The Future of Youth Movements Summit
February 16 – 17, 2012
New York City

SUMMARY REPORT

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Executive Summary

The Future of Youth Movements Summit was convened in New York on February 16-17 to gain insight from organizations, institutions, and individuals on the development of a collaborative network of youth-led and youth-serving organizations. The objectives of the event were to model competencies, identify points of collaboration, and strengthen understanding and alignment across the youth sector to maximize collective impact. In addition, the summit featured the launch of the YouthMovements.org platform, including an interactive map and knowledge hub (www.youthmovements.org).

Through a creative process of facilitation, participants identified key areas of focus upon which a cohesive network will evolve. The mission of YouthMovements.org was defined by the participants as an inclusive youth-centered network to create awareness, gather evidence, share insights, and leverage our collective power to amplify youth action for local, national, and global impact.
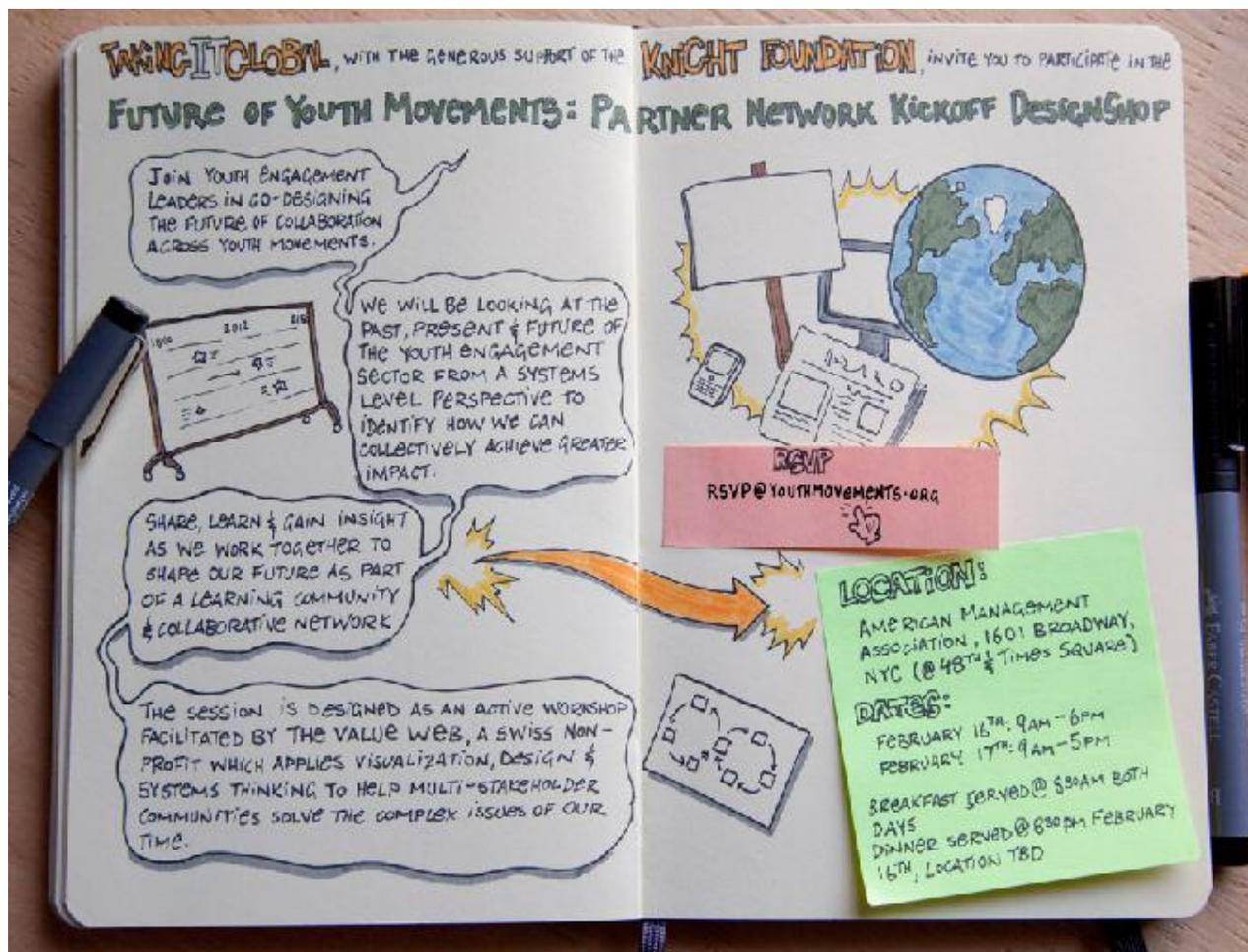
Background on Youth Movements

Introduction

Young people have been a growing demographic force globally and throughout history, as revolutions, scientific breakthroughs and new innovations have often been led by youth. Advances in social technologies have better enabled youth to express themselves and self-organize, yet there is a growing need to provide increased support to young people as leaders both individually and collectively. In 1995, the United Nations World Programme of Action for Youth (WPAY) was established as a policy framework to improve the situation of young people globally, covering fifteen priority areas including an emphasis on the importance of youth participation.[1] The early seeds of YouthMovements.org were planted in December of 2000 as part of a gathering of youth organizations called *Make our World*, hosted by the Global Youth Action Network (GYAN). Follow-up research was then conducted and an extensive report was produced by GYAN co-founder Jonah Wittkamper in 2002 to serve as a Guide to the Global Youth Movement.[2]

Over the past decade, organizations and networks such as TakingITGlobal (TIG), Ashoka Youth Venture, Global Youth Service Day, Do Something, AIESEC International, PeaceChild International, World Summit Youth Award, CIVICUS Youth Assembly, SustainUS, British Council Global Changemakers and many others have made significant progress in supporting youth-led development projects, initiatives, campaigns and events. With increasing momentum across issue areas and geographies, the need for greater cohesion, knowledge sharing and collaboration is heightened.

In 2011, the Knight Foundation provided a grant to the Global Youth Action Network and TakingITGlobal as an investment in supporting the future of youth movements. The scope of this initial undertaking has involved the development and launch of an interactive online map to aggregate youth-led initiatives across organizations and networks, a knowledge hub to support sharing of resources, a series of facilitated live discussion groups among partners and the Future of Youth Movements Summit that took place in New York from February 16-17. The Summit was facilitated by the Value Web[3] and hosted by the American Management Association, with an evening dinner at the World Economic Forum's New York Office in connection with the Global Shapers program.[4]

This report has been prepared as a follow-up to the Future of Youth Movements Summit and is intended to be shared both with participants as well as the expanded group of organizations and key stakeholders who are interested in joining a collective effort towards amplifying the voices and actions of youth globally[5].

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[1] UN World Programme of Action for Youth (WPAY): http://social.un.org/index/Youth/WorldProgrammeofActionforYouth.aspx
[2] Guide to the Global Youth Movement: http://hdr.undp.org/docs/network/hdr_net/Guide_Global_Youth_Movement.pdf
[3] The Value Web: http://www.thevalueweb.org/
[4] World Economic Forum Global Shapers: http://www.weforum.org/community/global-shapers
[5] Photos from the Summit: http://www.flickr.com/photos/75488201@N04/sets/72157629090147922/

Declaration of Interdependence

To communicate the spirit and need and YouthMovements.org, key stakeholders of youth-led and youth serving organizations were consulted and involved in creating the 'Declaration of Interdependence'[6]:

> *We are connected.*
> *We are many.*
> *We all dream of a better world.*
>
> *The pace of change is accelerating and the challenges we face*
> *are more global and complex than ever before.*
>
> *We need new ways of thinking and working collaboratively to address these issues.*
> *We must work inclusively across cultures, organizations, generations, and networks to*
> *champion the role of youth.*
>
> *We will challenge old paradigms, move beyond divisions,*
> *and hold our leaders accountable.*
>
> *We can harness technology to co-create a peaceful, sustainable planet for all.*
>
> *Together, we will help to grow young people as leaders;*
> *enabling them to change the world.*

Interactive Map

Aggregating data from across the youth sector, the interactive map showcases youth-led and youth-serving projects, organizations, events, coalitions, campaigns, and taskforces, both past and present, around the globe. Each data point is linked to a more descriptive project page that features details of the initiative as well as a link to the original source. By providing an aggregated source of opportunities, visibility of these projects is increased both locally and globally, attracting more youth to get involved in creating change in their communities. By sharing best practices and connecting young people to resources and networks required, we'll ensure they overcome barriers preventing them from contributing to meaningful change.

