



DFD-YD/ETD (2024) 212

Strasbourg, 14 October 2024

Study Session

“Strengthening Organisational Resilience of Youth Spaces in Europe”

Study Session organised within the [Youth for Democracy programme](#)
in cooperation with the [Bureau Européen du Scoutisme ASBL-World
Organization of the Scout Movement](#)

European Youth Centre Strasbourg, room 3.1
9 -13 October 2024

Final Programme as delivered

Tuesday, 8 October 2024

Arrival of participants

19:00 *Dinner*

21:00 Meet & Greet

Wednesday, 9 October 2024

07:30 *Breakfast*

08:30 **Onsite Registration** (at the dining area)

09:30 **Welcome Session and Opening** of the Study Session

- Welcome remarks by **Rui GOMES**, