peacebuilders, to empower their capacities and increase the effectiveness of their actions.

Introduction to the 2015 Annual Plan

In 2015, the focus of UNOY Peacebuilders will be to support high quality youth peacebuilding on a local, national and global level and to develop the new strategy for 2016-2020. The focus on quality will be present in several of our activities - and most notably in the research project Youth Impact: Strengthening Organisational Capacities to Build Peace in Europe.

This annual plan is guided by the strategy for 2011-2015, and its four strategic priorities:

- To facilitate the build-up of the capacities of members to mobilize more youth to be effective contributors to the creation of peaceful societies.
- To develop positive youth engagement in international and national processes related to peacebuilding and conflict transformation.
- To strengthen the effectiveness of UNOY Peacebuilders as a network of youth peacebuilding organizations based on democratic principles and a shared feeling of ownership that utilizes opportunities for members.
- To strengthen UNOY Peacebuilders’ public image.

We will continue our active participation in the Global Partnership on Children, Youth and Peacebuilding currently led by Save the Children Norway, and in the UN Intra-Agency Network on Youth Development Sub-Working Group on Youth Participation in Peacebuilding. We joined the International Coordination Meeting of Youth Organizations (ICMYO) in 2014 and will work to strengthen our links to other global youth organizations within ICMYO in 2015.

Gender

As gender inequality is both a cause and consequence of many conflicts, the 2015 annual plan foresees a gender dimension of the work and activities throughout the year.

UNOY is a signatory of the Dutch National Action Plan on UN Security Council Resolution 1325 on Women, Peace and Security. In this context we work to raise the voice of young people and their work in relation to Gender, Peace and Security.

In accordance with our gender policy and our commitment to gender equality, we work gender sensitively in all our activities. The overall objective of the gender policy is to ensure the inclusion of a gender, peace and security (GPS) perspective in UNOY's work and in international policy and practice on youth and peacebuilding.

In addition to the goals laid out in the UNOY Gender Strategy, in 2015 UNOY Peacebuilders will work to:

- Ensure that the new strategy developed in 2015 is gender sensitive.
- Ensure that the International Secretariat (IS) team members receive training in gender, gender equality, gender sensitivity and gender, peace and security.
- Appoint a gender focal point in the IS.
- Disseminate the Gender Toolkit

Matilda Flemming is responsible for the gender work.

1. Capacity Development Program

The Capacity Development Program aims to achieve UNOY's strategic priority 1, namely to facilitate the build-up of the capacities of members toward mobilizing youth to be effective contributors to the creation of peaceful societies. Key activities for this strategic priority are "Member organizations benefit from capacity building opportunities" and "Member organizations connect with each other, share knowledge and skills." The Milestone for 2015 as laid out in the strategy is to develop capacity building initiatives for members of **all regions** with the support of the ISG and the IS. This milestone will be partially reached as capacity building opportunities will be offered to member organizations from all regions (West Africa, East Africa, Asia, Europe and Latin America). However, we are still working to establish a sustainable system of regional capacity development trainings covering all regions.

Solvi Karlsson is the Leading Coordinator responsible for the Capacity Development Program. He is supported by the Project Coordinator Imre Veeneman.

Activities in 2015

1.1 Working with Conflict: Training of Trainers in Europe - Designing and Implementing Quality Trainings for Conflict Transformation

Location: Barcelona

Timeframe: January 1 – December 31, 2015

Budget: 22.500 EUR

Funding: European Youth Foundation (work plan)

UNOY's role: Lead organization

Partners: FCV (Spain)

This ToT is an 8-day training course for 20 peace and conflict practitioners from Council of Europe member states.

The project will be composed of two phases: An online training phase and a face-to-face Training of the Trainers. It will provide participants with training skills emphasizing quality learning. Training courses for young people are available in Europe and beyond, however, not all of them monitor and evaluate the quality of the learning process of participants. This ToT will not only present diversified training approaches and methodologies, but also when and how to use them to maximize learning, therefore emphasizing quality learning.

The ToT will seek to build competences (knowledge, skills and attitudes) of learners related to two specific themes:

1. Conflict Transformation Tools

Conflict and change are part of life and are continuously present in human relationships. Examples of interpersonal, intergroup and organizational conflicts will be used to give participants a deeper understanding of how their day to day interaction with others are entry points for constructive change, at the social, political and/or cultural level.

2. Quality Learning Process

The ToT is designed to empower participants, not just to design and conduct trainings, but also to support quality learning. Topics include understanding different learning styles; implementing varied methodologies and linking this to specific objectives of a session; coherence between program flow, objectives and methods used; and a focus on the debriefing process. During the ToT, time will be dedicated to practice and experiential learning.

The training builds on the successful Understanding and Working with Conflict – Training of Trainers organized by UNOY member Fundacio Catalunya Voluntaria in 2014, and the pilot projects in 2011 and 2013. Please see www.workingwithconflict.wordpress.com for more information.

1.2 Mainstreaming Peace Education: Competence Framework

Location: Gloucestershire, Berlin, Riga, The Hague, Istanbul

Timeframe: November 2014-November 2016

Budget: 203.171 EUR (Total project); 14.250 EUR (TBC – for UNOY)

Funding: Erasmus+ Strategic Partnership

UNOY's role: Partner organization

Partners: Asha Foundation (lead organization - UK), EIF (Germany) HUMANA PEOPLE TO PEOPLE (Latvia), Habitat (Turkey)

While peace education has gained visibility in the field of non-formal education over the past years, it is affected by challenges common to most non-formal education in the youth field: A low level of conceptualization, diverging quality, lack of a coherent competence framework and a lack of recognition.

Against this background the project aims to build a Competence Framework for Peace Education in youth work. Its specific objectives are to:

- Develop a Peace Education Competence Framework including knowledge, skills and attitudes required, evaluation indicators, assessment methods as well as educational guidelines for achieving the competences
- Increase the recognition of peace education by linking the Framework with the Youthpass and Europass certification system
- Increase the quality of peace education activities in the youth sector

Given the current conflicts and social tensions in Europe, the project is based on the assumption that peace education is a necessary form of education in all communities to ensure protection of human rights, nonviolence and participation as fundamental principles of societal life.

This project will build on the experiences of the 2012-2014 project “Mainstreaming Peace Education: Approaches, Methodologies and Visions”.

2. Advocacy Program

In 2015, the priority of the Advocacy Program is to continue the work of the Youth Advocacy Team started in 2012 and to introduce a skills-focus workshop. The advocacy work will be guided by the advocacy strategy.

The Advocacy Program aims to achieve strategic priority 2: to develop positive youth engagement in international and national processes related to peacebuilding and conflict transformation, as well as the Key Activities “Facilitate inclusion and active participation of members in Peacebuilding initiatives of governmental, intergovernmental and non-governmental international organizations, bodies and agencies” and “Support members and governmental, intergovernmental and non-governmental international bodies and agencies to effectively engage in fruitful cooperation in peacebuilding initiatives.”

The Advocacy Program works closely with the Global Partnership on Children, Youth and Peacebuilding, the UN Intra-Agency Network on Youth Development Sub-Working Group on Youth Participation in Peacebuilding, the International Coordination Meeting of Youth Organizations (ICMYO), as well as with the European Youth Forum.

The Milestones for 2015 as laid out in the strategy are to:

- *Be one of the leading youth organizations working on peacebuilding at an international level owning specific expertise on resulting in international agencies and governments bodies contacting UNOY in the regions in which it is active in and at an international level.*
 - This milestone has been achieved, and the advocacy program will continue its work on this in 2015.
- *Join four existing alliances of international NGO's and agencies in which the IS and representatives from at least five member organizations are able to represent the needs and views of UNOY.*
 - This milestone has been reached. UNOY has joined the Global Partnership on Children, Youth and Peacebuilding, the UN Intra-Agency Network on Youth Development Sub-Working Group on Youth Participation in Peacebuilding, the International Coordination Meeting of Youth Organizations (ICMYO) and the Major Group on Children and Youth.
- *Through the liaison work of UNOY representatives, enable 15 members to attend opportunities provided by external organizations each year on topics relevant to the network.*
 - This milestone is in progress.

Matilda Flemming is the Leading Coordinator responsible for the Advocacy Program.

Activities in 2015

2.1 The Youth Advocacy Team - Strengthening Young Leaders Advocacy on Peace and Security

Location: The Hague, New York

Timeframe: June 2014 - December 2015

Budget: 124.613 EUR

Funding: CORDAID

UNOY's role: Lead organization

Within the framework of this project, a lobby mission and an advocacy training will take place. The aim is to increase key actors' recognition of the positive role young community leaders play in fostering community resilience and how youth voices and expertise can build resilience against violence in their communities.

A lobby, advocacy and networking training for young leaders from Palestine, Libya and from the UNOY Network will take place from March 1st until March 7th of 2015 in The Hague, the Netherlands. The purpose of the training is to build the skills and knowledge of young change makers and peacebuilders in the area of advocacy for conflict transformation and human security.

The Youth Advocacy Team (YAT), consisting of six young lobbyists from around the world, will join a lobby mission in June 2015 to the UN headquarters in New York. The team will advocate for greater youth involvement and participation in peacebuilding and security processes at a UN level and specifically for the adoption of a UN Security Council Resolution on youth, peace and security.

2.2 Multi-agency, multi-country, multi-donor evaluation and research on children, youth participation in peacebuilding (3M)

Location: DRC, Colombia, Nepal

Timeframe: June 2014 - June 2015

Budget: 0 for UNOY

Funding: Ministry of Foreign affairs of Norway

UNOY's role: Partner organization – youth expert

Partners: Save the Children, Search for Common Ground, PATRIR, World Vision

UNOY Peacebuilders is part of the Global Partnership on Children and Youth in Peacebuilding. A sub-group of the partnership, consisting of UNOY Peacebuilders, Search for Common Ground, Save the Children Norway, World Vision and our member organization in Romania PATRIR has developed an evaluation project to improve existing peacebuilding practices.

The global evaluation will codify best practices and lessons learned and define standards and norms across different organizations working in this sector to improve peacebuilding, peacemaking and peacekeeping efforts. It will also highlight areas in need of greater investment to enable greater resilience to violent conflict.

The evaluation will ensure that stakeholders better understand and recognize the importance of working with children and youth on peacebuilding. This includes improved mainstreaming of peacebuilding

into child rights and child and youth participation work; and increased engagement with children and youth in peacebuilding.

Such a global evaluation of children and youth peacebuilding has never been carried out. We are interested in integrate the findings into our work to ensure that research and practice combine to strengthen our work on youth and peacebuilding.

3. The UNOY Network

The UNOY Network is the core of what UNOY is and does. In 2015 the ISG will work to bring the network closer together and to actively involve members in project development and project implementation.

The International Steering Group (ISG) plays a key role in the engagement and management of the network. The 6 members of the ISG are elected regional representatives of the network membership in Asia, East Africa, West Africa, Europe and Latin America respectively.

The UNOY Network is fundamental to achieving Strategic Priority 3: Strengthening the effectiveness of UNOY as network based on democratic principles, with a feeling of ownership that utilizes opportunities for members and the key activities “Maintain a dynamic, efficient network of youth led and youth focused peace organizations built on democratic principles” and “Respond to emerging initiatives and trends relevant for youth led and youth focused peace organizations.”

The milestones for 2015 for this strategic priority are:

- *Become one of the leading youth organizations working on peacebuilding at an international level with expertise on specific topics.*
 - This milestone has been achieved, as UNOY is regularly invited to relevant high-level events to speak on youth participation in peacebuilding.
- *Show through monitoring and evaluation conducted by members that they are taking action using their gained knowledge and links.*
 - This milestone has been achieved through the Annual Impact Review.
- *Ensure that members cooperate with each other with assistance from the ISG members and the IS.*
 - This milestone has partly been as according to the Annual Impact Review, 77 projects were implemented by UNOY members with other UNOY members as project partners.
- *Have a democratically elected International Board that is accountable to the ISG.*
 - This implementation plan of this milestone is in development and will be taken into account in the strategic plan for 2016-2020.

Matilda Flemming is responsible for the Network activities.

Activities in 2015

3.1 Youth Impact: Strengthening Organisational Capacities to Build Peace in Europe

Location: The Hague, Berlin, Palermo, Barcelona, Cluj Napoca, Antwerp

Timeframe: February 2015 - June 2016

Budget: 118.436 EUR (total budget), 46.155 (for UNOY)

Funding: Erasmus+ Strategic Partnership, European Youth Foundation (work plan)

UNOY's role: Lead organization

Partners: EIF (Germany), Ceipes (Italy), FCV (Spain), PATRIR (Romania), SCI (Belgium)

Under this project, six youth organizations, all with a focus on peace education, will work together to research monitoring, evaluation and learning (MEL) and create guidelines for youth organizations to embed MEL within their structures and processes.

Building capacity for organizational management through MEL not only strengthens the quality of the work of individual youth organizations, it also enables youth organizations to look ahead and develop joint strategies for the long term. Youth organizations are generally occupied with daily activities but lack the capacity to work collectively on long term strategizing. This results in (relatively) short term planning and decreases the quality of the programming. Carrying out in-depth organizational assessments and reviews enables youth organizations to position themselves more strategically in the field of youth work.

Effective MEL processes will support youth organizations to improve the quality of their work and to demonstrate this to stakeholders and donors. As such it supports youth organizations in advocacy work, fundraising, and, creates openings for cross-sectorial collaboration.

3.2 Young Peacebuilders Forum

Location: The Hague

Timeframe: September 2015

Budget: 37.950 EUR

Funding: European Youth Foundation (work plan), Erasmus+ Strategic Partnership

UNOY's role: lead organization

The Young Peacebuilders Forum 2014 was a part of the 25th anniversary of UNOY and there was no intention of repeating the concept. However, due to the positive feedback received from the participants about the need for this kind of event we have decided to repeat it.

The Young Peacebuilders Forum 2015 will take place over four days in September in The Hague. The topic of the 2015 Forum is Ensuring Quality of Youth Peace Work. Each day will open with a keynote speaker to inspire the participants in their workshops, with the rest of the time dedicated to group work and discussions. The Forum will bring together 60 young peacebuilders: around 30 from the UNOY network, and 30 from outside of our network. At least 6 of the participants will come from UNOY members from non-Council of Europe states.

The MEL research report will be presented and discussed at the Forum. Discussions will focus on reflecting on the results and on how the

challenges identified in the research report can be addressed in the next step of creating Guidelines for Monitoring, Evaluation and Learning for Youth Peace Organizations.

We will dedicate a whole day during the forum to the UNOY Network, splitting the group between the UNOY members and non-members and giving the network members an opportunity to discuss challenges and opportunities related to their UNOY membership. The Network Meeting component of the Forum aims to strengthen the European UNOY Network.

Space will also be given to group discussions focused on current conflicts in Europe.

The Forum 2015 will build on lessons learned from the Forum 2014.

3.3 International Steering Group meeting

Location: Online, The Hague

Timeframe: All year, Face-to-face meeting November 2015

Funding: Administrative funding

UNOY's role: Lead organization

The International Steering Group, consisting of six persons representing our member organizations, will meet every six weeks online and, funding permitting, face-to-face in November in The Hague.

In 2015, four new members representing Latin America, East Africa, Europe and Asia will be elected.

3.4 Annual Impact Review

Location: Online

Timeframe: January – April 2015

Funding: Administrative funding

As part of our monitoring and evaluation plan, we review our performance every year by requesting feedback from our members through the Annual Impact Review. All UNOY member organizations are required to complete a questionnaire seeking information on the following topics: their organization, their membership within the UNOY network, activities they implemented in the past and expectations for the future. The review is a tool for monitoring and evaluating with the goal of evaluating overall performance of UNOY in the year 2014, whether or not members expectation have being met, and the relevant experience of our members. The results of the Review are published in the Annual Impact Review Report.