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[6] Declaration of Interdependence: http://bit.ly/ym-de

Knowledge Hub

The Knowledge Hub is an online database of resources that allows partners to share reports, toolkits, white papers, policies, declarations, and listings. This aspect of the platform will also collect lessons learned from initiatives listed on the site to facilitate the transfer of knowledge and best practices between projects and across movements. Such information is free and accessible, facilitating the dissemination of ideas and resources.

Screen capture of YouthMovements.org knowledge hub

Inquiry Groups

Inquiry groups are facilitated sessions for the network of YouthMovements.org partners. The goal is to connect leaders in the field to explore best practices, lessons learned, current campaign logistics and common challenges across the sector. Each month a cross cutting theme is chosen for exploration by the participants. Thus far, presentations have been prepared by staff building on the latest developments in the field along with as a series of questions for participants to explore. After the presentation, the session turns to discussion to explore to facilitate an environment of shared value and exploration for those involved.

The first Inquiry Group session focused on the dynamics of both traditional and non-traditional spaces for creating change, the role that governments can play in supporting young people's efforts and the importance of project based experiential learning. We also discussed the #occupywallstreet movement and the global grassroots mobilization against corruption and greed held on October 15th. The Second Inquiry Group organized around analysis of The Digital Divide and technological inequality. As a group we explored the imbalances presented through technical access as well as the resources and skills required for active participation in our digital world. We examined the role of privilege, culture, geography and intergenerational access to technology, and how unequal access to technology mirrors and contributes to current patterns of inequality. Finally, the participants shared how their work addresses the digital divide and provided best practices we have come across such as intergenerational models for knowledge transfer, using tele-centers for facilitated learning and training and providing resources via flash drives to avoid issues with bandwidth.

Moving forward, the themes of Inquiry Group sessions will be based on outcomes of the Summit and discussion leaders will be selected based on organizations with relevant interest and expertise.

New York Summit

Gaining a broad base of cross-sector insights and feedback was considered vital to the foundation of a healthy and cooperative network. As such, a summit was convened in order to investigate the current limits of cooperation, coordination, and collaboration that prevent us as disconnected organizations from achieving collective action on global issues. Held in New York City on the 16th and 17th of February, the Future of Youth Movements Summit was facilitated by The Value Web and sought to uncover how youth movements can be viewed from a systems perspective to achieve greater impact.[7]

The focus of the event was to bring together network partners, youth leaders, and expert contributors from the fields of academia and research, The United Nations, and funding agencies as well as representation from the Knight Foundation to pursue the following objectives:

- To create a model of competencies within the ecosystem of youth movements
- To identify points of collaboration across the sector for greater collective impact
- To strengthen understanding and alignment across models, objectives, and measures for our organizations
- To map individual and collective focus areas with funder possibilities
- To connect a community of collaboration which enables constituents through:
  - Impact communication
  - Network insights
  - Exposure
  - Research Enablement
  - Knowledge and resource sharing

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[7] For organizational information on The Value Web, see Appendix 1.4.

Future of Youth Movements Summit Outcomes

The Summit provided an opportunity to establish personal connections among attending members of the Youth Movements network. The ability to engage in direct communication enabled participants, in both their personal and organizational capacities, to develop a more distinct sense of the costs and benefits of participating in a networked community of practice. Prospective partners were able to increase clarity and understanding of the partnership program, while existing partnerships were further reinforced.

The Value Web team organized the workshops according to the Creative Process Model, as pictured above. Primary to this approach toward facilitating multi-stakeholder collaboration is the open identification of barriers to successful cooperation. The aim is to arrive at a shared vision of the network, its purpose and its structure. While not all network members or partners involved in the system were present, the Creative Process Model was pursued in an attempt to build insight into how collaboration will affect each organization. Recognizing implications of collaborative initiatives at the outset is deemed critical to the health of trans-sectoral networks. For a detailed chronology of events, see **Appendix 5**.
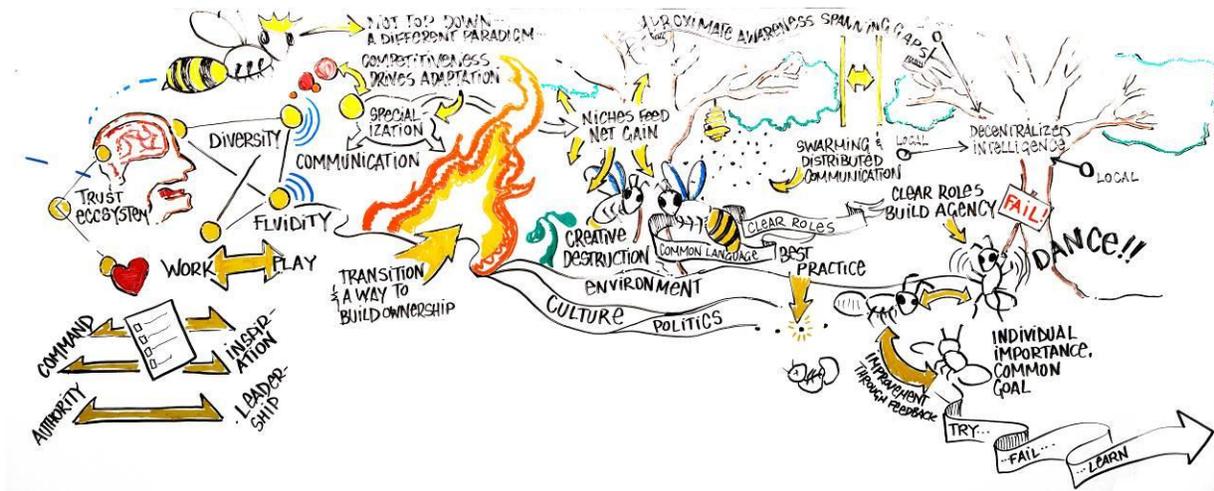
An aggregated illustration of the metaphors activity, by Aaron Williamson. of The Value Web.

Engaged Participants

Attendees of the summit represented a diverse array of organizations, institutions, and individuals, enabling the collective to draw on a wealth of professional expertise and experience. Organizational representatives embodied a range of sectors, including education, peace and conflict resolution, cross-cultural communication, and environmental sustainability, united in their recognition of the role of youth in achieving organizational goals. Participants from intergovernmental and academic institutions contributed a high-level perspective of developments in the youth

Summit Participants Juan, Ediola, and Liam.

sector at large, while the participation of foundation representatives provided insight on practical feasibility of the network.

The format of the two-day event was such that areas of focus were identified and developed organically by all participants. As opposed to revolving around a schedule of featured speakers, the summit was entirely participatory, and required that attendees devote two complete days of their time so as to fully immerse themselves in pursuit of the summit objectives. As a result, a strong sense of community was formed, enabling participants to identify the haves and needs of network organizations and to recognize the value of long-term network engagement. For a full list of participants, see **Appendix 3**.

Mission & Principles

Over the course of the two-day summit, the key area of focus identified by participants was to define the mission statement and guiding principles of the YouthMovements network. Following the Creative Process model, working groups were formed to develop and reflect upon an inclusive and non-limiting set of frameworks around which a comprehensive network can evolve. Strong consensus on behalf of the summit participants was achieved, and was recorded as follows:

Mission Statement

We are an inclusive youth-centred network.

We create awareness, gather evidence, share insights, and leverage our collective power to amplify youth action for local, national, and global impact.

