

Implementation of National Youth Policy Training Module for National and Municipal Civil Servants



COUNCIL OF EUROPE



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BACKGROUND

■ The Council of Europe carries out its governmental action in the field of youth through the European Steering Committee for Youth (CDEJ). This committee brings together ministries or public administrations in charge of youth affairs in the 50 States Parties to the European Cultural Convention. The CDEJ supervises a programme of activities involving policy makers, youth researchers and youth work practitioners and focuses particularly on the development of youth policies in its member states.

■ Within the framework of CDEJ's intergovernmental programme of assistance measures to the member states, the Youth Department of the Council of Europe has developed a training module for civil servants (working at national, regional and local levels) that are in some way responsible for the implementation of the National Youth Policies, strategies and youth action plans. This module shall be implemented upon request of member states of the Council of Europe in cooperation between the Youth Department and the authorities responsible for youth in the requesting member state.

AIM AND OBJECTIVES

■ The overall aim of the training module is to familiarise civil servants responsible for the implementation of National Youth Policy in any member state of the Council of Europe with its provisions, mechanisms and instruments and to support their capacity for its effective implementation in partnership with young people and youth organisations.



- In order to achieve this, the training seminar will focus on
 - ▶ developing participants' understanding of their specific roles and responsibilities for the implementation of the national youth policy;
 - ▶ exploring the potential of the national youth policy to support civil servants with responsibility for youth policy and youth activities in their work with and for young people;
 - ▶ motivating the different actors involved to take action on implementation of the national youth policy;
 - ▶ identifying major barriers currently hindering implementation of the national youth policy and possible solutions for addressing these;
 - ▶ connecting the diverse public authorities responsible for implementation and developing their capacity for cooperation, partnership and coordination in an effort to enhance the coherence, transparency, information flow and sharing in implementation of the national youth policy;
 - ▶ exchange of good practices and learning from the experiences of member states of the Council of Europe;
 - ▶ exploring practical approaches to implementing the national youth policy in the specific contexts in which participants work and are active and planning collectively specific actions that participants can undertake after participation in the training.



BENEFITS AND ADDED-VALUE OF CONDUCTING THIS MODULE FOR MEMBER STATES

Member states that undertake this training initiative stand to benefit in a variety of ways including making gains in relation to

Competence: Interested parties stand to gain competence for the further implementation of their on-going and future youth policy tasks. CDEJ and Youth Department activities under this package of support measures offer governmental stakeholders the opportunity to be exposed to new and innovative methodologies, approaches and concepts, as they are being developed in the international youth policy community of practice.

Expertise: The Youth Department and the CDEJ have privileged access to a wide-ranging network of experts all over Europe that possess a variety of different youth policy related knowledge and expertise. Participating in activities under this package of support measures brings specific governmental stakeholders into contact with this network and with experts they would otherwise unlikely be in a position to find by themselves.

Legitimacy: Working with the Council of Europe, through the CDEJ, underwrites activities of individual governments with international, institutional recognition and legitimation for their work on youth policy, given the Council of Europe's institutional relationships, its history of standard setting, and the moral authority of its rights-based philosophy of youth work and youth policy.

Quality: The Council of Europe's Youth Department is recognised as standing for quality in youth policy and youth work in the international youth sector and in sectors of wider relevance to youth policy, such as education, lifelong learning, and civil society development. Associating with it and the expertise it can mobilise added value to the youth policy of individual States.

Impact: More competent staff will in the long run mean more effective youth policy implementation. Through effective implementation governments will create better conditions for young people, thus helping them to realise their full potential and make important contributions to the development of their societies.



PARTICIPANTS

■ The training module is developed to be implemented with the following categories of participants in mind (to be adapted to national and local realities)

■ Municipalities

- ▶ that are actively engaging with young people through the national and local youth and other policy approaches and conducting activities in support of their objectives;
- ▶ that have greater or complex needs in terms of youth, for example, large youth populations, groups with specific needs, particularly complex problems affecting young people etc;
- ▶ and/or that can act as multipliers and peer support for other local authorities;
- ▶ ideally two representatives of each municipality would attend in order to ensure the best chances for transfer once the training is over.

■ **Ministries:** Key line Ministries with an active involvement in youth related policy implementation including the Ministries responsible for Youth; Social Policy; Interior; Economic Development, Tourism, Trade; Enterprise; Education; Sports; Culture; Health; European Integration/Affairs; Urban Development; Regional Policy, Strategic Planning; Finance, etc.

■ **Government agencies** in charge of youth related issues.

■ **National Youth Services:** Representatives directly concerned with the implementation of the National Youth Policy through key institutions.

■ **Youth Centres** in key urban and rural centres with significant youth populations or activities;

■ **Other stakeholders**, such as:

- ▶ Representatives of key donors and partners of governmental authorities engaging with youth related issues;
- ▶ Representatives of key development actors;
- ▶ Representatives of the Association of Local (and Regional) Authorities;
- ▶ Researchers or research institutions active on youth policy related issues.

■ **Council of Europe experts**, such as:

- ▶ Representatives of the CDEJ, preferably from a member state that has a bilateral cooperation agreement with the member state concerned in the field of youth;
- ▶ Representative of a Youth Centre awarded with the Council of Europe Quality Label.



PROGRAMME

■ The contents of the module seek to address various issues relevant to improving cooperation between key stakeholders of the youth sector in the member state concerned for effective youth policy implementation. To this end the module focuses on several main themes, as follows:

■ The National Youth Policy of the member state concerned

- ▶ contents and provisions;
- ▶ rationale and social / political analysis underpinning National Youth Policy;
- ▶ roles, responsibilities and mandates of key stakeholders;
- ▶ how it is envisaged to work/be implemented;
- ▶ what has been done so far (achievements, successes, lessons learned);
- ▶ what is proving to be most problematic (challenges, barriers to implementation, lessons learned).

■ Local experiences of national youth policy implementation

- ▶ what can we learn from such experiences (good and bad) for the process going forward

■ Principles and practices of good governance: in general and in the member state concerned

- ▶ Inter-sectoral cooperation and multi stakeholder approaches to implementing the national youth policy;
- ▶ Barriers and challenges: solutions and opportunities to implementation;
- ▶ public service delivery: challenges and solutions.

■ Good governance in the youth sector

- ▶ the ethics of youth policy;
- ▶ metrics and accountability;
- ▶ challenges to good governance.

■ Participatory implementation of national youth policy with young people

- ▶ why and how to engage youth and youth organisations in national youth policy, including;
- ▶ youth sensitive municipal planning and budgeting;
- ▶ youth led planning of youth policy and implementation;
- ▶ engaging youth in implementation, monitoring and evaluation.

■ Planning for national youth policy implementation

- ▶ a design thinking approach.

■ This module is developed to be implemented using an experiential learning approach, favouring the creation of experiences in which participants have to explore and assess their own assumptions, perspectives, ideas, and actions in relation to those of others and the reality of implementation of the national youth policy in general, and in their specific context.



LANGUAGES

■ The module is developed to be implemented in the local language with simultaneous interpretation provided to English for the international members of the preparatory team and / or guests.

PREPARATORY TEAM

- The ideal preparatory team is made up of representatives of the:
 - ▶ Ministry responsible for youth affairs;
 - ▶ Council of Europe, Youth Department of the Council of Europe;
 - ▶ 1 local trainer with experience of National Youth Policy implementation;
 - ▶ 2 international trainer with experience in national youth policy development, evaluation and implementation;
 - ▶ CEJ representative of any other member state with whom the hosting member state has bilateral agreements (optionally).

CONDITIONS FOR CONDUCTING THE MODULE

■ **Financing:** The principle of cost-sharing applies to the implementation of this training module. The Council of Europe offers it free of charge to National Authorities wishing to offer this training to their civil servants and can provide financial support for the costs involved in running it (for example, engagement of an international trainer to support the local team in preparing and facilitating the module or participation of Council of Europe staff or experts). National Authorities will be expected to contribute to local costs including those related to the local travel of participants, local expert fees and travel, working space, depending on the needs and situation of the requesting country. The conditions of cost-sharing shall be established on a case by case basis.

■ **Logistics:** The National Authorities in cooperation with the Council of Europe presence in the country and the Youth Department of the Council of Europe are responsible for the planning and organisation of the training (seminar/s).

■ **Staff:** This training requires a minimum of two full time trainers (one international and one local), several experts for specific inputs, coordination and secretariat support from one member of National Authority staff. The Council of Europe will nominate a Youth Department staff member to liaise and coordinate their part of the planning and logistics.

■ **Time:** This training can be planned and implemented within 12 months; a longer period could be considered if the member state concerned wishes to implement an optional testing phase (additional 4-6 months, including an 'evaluation seminar').

PROCEDURES

Member states interested in exploring their options for organising this training module should contact the secretariat of the CDEJ at cdej@coe.int with a written request from its CDEJ member describing the rationale for their interest and outlining the costs they would be in a position to undertake. This request should be forwarded at least 12 months before the training module is to be implemented to ensure that the relevant decision making in the CDEJ can be completed in a timely manner.

This request will be reviewed by the bureau of the CDEJ, which will then make a recommendation to the CDEJ regarding acceptance and budget allocation. Once the decision making process has been completed, active preparation can begin with the setting of dates for the training and the composition of the preparatory team.



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The Council of Europe is the continent's leading human rights organisation. It comprises 47 member states, 28 of which are members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.

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