



PARTNERS FOR PEACE

A toolkit for setting up
European Youth Peace
Projects in partnership

Partners for Peace

- Introduction
- Key Concepts
- Initiating
- Planning
- Implementation
- Monitoring & Evaluation
- Follow-up



Introduction: The Toolkit

- **Why?**

From the experience that working in an international EQUAL partnership has a lot of obstacles, pitfalls and difficulties

- **Who?**

UNOY Peacebuilders (Netherlands), Yeritac (Armenia), PATRIR (Romania), U Move 4 Peace (Belgium)

- **What?**

Attempts at preparing organisations for all aspects of an international partnership

- **How?**

- ✓ Sharing experiences of the partners
- ✓ Research through surveys, focus groups and literature.

- **Where?**

<http://unoy.org/resources/YandP.html>



The Partnership Message

The red string throughout the toolkit is

- Communication -

At each stage of the process the partners need to have clear and open lines of communicating with each other in **an open, respectful and non-violent** manner.

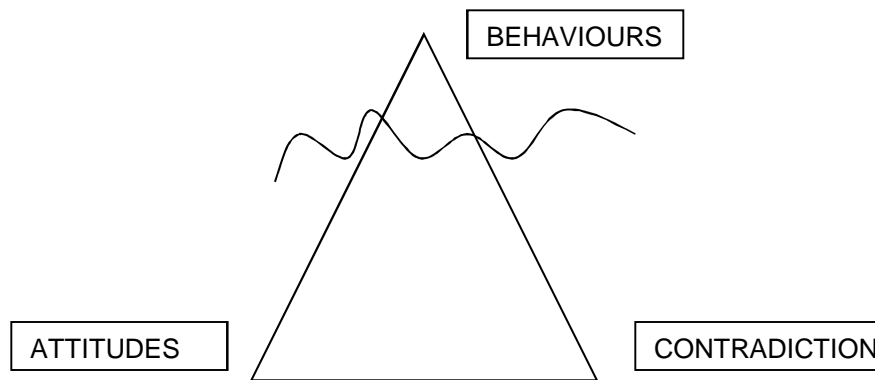
Key Concepts

- Define key concepts such as conflict, violence, peace, non-violence
- Look into some theories analyzing these concepts.
 - These can help you in **preventing or solving possible conflicts** within the partnership

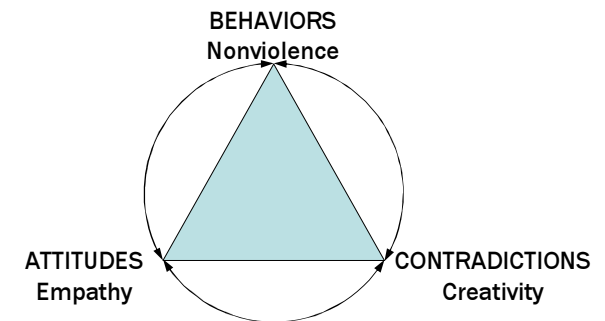
***Non-violence** is the greatest force at the disposal of mankind. It is mightier than the mightiest weapon of destruction devised by the ingenuity of man.*
- Mahatma Gandhi
([1869-1948](#))

***Peace** is the ability to handle conflict constructively and without violence*
- Johan Galtung
([1869-](#))

Key Concepts



The Conflict Triangle → Therapy



Conflict = a relationship between two or more parties who have, or think they have incompatible goals

Initiating

The beginning is the most important part of the work.

- Plato (BC 427-BC 347), Greek philosopher

- Define the **need** of your community or organisation
- Contact **Key actors** from possible partners to funders
- **Choose** your **partners** with **care**
- Create an **initiation document** to distribute to potential partners:
 - Presentation of your organisation
 - Need & vision within the project
 - Potential resources you can bring into the partnership
 - Reasons for contacting & Expectations towards partners

Leave room for significant input from the partners in the concept

Initiating tips

Tip:

Acknowledge the fact that **there will be conflicts** in the partnership and try to ensure with the partners that **they will be opened and dealt with in a constructive way.**

Gender Tip:

Make an effort from the beginning to use **gender-neutral language** through the project, including in the project proposal and the report.

Tip:

Your organization should be the solid starting point.

Define clearly what your own contribution can be in the partnership.




Planning

By failing to prepare, you are preparing to fail.

– Benjamin Franklin (1706-1790)

- Find & Choose partners
- Task Division & Decision-making
- Stay connected/Communication

The planning phase of a project is important because this is the time when all the details are hashed out. The more thorough this stage is, the less stressful the remainder of the project will be.