Guiding Principles

As individuals in partnership, we:
- ○ Support the agency of youth
- ○ Promote inclusivity & access
- ○ Share data, and insight in dialogue
- ○ Recognize and honour each other's collaboration and achievements

Sharing Models

In order to strengthen understanding and alignment across models, objectives, and measures for our organizations, each participant was asked to create a model to illustrate of one of the following ideas: influence, adaptation, movements, community, awareness, and organizational structure. For a complete archive of participant models, see Appendix

Create a model that illustrates how **influence** manifests in a system and in society. How is it generated, and how does it propagate?
- What are the elements of influence, as it pertains to social movements?
- How is it created, how does it spread?
- What inhibits it?
- What multiplies or amplifies it?
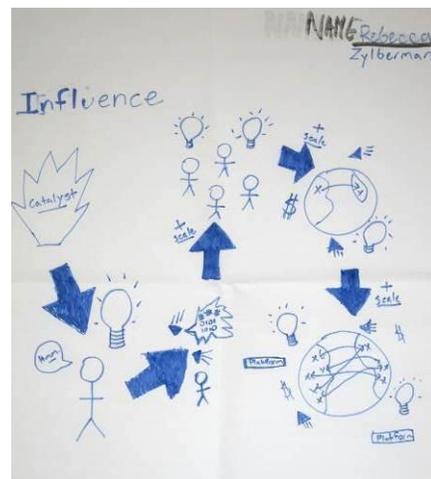
Influence - Rebecca Z.

Create a model that illustrates how systems or networks **adapt**.
- What are the elements of adaptation?
- What does adaptation look like in a network? What makes a network adaptive or not?
- What must be in place for it to be adaptive?
- What inhibits or stops adaptation?
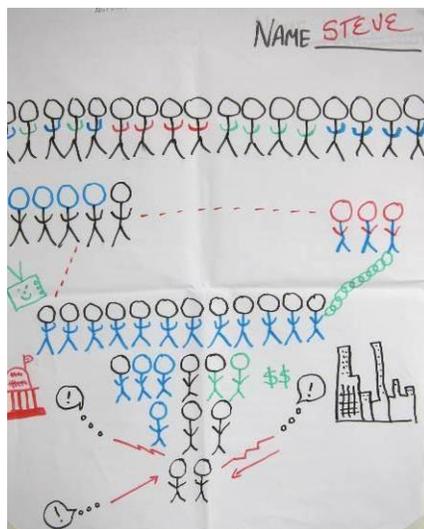
Adaptation - Steve C.

Create a model that illustrates the ways in which **movements** begin, and how they spread.

- What are the connections between perceived conditions (issues), ideas, and movements?
- How does a movement come to be?
- How do movements spread?
- What makes people join movements? Stay in them? Leave them?
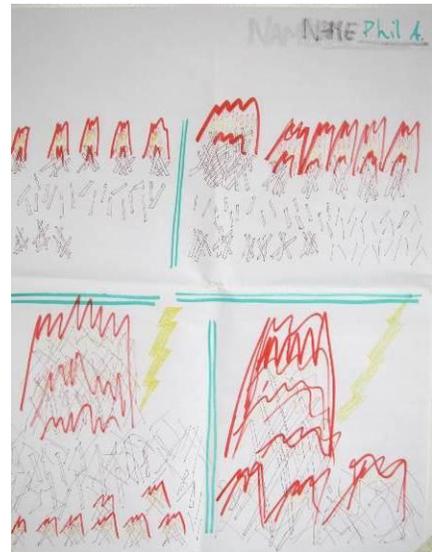
Movements - Phil A.

Community - Danielle M.

Create a model that illustrates how a sense of **community** is created and sustained in diverse groups.

- What are the elements of community?
- What creates community within a larger group or network?
- What supports community, strengthens it?
- What elements are detrimental to community?

Create a model that illustrates how **awareness** manifests within systems or networks.

- How do elements of a system or network build awareness - of each other, and of the whole?
- How can systems maximize awareness?
- What inhibits awareness?
- What promotes it?
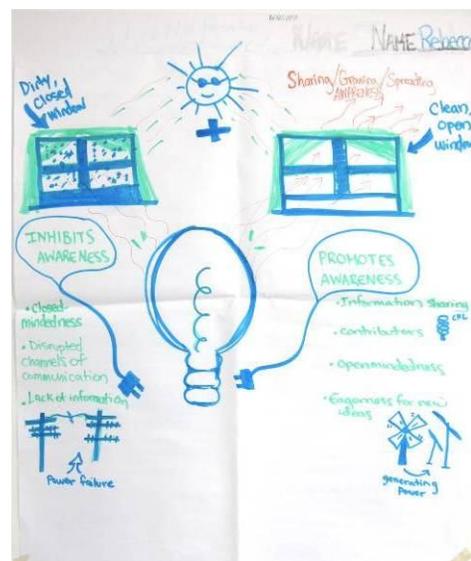
Awareness - Rebecca Z.
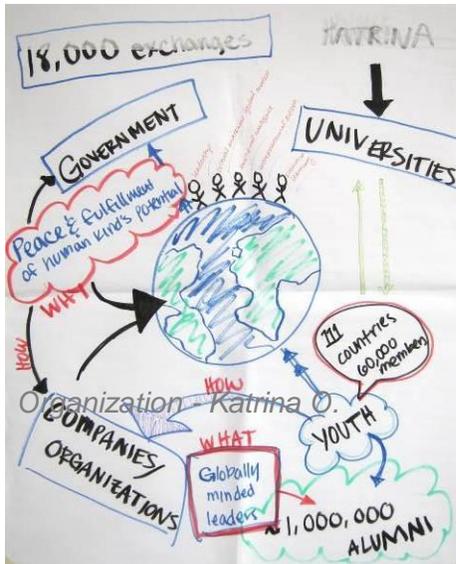
Organization - Katrina (AIESEC)

Create a model expressing how **your organization** works to create impact.
- What change are you trying to create in the world?
- Who are the stakeholders?
- What resources does your organization bring to bear?
- What impact does your organization create? How do you know?

You have each created a different model – one of an organization, then models of influence, awareness, community, movements, and adaptation.
- How do these models relate to each other?
- What are the key features in each model to apply to the network?
- How could a network exemplify the best features of each of these models?
- Use the model of the organization and its impact. How might it optimally relate to the network? How could the network augment the impact of the organization?

Synthesis – Group 4
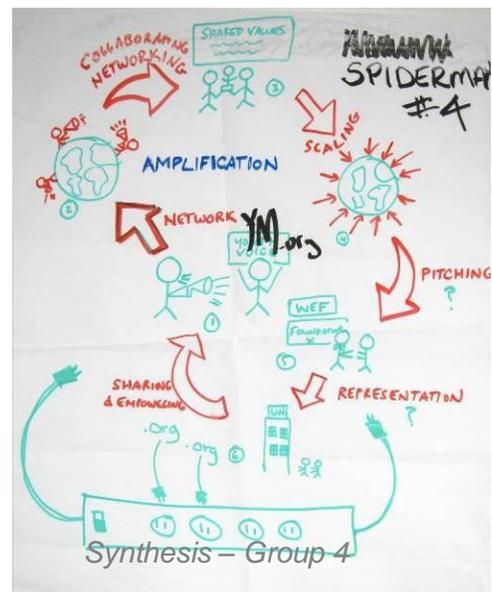
Mapping Competencies

In order to identify potential areas of network collaboration, each participant was asked to answer a series of questions relating to both their individual and organizational role in the network, and what they sought to gain from engagement (**Appendix 4**). Through this process, themes of collaboration interests were determined, as follows:

- Effective grant-making practices
- Issue-based campaign strategies
- Visibility/extending reach
- Leveraging technology/platform tools
- Volunteer training/recruitment retention
- Mentorship Models
- Curriculum Development
- Data Aggregation of Analysis/Trends
- Models of monitoring and evaluation

These recognized collaboration interests will define future areas of discussion and knowledge sharing within regularly scheduled inquiry groups, and will contribute to shaping the technical development of the YouthMovements.org platform.

Summit participant Caitlin J.

Next Steps & Working Groups

Prior to the close of the summit, a set of tasks were determined to facilitate the continued development of the network and to maintain momentum. In order to initiate more expansive and collective network administration, participants identified a range of potential Working Groups to support follow-up momentum:

- Mapping our networks – aggregating further information including mission statements; geographical reach; audience; organizational capacity; youth initiatives
- Community Strengthening - how to keep members engaged and active
    - o Virtual happy hour
    - o Identifying and filling the gaps; taking lead on strategic recruitment
    - o Announcement board promoting continual sharing of information, resources, etc.
    - o Animation team - engage the network, respond to inquiries from other members of the network
- Creating Spaces/Events - how to leverage opportunities to convene members of the network through virtual and real-time contact
- Issue-Based Clusters - leverage expertise of issue-based organizations
- Marketing/design - how to brand/share ourselves
- Development - fundraising; reflecting on the success of the network and potential for growth; drive funding opportunities
- Matchmaking - how do we put organizations and individuals in contact w/ one another

Research Insights

A survey was provided for participants to complete during both the start of the Summit and immediately following the end of the Summit. Topline insights are as follows:

1. The majority of those attending the summit were already involved in collaborative projects;
2. Sharing information, jointly developing programs/projects and working with multi-sectoral partners were the most common forms of collaboration overall;
3. Collaborations with other NGO partners were viewed as highly beneficial;
4. Largest barriers to collaboration were to do with resource logistics, potential damage or confusion associated with organizational branding

How would you describe your organizations' current collaborative efforts? (Select all that apply)
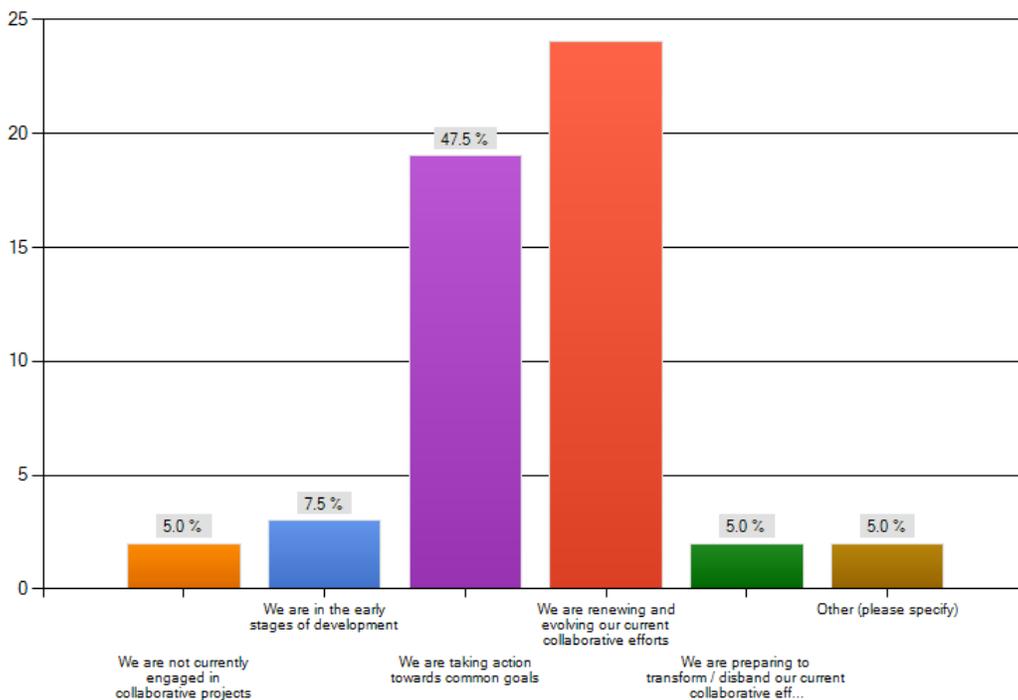
In advance of the Summit and in preparation for the launch of the YouthMovements website, project data from multiple networks were shared and represented through a searchable map. As additional data from new organizations is incorporated, the aim of the map is to provide an easy visual reference point to understand and identify the multiple areas of focus around the world through a single portal. During the conference, discussions centered in part on the ways that this aggregated data set could be used to study trends within the sector, identify possible opportunities for collaboration, celebrate and share the contributions of individuals and organizations.

In advance of the summit, preliminary research was undertaken by the YouthMovements team at TIG to formalize a basic set of data requirements for projects. The list includes Project Title, Description, City, relationship to key issues like the Millennium Development Goals or World Programme of Action for Youth and project URL. In addition to formalizing project data requirements, summit dialogue also brought up the issue of data transparency and access. This discussion will be part of ongoing dialogues taking place during YouthMovements Inquiry Group meetings.

Please indicate your level of agreement with the following statements using the scale below:In my professional opinion, the benefits of collaboration outweigh the potential risks in each of the following cases:
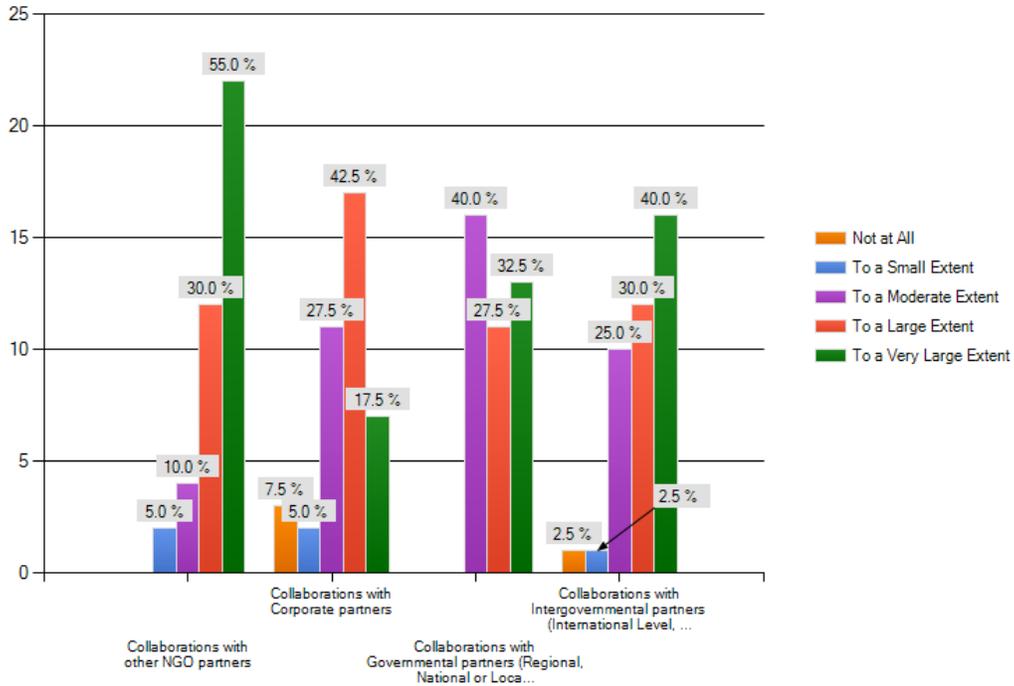
Looking at the following list of potential barriers, please indicate the extent, if at all, to which each is significant obstacle to collaboration for your organization.
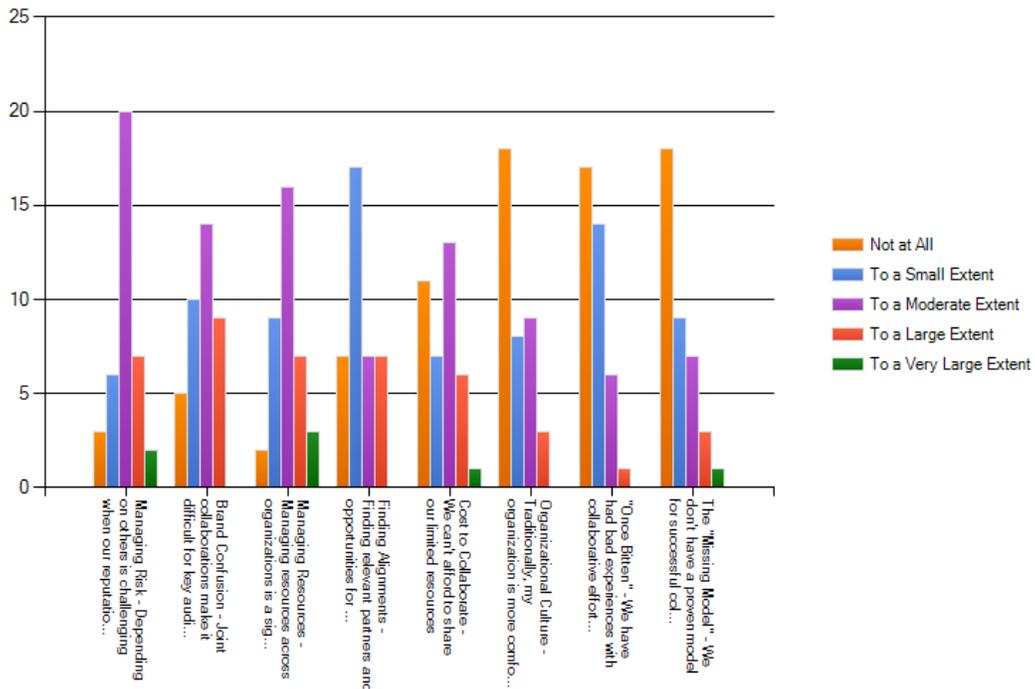
Appendix

1.   Background Information

1.1   TakingITGlobal

TakingITGlobal harnesses technology to empower youth to understand and act on the world's greatest challenges. An international charitable organization founded in 1999 by two young Canadians, TIG serves youth worldwide through a multilingual online learning community and innovative education programs. Often described as a "social network for social good," the award-winning www.tigweb.org is available in thirteen languages and offers a diverse set of educational resources and action tools intended to inspire, inform, and involve. Since launching in 2000, 20 million people have accessed the website to learn, grow, and realize their potential.

1.2   The Knight Foundation

Knight Foundation supports transformational ideas that promote quality journalism, advance media innovation, engage communities and foster the arts. We believe that democracy thrives when people and communities are informed and engaged. In addition to supporting the freedom of expression and journalistic excellence, the Knight Foundation has invested more than $100 million in new technologies and techniques since 2007, including in more than 200 community news and information experiments. Its media innovation portfolio seeks to improve public media, discover new platforms for investigative reporting, increase digital and media literacy, promote universal broadband access, and support a free and open Web.

1.3   Global Youth Action Network

The Global Youth Action Network (GYAN) represents a growing alliance of youth-led and youth-serving organizations in more than 190 countries, working together to improve our world. Membership is open on different levels to any organization that supports young people and which does not advocate hatred or violence in any form.

1.4   The Value Web

The Value Web is an international non-profit association, based in Switzerland, focused on multi-sector/multi-stakeholder collaboration in transformational projects for a more sustainable, equitable world. The association designs and delivers collaborative engagements to support like-minded leaders and their organizations around the world.

2. Summit Participant List

YOUTH MOVEMENTS

Future of Youth Movements Summit
February 16 – 17, 2012

Participant List

Abdulla Mosaad, *WupY*

Alex Wirth, *Youth Advocate*

Alfredo Redondo, *Rio+you*

Betsy Hoody, *FRIDA*

Bianca Waldman, *10x10*

Caitlin Johnson, *SparkAction*

Carra Cheslin, *Earth Day Network*

Cynthia Carrion, *Amnesty International*

Danielle Miranda, *Youth Service America*

Darya Shaikh, *OneVoice*

Debra Kagan, *Pearson Foundation*

Ediola Pashollari, *World Assembly of Youth*

Eliane Sussman, *UNWIRED*

Elizabeth Niland, *UN Youth Program*

Ellie Johnston, *SustainUS*

Emily Carson, *AIDS2012*

Jeff Coates, *Knight Foundation*

Jennifer Corriero, *TakingITGlobal*

Joao Scarpelini, *Change Mob*

Joshua Gorman, *Generation Waking Up*

Juan Varela, *UN-Habitat*

Julie Caldwell, *Caldwell Consulting and Advisory*

Kate D'Angelo, *WFUNA*

Katie Doane, *Amnesty International*

Katrina Oropel, *AIESEC*

Kei Kawashima-Ginsberg, *Tufts*

Liam O'Doherty, *TakingITGlobal*

Lotfi el Ghandouri, *Creative Society*

Mark Dilley, *Caldwell Consulting and Advisory*

Mary Joyce, *The Meta-Activism Project*

Matthew Maiorana, *SustainUS*

Nadia Ponce, *Canada World Youth*

Nishin Nathwani, *British Council*

Phil Aroneanu, *350.org*

Rachel Steinberg, *OneVoice*

Ravi Karkara, *UN-HABITAT*

Rebecca Kraus, *GenerationOn*

Rebecca Zylberman, *British Council*

Richard Murphy, *iMap America*

Sean Keith, *TakingITGlobal*

Stephanie Potter, *Ashoka's Youth Venture*

Steven Culbertson, *Youth Service America*

Suhayl Santana

Susannah Vila, *The Engine Room*

Syed Kamal, *Friendship Ambassadors Foundation*

Talis Apud, *FeelGood*

Terri Kennedy, *Power Living (YGL)*

Travis Hardy, *NYC Global Partners*

* Excluding The Value Web & TakingITGlobal Support Team

3. Mapping Participant Interests and Assets

Organization Name	Participants Name	Target Group	Programs/Servic	2011 Impact/Highlight	What's New in 2012?	I have to offer: as an individual	I have to offer: as an organization	Collaboration interests
10x10	Bianca Waldman	Youth	global campaign & feature film on the power of educating girls in developing countries to change the world	Partnerships - 10 NGO partners, 1 corporate partner, google grant, 1/2 way mark for film production costs, 10 girls and 10 renowned writers chosen, $ raised for NGO partners, raising awareness	Film production launced in 10 developing countries, continuing to grow our campaign and strengthen our partnerships to change minds, change lives, and change policy	Passion! Film, media and education/teachi experience; Creativity & motivation to push the envelope	an amazing team of individuals devoted to bringing their unique expertise and corrections to make real change for girls through a revolutionary global campaign and film. Using the power of storytelling.	Interested and excited to foster new and mutually beneficial partnerships with like-minded individuals to pursue our goals - bridging the gender gap in education and breaking cycles of poverty, disease, inequality, and abuse.
AIESEC	Katrina Oropel	Organizations and youth (Univ students/grads)	Experential leadership development program; global exchange program; 400+ conferences/yea globally	18,000 internships/exch 60,000 members, 4,000 partners, "Youth to Business Forum"	Increasing global reach to include more youth in programs	Insight, youth voice, connection to AIESEC stakeholders/res	Young talent for work placement; conferences/spe opportunities; network of 60,000 students	combined networks/outrea exchange program around talent needs or issues, conferences & events
Amnesty International	Katie Doane, intern (National Youth Program)	Youth ranging from High School to College to young professional age	Local and national level youth essay competition, monthly human rights ambassadors challenge, mobilizing youth groups through training priority campaigns, and social media	1,000 high school and university groups throughout US taking actions on AIUSA priority campaigns to promote human rights	Youth leadership training, student group starter kit made by & for youth	M&E background, facilitate training, collaborative curriculum design & event organizing	promotion of human rights at local, regional and national level through physical and online actions, youth and adult local groups promoting human rights activism, strong membership practices	youth group processes, youth empowerment through social media & technology, increase # of youth taking action
Ashoka's Youth Venture	Stephanie Potter	12-21 and related stakeholders	"Everyone a changemaker" initiatives and services	Launch of empathy initiative; traction around university strategy; YV growth and expansion	Revamped digital strategy; increased corporate engagement; increased emphasis on sustainability of youth ventures	Ideas & perspective, ED Background, universities lens	Global reach, youth ventures data, recent platform revamp/design experience	Aggregated and dynamic data, reach and program collaborators, additional tools and services that benefit youth
British Council	Rebecca Zylberman	16-25, leaders & influencers	policy dialogue & reform; professional development; civil society partnerships; international networks & exchanges, awards & recognition	First GCM summit in south asia; Expansion of active citizens program in pakistan	consolidated global network offer from community to international level among others	input on network development, contacts with relevant networks, best practice sharing	International outreach where relevant, training materials, expertise, links to relevant individuals and organizations, research, M&E advice	intersections between our work and other orgs to create and build impact, resource sharing, service provider for donor or partner funded programs

