

**EVERYTHING
YOU ALWAYS
WANTED
TO KNOW
ABOUT
NATIONAL
YOUTH
COUNCILS**

BUT WERE AFRAID TO ASK

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1 INTRODUCTION

This publication has a long history of coming to life. Started by the European Youth Forum Youth Work Development working group in 2005, it has been revised and updated by the Youth Work development working group for 2011-2012. It remains a work in progress. At this point, we hope that it will help youth organisations, young people in Europe and across the world to understand and improve their national youth councils.

2

LEVELS OF YOUTH WORK AND WHY IT IS IMPORTANT FOR SOCIETY

This chapter explores different levels of youth work and explains the impact of youth work, both on individuals and society. Then it elaborates on the function of the European Youth Forum.

2.1 Levels of youth work within the country

Youth organisations are building and developing youth work, which happens on a local, regional, national and/or international level. As national youth councils are umbrella organisations and consist of organisations with different political and ideological interest and different activities, various approaches, and varied forms of impact should be reflected in a National Youth Council.

Youth organisations outreach can either be spread over the country like national youth organisations, or limited to only a certain regional or local environment, like regional or local youth organisations. Some countries have a network of umbrella organisations known as local or regional youth councils, to facilitate the involvement of young people on the lowest level. They usually include different youth organisations from a certain area. Local youth councils can merge into regional youth councils, and regional youth councils in a new umbrella organisation on national level.

This is the case in Spain and Sweden where a national federation of youth councils exist. Local and regional youth councils can also have a direct membership to the national youth council like in **FNG** (Italian National Youth Council) where all regional youth councils are members.

National youth councils can also cooperate in different ways with local and regional councils, such as in Slovenia, where local youth councils can not be members of **MSS** (Slovenian National Youth Council), but **MSS** is in charge for cooperating with them,

leading the coordination among them along with offering them different support via e.g. training, and capacity building.

2.2 Levels of youth work outside the country

Some organisations focus their work on the international the – European – or even global – level. Local, regional or national organisations can develop their international youth work by belonging to umbrella organisations on the European level. In Europe we know this kind of organisations as International Non-Governmental Youth Organisation (INGYO), which are the federations of youth organisations.

European Youth Forum is an example of such pan-European platform where INGYO are members and make up one of the two pillars of the Youth Forum. National Youth Councils from all over Europe make up the other pillar. European Youth Forum both supports its member organisations in strengthening youth work and develops youth work itself on European and global levels.

2.3 Impact of youth work

The impact of youth work can be seen both from the individual and the societal sides.

Individual impact

Spending time with friends, purposefully spending free time, travelling, gaining new knowledge, developing personal skills, understanding the place and role of the individual within a group, improving communication skills, developing a better image of oneself, improving self-confidence, accepting new challenges and learning new ways of proficiency.

Societal impact

Youth participation, strengthened social capital, intergenerational cooperation, better youth employability and competences, stimulation of a healthy lifestyle, contribution to social cohesion, development of innovative potential of youth, fostering tolerance in the society, civic education and social change.

Youth work leads also to better employability of youth. The individual gains certain competences through youth work, which s/he can use at the work place, to complete tasks that may at the first sight bear no resemblance to those undertaken in youth work. Even more potential is to be found in so-called soft skills development, such as communication or teamwork. Sometimes youth work activities become one's periodic or even permanent employment. Other paths from youth work lead to the public sphere. Typical activities in this sense are cooperation in policy-development, youth advocacy or representation of an organisation at events.

Reflection points

- **What are the levels of youth organisations in your country?**
- **What can be the levels of youth organisations in your country?**
- **What is European Youth Forum?**
- **What are the two pillars of European Youth Forum?**

3

ESTABLISHMENT OF NATIONAL YOUTH COUNCILS

This chapter addresses the main aspects of establishing National Youth Councils (NYCs). The process of establishing a NYC is long term and faces different challenges. Therefore a good and motivated team with a clear vision of establishment of a youth council is needed. The process of establishment differs from one country to the other. The length of the establishment period is based on different factors, like the solidarity within the youth sector, availability of funds, capacity of organisations etc. For example, in Bulgaria the process started in 2008 with a national debate about the Structured Dialogue and young people in Bulgaria. The result of that meeting was the establishment of a Youth Consultative Body, an informal structure which gave 52 representatives of youth organisations the ability to meet and discuss different topics with the State Agency for Youth and Sport. Then in 2010, inspired by Networking days, organised by the European Youth Forum, an initiative committee for establishment of a National Youth Council was formed, which led to **NMF (National Youth Forum of Bulgaria)** holding its constitutional assembly in November 2010.

3.1 Reasons for establishing National Youth Councils

The reasons for establishing a National Youth Council in a country can be explained through different rationales, from the side of the youth organisations, or from the side of external actors.

Internal

There are two main reasons why youth organisations see the need for the establishment of umbrella organisations

- They see a common interest in joining forces in order to advocate on issues concerning them as a collective. The common goal for organisations is usually to lobby and advocate youth issues towards government and/or international structures.

- They see an advantage in working together in order to strengthen their internal capacities. Umbrella structures often serve as a good resource where organisations can learn from each others' best practices

For example, the **DUF** (Danish Youth Council) was founded on the 25th of June 1940 by a range of youth organisations as a protest against the fascist trends at the time. They did not want to be a part of the Danish resistance movement because they believed that democracy should be taught in a non-violent way through dialogue, participation, and information. The basic goals were to activate Danish youth and to spread the idea of democracy as a way of living and thinking. Since its founding, DUF has increased the level of its activities, the number of member organisations as well as fields of work. Another example can be taken from Lithuania. In the early 90's after several unsuccessful attempts to create a **National Youth Council in Lithuania** (mostly due to both financial and capacity reasons), finally, on September 19th 1992, **LiJOT** was established for the fourth time. The agreement was reached by 11 youth organisations that were convinced that the youth sector in Lithuania is capable of representing itself and can voice the interest of young people on how the newly created country should be run.

External

External motivations for establishment are prompted by initiatives coming from the government or international organisations. Usually the aim of the government is to foster a wide outreach actor that deals with youth issues on a national level and represents youth organisations in their country internationally. The international organisations commonly support the development of participation, civic engagement, democratisation on a wider agenda. As a general rule, the external actors engage in facilitating the process. Often overlooked is that the establishment of umbrella structures is in the interest of wider societal actors. By having structured ways of communicating with an important societal group, states and international organisations can better shape their policies targeting that group.

3.2 Steps for establishment of a National Youth Council

When working towards establishment of an umbrella structure certain steps need to be taken for the process to be successful. The following steps give you an idea of how the process can look:

Coming together

Involves (several) organisations or other stakeholders identifying that there is a need for a national youth council and coming together to start the process.

Mapping the situation and stakeholders

Trying to see the youth policy field and those working in it in the country. Idea of different key stakeholders for a National Youth Council could be young people, youth organisations, umbrella organisations, student organisations, young politicians, youth wings of political parties and government institutions. Stating what is the current state of play and how youth policy would benefit from having a NYC.

Identifying stakeholders

Especially those that would help in the process of establishing a NYC, taking into account both national and international levels.

Making initial agreements

Especially on how to proceed further and sharing the responsibilities.

Setting up task force

Ideally at the point of making initial agreements, a task force (initiative board or group) is formed. They will be responsible for facilitating the process further up until the Constituent assembly. These should be people that care about the process, understand the concept of national youth councils and are motivated to work on the establishment.

Preparations for further agreements

The group is also responsible for making concrete suggestions for issues that need to be settled, such as the legal statutes, membership criteria, finding funding for constituent assembly, spreading the information, consultations etc. Their main task is to start discussions on the idea of establishing a National Youth Council with the stakeholders mapped.

Consultations

After having prepared the suggestions for all aspects mentioned above, a phase of consultations with other youth organisations (not involved in the task force) needs to take place. This builds more awareness about what is being done, why it is important as well as ensures a transparent and democratic process.

Initiating a constituent assembly and information spread

After building awareness of the process and having reached some consensus on different issues the preparations for the Assembly can start. In this phase it is crucial to spread the information as widely as possible to different organisations, inviting them to join to the platform.

Constituent Assembly

Founding member organisations adopt the statutes, rules of procedure, elect the leadership of the organisation and set some common culture for the new organisation by defining expectations. The number of founding members can vary but it is best to have as broad range of youth organisations as possible for the youth council to be representative.

Post-Assembly period

Poses as much challenges for newly created NYCs as the run-up period. One of the important aspects is getting a legal status and starting to work on sustainability issues such as obtaining funding, securing stable functioning, establishing internal information channels and in the long run acquiring recognition as the main voice of youth interests in the country.

It is important that different organisations involved focus on building an understanding of what the national youth council does, how it functions, what roles it performs. Thus, energy must be devoted to identifying a consensus on a vision, mission, work priorities, procedures, values, membership criteria and statutes. Also attention must be drawn to observing the legal requirements for a non-governmental organisation in your country.

The next chapters elaborate on some of the aforementioned issues. Chapter 4 investigates questions regarding membership; chapter 5 talks about the roles of youth councils, and chapter 6 covers structures of youth councils.

The European Youth Forum sometimes supports the establishment process by providing opportunities for organisations, interested in taking up the process, to meet and make initial agreements. This has been the case in Serbia, Bulgaria and Poland, which all have newly established youth councils.

Reflection points

- **Does the youth sector in your country have solidarity?**
- **Is the reason for establishment of your National Youth Council internal or external?**
- **Did you map important stakeholders of a your National Youth Council?**
- **Did you make a plan of how to proceed from idea to establishment?**
- **Does your statutes fulfil legal requirements?**
- **Do you want or need support from the European Youth Forum?**
- **Did you investigate other support possibilities from international level (institutions, other national youth councils)?**
- **Did the information reach all relevant stakeholders?**

4

MEMBERS

The driving force of youth umbrella organisations is their member organisations. Three types of memberships are most common:

Full members

Who hold the highest power within the organisation and have the right to be present, speak, make suggestions and vote in statutory meetings along with nominating people for working structures.

Candidate members

Usually hold the same rights as full members except for voting rights. Candidate member status is normally used as a step from “not a member” to becoming a “full member”.

Observer/associate membership

Status is sometimes created to involve organisations that do not fulfil the membership criteria or those organisations that do not wish to become a full member. Observer members usually have the right to be present at statutory meetings, speak there and make suggestions but cannot vote.

As with all rights it is connected with responsibilities and therefore all members, regardless of what kind of membership status they have, have responsibilities towards the umbrella organisation, for example paying a membership fee (if such exists), being present at statutory events and etc. Many umbrella organisations choose to have only two kinds of memberships - observer/associate and full membership. This is the case in **KOMS** (Serbian National Youth Council) and **LJP** (Latvian National Youth Council).

4.1 Membership criteria

The members of each national youth council can differ. It can include organisations in different field of work e.g., organisations for the disabled youth, social issue promotion youth organisations, religious youth organisations, cultural youth organisations, student youth organisations, youth organisations for nature and environment, political/ ideological youth organisations, youth exchange organisations and youth educational organisations and many others. Depending on the country legislation party political youth wings and sport youth organisations are members within a national youth council, however this is not always the case. As mentioned above, some NYCs create an observer/associate membership status in order to include those organisations.

Membership criteria are specified in a combination of below mentioned aspects and can include:

- Level of geographical scope coverage to be considered a national organisation. For example, to work in a certain number of municipalities or regions.
- Minimum number of members, for example organisations which have at least 100 or 5000 members. This criterion is typically set in accordance to the reality of the country.
- Organisations have to be legally registered in accordance to the rules set out by government.
- Requirements to be youth led or have a certain amount/proportion of young members in their governing bodies.
- Generally aim their activities and work for young people.
- Some NYCs choose to include the criteria for measuring if the organisation is active, for example that eligible members carry out a certain amount of activities during a year.
- Other requirements tailored to the national reality.

Developed and functioning member organisations are key to sustaining a stable and strong National Youth Council. Therefore, some NYCs include in their membership criteria specific requirements such as the time that organisations have to be registered before they can apply for membership or the activity level they have to uphold.

When defining the membership criteria it is important to explore the legal, economic, and social conditions of NGOs in a given country to have a holistic view of the situation. Along with posing membership criteria for a NYCs, a clear and open process of the handling the membership applications (from how organisations apply to it attains the membership status or is rejected membership) should be developed.

Following are few examples of different NYC membership criteria:

DUF (Danish Youth Council) member organisations work with children and youth and are value-based and/or engaging their members in societal issues. Other important criteria is that the organization has full autonomy and is democratic, works nationwide, meaning that it has presence in at least four out of five regions in Denmark, has at least 300 members under 30 years of age, and that at least half its members are under 35 years old. The organization has to work and agree in accordance with DUF core democratic values. In addition, DUFs assesses a membership request regarding the organization's degree of voluntarism, democracy and the relationship between objectives and activities. New member organisations are accepted during DUF annual general assembly.

DBJR (German Federal Youth Council) has currently 26 nation-wide active youth organisations and 16 regional youth councils as members. Furthermore, the Youth Council has observer members that do not fulfil the criteria of membership (active in majority of the 16 federal states, at least 25,000 members). All member organisations have to support basic values of the platform such as human rights principles, and organisations must have a legal status (be registered). For external representation, three big national youth pillars (Association of the Sport youth organisations, National Youth Council, and Association of the party political youth) are united in one structure – DNK.

Membership of **MSS** (Slovenian Youth Council) is based on the principles of free association, equality and mutual respect of the autonomy of each organisation member of MSS. Full membership is open to voluntary, non-profit youth organisations that are defined as youth organisations and carry out public activities beneficial to children and youth or are registered according to the provisions of the law regulating political parties (in the case of political party youth wings). Young people (aged 15-29) have to constitute at least 70% of the membership and 70% of leadership. The organization has to operate independently and democratically, have at least 300 members, who are organised into at least 5 organisational units within the organisation, and operate in at least 15 municipalities in different geographical regions of the Republic of Slovenia. Organisations willing to become members have to spend at least half a year as observer members within MSS before applying for full membership. MSS General Assembly may also grant full membership to organisations that do not fulfil the prerequisite of the minimum number of members or the minimum number of organisational units, if such organisations claim association with individual national ethnic or other social minorities, or its operation depends on infrastructure or other circumstances reflecting uneven distribution over a larger region of the Republic of Slovenia. Associate membership is possible under similar rules, with the exception of the minimum membership being at least 150 members.

ALLIANSSI (National Youth Council of Finland) has 112 national youth organisations as members. They vary from church youth services to political youth organisations and to non-political such as scouts and child well-fare NGO's. The membership criteria describe that members must be legally registered organisations or foundations, for at least one year. Their main actions and work should focus on youth, youth work or youth services and the organisation must act on a nation-wide level.

5

ROLES OF NATIONAL YOUTH COUNCILS

National Youth Councils essentially serve as the consolidated voice of young people through youth organisations. A national representation structure eases the consultation and information gathering process for governmental institutions as well as signifies the unity of youth organisations in advocating for youth related issues.

Most National Youth Councils focus the majority of their efforts on advocating for changes that matter most to youth organisations and young people. Additionally National Youth Councils provide information, capacity building and act as knowledge centers to member organisations. Some National Youth Councils focus essentially on advocacy and lobby work, while others add up on capacity building for youth workers as well as their member organisations, a third group have a strong international cooperation dimension. National Youth Councils often play the role of innovators, developing and implementing pilot projects in new fields of work. All in all, National Youth Councils have a strong focus on promoting the aspects of youth work mentioned above. Ideally the concrete alignment of National Youth Council work is outlined in the mission and vision statements of the organization and worked out in the strategic priorities or work plans. Nonetheless the main roles of the National Youth Councils are representation and advocacy, international cooperation, providing material support, capacity building, awareness raising, and building up know-how about the sector.

5.1 Representation, advocacy and lobby work

One of the most important parts of National Youth Council work is influencing policies that affect young people. National youth councils represent the interests of young people through their member organisations. Since youth policy is regarded as a cross-sectorial policy National Youth Councils might end up raising questions starting from employability to youth work value to non-formal education to sport policies etc. For National Youth Councils it is important to establish themselves as equal partners for the government in

decision-making. Ideally structured such as co-managed boards or councils exist where authority and non-governmental representatives meet on equal footing.

For example, **CJE** (the Spanish Youth Council) works extensively in advocating for more youth friendly policies in the employment field by participating in different committees and governmental meetings and presenting their suggestions. **LNU** (the Norwegian Youth Council) is trying to lower the voting age to 16 by arranging meeting with the Norwegian Directorate for Children, Youth and Family Affairs. **NYCR** (the Russian Youth Council) arranges regular meetings with the ministry responsible for youth representatives to discuss the youth policy field. National youth councils can hold meetings with the Prime Ministers or Presidents to achieve more visibility for youth policies.

5.2 International cooperation

National Youth Councils act as an interlocutor between Youth NGOs from their countries and those from abroad, thus providing support in developing international cooperation. Often they help to find partners from other countries or work on specific topics on the international level, for example United Nations related issues.

For example, **DNK** (the external representation German Youth Council) has a particular focus on strengthening international cooperation in the field of youth. **LNU** (the Norwegian Youth Council) and **DUF** (the Danish Youth Council) run and support special programs for international cooperation in specific regions, such as South East Europe. **CNJC** (the Catalan Youth Council) on a regular basis organises international training for their membership to foster international cooperation with their regional partners.

5.3 Material support

In many countries where youth work still suffers from scarce resources, National Youth Councils offer working space, equipment and meeting facilities for member organisations, while those are working to build own sustainability. National Youth Councils can act as guarantee givers for purchases or empower their member organisations to benefit from already built relationships (for example use a discount while booking a venue).

For example, national Youth Councils in Northern Europe (in Denmark, Norway and Finland) manage governmental funding schemes for different priorities. Thus, they act as funding providers for member and other organisations. **DNYC** (the Dutch National Youth Council) allows their membership to use their premises for activities.

5.4 Capacity building

Most National Youth Councils provide a wide array of capacity building tools and methodology for member organisations. This might vary from developing complex and elaborated sustainability systems, offering targeted training courses, or providing access to methodological material, such as specific books. Also it could be employing or keeping close contact with specific services such as legal consultants or accountants to provide consultations when needed.

5.5 Awareness-raising and introducing new topics

National Youth Councils often are front-runners in identifying new topics and areas of work concerning young people, thus encouraging member organisations and governmental institutions to be more aware and reactive to changes affecting youth. National Youth Councils also have the possibility to draw visibility towards topics neglected by authorities.

5.6 Knowledge and know-how centre for youth work and youth policy

National Youth Councils by nature utilize grass-root experience and a variety of specific knowledge from its members, thus proving possibilities to address youth policy in a cross-sectorial manner. National Youth Councils also try to build up resources and collect know-how to support their advocacy actions. For example, some National Youth Councils publish publications on specific topics or carry out research on the impact of policies for youth. Some National Youth Councils build knowledge through assembling thematic committees or working groups.

Reflection points

What is the main role of your organisation?

Does your National Youth Council perform all the above mentioned roles?

Which area of work is most important for a National Youth Council in your country?

What different actions does your National Youth Council do to embody the different roles?



6

STRUCTURE OF NATIONAL YOUTH COUNCILS

The function of a structure in an organisation can be compared with the function of the skeleton in the human body. The structure is the base that carries the organisation and all other things are added to the structure in order for the organisation to function. An organisation does not only function based on the structure, it needs other things just like the human body needs e.g. muscles to be able to move. Therefore it is important to every organisation to build up a good well-functioning structure.

6.1 Structures

Normally organisational structures are divided into two types, linear or federal structure. *Linear structure* is a hierarchy structure and can be both tall and flat. *Federal structure* is circular structure and can take on various forms, e.g. project management structure or networking structure.¹

No one type of structure is best for all youth organisations as it is in the hands of each organisation to define and design the structure that best fits to their mission and goals. Though most youth organisations share common values (values are openness, inclusiveness, transparency, representativity and democratic decision making) that have an influence on their final choice of structure. Most National Youth Councils have some kind of federal structure. This type of arrangement often fits when independent organisations or entities work together toward common goals and interests like in National Youth Councils. The board of a National Youth Council does not have the authority to take decisions regarding each member organisation, hence the member organisations are independent.

The ground structure of a National Youth Council is drawn in their statutes, which should clearly devise how the council works, who can make decisions and who is responsible toward whom so decisions are legitimate. Clear procedures of decision-making are

¹ Based on Organisational Management Toolkit, 2000.

essential in order to follow the values of democracy, openness and transparency. The legitimacy of decision-making is based on the working structures decided up on in the statutes. Organisations differentiate what kind of working structures are included in the statutes but the statutes should at least include rules on meeting of members (representative body) and a board (executive body). Other working structures within an organisation can be different and is up to each organisation to decide. It is though important for each National Youth Council to take a look at their national laws on non-profit organisations in order to be able to fulfil them and become registered.

Further structures of National Youth Councils often develop during time and can be in form of ad hoc working groups, agreements between working structures, board and staff or activities that become traditions. Because these structures might not be explicitly laid down in the statutes it is as important that decision making is transparent and legitimate.

A well-designed structure is necessary for all organisations, however it is important to keep in mind that even though structures are the ground for the organisations it is not so holy that it can't be changed; structure is dynamic and develops as the organisation develops. The structure should work for the people and not the other way around. Therefore it is important to find the line between a simple and clear structure and one that fits the organisation's purpose and nature.

6.2 Representative body

The highest decision making body of a National Youth Council is always a meeting that gathers all member organisations. These meetings are normally held once a year or once every two years and can have different names like General Assemblies, Members' Council, Agora etc. These meetings (hereafter General Assembly) mainly have following responsibilities:

- election of executive bodies and other bodies named in the statutes;
- making political and strategic decisions for the youth council's work;
- making financial decisions (adopting budget and accepting the annual financial statement);
- adopting and amending the statutes and other working rules;
- other decisions and actions defined by the statutes, often include accepting new members.

General Assemblies can be closed (where only member organisations can participate) or they can be open for other groups like young people, not involved in Youth Organisations, institutional partners etc. Usually partners and other non-member groups do not have voting rights in these meetings.

The structure also sets how many votes or delegates can a member organization have. Voting rights can be equal (e.g. one vote per member organisation) or can be based on size of member organisations, meaning bigger organisations have more votes than the smaller ones. Also more intricate systems can be developed based on assigning organisations to pillars, which have an equal weight of vote or elaborate different percentage weights for pillars to equalise the system.

The exact responsibilities of a General Assemblies should be laid out in the statutes. Following points should also be included in the statutes:

- time frame for the meeting (how often the meeting takes place and when during the year it should be held),
- when at the latest meeting dates should be announced to members,
- when at latest all relevant documents should be available for members,
- when the meeting is legitimate (e.g. how many members have to be represent),
- how the meeting is announced (e.g. with a letter, by email, in a newsletter etc.),
- how members can request an extraordinary meeting.

Some National Youth Councils hold smaller gatherings of member organisations in between General Assemblies. They then often work on what was decided on at the General Assemblies and focus more on issues rather than administrative things. These bodies are often called Council of Members but can have other names like Standing Committee, Council of Representatives, representative committee etc.

6.3 Executive body

The most common name for executive body of an organisation is a “board”, but it can also be called bureau, executive committee, steering committee, presidency or presidium. This body (here after board) holds the power between General Assemblies. The main role of the board is to make sure that the organisation is working towards its goals and implementing the work plans along with making sure that the organisation has the necessary resources for its work, supervision of the organisations projects, financial management and recruitment of a Secretary General. In some organisations the approval of the Secretary General is in the powers of the General Assembly. There is a lot of available information on the functions of non-profit boards and how their functions might differ and many definition exist on what boards should do, thus in the end of the chapter is a list of suggested reading on the subject.

The board can have different sizes and compositions depending on the capacity and size of the National Youth Council. Usually the board composes of a president, vice-president/s and board members that follow specific policy and working areas. Some Youth Organisations divide executive structures by areas or tasks and responsibilities, while others do not have a ranking, and the body itself is considered as a monolith structure with collective decision making and responsibility. Boards are normally elected by the General Assembly and are therefore responsible toward the GA. If there are layers in the board structure (e.g. one big board and then smaller one that meets more often) the responsibility cycle usually is that the board elected by the GA is responsible towards the GA, but the smaller boards answer to the board elected at the GA.

For example, in the **KOMS** (the Serbian Youth Council), the board consists of seven people elected at the General Assembly. It meets at least four times a year. The term for board members is two years and each person can be re-elected once. Board members can not be come older than 30 during their mandate. The **DNYC** (the Dutch National Youth Council) elects a board of 7 members aged 18-29 for a one-year mandate. The board members do not have to have connection with organised youth. The board is selected through a separate committee which is chaired by a former board member and consists of representatives from member organisations, volunteers and either a former employee or intern. The board of **LiJOT** (the Lithuanian Youth Council), is formed of eight people and meets once a month. The President of **LiJOT** has special tasks including proposing the construction of the Secretariat, which is formed as the Presidents team meaning the staff contracts are signed for the period of the President's candidacy.

6.4 Other working structures

Apart from the elected representatives, National Youth Councils have bodies envisaged by the statutes, appointed by the board or formed *ad hoc* according to urgent or momentary developments. These bodies can be working groups, committees, steering groups, expert groups, commissions, usually defined by the topics or issues they cover. These structures are either commissions for internal issues, among which financial control and membership issues, or based on content (education, human rights, youth policy, social inclusion, employment, etc.).

These sub-structures have many advantages. They ensure a better involvement and participation of the Member Organisations in the development of strategic proposals for the board in certain areas of work and policy development as well as an enhanced level of knowledge and information sharing and efficiency. They also create spaces for motivating and actively involving member organisations, offering a space for learning and sharing knowledge, building solidarity and creating a common ground. These working structures serve as a resource and knowledge base for developing policy and expertise on the issues of interest for the National Youth Council. Typically one disadvantage is that decision making can be more complex and can take longer. In order to minimize this it is important to define the roles of each structure and not to create too many of them. Before the structure starts to work it can be useful to write a letter of appointment including following:²

- short statement on why this working structure is needed,
- main tasks of the working structure,
- goals for the working period,
- who are the members and how were they selected (the method),
- to whom the working structure is responsible towards,
- how long the working structure is going to work.

Many National Youth Councils have monitoring committees (they can also be called supervision committees, control committees or audit committees). The roles of those committees usually are to make sure that the councils are run according to the statutes and other legal documents, assessing compliance problems and monitoring and inspecting the finance of the councils.

² Based on Kristmundsson, 2008

6.5 Staff

While some National Youth Councils have a large professionally hired team to manage the daily work and implementation of decisions, others function entirely on voluntary basis. The size and number of staff depends on the financial capacities and the spectrum of work of the National Youth Council. Despite this, much of the work in a National Youth Council involves volunteers from member organisations.

When the first staff member is recruited the role of the board changes and it has to work less on day-to-day work and can focus more on governance work. This sometimes leads to conflicts between volunteers (board) and staff. It is a good rule to decide on which decisions staff member can take without consulting the board in order to avoid conflicts. This division of tasks between staff and board can differ from organisation to organisation and vary even more as more staff members are recruited. Therefore it helps to have the roles clearly defined.

Reflection points

What kinds of structures exist in your National Youth Council?

Is there balance between decision-making powers inside the structures?

Is the decision making in your National Youth Council transparent and democratic?

Does the workload in your National Youth Council require staff employment?

Is your National Youth Council ensuring the participation of all the members?

Does your National Youth Council have committees, working groups or other content bodies?

7

FINANCING NATIONAL YOUTH COUNCIL

Funding plays a crucial role in the existence of a youth umbrella structure. The type of funding defines the direction and areas of work, the extent of independence and sustainability of the organisation. Primary strategic goal for every youth organisation in the area of funding should be to establish a framework where funding follows the programmes and goals of the organisation and not vice versa. Unfortunately, that is not always possible, even though any non-governmental youth organisation should always strive towards the mentioned goal.

Funding mechanisms can be administered in different ways. In this division it is important to distinguish the organisations *structure of funding* from *sources of funding*. The understanding of difference is vital in order to develop in accordance with previously mentioned strategic goal and to keep the long-term financial situation of the organisation sustainable.

7.1 Structures of funding for National Youth Councils

There are two main structures of funding for youth umbrella organisations.

- Administrative funding;
- Project funding.

Administrative Funding

Administrative funding is used for the day-to-day functioning of the organisation ensuring equipment, premises, staff and all the other running costs to function on needed and satisfactory level. Administrative funding ensures the material and structural sustainability of the organisation and enables it to undertake its functions. For NYCs, administrative funding usually comes from governmental programs, designed for the national youth council. It might be given in a form of a project application or simply as a lump

sum of money. For INGYOs, structural funding usually comes from the Youth in Action programme.

Project Funding

Project funding represents financial means that are meant for certain actions, activities, policies or work plans for which the money has been granted, and it is therefore conditional to the aims and objectives of the specific project. This kind of financial means are not meant for re-allocation or re-balance. Despite this, many youth umbrella organisations use project funding to cover their operational costs. Still project funding cannot be used as a long-term contribution to the financial sustainability of the organisation.

Project funding can come from a variety of organisations and institutions on national, European or global level. Organisations should search for project funding opportunities on all levels, but the EU youth programme Youth in Action and its successor in the new EU financial framework (2014–2018), remain very important. As well as look into other EU based finance resources for projects dealing with young people, programmes and tenders of Council of Europe and calls or tenders from numerous foundations based in Europe. It's important to note that project funds on international level usually require partners from different states.

7.2 Funding sources

Main funding sources for umbrella youth organisations are:

- Membership fees;
- Governmental Funds;
- International Funds;
- Donors;
- Private Sector Contributors.

Even though funding sources are diverse, by far the largest source of funding for National Youth Councils comes from government bodies or allocation of state control funds. In many cases funding is provided through Ministry of Youth or similar state bodies that are dealing with youth. For INGYOs, the funding comes mainly through international funders and from membership fees.

Membership Fees

All youth umbrella organisations are membership based and the membership fee is the common source of income for all organisations no matter the level of their development. In some cases like the **CJE** (Spanish Youth Council) and the **LAEF** (Icelandic Youth Council) the membership fee has a symbolic character, which has little impact on the total budget. However, for many organisations it is the main source of income like for **NCYOG** (Georgian Youth Council).

Governmental Funds

In a number of countries National Youth Councils receive support from the state. State funding is given either as administrative support, or through public tenders for project implementation. This is the case of the **RMS** (Slovak Youth Council). In some countries, like in **Lithuania**, there is a separate budget line for administrative costs and also different funding possibilities for projects. Some systems, like the **French** or the **Flemish** youth councils, have 3-year agreements with the governments on funding and cooperation. These agreements are based on 3-year plans and programs that are ensured state funding. The **ENL** (Estonian Youth Council) gets funding from the education ministry on the national level and also realises administrative funds for youth clubs and project funding for local projects on the local level (counties and municipalities).

Local funds are also accessible for Youth NGOs; often these are meant for project implementation. There is also the possibility to allocate a part of taxes and profits made from lotteries and legal gambling for the funding of Youth NGOs. This is the case in **Denmark, Sweden and Finland** where the National Youth Councils receive a percentage of the profits achieved through the national lottery in name of National Youth Policy funding, which then is redistributed to youth organisations via different programs. **Slovenia** and **Slovakia** both have a system where individual taxpayer and legal entities may assign up to 0.5% in Slovenia and 1% in Slovakia of their annual tax base to finance specified sphere of non-governmental sector and in case of Slovenia also political parties and Unions. Project funding can be accessed through thematic work, such as health, sports, culture, education, and other from state and private donors. Such is the case of Luxembourg, where **CGJL** (Luxembourgian Youth Council) gets funds from the Ministry for Family and Social Affairs but also from other ministries and budget lines for thematically related projects.

International Funds and Donors

Many National Youth Councils use international funds for their projects, in the cases when their needs coincide with the funding priorities of the granting institution. External funding can stream from the International Organisations like the United Nations and

its different organisations, the European Union, foreign countries through their development programmes as well as different foundations or trusts (political foundations, etc.). Despite conditionality, and often, bureaucratic procedures, international and local donors provide rather substantial aid and support the development of civil society in Europe, especially when it comes to transition countries. In those countries, such source of funding represented a key factor in building up civil society and Youth Organisations.

Most known international funds on European level are the Youth in Action programme (not available to every National Youth Council³) and European Youth Foundations at the Council of Europe. There are numerous foundations, tenders and call for grants where National Youth Councils can apply for project funding. More information on international funds is in Chapter 11.

Private Sector

Business based funding is the resource that is yet to be explored by most National Youth Councils in Europe. There are examples of developing cooperation between business and National Youth Councils like in the case of the **NYCR** (Russian Youth Council), **LSU** (Swedish Youth Council) and the **LIJOT** (Lithuanian Youth Council) that have been looking into possibilities to cooperate with the business sector under the schemes of corporate social responsibility.

7.3 Corporate Social Responsibility

Corporate Social Responsibility (CSR) is starting to play an important role in the work of civil society, which could be used for the benefit of youth work as it opens great potential for cooperation between NGOs and business.

World Business Council on Sustainable Development came up with the following definition of CSR: *"Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large"*. The main idea is that strong cooperation between civil sector (NGOs), business and government could lead to sustainable and tangible results. For National Youth Councils this can mean that their efforts could be backed by the support from other two counterparts. Such level of cooperation can be defined around a topic that is equally important to all the stakeholders.

These kinds of partnership are yet to be developed but some international organisations and National Youth Councils are starting to work in this direction both as topic and approach.

3. National Youth Councils should also consider applying to their National Agency responsible for YfA in their respective country - http://eacea.ec.europa.eu/youth/index_en.php

7.4 Other Funding Sources

Although there are different funding resources, main responsibility for covering administrative costs lies with the state of the given National Youth Council. The fact that the state provides funds for the youth sector varies from country to country and depends on the level of civil society development. It is often the case that state funding without interference is taken for granted. On the other hand, when it comes to countries from Central, Eastern and South Eastern Europe, it is defined differently and is seen as direct dependence on the state.

Whether getting guaranteed state funding, or not, National Youth Councils need to diversify the funding sources and models in order to achieve a higher level of independence and ensure their long term sustainability. This kind of solution can help the National Youth Council to fully function and represent the needs of young people without hindrances caused by funding that is conditioned and, sometimes one-sided.

Reflection points

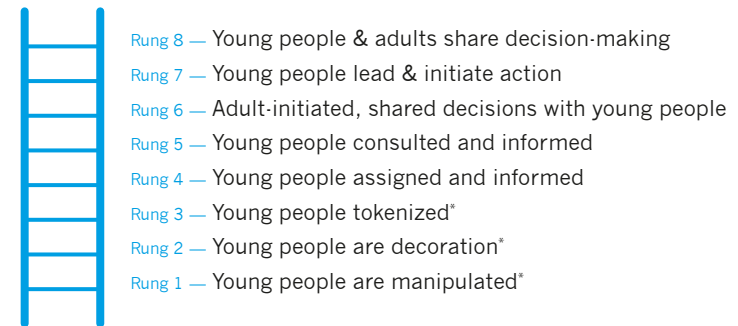
- **Do you see business companies as partners or rather a possible source for funding?**
- **How are society needs reflected in your work?**
- **Is Corporate Social Responsibility used by your organization? If not, would your members find it useful?**
- **Where is funding on the priority list of your organisation?**
- **How can project funding contribute to sustainability of your organisation?**
- **Is administrative funding the way to secure autonomy from the other stakeholders in the field of youth?**
- **Have you considered diversifying your organisation's funding models?**

8

CO-OPERATION WITH STATES AND GOVERNMENTS

Cooperation between National Youth Councils and the State reflects the level of participation of young people in the process of managing the society they are a part of. It is important to note that this level is a consequence of the framework of cooperation between National Youth Council and the State as it is established. Roger Hart who defined a model known as Hart's ladder of participation researched the concept of participation of young people in different structures and projects.

Roger Hart's Ladder of Young People's Participation



* Note: Hart explains that the last three rungs are non-participation

Adapted from Hart, R. (1992). Children's participation from Tokenism to Citizenship. Florence: UNICEF Innocenti Research Centre.

Roger Hart intended the first three rungs to represent forms of non-participation. However, while the first rung generally represents the nature of all youth voice in communities with the threat of “attend or fail”, there are more roles for youth than ever before throughout the education system. Rungs 6, 7, and 8 generally represent “young person/adult partnerships”, or intentional arrangements designed to foster authentic youth engagement in communities.

National Youth Councils should work towards a model of cooperation with the State that would satisfy the criteria of Rung 8 of the Hart ladder. The only model fulfilling those criteria at the moment is co-management, which is fully implemented only within Council of Europe. It is strongly suggested that National Youth Councils develop their models of cooperation with the State to be as co-manageable as possible.

8.1 Co-management

The basis for co-management streams from the assumption that youth is a resource and therefore a real partner. The basic principle of co-management is making decisions on an equal footing both for youth and governmental representatives. Within the Council of Europe, youth representatives are recognised as stakeholders taking equal part in the decision-making processes of the Directorate of Youth and Sport. The members of the Advisory Council for Youth have the right to follow youth policy processes and actions, presenting, deciding and monitoring its implementation. This brings a qualitative change in the process as civil society representatives are usually only consulted by governments. Co-management means to be given the responsibility to develop policies and agree on programmes together with government representatives. It is an inclusive process that balances the power of the authorities with the influence and inclusions of the youth representatives. On the one side, the state administers the national youth policy and provides funding for projects and administrative purposes. On the other side, youth organisations offer activities, representation and services to youth and the state. Apart from the exchange of benefits, the system is based on a stakeholder relationship between the main actors. The actors have to make decisions and achieve goals in a balanced and synchronized way. The inclusion and the interaction between the state and youth stakeholders in a country differ qualitatively and quantitatively depending on the capacity and the level of trust between the two main partners: state and Youth NGOs.

8.2 Joint Cooperation Structures

Youth representation towards the state differs. Some countries have no joint youth coordination structures on the national level, which makes it difficult for National Youth Councils to cooperate or co-manage with the state. This happens for two main reasons:

- for non-inclusion of youth in the consultation and decision making process by the state,
- or because of the will of the organisations themselves.

The **LSU** (Swedish Youth Council) identifies taking part in such structures as a possible danger for its independence. Nonetheless, LSU is involved and included in the process but more as a consultation provider than as a part of a formal structure.

There are different levels of institutional incorporation of youth in decision-making on youth issues. Depending on the administrative organization of the state, joint cooperation structures exist at local, regional and/or national level. Such joint structures dealing exclusively with youth issues exist, for example, in **Iceland, Slovenia or Lithuania**. In addition, often National Youth Councils are involved in thematic working groups that encompass youth as a target group, such as education, sports, health, addictions, sexual education etc.

In most cases, the cooperation structures represent a consultative body and a forum for the youth voice to be heard. Co-decision or power sharing in the field of youth between the Youth NGOs and the state rarely exists. Still, inputs given by youth organisations and their ideas are often taken in consideration by the state. Sometimes, even if there is no official and formal co-management structure, the process of cooperation, consultation and liaison is in place (e.g. **Sweden**). **Netherlands** is a similar case where the state recognises the **DNYC** (Dutch Youth Council) as the main national coordination body in the country but it does not build co-management structures. **DNYC** is taken in consideration and consulted on youth issues even though not on a regular basis.

8.2 Other Actors

Apart from national youth councils and state, there are other actors in the field of youth. Some organisations are not registered under laws on NGOs. For example, student unions or different sectorial organisations and in some countries also political party youth wings and youth NGOs that are strong players in the fields they are active. These organisations are active in the field of youth and carry specific responsibilities regarding a sector or aspect of youth policy and youth work.

In some countries, especially the ones in transition or a post-conflict period, external funding providers are a strong actor in the field of youth. Foundations, intergovernmental organisations, embassies of other countries or international NGOs have proven to be significant actors in the process of civil society and youth work development in transition countries. National Youth Councils and youth NGOs from the EU Member States often identify the EU institutions, especially the National Agencies⁴, as important external youth actors in their countries.

8.3 Legislation and policy-making processes

In Europe, the youth field is governed by a variety of legal frameworks, enumerating law, regulations, directives, strategies, or action/operational plans. Depending on the administrative organisation of the state, decision-making and implementation is either:

- centralised, whereby national authorities are primarily responsible for youth policy;
- decentralised, whereby local authorities are primarily responsible for youth policy or responsibilities are shared between the two.

Thus, in **Russian Federation**, the federal authorities identify strategic priorities in the field of youth, while each subject of the federation may have own legislative and financial instruments supporting youth work and policy development, and local authorities have mostly implementation responsibilities, despite financial constraints. While in process of decentralisation, **Bulgaria** places the main responsibility for youth policy implementation on local authorities, and national structures responsible for youth serve as coordinators. Shared responsibility often brings out the imbalance between the power of decision-making and capacity of implementation.

Youth law

Is the most general and comprehensive legislative framework that identifies main stakeholders and fields of action both for state and NGOs working with and for young people. In addition, it defines youth and youth institutions, youth age limit, actions to be taken by the state and to whom they are targeted, financial and budgetary considerations.

⁴ National agencies (NA) represent an important stakeholder/interlocutor in the youth field on national level and we can find different examples of cooperation with them in implementing youth projects and guidelines for youth policies. Even the role of National agency can be seen in various ways being a private or public institution. The relationship among NYC and NA can therefore also be seen in different manners and the cooperation is therefore ranging from partnership to putting the NYC in the same position as all others youth organisations, which defines and affect also the funding allocation from NA to NYC. As NA normally plays an important role in shaping youth policies and providing resources for developing youth work by funding the projects, cooperating with them can bring an added value and a stronger representative of youth sector.

A youth strategy/action plan

Is a short or mid-term political framework identifying main priorities of the state in the field of youth policy. Strategies are usually accompanied by action plans.

Some countries do not have comprehensive laws or programmes of action, but rather function based on a set of agreements that identify priorities, tasks and responsibilities for the main stakeholders. Such is the case of **Italy** and **Denmark**.

Following the principle of *no youth policy without youth*, National Youth Councils and Youth Organisations in Europe have been actively involved in the development, implementation, monitoring, and evaluation of national youth policy. National Youth Councils need to identify which of the state structures are more influential in decision-making and implementation. Some National Youth Councils have strong relations with parliaments, as these are the bodies initiating and/or adopting new legislation. Others cooperate well with the governments, as these are mainly responsible for carrying out youth policy, and implementing existing legislation.

In some countries, international organisations have played an important facilitation and support role, ensuring good cooperation between the government and youth organisations in developing new legislation. Thus, UNICEF **Georgia** helped the government develop a new Youth Strategy in 2011-2012 and pledged subsequent support in implementing this strategy, while in **Azerbaijan** several UN agencies have been actively involving the **NAYORA** (Azeri Youth Council) as a partner in the implementation of the Millennium Development Goals.

Reflection points

Is the youth policy field centralized or decentralized in your country?

Are you targeting the right state actors in your lobby work?

Can you diversify your partnership with state actors?

Are you cooperating with other stakeholders in the field of youth?

What legal framework regulates youth policy and youth work in your country?

Is there regular consultation/cooperation with youth organisations on new legislative initiatives?

Is your organisation monitoring/ proposing improvement of national youth policy to answer the needs of all young people in your country?

Is there co-management and cooperation between your organisation and the state in your country?

Should the cooperation mechanisms between National Youth Councils and the state be institutionalised?

To which extent should the co-management stretch in terms of power sharing and co-decision?

Are cooperation structures a danger for the independence of National Youth Council?

9

SUSTAINABILITY, COMMUNICATION AND STRATEGIC PLANNING

Sustainability is important for organisations. Without sustainability it is hard to create the necessary capacity to have a real impact and reach the organisation's goals. Key elements in securing a sustainable organization are planning and active communication. The parts below tackle these important issues.

9.1 To gain and keep sustainability in youth organisations

Sustainability is the ability of organisations to administer their own resources and remain independent in conducting their own projects and activities. Sustainability is important for youth organisations in order for them to exist and work without endangering their financial, political or membership independence. Reaching full sustainability can sometimes be hard, due to the frequent change of people involved and often lack of stable financial resources.

A strong infrastructure, systematic work, good planning and diversity in funding are essential both to gain and maintain sustainability in youth organisations. The base for strong infrastructure is laid out in the statutes and with a well functioning structure it is easier to systematise work. Systematic work also comes from good planning (find more information in chapter 9.3 on strategic planning)

Since National Youth Councils are membership based, decisions on who can become a member are important. Membership criteria are discussed in Chapter 4. The organisation has not only to accept members but also to foster an inclusive internal culture. A culture and traditions can play an important role in keeping sustainability of organisations. A culture of learning, sharing, documenting and open communication are positive and can help to stabilise your organisation along with a positive atmosphere of inclusion and co-operative ways of working. This means keeping communication, activities and governance open and transparent, at the same time learn from mistakes by looking at them through

a positive prism, observe them and re-frame your knowledge. Including new people in activities and structures are important ways of sustaining a youth organisations human resources and know-how.

Following are things to keep in mind in order to run a stable and sustainable youth organisation:

- Know where your organisation is heading by having a clear vision, mission and goals for your council.
- Foster a culture of cooperation and effective handover of responsibilities to new people.
- Make written plans in co-operation with members and budget in advance.
- Supervise staff members, to ensure growth of capacity.
- Work according to plans and other decisions made within your youth council.
- Make sure that your organisation's work does not become routine. Adapt it to the reality in the society.

9.2 Communication

Communication in an organisation is twofold, internal and external. Internal communication means communication inside your youth council, between board and staff and your members. External communication means communication outside of your youth council, for example, with funders, other organisations, governments, youth etc.

Internal communication _____

In order to maintain open and transparent internal communication with member organisations it is good to identify the means of communication and what are the best ways for information to flow both from and to members. There are many tools that can be used to communicate and share information in effective way, but effective communication is not only about finding the right tools. Members and structures within the youth organisation have to be aware of the tools used and where to find information. The choice of tools depends on how big the organisation is, what kind of information it wants to provide, which resources it has and the geographical location of members. For example it makes little sense to base the information flow on physical meetings in youth organisations where members have to travel a long way and financial resources are not available to cover the cost of such meetings. At the same time exclusively relying on online communication does not function if members do not have good and regular internet access.

Today most youth organisations have a website and use electronic or online tools to communicate and provide information. Other means of communication can be through printed newsletters, formal letters, physical meetings and by telephone. Following is a list of tools that can be used for communication and information flow:

- Websites are usually used as the main source for information about structure, activities and people responsible for organisations along with roles, goals, and vision and mission of the organisation, its members and news. All kinds of other information can also be published on websites;
- Intranet on websites is used by many youth organisations. Usually members can find all relevant documents and information about the organisation and communicate directly with other members;
- Social media tools e.g. Facebook, Twitter and YouTube have many possibilities for communication and information sharing;
- Phoning or sending text messages;
- Regular printed or online newsletters are used by many organisations to keep their members updated about the latest news, statutory meetings and other opportunities for members;
- Physical meetings, conferences, training or seminars;
- Regular updates through printed or online letters addressed to member organisations;
- Policy papers, reports, opinion papers and resolutions;
- Printed/online magazines;
- Networking events.

It is advisable to use a combination of different tools to maximise the outreach of information provided by the organisation.

External communication _____

Youth umbrella organisations also maintain external communication and it is as important as communications with members. As umbrella organisations, they often offer other actors services in form of knowledge and information on youth. Some of the tools mentioned above can also be valid for external communication such as magazines and newsletters, social media tools, conferences and seminars, policy and/or opinion papers, reports and resolutions and of course the youth councils website. Other means of external communication tools are e.g.

- Press releases;
- Press conferences;
- Interviews;
- Campaigns and advertisements;
- Open door events;
- Access through phone, email or opening hours at the office;

These lists above are not necessarily exhaustive and each youth umbrella organisation has to find what suits them best. Imagination, open mind and creativity can help finding the right communication and information tools.

Image and reputation

Good internal/external image and reputation is important for all organisations. To keep and gain new members, get funds and support, be taken seriously a good image and reputation is needed. It is not built on advertisement or commercial products, mostly it is based on how we work, therefore the most important thing in image building is working according to one's goals and keeping to one's word! It takes a long time to build up a good image and reputation but it can go away in a very short time. All kinds of situations can occur that can effect image and reputation and therefore it is important to have execution plans on what to do if difficult situations occur. Such plans help people to know how to react to hindrance and maybe save the organisation from a damaged reputation.

9.3 Strategic planning

Strategic planning is an important tool in order to achieve sustainability and efficiency of a National Youth Council. It is a tool where organisations, through a systematic process, formulate a vision, mission, goals and objectives, define roles and produces "*fundamental decision and actions that shape and guide what an organisation [...] is, what it does and way it does it.*"⁵ Additional advantages include team building, promotion of common ground, producing new way of thinking, and helping to build a good image. Strategic planning can be used organisation-wide, for a department, project or other major functions.

⁵ Bryson, 2004, p. 6

Strategic planning serves as a tool to identify the steps needed to reach the goals and fulfil the vision of the organisation. It is important to keep in mind that the process of strategic planning is as important as the plan itself. Before getting started with strategic planning an organisation should ask the following questions:

1. Are we ready to commit to strategic planning, including all major internal stakeholders of our organisation?
2. Do we have available time and resources needed?
3. Do we have the right people to lead the planning process?
4. Is there resistance to strategic planning, if so, what is the criticism and how do we address it?

Ways of strategic planning are e.g. Issue-base planning, Alignment Model, Scenario Planning and self-organising Planning. Many authors have also written books on strategic planning including John Bryson's famous book Strategic Planning for Public and non-profit organisations where he explains strategic planning based on 10 steps needed to go through for organisations to reach their goals. Bryson book along with the following further reading suggestion are amongst many publication and internet articles that can help your organisation finding the best way to get involved in strategic planning.

Reflection points

- In which way does your organisation achieve sustainability?
- How important is strategic planning for your organisation?
- Does your organisations have active and effective internal and external communication?
- Are your members happy with the information flow in your organisation?
- How important is evaluation and self assessment for your organisation?
- Which methods of evaluation and self assessment does your organisation use? Are they effective? Have they been improved in the course of use?
- Do the communication tools you use answer the needs of your member organisations?
- Are young people informed about youth issues in your country?
- Does your communication structure bring added value to youth work development in your country?
- Do you have a mid or long-term strategy to support member organisations?

10

GLOSSARY OF TERMS IN YOUTH POLICY AND YOUTH WORK

ACTIVE CITIZENSHIP

Has the goal of improving the society and stands for active participation of citizens in the economic, social, cultural and political fields of life. In the youth field much emphasis is on learning the necessary competences through voluntary activities. The aim is not only to improve knowledge, but also motivation, skills and practical experience to be an active citizen.

CIVIL SOCIETY

Refers to the arena of unforced collective action around shared interests, purposes and values. Its institutional forms are different from those of the state, family and market. Often civil society is understood as a “third sector”, while the state is “the second sector” and business “the first sector”. In practice, the boundaries between state, civil society, family and market are often complex, blurred and negotiated. This makes the exact definition of civil society difficult: Civil society actors include non-governmental organisations, citizen advocacy organisations, professional associations, faith-based organisations, and trade unions. Sometimes less organised actions and activities like movements, community groups, protests and demonstrations may be seen as civil society actors.

CO-MANAGEMENT

Refers to a model of youth participation practised in the Council of Europe youth sector, as well as in some European countries at different levels (locally and nationally). The main characteristic of co-management is that representatives of governments and young people decide together on the priorities, budget, implementation of the work priorities and on the allocation of the resources of the youth activities of the youth sector.

EUROPEAN CITIZENSHIP

Refers to a comprehensive concept and practice of citizenship, with many cultural, social, political and economic dimensions. In a nutshell, European citizenship can be considered as:

- a notion based on shared values (human rights, democracy and the rule of law);
- disassociated from belonging to a particular territory;
- a complementary rather than an exclusive identity;
- an active role of citizens in their different communities across social, cultural, economic and political domains;
- a locally rooted practice and collective work in progress.

EUROPEAN YOUTH FORUM

Is an international organisation made up of 98 members made up of national youth councils and international non-governmental youth organisations, federations in themselves, bringing together tens of millions of young people from all European countries. It endeavours to serve the interests of young people from all over Europe, promoting their active participation in the construction of a common Europe. Working with international institutions, mainly the European Union, the Council of Europe and the United Nations. It serves to channel the flow of information and opinions between young people and decision-makers. The objectives of the European Youth Forum are:

- Increase the participation of young people and youth organisations in society, as well as in decision-making processes;
- Positively influence policy issues affecting young people and youth organisations, by being a recognised partner for international institutions, namely the European Union, the Council of Europe and the United Nations;
- Promote the concept of youth policy as an integrated and cross-sectoral element of overall policy development, namely through youth mainstreaming;
- Facilitate the participation of young people through the development of sustainable and independent youth organisations at the national and international level, particularly in respect to ensuring dependable, adequate funding for them;
- Promote the exchange of ideas and experience, mutual understanding, as well as the equal rights and opportunities among young people in Europe;
- Uphold intercultural understanding, democracy, respect, diversity, human rights, active citizenship and solidarity;
- Contribute to the development of youth work in other regions of the world.

EMPOWERMENT

Is helping people to help themselves. A concept used in many contexts: management (“The process of sharing information, training and allowing employees to manage their jobs in order to obtain optimum results”), community development (“action oriented management training aimed at community members and their leaders, poverty reduction, gender strategy, facilitation, income generation, capacity development, community participation, social animation”), mobilisation (“Leading people to learn to lead themselves”) virtual advocacy (education for internet-based advocacy) as well as helping women, sick people, minorities and youth to better manage their life.

FORMAL LEARNING

Is purposive learning that takes place in a distinct and institutionalized environment specifically designed for teaching/training and learning, which is staffed by learning facilitators who are specifically qualified for the sector, level and subject concerned and which usually serves a specified category of learners (defined by age, level and specialism). Learning aims are almost always externally set, learning progress is usually monitored and assessed, and learning outcomes are usually recognised by certificates or diplomas. Much formal learning provision is compulsory (school education).

INCLUSION

Is a term used widely in social and educational policy-making to express the idea that all people living in a given society (should) have access and participation rights on equal terms. This means on the one hand that institutions, structures and measures should be designed positively to accommodate diversity of circumstances, identities and ways of life. On the other hand, it means that opportunities and resources should be distributed so as to minimise disadvantage and marginalisation. In the sphere of youth work and non-formal education, inclusion is considered as an all-embracing strategy and practice of ensuring that people with fewer opportunities have access to the structures and programmes offered.

INFORMAL LEARNING

Is non-purposive learning which takes place in everyday life contexts in the family, at work, during leisure and in the community. It does have outcomes, but these are seldom recorded, virtually never certified and are typically neither immediately visible for the learner nor others.

NON-FORMAL LEARNING/EDUCATION

Is purposive but voluntary learning that takes place in a diverse range of environments and situations for which teaching/training and learning is not necessarily their main activity. These environments and situations may be intermittent or transitory, and the activities or courses that take place may be staffed by professional learning facilitators (such as youth trainers) or by volunteers (such as youth leaders). The activities and courses are planned, but are seldom structured by conventional rhythms or curriculum subjects. They usually address specific target groups, but rarely document or assess learning outcomes or achievements in conventionally visible ways.

NATIONAL AGENCIES

Are structures established by the national authorities in each Youth in Action programme country in order to assist the European Commission with management and to assume responsibility for implementation of most of the Youth in Action programme.

NATIONAL YOUTH COUNCIL

Is an umbrella organization for youth NGOs and sometimes also other actors in youth work. A national youth council functions primarily as a service organization to its members, but is also a lobby and advocacy body. A similar role in international level is played by the European Youth Forum, where national youth councils play a strong role.

NON-FORMAL YOUTH INITIATIVE

Can be initiated by two or more young people who share a common goal to effect social change in a particular area through action, but it is not a legal entity.

OPEN METHOD OF COORDINATION

In many policy areas, EU Member States set their own national policies rather than having an EU-wide policy laid down in law. The Open Method of Coordination (OMC) provides a framework for co-operation between the Member States, whose national policies can thus be directed towards certain common objectives. Under this method, the Member States are evaluated by one another, with the European Commission's role limited to coordination and surveillance. In the youth field, the OMC is used to establish common objectives for the 4 priorities of the White Paper on Youth: "participation", "information", "voluntary activities" and "a greater understanding and knowledge of youth". The European Commission coordinates and monitors the implementation of the objectives in the Member States through the method. Consulting young people is part of the process.

PARTICIPATION

Is not an aim in itself, but an approach to becoming active citizen. Participation is a means for taking an active role both in personal and community development. Participation brings power based on the possibility of exerting influence on the social and economic aspects of life in the broad community.

(PUBLIC) ADVOCACY

Is a social process which aims at social change. It is usually initiated by a small group of individuals who share a common concern over a particular problem and are ready to dedicate their time, expertise and resources in order to reach the desired change. It consists of a number of activities which are undertaken with the goal of changing policies, practices and attitudes. The desired changes can target legislation, institutional strategies or social groups and individuals.

STRUCTURED DIALOGUE

Brings together institutional decision-makers, young people and their organisations, and experts in the youth field in order to jointly reflect on the priorities, implementation and follow-up of European cooperation in the youth field. It is a structured process of consultations with young people which aims at finding out the needs of young people and bring recommendations for improvement of the position of youth in particular areas of life. On the European level, it brings together the European Commission, Member States, national youth councils and the European Youth Forum. On the national level, a national working group (which consists of youth representatives and representatives of government institutions and experts) carries out consultations with young people. The content of national consultations feeds into the European level. One structured dialogue cycle lasts for 18 months and focuses on one broad topic. The topic of the first cycle (chaired by Spain-Belgium- Hungary EU Presidency Trio) was youth employment. The second cycle of the structured dialogue was built around the theme of youth participation in democratic life and divided into three sub-themes, Youth and the World, Creativity and Innovation and Social Inclusion.

SUSTAINABILITY

Is the ability of organisations to administer their own resources and remain independent in conducting their own projects and activities.

VOLUNTEERING

Means investing voluntarily one's own personal time, efforts, knowledge and skills in performing activities and services for the benefit of other people or for the common good. It is characterised by the following aspects: open to all, unpaid, undertaken of own free will, educational (non-formal learning aspect), added social value. (See the Charter of the rights of the volunteers by the European Youth Forum)

YOUTH ADVISORY COUNCIL

Is a consultative youth body of local and regional authorities. It is founded with the aim of including young people in public life. Candidates are proposed by youth associations and other forms of youth organising. Youth advisory council discusses and gives opinions to local and regional authorities youth-related issues. It can also be involved in creating and monitoring of local and regional youth strategies.

YOUNG PEOPLE

Are people 13 – 30 years old (for the purposes of European youth policies this age is used both by the European Commission and Council of Europe). Definition on the age of young people can differ between countries and organisations with the range from 6 years old up to 35 years old.

YOUNG PEOPLE WITH FEWER OPPORTUNITIES

Are young people from a less-privileged cultural, socio-economic or geographical background, or with disabilities.

YOUTH IN ACTION

Is the programme the European Union has set up for young people in the period 2007 – 2013. It aims to inspire a sense of active European citizenship, solidarity and tolerance among young Europeans and to involve them in shaping the Union's future. Its general objectives are the following:

- Promote young people's active citizenship in general and their European citizenship in particular;
- Develop solidarity and promote tolerance among young people, in particular in order to foster social cohesion in the European Union;
- Foster mutual understanding between young people in different countries;
- Contribute to developing the quality of support systems for youth activities and the capabilities of civil society organisations in the youth field;

- Promote European cooperation in the youth field. It offers co-funding opportunities for projects initiated by young people, youth organisations and other actors in the youth field.

YOUTH ORGANISATIONS

Are generally understood to be youth-led, non-profit, voluntary, and participatory non-governmental associations. Typically, youth organisations focus on promoting and assuring young people's democratic and social rights, encouraging their social and political participation in community life at all levels, and offering opportunities for personal and social development through leisure activities, voluntary engagement and non-formal and informal learning. Youth organisations make significant contributions to young people's quality of life, to their knowledge and competence acquisition and –through their participation and engagement – to the community in general. Organisational forms range from independent legal entities – including associations, foundations, congregations and unions – to organisations that are part of larger structures, such as youth strands of political parties or sections of broader non-governmental organisations dedicated to youth. They can be local, national and international.

YOUTH PARLIAMENTS

Are meetings of young people taking on the roles of Members of Parliament. Such model parliaments are usually organised with the political ambition to increase young people's political participation and the educational ambition to raise awareness and increase understanding of political processes. Furthermore, the role of youth parliaments is often described as encouragement of independent thinking and stimulation of socio-political initiative.

YOUTH POLICY

Is a set of principles, values, attitudes, goals and actions which aim at improving the quality of life of young people. Youth policy may be implemented by governments and public institutions, but it is carried out in cooperation with youth organisations, civil society, experts, media and the community as a whole.

YOUTH TRAINERS

Are people who train others to work with young people, using non-formal methods, focusing on personal and social development and with an emphasis on fostering intercultural competence as education, employment, assistance and guidance, housing, mobility, criminal justice and health, as well as the more traditional areas of participation, youth politics, cultural activities, scouting, leisure and sports. Youth work often seeks to reach out to particular groups of young people such as disadvantaged youth in socially deprived neighbourhoods, or immigrant youth including refugees and asylum seekers.

YOUTH WORK

Is a summary expression for activities with and for young people of a social, cultural, educational or political nature. Increasingly, youth work activities also include sports and services for young people. Youth work belongs to the domain of 'out-of-school' education, most commonly referred to as either non-formal learning or education or informal learning. The general aims of youth work are the integration and inclusion of young people in society. It may also aim towards the personal and social emancipation of young people from dependency and exploitation. Youth Work belongs both to the social welfare and to the educational systems. In some countries it is regulated by law and administered by state civil servants, in particular at local level. While it is recognised, promoted and financed by public authorities in many European countries, it has only a marginal status in others. It includes work on aspects such as education, employment, assistance and guidance, housing, mobility, criminal justice and health, as well as the more traditional areas of participation, youth politics, cultural activities, scouting, leisure and sports. Youth work often seeks to reach out to particular groups of young people such as disadvantaged youth in socially deprived neighbourhoods, or immigrant youth including refugees and asylum seekers. Youth work may at times be organised around a particular religious tradition.

11**SOURCES
AND FURTHER READING**

Following are further reading divided after chapters and sub-chapters. Then sources used for this publication are to be found.

Chapter 2**2.2. Levels of youth work outside the country**

Council of Europe and Advisory Council on Youth

<http://www.coe.int/t/dg4/youth/>

European Youth Foundation

<http://www.eyf.coe.int/fej/>

EU and CoE partnership on Youth

<http://youth-partnership-eu.coe.int/youth-partnership/>

European Union, Education, Training and Youth

http://europa.eu/pol/educ/index_en.htm

European Commission's Youth website

http://ec.europa.eu/youth/index_en.htm

European Youth Portal

http://europa.eu/youth/index.cfm?l_id=en

Youth in Action

http://ec.europa.eu/youth/youth-in-action-programme/overview_en.htm

United Nations

<http://social.un.org/index/Youth.aspx>

Chapter 6

6.1 Structures

Name Managing without profit, p. 21-38.

Author/Editor Mike Hudson

Publisher Directory of Social Change, 2002.

Name Organisational Management T-kit

Author/Editor Silvio Martinelli and Jonathan Bowyer

Publisher Council of Europe Publishing, 2000.

Online http://youth-partnership-eu.coe.int/youth-partnership/publications/T-kits/1/Tkit_1_EN

Name Organizational behaviour

Author/Editor Andrzej A. Huczynski and David A. Buchanan

Publisher Person Education Ltd., 2007.

6.3 Executive bodies

Name Managing without profit, p. 30-65.

Author/Editor Mike Hudson

Publisher Directory of Social Change, 2002.

Name Nonprofit Organisations, Theory, management, policy, p. 225-241

Author/Editor Helmut K. Anheier

Publisher Routledge, 2005

Name Just about managing? Effective management for voluntary organisations and community groups, p. 11-20.

Author/Editor Sandy Adirondack

Publisher London Voluntary Service Council, 2006.

6.5 Staff

Name Organisational Management T-kit, p. 78-79.

Author/Editor Silvio Martinelli and Jonathan Bowyer

Publisher Council of Europe Publishing, 2000.

Online http://youth-partnership-eu.coe.int/youth-partnership/publications/T-kits/1/Tkit_1_EN

Chapter 7

7.2 Funding sources

Name Mapping of Donors Active in the International Youth Sector

Author Yael Ohana for Open Society Institute Youth Initiative

Publisher Open Society Institute Youth Initiative, 2009, 2010.

Online <http://www.soros.org/sites/default/files/mapping-of-donors-20100322.pdf>

Fund Youth in Action

Organisation European Union

Online http://ec.europa.eu/youth/youth-in-action-programme/actions_en.htm

Fund European Youth Foundation

Organisation Council of Europe

Online <http://www.eyf.coe.int/fej/>

Chapter 8

Roger Hart's Ladder of Young People's Participation

Name Ladder of Youth Voice

Author Adam Fletcher

Online <http://www.freechild.org/ladder.htm>.

Chapter 9

9.2 Communication

Name Organisational Management T-kit

Author/Editor Silvio Martinelli and Jonathan Bowyer

Publisher Council of Europe Publishing, 2000.

Online http://youth-partnership-eu.coe.int/youth-partnership/publications/T-kits/1/Tkit_1_EN

Name Just about managing? Effective management for voluntary organisations and community groups, p. 74-80.

Author/Editor Sandy Adirondack

Publisher London Voluntary Service Council, 2006.

9.3. Strategic Planning

<i>Name</i>	Organisational Management T-kit
<i>Author/Editor</i>	Silvio Martinelli and Jonathan Bowyer
<i>Publisher</i>	Council of Europe Publishing, 2000.
<i>Online</i>	http://youth-partnership-eu.coe.int/youth-partnership/publications/T-kits/1/Tkit_1_EN
<i>Name</i>	Managing without profit, p. 93-204.
<i>Author</i>	Mike Hudson
<i>Publisher</i>	Directory of Social Change, 2002
<i>Name</i>	Strategic Planning for Nonprofit organisations
<i>Authors/Editors</i>	Allison and Kaye
<i>Publisher</i>	John Wiley & Sons Inc., 2005
<i>Name</i>	Basic Overview of Various Strategic Planning Models
<i>Author</i>	Carter McNamara
<i>Online</i>	http://managementhelp.org/strategicplanning/models.htm#many

Sources

- Andirondack, S., Just about Managing? Effective management for voluntary organisations and community groups, London Voluntary Service Council, London, 2006.
- Allison and Kaye, Strategic Planning for Nonprofit organisations, John Wiley & Sons Inc., 2005
- Anheier, Nonprofit organisations, Theory, management, policy, Routledge, London and New York, 2005.
- Bryson, Strategic Planning for Public and Nonprofit organisations, Jossey Bass Wiley, 2011.
- Hudson, Managing without profit, the art of managing third-sector organisations, Directory of Social Change, London, 2002.
- Kristmundsson, Ó.H., *Stjórnskipulag félagasamtaka* in Stjórnun og rekstur félagasamtaka – Kristmundsson and Hrafnadóttir (ed.), University Press, Reykjavik, 2008, p. 79-99.
- Kristmundsson, Ó.H., *Stjórnir félaga* in Stjórnun og rekstur félagasamtaka Kristmundsson and Hrafnadóttir (ed.), University Press, Reykjavík, 2008a, p. 100-120.
- McNamara, C. Field Guide to Strategic Planning and Facilitation, Authenticity Consulting, 2007.
- Martinelli, S., and Bowyer, J. (ed.), Organisational Management T-Kit, Council of Europe Publishing, Strasbourg, 2000.
- National Youth Council of Slovenia, Youth work in theory and in practice, publication by National youth council of Slovenia, March 2011.

ANNEX 1

LIST OF ACRONYMS

Following is a list of acronyms used in this publication along with other useful acronyms.

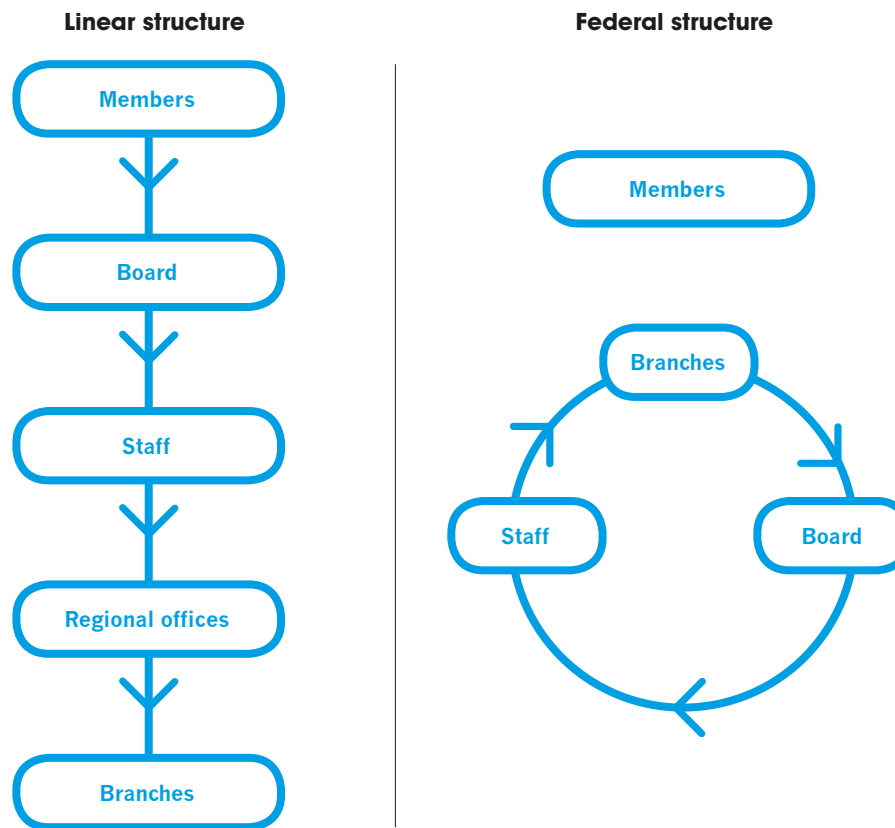
AC	————	Advisory Council on Youth (within CoE)
Allianssi	—	Finnish National Youth Council
CGJL	————	Luxembourgian Youth Council
CJE	————	Spanish National Youth Council
CNAJEP	————	French National Youth Council
CNJ	————	Portuguese National Youth Council
CNTM	————	Moldavian National Youth Council
CoE	————	Council of Europe
DBJR	————	German Federal Youth Council
DNK	————	German Federal Committee for International youth work
DNYC	————	Dutch National Youth Council
DUF	————	Danish Youth Council
ECOSOC	—	Economic and Social Council (within UN)
ENL	————	Estonian Youth Council
EU	————	European Union
EYF	————	European Youth Foundation
FNG	————	National Youth Council of Italy
GA	————	General Assembly
IGO	————	Intergovernmental organisation
IYNGO	—	International Youth Non-Governmental Organisation
KOMS	————	Serbian National Youth Council
LAEF	————	Icelandic Youth Council
LIJOT	————	Lithuanian Youth Council
LJP	————	Latvian National Youth Council
LNU	————	The Norwegian Children and Youth Council
LSU	————	National Councils of Swedish Youth Organisations

- MSS** — Slovenian National Youth Council
- NA** — National Agency
- NAYORA** — National Assembly of Youth Organisations of the Republic of Azerbaijan
- NCYOG** — Georgian National Youth Council
- NFE** — Non-formal education
- NGO** — Non-Governmental Organisation
- NMF** — National Youth Forum of Bulgaria
- NYC** — National Youth Council
- NYCR** — National Youth Council of Russia
- OMC** — Open method of coordination
- RMS** — Slovakian Youth Council
- UN** — United Nations
- UNICEF** — United Nations Children's Fund
- UYF** — Ukrainian Youth Forum
- YiA** — Youth in Action
- YFJ** — European Youth Forum

ANNEX 2

STRUCTURES

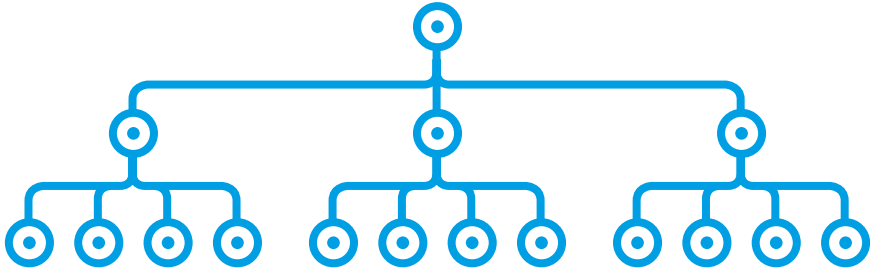
Federal and Linear Structures⁶



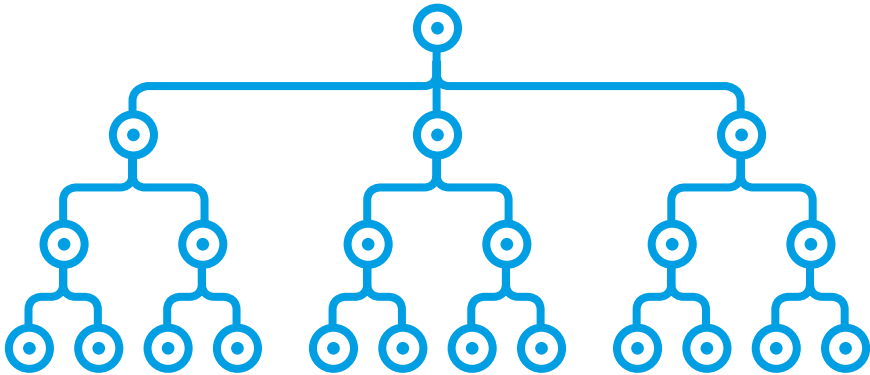
⁶ Hudson, 2002, p. 25

Different use of federal and linear structures⁷

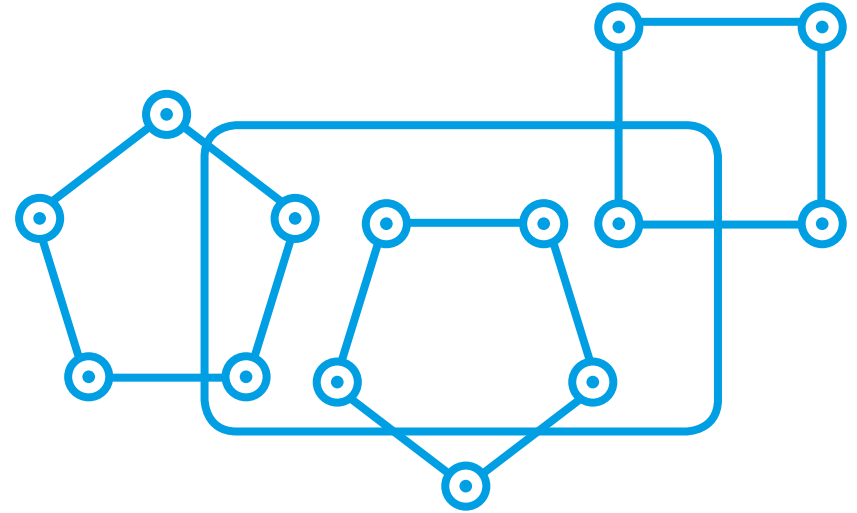
Flat hierarchies



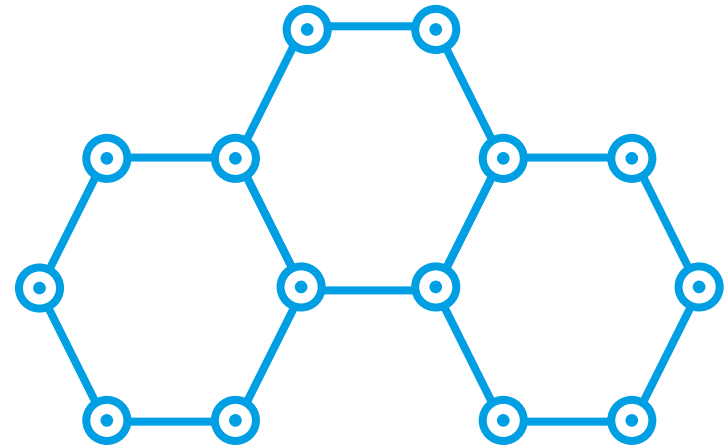
Tall hierarchies



Network structure



Project management



⁷ Martinelli, S., and Bowyer, J., 2000, p. 63