Planning fase: Find & Choose partners

Choose

- Geographic scope – expertise area – need
- Donor requirements
- New or old

Find

- Fan out
- Network
- Trainings & Youth Exchanges
- Internet



Planning fase :

Task Division & Decision-making

- Appoint a person/organisation who will take the **coordinating role** and implement a **rotation system** among the partners
- Ensure no actor becomes more **dominant** than others
- Make a **list of tasks** and the estimated **time** it would take to complete them
- Ask each partner what they would like to be responsible for or feel **comfortable** with
- Reach a **mutual agreement** on task division



Planning fase :

Stay connected/Communication

- Check for **preferred communication** methods & timeframe
- Use the **wide range of tools** that are your disposal: chat, skype, checkvist, groupsite, face-to-face contact, e-mail

Skype: the powerful tool

Concider skype meetings as real meetings meaning make an agenda, report, appoint a moderator, ...

Planning tips

Do a **S.W.O.T Analysis** on the project at an early stage in the Partnership

Gender Tip:

Ensure that there is a fair **gender balance** in the project team, and that equal attention is paid to the contributions of both the men and women.

Check out the **basic contract template** annexed at the end of the toolkit. You may use this template as a base and adjust it to your needs, depending on the type of project/partner involved. But be aware of the **cultural connotation** of a contract.



Implementation

The implementation stage of any project is the **most hectic and stressful**.

Some things one can **plan well** in order to relieve stress:

- Assign one person **in charge of finances** during the project (who will keep all receipts, etc)
- Have one **volunteer manager**, who will know who does what when, and who volunteers can contact with questions
- Have a good **overview of practicalities**, such as travel arrangements of participants and trainers

Keep communication clear and respectful. Do not bring up partnership disagreements in front of participants.

Implementation Tips

Individual Stress Management:

Manage your own stress:

- take a break** for yourself, even for just two minutes
- pay attention to your breathing
- think **positively** – focus on all the things that are going well
- know that everyone else is stressed as well
- look forward to **fun events**/final party

Meet with the team of partners at least **once a day** to go over areas of responsibilities and give everyone an opportunity to let people know if they need additional assistance

Implementation Tips

Every event will have different needs, but for your convenience there is a general checklist at the end of the toolkit.

Brainstorm as a group what needs to get done a few days before and write these things down (even minor things such as remembering to print directions or buying coffee).

Gender Tip:

- * Ensure that you have a **gender balance** amongst the participants. In addition to this being a criterion for some donors, it also results in a more dynamic group.
- Make sure that the women and men in the implementation team **share roles equally**.
- Ensure that both women and men in the implementation team have a **visible role**.



Monitoring & Evaluation

Success and failure are both greatly overrated.
But failure gives you a whole lot more to talk about.

Hildegard Knef (1925 - 2002)

- **Why?**

To assess the strengths and weaknesses, to further develop the former and better target the latter.

- **When?**

Throughout the project rather than restricted to one phase

- **How?**

Vary your methods: focus groups, surveys, on-line polls, questionnaires, etc.

Remember to evaluate your own partnership.

Monitoring & Evaluation Tips

Ensure you **know** of **every partner's commitments to third parties**, as a donor supporting one partner might have different needs than the donor of another partner. This will enable you to **fully understand their concerns** and to **know what needs to be evaluated and why**.

A good evaluation means is the **Baseline research**, followed by a **progress research**. These two are compared and eventually a conclusion is made on how realistic the initial goals set were.

Monitoring & Evaluation Tips

Gender Tip:

In the **evaluation form**, ask the participant if they are **male or female** (though make it optional whether they would like to disclose that information or classify themselves as either). See if men and women viewed the project differently. If so, why was this?

When evaluating partnership the best way is to have the **same questionnaire** filled out by each of the partners and summarize the data collected in an analysis. This would highlight the key successes and drawbacks in partnership, as well as include **recommendations for future** partnership experiences.

Follow-Up

You must have long term goals to keep you from being frustrated by short term failures. – Charles C. Noble

- Follow-ups are **projects themselves**, with all respective stages.
- Plan the follow-ups **before the completion of the project**. It is important that everyone knows what each partner hopes to gain from the project and activities.

Gender Tip:

If women and men did have **different concerns** about the project, start a debate about this in the follow-up phase. What were the differences, why was this

TIP:

Use the conclusions of your evaluation to decide on *follow-up projects*. Did the evaluation identify areas that still need to be addressed?

Examples of Follow-up Activities

- Create an online forum in which participants and trainers can continue discussions and share best practices.
- Organise crash courses/seminars on the main themes of the projects they were involved in.
- Create a similar project on a local scale in their respective communities on-line forum.
- Implement lessons learned in their own organisations and work.
- Form connections and set up new projects in partnership with people they met during the project.

Conclusion

- Carefully search and find **suitable partners** at the initiation and planning phases to create a **good plan** with **clear role divisions**.
- All **partners** are to be **committed to realising the projects**.
- All **partners** should also be **involved in the monitoring and evaluation** of the project.
- By the time the project ends you **discuss various ways of following-up your project and partnership**.
- Remember that Youth peace partnerships can take many forms, but for a profound partnership, it is pivotal to ensure **communication** throughout the whole process.

Most importantly:

Remember to find time to celebrate the partnership and have fun!

Thanks to our donors





Thank you for your attention ...

Good luck with your peace project.



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