Organization Name	Participants Name	Target Group	Programs/Services	2011 Impact/Highlight	What's New in 2012?	I have to offer: as an individual	I have to offer: as an organization	Collaboration interests
British Council Global Changemakers	Nishin Nathwani	16-25	Global/regional youth summits; Networks/funding for youth projects; Arranging youth representation at high-level events	Representation at UN, World Bank, WEF, etc.; Broke world record; supported 174 youth action projects in 70 countries that affect 200,000 individuals; New, updated website launched; over 12,000 likes on facebook	New online toolkits; reach over 11,000 registered users on toolkit; Euro-Africa youth summit 2012	Mentorship; consulting; sharing my "grassroots" narrative	Activist organizing toolkits; connecting individuals/orgar to youth-led grassroots projects worldwide	Sharing youth training resources; building mentorship relationships between changemakers and professionals
Caldwell Consulting & Advisory	Julie Caldwell	All, all and all	Universal Peace Wheel Celebration	Receive funding to hire Michelle Shieman, COO (Business consultant) to develop business plan; Hired Mark Dilley, community and beyond person	Launch a place-based celebration in the Elko Peace Park & Global social art event virtually to rock the movement	staff, event plans, opportunities to contribute to the event	applications for ten young people 18 or over from around the globe to work with us as youth ambassadors	(closed)
Canada World Youth	Nadia Ponce Morales	17-24 from Canada and 20 partner countries	youth exchanges, youth leader initiatives, community projects in health & gender & environment, institutional capacity building, experiential curriculum for group international education	learning forum in South Africa, research on south-south volunteering and its impact on youth, families, and organizations; 40th anniversary	Leadership change, high level of uncertainty about funding by Canadian government	Passion, energy, mobilization of my colleagues internationally, our former youth volunteers	34,000 potential sources of info for network; ~30 projects that are youth-led and are being supported by CWY	Learn about best practices of true and meaningful engagement of youth in organizations, staying relevant as a youth-serving organization, get a way to answer the question "now what?" by youth volunteers who finish the program
Change Mob	Joao Felipe Scarpelini	Youth Activists & youth-led orgs, movements, and initiatives	Training programs for youth from the global south that want to make a difference; designing tools, process & platforms to engage & enable youth action	Advocacy training in Latin America particularly for indigenous youth advising UN agencies on their youth empowerment strategies	New web platform & a toolkit series in Spanish & Portuguese; more trainings	Process design & facilitation expertise; youth engagement strategy	Training materials, expertise, global network, grassroots outreach in the global south	joint projects, common advocacy message (advancing the youth field0
Circle	Kei Kawashima-Ginsberg	18-29 US Youth	Research, some convening		Presidential Election	Research Consultation, Knowledge sharing		Learning from the impact of the network/ contribute to evaluating/reflec on the network

Organization Name	Participants Name	Target Group	Programs/Servic	2011 Impact/Highlight	What's New in 2012?	I have to offer: as an individual	I have to offer: as an organization	Collaboration interests
Creative Society (rUreD4us)	Lotfi El-Ghandouri	Youth to Youth; Adult to Youth	Global investigation on youth behaviour, stories, monitors; Hosting creative space to identify key youth - society-adults successful conditions to nurture and accelerate youth impact	youth hosted events for more than 3000 youth reflecting more than 25 countries	more interviews, more hosting creative spaces, survey results, getting results out, hosting global event to take it to next level	hosting spaces, sharing insights	interview your org, interview youth, share results	sharing stories, giving visibility to stories and results, transforming results into concrete action
FeelGood	Talis Apud	college students	1:1 consulting, access to investment capital, 3 training camps/year, cheese world online platform, social entrepreneurship curriculum	24 chapters/6200 student volunteers engages; $1.4 million invested in the end of hunger; New methodology launched	Stage 2 of our online platform, reaching 40 chapters	Strategic planning, service learning, social media, online platforms, peak experiences design, curriculum design	Awareness & Activism campaigns, tech development partnerships, youth engagement methodology, social entrepreneurship experience	Awareness and activism campaigns, tech development partnerships, connect youth with K-12 and post-college opportunities, curriculum development
FRIDA | The Young Feminist Fund	Betsy Hoody	Young feminist led initiatives that promote women's rights	we provide grants, capacity-building, & network integration to target group	We formed our group, raised initial funds, & launched our first call for proposals - over 1000 received	Completion of our first grant-making round; 1st networking/capa session planned w/ our grantees @ AWID forum in April	Passion and expertise in incorporating youth and young women in movement/org leadership structure	Network of young feminist led initiatives, inclusive, participatory grantmaking structure that enables young women as decision makers, our research info on resources for young women's rights	Impact/youth initiative mapping; building better collaboration across youth & young feminist inititatives, collaboration on innovative, empowering, participatory evaluation models
Generation Waking Up	Joshua Gorman	15-35	An open source youth engagement tool called "the WakeUp" - mulitmedia, interactive, peer-to-peer; THRIVE 21st century skills leadership training; THRIVE HUB model - a community organizing model for campuses & local communities, 3 pillars of learning: community, action uses an action learning model connected to a global learning community	hosted 5 leadership trainings, reached 3000+ youth who attended WakeUps, 150 new facilitators	An updated WakeUp with new youth video modules, a Thrive Hub organizer guide; Train the Trainers; new website; Thrive leadership Academy	Hosting; facilitating; speaking on the Millenial Generation; Consulting on new organizational models, 2nd order leadership skills, generational narrative, and intergenerational partnerships	The WakeUp toolkit & multimedia resources; the Thrive Hub model & organizing guide; training on the role of narrative, youth & social change	Joint awareness & action campaigns; sharing educational & training resources; cross-promotion of training & events; movement strategy & field building; friendship, allyship shared purpose partners

Organization Name	Participants Name	Target Group	Programs/Services	2011 Impact/Highlights	What's New in 2012?	I have to offer: as an individual	I have to offer: as an organization	Collaboration interests
GenerationON	Rebecca Kraus	youth 5-18; teachers;adults	Service-learning curricula; toolkits and service grants; recognition/awards service clubs; webinars; national conference on volunteering and service	new youth advisory council; parade all-america service team; "Make your Mark Week" campaign - 100,000 kids pledged to service	generationON service clubs for ages 10-18 (we already have clubs for ages 5-10 - kids care clubs); new schools initiative w/ training in service learning - over 1,600 lesson plans, youth track at national conference for volunteering and service	Public speaking, youth development training, grants administrative, curriculum development	Service-Learning curricula (1,600 lesson plans); training webinars; 1,800 kids care clubs internationally; project guides and ideas, service grants, family volunteer ideas, youngest youth resources starting at age 5	Resource sharing, global footprint increased visibility & collective response to social issues
iMap America	Richard Murphy	13-25	Curriculum/process websites feeding live info	BETA site: nolayouthmap.org	working internationally	Experience in government engaging youth	building website to engage youth and adults	getting global work and opportunities to youth not in elite
MobilizeU Campaign (Earth Day Network)	Carra Cheslin	University students (internationally)	Providing a platform for students to highlight their campus environmental activism at Rio+20, connecting youth enviro activists to each other through videos/photos on social media	Just founded in 2012	Launched student registration for MobilizeU competition (generating as many "acts of green" as possible between March 29 - April 29); initiated regional coordinator program for students, currently working with over 50 college campuses on competition (6 continents, 16 countries, 21 US states so far)	Youth energy, campus organizing and actions organizing experience, knowledge of UNCOP climate change negotiations; education & engagement coordinator for SustainUS	Partnership gaps w/ organization & campaign, lots of student contacts (mostly environmental)	partnering with youth groups involved w/ Rio +20 (Mutual promotion opportunities and interested in collaborating on conference side events); interested in working with orgs who provide students internationally with opportunities to get involved with environmental campaigns and mobilize their campus and local communities around environmental activism

Organization Name	Participants Name	Target Group	Programs/Servic	2011 Impact/Highlight	What's New in 2012?	I have to offer: as an individual	I have to offer: as an organization	Collaboration interests
OneVoice	Rachel Steinberg	Primarily Israelis & Palestinians, aged 18-35	Conflict resolution, grassroots organizing, leadership skills to engage own societies in ending occupation, achieving two-state solution through engaging citizens in peace process, empowering them to take personal responsibility, pressuring leaders, and engage international community in advocacy and support	17+ chapters, 700 youth leaders, established two-state solution caucus in Knesset, Town Hall meetings across West Bank, reopened Gaza office, mobilizing support & conversation about two-state solution around UN bid for statehood (public engagement to shift conversation into opportunity)	10th anniversary, campaign for settlement freeze, pushing leaders to restart negotiations, keeping belief in two-state solution alive, more town hall meetings, more direct political engagements, calls to action for international community, new website	experience, international connections (individual, organizational, political)	American Student, Israeli, and Palestinian voices, grassroots activism networks, best practices, toolkits (campus, community, conflict resolution, political discussion re Israel/Palestine)	Platforms for voices, program partnership in US, UK, Israel, Palestine; conferences as platforms, online resources/usage expertise, skills/tools for youth empowerment (conflict resolution, mobilizing, use of social media, political advocacy)
Pearson Foundation	Debra Kagan	Education leaders, teachers, students/youth, parents	multiple programs, grants, conferences, resource development, research support, award programs	Sprout, Pearson Fellowship for Social Innovation, Global Call to Action Challenge, Pearson Prize, New Learning Institute, OECD Video series	Common core curriculum system of courses, OER network for aligned assets	Program & grant development, partnership management, video & web producer, education media consulting	Partnership & collaboration on programs, distribution channel for assets, education market alignment	Network development, global youth project resources, youth engagement programs/educa resources, youth engagement inclusion in formal education space and vice versa
Power Living Enterprises	Teresa Kennedy	Multiple programs for both adults and youth	self-development/lea	mainly adult focused in 2011; previous programs focused on self-development programs for preteens/teens	Building digital empowerment network; model education & training kitchen in harlem to teach healthy cooking. Looking to engage youth and replicate.	Long-view on youth engagment via family work; knowledge/expe in media & personal development/cha	Personal development for youth	youth and healthy food; cooking movement; use of technology for greater impact
Rio+you	Alfredo Redondo	youth	Global campaign towards Rio+20 to raise awareness amongst civil society on sustainable development issues; global network of NGOs and youth	the campaign was born in October 2011 and reached 17 countries in Latin America only and has since spread globally	More partners, more reach, media impacts, Global Day of Action April 22nd, events during the earth summit at Rio in June	Energy, passion, commitment, friendship, trust	Whatever we've got!	Networks, media, anything can help

Organization Name	Participants Name	Target Group	Programs/Service	2011 Impact/Highlight	What's New in 2012?	I have to offer: as an individual	I have to offer: as an organization	Collaboration interests
Youth Creating Action Network	Alex Wirth	US top HSB college youth leaders	Facebook group to connect & debate & Email listserv of awesome apps to get involved & travel nationally	Founded & grown to 250+ members	Working to expand to 500	Contacts to the best youth leaders in the US	Contacts to the best youth leaders in the US	More than happy to share info/list & push people to a resource site as long as what they get is relevant and helpful
Youth Service America	Steve Culbertson/Dani Miranda	5-25	Activate/Fund/Tr - Global Youth Service Day/ Semester of Service/ Get ur Good On/ Service Vote/ YSA Grants ($1 Million)/ Youth Service Institute/ Curriculum & Strategy guides/ YSA Power List/ Harris Wofford Awards	Directly engaged over 550,000 youth in over 100 countries while distributing over $1 million in grants to suport youth-led projects	YSA-Disney Friends for Change expansion; YSA List: 25 most powerful and influential youth "Service is power"	Speaker (Writer/Program development)	Staff expertise; over 1,000 global partnerships; grants management system; largest newsletter in field	Joint funding/program resource sharing; conference & training opportunities; youth council expertise

Organization Name	Participants Name	Target Group	Programs/Servic	2011 Impact/Highlight	What's New in 2012?	I have to offer: as an individual	I have to offer: as an organization	Collaboration interests
SparkAction	Caitlin Johnson	Children & Youth 14-26; Adults who work on behalf of children & youth; policymakers; leaders	Collaborative journalism & advocacy site by and for child/youth field, youth produced content, research & data, crowd-sourced contest	"Ask Sec. Arne Duncan" Challenge/Conte Google zeitgeist contest, increased traffic, reach, and more stories & content	Disconnected Youth Challenge, Young Innovators Challenge, mySparks, advocacy tools to track past action, more content, more traffic, and more youth producers	Communications telling, web-friendly content adaptation/produ open source CMG work	tech platform, 60K+ pieces of vetted content from diverse sources, policy advocacy tools, reach media (zip code) tool, communications support tools/guides, social media & crowd sourcing, contest platform	tons!
SustainUS	Ellie Johnston	US youth	Delegations to UN meetings to work towards sustainable development & bring youth voice	launched large delegation to Rio+20 in september; brought high-level engagement to other UN forms	New work with US federal agencies around elevating youth work, partnerships, broader reach, etc	Dedication to making sure youth have a voice and are engaged	A model for a youth-led, all volunteer nonprofit engaged in international policy arenas	getting youth access to policy decisions at national and international levels
TakingITGlobal	Jennifer Corriero	Youth 13-30, educators, organizations	Digital media training/platform professional development for educators; youth engagement; mini-grants; mentorship	impact survey report, growing online youth membership, UNHLM on Youth - Youth Effect launch	Desire to deepen IMPACT research & collective impact through YM.org	Ideas, decade of experience	technology platform, Network of Youth, Educators, Partners, Talented team of volunteers & staff	Joint projects to leverage unique strengths
TakingITGlobal	Liam O'Dohery	Youth	Communications creativity, critical thinking, systems thinking, social media direct action strategy	COP 17, Bonn DPINGO conference mobilizing for Rio on local, national, and global levels	YM.org, Rio+20, Youth 21, AIDS2012	ENERGY, strategy, network, presentation, facilitation skills	Network, technology platform	location of and closing gaps between movements
TakingITGlobal	Sean Keith	Youth, broadly defined	Platform, social network, resource hub	Analysis of new dialogue w/ youth through research	Supporting YM; Building research partnerships	PM work, M&E experience, copy writing, strategic planning	Communications support, capacity building programs, network/conveni power	Youth engagement, service-learning & collaboration models research
UN Youth Program	Elizabeth Niland	Youth, Member states	youth delegate program; service UN member states, publications	international year of youth; High level meeting on youth	SG Special advisor to SG on youth, a 5 year plan priority	Experience working with global youth organizations; international insight; UN processes	Global oversight to youth at country and UN level	being kept up to date with initiatives and work
Whats Up Youth (WupY)	Abdullah Mosaad	Young people	youth portal; online youth channel; professional services; culture of peace campaign	Culture of Peace campaign; 9th YA@UN; YFC; USAid Regional Youth conference; WupY TV; WupY.ps; more partners & friends	YA; Culture of Peace Campaign; Arabic 1812 Radio; YouthMovement Tedx; More and more partners & friends	Anything I can do to help; I hope we call can work together for a better world.	Involve more partners	Anything we can help with, contact us
World Assembly of Youth (WAY)	Ediola Pashollari	Youth, National Youth Councils, Regional Youth Organizations	Youth & youth issues, policy, research, etc.	11th MIYD, 22nd IYF, IYFCC, etc.	12th MIYD, 23rd IYF, UNU, UNESCO, etc.	Network, experience	Network, policy, research, everything...	sharing of resources, networking, everything

4.   Sharing Models

For a complete archive of participant models, see flickr link:
http://www.flickr.com/photos/75488201@N04/

5.   Chronology of Events

5.1   Day One

Creative Process Model

The Value Web team organized the workshops according to the Creative Process Model, as pictured above. Primary to this approach toward facilitating multi-stakeholder collaboration is the open identification of barriers to successful cooperation. The aim is to arrive at a shared vision of the network, its purpose and its structure. While not all network members or partners involved in the system were present, the Creative Process Model was pursued in an attempt to build insight into how collaboration will affect each organization. Recognizing implications at the outset is deemed critical to the health of trans-sectoral networks, according to the above model.

