



TRAINING POLICY

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1. INTRODUCTION AND RATIONALE

1.1 THE POWER OF TRAINING AND DEVELOPMENT

Peace by Youth (PY) recognizes that training and development are essential components of building a strong, sustainable, and effective organization dedicated to peacebuilding. Our programs and initiatives often involve complex social challenges that require multifaceted approaches. Therefore, we invest in the ongoing development of our staff, board members, and volunteers to ensure that they possess the skills, knowledge, and connections necessary to tackle these challenges with innovation and determination.

1.2 BEYOND KNOWLEDGE ACQUISITION

While traditional training often focuses on the transfer of technical knowledge and skills, PY believes that true development extends beyond mere knowledge acquisition. We understand that success in peacebuilding relies on the ability to form meaningful connections, learn from diverse perspectives, and adapt strategies based on real-world experiences.

1.3 THE IMPORTANCE OF NETWORKING

Networking is a vital tool for peacebuilders. Within PY, we foster a collaborative environment where individuals can connect with colleagues, mentors, and external stakeholders. This exchange of ideas and experiences enriches our understanding of complex issues and promotes the development of innovative solutions. Additionally, cultivating networks within the broader peacebuilding community expands our reach, enables us to identify potential partners, and strengthens our collective voice.

1.4 LEARNING FROM OTHERS' EXPERIENCES

We acknowledge that valuable wisdom and lessons can be gleaned from the experiences of others, both within and outside of PY. We encourage our members to actively seek out opportunities to engage with fellow peacebuilders, experts, and community leaders. By learning from their successes and challenges, we refine our strategies, avoid common pitfalls, and gain insights that would be difficult to acquire through isolated efforts.

1.5 COMMITMENT TO CONTINUOUS GROWTH

PY is committed to creating a culture of continuous learning and development. We believe that our potential for impact is directly tied to the growth and empowerment of our members. By investing in training that promotes knowledge sharing, builds networks, and fosters an open exchange of experiences, we equip our team to navigate the complexities of peacebuilding and make meaningful contributions to a more peaceful world.

Explanation of Key Points:

- **Focus on Impact:** The introduction frames training and development as critical for achieving PY's mission, directly linking them to effectiveness in peacebuilding.
- **Holistic Approach:** The rationale highlights the value of learning beyond technical knowledge, emphasizing the importance of networking and knowledge transfer between individuals and organizations.
- **Collaborative Environment:** The emphasis on creating a collaborative environment within PY positions the organization as a learning community.
- **External Focus:** The section encourages learning from the wider peacebuilding community, fostering a mindset of continuous improvement and knowledge sharing.
- **Empowerment:** This approach aims to create a sense of agency and capability among PY members.

This section provides a strong foundation for the training policy and clearly articulates PY's philosophy of investing in its people to enhance the effectiveness of its peacebuilding efforts.

2. IDENTIFIED TRAINING AND DEVELOPMENT AREAS

Peace by Youth (PY) has strategically selected core areas for training and development. These focus on building the essential skills, knowledge, and strategies required for the effective operation of our organization and the successful implementation of peacebuilding initiatives.

2.1 ORGANIZATIONAL GOVERNANCE AND STRATEGIC MANAGEMENT

- **NGO Governance:** Training will cover the roles and responsibilities of board members and staff, principles of good governance (transparency, accountability, etc.), board policies, and decision-making processes.
- **Strategic Planning:** Development of comprehensive strategic plans, including mission and vision alignment, goal setting, SWOT analysis, strategy formulation, and action planning.
- **Fundraising and Income Generation:** Exploration of diverse fundraising strategies (grants, individual donors, corporate partnerships, events), proposal writing, donor relationship management, and the development of sustainable income-generating activities.

2.2 PROJECT DESIGN, IMPLEMENTATION, AND EVALUATION

- **Community Needs Assessment:** Methodologies for participatory needs assessments, data collection and analysis (surveys, interviews, focus groups), asset mapping, and the identification of community priorities.
- **Project Management Cycle:** Comprehensive understanding of all phases, including project planning, budgeting and resource allocation, implementation, risk management, stakeholder engagement, and reporting.
- **Monitoring and Evaluation (M&E):** Integrating evaluation throughout the project cycle, developing M&E frameworks, logic models, indicator selection, data collection methods, analysis, and the use of evaluation findings for project improvement and reporting.

2.3 FINANCIAL MANAGEMENT AND SUSTAINABILITY

- **Financial Management:** Principles of financial planning, budgeting, accounting practices, financial reporting, internal controls, and ensuring transparency and accountability in the management of funds.
- **NGO Self-Financing:** Strategies for financial sustainability, exploring revenue-generating models, fee-based services, social enterprise development, and the creation of diversified income streams.

2.4 COMMUNICATIONS, ADVOCACY, AND OUTREACH

- **Public Relations and Marketing:** Developing effective communication strategies, branding, messaging, website and social media management, media relations, and tools for engaging with target audiences.
- **Cooperation and Collaboration:** Understanding the benefits of collaboration, strategies for building partnerships and alliances, conflict resolution, negotiation, and formalizing partnership agreements.
- **Policy Advocacy:** Developing policy positions aligned with PY's mission, understanding policy processes, building coalitions, lobbying techniques, and engaging with decision-makers.
- **Communication and Outreach Skills:** Techniques for effective communication (written, verbal, presentations), data collection for advocacy purposes, and the dissemination of public information through various channels.

2.5 LEADERSHIP AND PEOPLE MANAGEMENT

- **Leadership Skills:** Exploration of various leadership styles (transformational, situational, servant leadership), self-awareness, emotional intelligence, conflict resolution, decision-making, and motivating and inspiring teams.

- **Supervision and Human Resource Management:** Best practices in staff recruitment and onboarding, performance management, feedback, delegation, coaching and mentoring, team building, and addressing workplace conflicts.

2.6 ADDITIONAL CONSIDERATIONS

PY recognizes that the peacebuilding field is dynamic and evolving. Along with the core training areas identified above, we are committed to providing training in the following potential areas:

- **Conflict Analysis and Resolution:** Understanding conflict dynamics, mediation and negotiation skills, and techniques for reconciliation and peacebuilding.
- **Technology for Peacebuilding:** The use of social media, data analysis tools, and online platforms for peacebuilding initiatives.
- **Intercultural Communication:** Developing cultural competency, communication across cultures, and promoting inclusivity in peacebuilding efforts.
- **Trauma Awareness and Resilience:** Understanding the impact of trauma on individuals and communities, and strategies for self-care and building resilience.

This comprehensive list ensures that PY members are equipped with the necessary skills to navigate the complexities of peacebuilding, adapt to changing circumstances, and maximize the impact of our work.

3. TRAINING NOMINATION PROCEDURE

Peace by Youth (PY) is committed to a fair and transparent process for selecting individuals to participate in training programs. This procedure aims to align training opportunities with individual development needs, career goals, and the strategic priorities of the organization.

3.1 ROLES AND RESPONSIBILITIES

- **Human Resources (HR) Manager:** Responsible for managing the training nomination process, including:
 - Maintaining an updated inventory of available training programs and opportunities.
 - Coordinating with department heads and supervisors to identify training needs.
 - Reviewing Training Need Assessment forms and making recommendations to the Executive Director.
 - Communicating training decisions to staff and board members.
 - Tracking training participation and outcomes.
- **Executive Director:** Makes the final decision on training nominations, taking into consideration recommendations from the HR Manager, organizational priorities, and budgetary constraints.
- **Department Heads/Supervisors:** Collaborate with the HR Manager to identify staff training needs, complete Training Need Assessment forms, and provide input on nominations within their respective departments.
- **Staff and Board Members:** May express interest in training opportunities, provide input, and are responsible for completing the Training Need Assessment form in collaboration with their supervisor.

3.2 NOMINATION PROCESS

1. **Training Need Assessment:**
 - Staff and board members interested in training should complete the "Training Need Assessment" form in consultation with their supervisor.
 - The form will gather information on:
 - Specific areas where training is desired.
 - Relevance of the training to the individual's current role and responsibilities.
 - Potential benefits of the training for the individual and the organization.
 - Individual's personal learning style and preferences.
 - Individual's career aspirations within PY.

2. **Review and Recommendation:**

- The HR Manager reviews completed Training Need Assessment forms along with input from department heads/supervisors.
- The HR Manager prepares a list of recommended training nominations for consideration by the Executive Director.

3. **Final Approval:**

- The Executive Director reviews the recommendations and makes the final decision on training nominations, ensuring alignment with strategic priorities and budget availability.

4. **Communication and Follow-up:**

- The HR Manager communicates the final training decisions to the respective individuals and departments.
- The HR Manager coordinates training registration, logistics, and any necessary follow-up actions.

3.3 NOMINATION CRITERIA

The following criteria will be considered when evaluating training nominations:

- **Relevance to Current Assignment:** The training should directly address skills or knowledge gaps related to the individual's current role.
- **Personal Traits and Ambitions:** Training should support an individual's strengths and align with their career development goals within PY.
- **Organizational Needs:** Priority will be given to training that addresses critical needs across the organization and supports the fulfillment of PY's mission.
- **Cost-Effectiveness:** Consideration of the cost of the training program in relation to its expected benefits.
- **Availability of Resources:** Assessment of available budget and staff capacity to accommodate the time commitment required for the training.

3.4. EQUAL OPPORTUNITY

PY is committed to providing equal training opportunities to all staff and board members, regardless of gender, age, ethnicity, or other personal characteristics. The selection process will be based solely on the criteria outlined above.

4. CUSTOMIZED TRAINING PROGRAMS

Peace by Youth (PY) recognizes that in certain situations, customized training programs may be the most effective and efficient way to address specific learning needs within the organization. Customized training allows for tailoring content directly to PY's unique context, strategic priorities, and the target audience.

4.1 DEVELOPMENT OF CUSTOMIZED TRAINING

The following options may be considered when developing customized training programs:

- **Outsourcing Training Development:** PY may contract external training providers or consultants with expertise in specific areas to design and deliver customized training programs. This can be particularly beneficial for highly specialized topics or when internal capacity for training development is limited.
- **Hiring Specialist Trainers:** In some cases, it may be more cost-effective to hire a specialist trainer on a short-term basis to deliver training in-house. This enables direct interaction between the trainer and participants, facilitating the integration of PY's specific examples and case studies.
- **Internal Development:** When the required expertise exists within PY, customized training modules or workshops may be developed internally by relevant staff or experienced board members. This can promote knowledge sharing and leadership development within the organization.

4.2 SELECTION OF TRAINING PROVIDERS/TRAINERS

The HR Manager, in consultation with the Executive Director and relevant department heads, will be responsible for selecting external training providers or specialist trainers. The selection process will be guided by the following criteria:

- **Expertise and Experience:** Providers/trainers should have demonstrable expertise in the specific training areas, a proven track record of delivering effective training programs, and experience in the peacebuilding or NGO sectors.
- **Training Methodology:** The proposed training approach should be engaging, interactive, and aligned with adult learning principles. The provider/trainer should be able to adapt training methods to PY's needs and the participants' learning styles.
- **Cultural Sensitivity:** Providers/trainers should demonstrate cultural sensitivity and an understanding of the context in which PY operates.
- **Reputation and References:** The HR Manager will obtain feedback and references from other organizations that have utilized the provider's/trainer's services.
- **Cost-Effectiveness:** Proposals will be evaluated for cost-effectiveness, taking into account the expected benefits of the training, the provider's/trainer's fees, and any associated expenses (travel, materials, etc.).

4.3 BONDING AGREEMENTS

In cases where PY invests substantial resources in specialized training for an individual, the employee may be required to sign a bond agreement. This agreement ensures a return on investment for PY and reduces the risk of losing highly trained staff immediately following the training program.

- **Terms of the Bond:** The specific terms of the bond agreement will be determined on a case-by-case basis and should be clearly outlined in a written contract. Typically, the bond would require the employee to remain in service with PY for a specified period (e.g., one year) following the completion of the training.
- **Repayment:** The bond agreement should specify the circumstances under which the employee may be required to repay a portion or the full cost of the training, such as voluntary resignation before the completion of the bond period.

4.4 CONSIDERATIONS FOR CUSTOMIZED TRAINING

While customized training offers several advantages, PY will carefully consider the following factors before deciding to develop or outsource customized programs:

- **Cost vs. Benefit:** A thorough cost analysis will be conducted to ensure that the benefits of a customized program outweigh the expenses compared to utilizing existing training resources.
- **Time Investment:** Developing customized training can be time-consuming, especially if done internally. PY will evaluate whether the available time and resources can be dedicated to this process.
- **Sustainability:** If customized training is focused on highly specialized skills, PY will assess the need for ongoing reinforcement or refresher training in the future.

By strategically utilizing customized training programs, PY can optimize learning outcomes and ensure that its members have the skills and knowledge necessary to advance the organization's peacebuilding mission.

5. GRIEVANCE PROCEDURE

Peace by Youth (PY) is committed to a fair and equitable distribution of training opportunities. However, PY recognizes that employees may occasionally feel overlooked or believe that training decisions were not made objectively. This grievance procedure provides a mechanism for addressing such concerns in a transparent and constructive manner.

5.1 GROUNDS FOR GRIEVANCE

An employee may file a grievance related to training opportunities if they believe that any of the following circumstances apply:

- **Discrimination:** The employee feels that they were denied training access due to discrimination based on gender, race, ethnicity, religion, age, disability, or any other protected characteristic.

- **Unfair Selection Criteria:** The employee believes that the selection criteria used for a particular training opportunity were not applied fairly or that they were not adequately informed of the criteria.
- **Lack of Transparency:** The employee feels that the training nomination and selection process lacked transparency, preventing them from understanding the reasons behind the decision.
- **Retaliation:** The employee believes they have been denied training opportunities in retaliation for previous complaints or protected actions.

5.2 FILING A GRIEVANCE

1. **Informal Discussion:** Employees are encouraged first to discuss their concerns informally with their direct supervisor or the HR Manager. Often, open communication can resolve misunderstandings or provide additional clarity on the training selection process.
2. **Formal Grievance:** If the informal discussion does not resolve the issue, the employee may submit a formal grievance using the designated "Grievance Settlement Form." This form should include:
 - A clear description of the grievance, including the specific training opportunity in question.
 - Reasons why the employee believes they were unfairly denied the training opportunity.
 - The desired outcome or resolution sought by the employee.
3. **Submission:** The completed Grievance Settlement Form should be submitted to the HR Manager. If the grievance is against the HR Manager, the form may be submitted to the Executive Director.

5.3 GRIEVANCE REVIEW AND RESOLUTION

1. **Acknowledgement:** The HR Manager or Executive Director will acknowledge receipt of the grievance promptly and provide an estimated timeline for its resolution.
2. **Investigation:** The HR Manager or Executive Director will initiate a thorough investigation into the grievance, which may involve:
 - Reviewing the employee's Training Need Assessment form and performance records.
 - Interviewing the employee, their supervisor, and other relevant individuals.
 - Consulting the PY Grievance Settlement Policy for guidance.
3. **Decision:** Based on the investigation findings, the HR Manager or Executive Director will make a decision regarding the grievance and communicate this decision in writing to the employee. The decision will include a detailed explanation of the rationale and address the employee's specific concerns.
4. **Appeals:** If the employee is not satisfied with the decision, they may have the option to appeal under the provisions of the PY Grievance Settlement Policy.

5.4 CONFIDENTIALITY AND NON-RETALIATION

PY is committed to maintaining confidentiality throughout the grievance process to the extent possible. PY strictly prohibits retaliation against any employee who files a grievance in good faith. Any acts of retaliation will be taken seriously and addressed through appropriate disciplinary measures.

5.5 CONTINUOUS IMPROVEMENT

PY will periodically review the Training Policy and grievance procedures to ensure fairness, transparency, and continuous improvement. Feedback from employees and stakeholders will be considered when making revisions to these policies.