3.5 Global Participant Review

Location: Online

Timeframe: January – April 2015

Funding: Administrative funding

In 2015 there will be an additional questionnaire targeting participants who took part in one or more trainings that were part of UNOY's capacity development and/or advocacy program in 2014. The review is a tool to monitor the involvement of youth linked to UNOY members in international and national process related to peacebuilding and conflict transformation after their participation in a UNOY program. In addition,

the review aims to evaluate the long term effects of the trainings provided by UNOY on the individual youth whom participated, more specifically to evaluate competences (including their skills, knowledge and attitudes). The results of the Review will be published in the Annex of the AIR Report.

4. Communication and Outreach

Outreach is of key importance to UNOY Peacebuilders. As a global network, communication is what binds us together.

In terms of internal communication, UNOY will continue to maintain a closed Facebook group for representatives of UNOY member organizations. Opportunities for members (events, funding opportunities and more) will be shared both in this closed Facebook group and via targeted emails.

The UNOY Facebook page, Twitter account and blog, set up at the end of 2014, are the main channels for external communication. Our external communication has three main strands: sharing information about UNOY activities UNOY members and their activities, and youth involvement in peacebuilding in general.

The Communication and Outreach work is aims to achieve Strategic Priority 4: To strengthen UNOY Peacebuilders' public image and the key activities "successful practices of members & IS, inspiringly presented to global community," "be present on websites of strategic partners and social forums" and "presence at key events of governmental bodies and agencies."

The Milestone for 2015 for the Communication and Outreach work is to be acknowledged as one of the leading youth organizations working on peacebuilding at an international level with expertise on specific topics.

This milestone has been achieved as indicated by UNOY being invited to relevant high-level events and structures on youth participation in peacebuilding. This indicates that relevant actors in the sector are aware of UNOY as a result of our successful communications and outreach activities.

Solvi Karlsson is responsible for the Communication and Outreach work.

Activities in 2015

4.1 Updating the UNOY website

Location: Online

Timeframe: January – July 2015

Funding: Administrative funding

The UNOY website does not fully capture the range of work done by UNOY. The website convey that advocacy and capacity development are the main pillars of UNOY's work, as well as present UNOY as a youth-driven organization.

In 2015 the UNOY Secretariat will update the website to better represent the organization. We will improve the text descriptions of UNOY's different fields of activities, improve the visual aesthetics to make the website more appealing, and link the website with a new UNOY blog which will be updated regularly with news of UNOY activities.

5. The International Secretariat

In 2015 the aim is to continue the professionalization and organizational development at the UNOY Secretariat, focusing on efficient processes and responsible financial management of activities.

Knowledge management and document storage remain problematic for UNOY, as the organization currently uses a number of different methods for this purpose. In 2015 a sustainable solution to knowledge management and document storage will be implemented along with standard operating procedures.

Funding permitting, the aim is to increase the staff capacity at the Secretariat to 3.8 FTE, and to implement a 25% salary increase mid-2015 for all employees.

Matilda Flemming is responsible for the work of the International Secretariat.

Activities in 2015

Fundraising

Funding continues to be a challenge for our network. In 2015 UNOY will focus on fundraising for its new strategic plan 2016 - 2020, including securing long term projects (minimum 2 years in length).

In 2015 we continue to strive for member-driven project development. This year we will introduce an internal proposal development cycle in cooperation between the IS, board and ISG. This cycle will start with a joint brainstorm of these three groups in February 2015 to gather initial ideas for activities to take place in 2016 and 2017, based on the multi-annual strategy. Following this meeting, several ideas will be developed into internal concept notes which will then be matched with potential donors and used for grant applications in spring 2015.

UNOY's fundraising priorities for 2015 will be set by the IS, board and ISG in January 2015.

Planning, Monitoring, Evaluation and Learning (PMEL)

In 2015 we will continue to develop the PMEL structures of UNOY. The current Monitoring and Evaluation Strategy, focusing on the quality of the capacity development and advocacy programs as well as the impact of the network as a whole, will be reviewed and updated. A practical PMEL toolkit will be designed to support project managers throughout the project management process.

The Annual Impact Review (AIR) remains a cornerstone of the PMEL of the network at large.

Imre Veeneman is responsible for PMEL.

Internal trainings

A minimum of four internal trainings will be held at the UNOY Secretariat, in order to develop the skills and knowledge of the Secretariat. External experts, such as members of the board will be invited as trainers.