YM Platform Presentation

YouthMovements.org website was presented to attendees. The site elements and web statistics, along with a link to the site itself, can be found in the appendix of this report.

Breakout Session 1

Breakout groups of approximately 5 – 7 participants were assigned by the Value Web team. Each group was asked to read, discuss and apply instances of cooperation and communication from the natural world through the provided independent readings.

Reporting: Metaphors

Participants reconvened in plenary session to report their findings of the first breakout assignment. Trends in the emergent design principles included:

- When determining an action plan, a continuum emerges between inspiration and command
- The value of diversity, adaptation, and creative destruction – the importance of breaking down habitual practices, creating new growth and development in those spaces
- Competition as a positive force for specialization
- Identify unique roles of each contributor
- Horizontal structure with maximum impact
- Power of individual as part of collective and recognition of the whole as greater than the sum of parts

Breakout Session 2

Participants were asked to share their organizational models with one another in their breakout group, as well as a model of influence, awareness, community, movements and adaptation.

They were then asked to combine the best elements of all of these models in a representation of the YouthMovements network.

Plenary Check-In

Upon reflection of the modelling activity, participants began to inquire openly about the structure and functions of the network, highlighting three areas of concern:
- ○ What are we as organizations bringing to the table?
- ○ Is there consensus on what we are trying to achieve?
- ○ What are our monitoring and evaluation strategies?

Those in attendance expressed an interested in identifying the haves and needs of each represented organization so as to better analyze the costs and benefits to participating from an individual perspective. There was concern that the network would occupy more time and resources than anticipated at the outset, and inquiries as to how the network could be maintained with the limited resources available to each member. In addition, there was an express desire to distinguish the network from initiatives already in existence, particularly the TakingITGlobal platform and the Global Youth Action Network.

Breakout Session 3

Each breakout group was asked to consider how the network and players could combine efforts to optimize the system for each of the following objectives:

Impact Communication explored the barriers to engagement such as prohibitive power structures and the need for youth to define thought independent from adult influence. There is also a need to be aware of destructive language to avoid limiting youth as leaders of "tomorrow" and the "next generation" and considerations to be examined when highlighting change agents such as legal barriers and religious issues

The **Network Insights** group began to examine how different perspectives and knowledge can be used by organizations to leverage each other's strengths. In order to effectively do so it is necessary to know the ultimate aim of the collective, to keep it simple, to maintain the conversation via frequent and meaningful communication, to be aware of organizational accessibility and to set up a feedback loop across the sector.

Knowledge & Resource Sharing convened to explore the tension between individual and organizational strengths as well as resource optimization and the merits of invitation only vs. open access structures. There was an emphasis on reciprocal resources, asset-based approaches, recreating relationships once an individual moves on from an organization and overcoming barriers to map and share information. It was determined that organizations would benefit from the establishment of a feedback loop to determine who is using their resources, and how they are being used.

5.2   Day Two

Participants reconvened on the morning of day two and identified a set of inquiries that had to be addressed in order to arrive at a strategy with which to move the network forward:
- ○ Where does collaboration seem attractive to you?
- ○ What is the role of TIG? How is it different from TIG?

   ○ To what extent is the website for the public vs. the partner framework?

It was recognized that a clear understanding of what each organization could provide to the network, as well as what it hoped to gain, was needed. Some of these hopes included shared technical support and funding stability. Participants also determined that the short-run primary beneficiaries, whether the public-at-large or restricted network partners, had to be identified before an organizational framework could be defined.

Participant Introductions

   Participants were then asked to give a brief introduction of themselves and the organizations they represent. This activity was included in response to a demand expressed by summit attendees. Information regarding participants and organizations can be found in the appendix of this report.

Defining Strategy

Participants identified the following areas of action that needed to be addressed in order to define a strategy, and formed the basis for this breakout sessions:

- **Sharing Standards and Analytics**
    - o What information can be gained from the platform?
    - o Who can add **+** IP/Track Usage?
    - o What are the legal perspectives required to setting a standard of practice?

- **User Feedback and a User-oriented Evolution of the Platform**
    - o What differentiates this offering to different audiences? There are other networks to respond to the individual, but a need to address the lack of communication between organizations.

- **Network Framework and Collaboration Categories**
    - o How does this Network exist beyond the website?
    - o What are the incentives to join and what kinds of orgs are we recruiting and, how?
    - o What are the merits of Open vs. closed networks?
    - o How do we ensure organizational values are aligned? Who will evaluate the application to join to ensure values alignment? How do we ensure representation across geography, issues and demographics? Should membership be open beyond organizations in the youth sector such as development agencies and the corporate sector?

- **Mission Statement/Objectives**
    - o "Spur momentum and create a space for YouthMovements of the world to raise awareness, exchange ideas and channel our energy to leverage collective power of existing and emerging initiatives, networks, resources, and voices to maximize impact"
    - o "Create awareness, build a body of evidence, and leverage the collective power of youth and youth-serving orgs locally, nationally, and globally to…" (champion the role of youth to make change in society.)

Final Strategy

  Mission Statement

   We are an inclusive youth-centred network.

We create awareness, gather evidence, share insights, and leverage our collective power to amplify youth action for local, national, and global impact.

**Guiding Principles**

As individuals in partnership, we:
○ Support the agency of youth
○ Promote inclusivity & access
○ Share data, and insight in dialogue
○ Recognize and honour each other's collaboration and achievements

Roles

As partners in the YouthMovements network, our role is to:
○ Marshall data and analyze the impact
○ Steward both internal and external communication
○ Facilitate cooperation for new and existing partnerships, as well as partnerships in transition
○ Administrate and host opportunities for increased collaboration and communication
○ Pursue technical development

6.   Summit Evaluation Survey Data

Pre-Survey	https://www.surveymonkey.com/sr.aspx?sm=roejjlSZdcThw5FwsOEAIVRSXC68dTY4vYY9rGXwINo_3d
Post-Survey	https://www.surveymonkey.com/sr.aspx?sm=Jc70q38tVkd39CsRFB7pZaBeB5DQjg7YgEbuNzd6us8_3d

Research Questions:

1. What is the state of 'collaborative efforts' among individuals and group attending the summit?
   a. The majority of those attending were involved in collaborative efforts;
   b. Survey results suggest that the majority were '*renewing and evolving current collaborative efforts*' (60.0%; n=40) or *'currently taking action towards common goals*' (47.5%; n=40);

2. For the majority, collaborative efforts are focused on the following:
   a. Sharing input, information & expertise (74.4%; n=39)
   b. Jointly developing, delivering or promoting programs/services (66.7%; n=39)
   c. Working with multi-sectoral partners to influence broader social/systems change (59.0%; n=39)

3. What kinds of collaborations are more attractive to individuals and groups?
   a. Collaborations with other NGO partners (55% TopBox; n=40) and Intergovernmental Partners (40% TopBox; n=40) were viewed as the most beneficial overall

4. What were the most substantial barriers to collaboration?
   a. The most substantial barriers were related to resource **management logistics** (26% Top2Box; n=38), depending on other organizations to protect the reputations of those involved (24% Top2Box; n=38), and issues of 'brand confusion' as audience struggle to understand the offerings of organizations involved in collaborative projects (24% Top2Box; n=38)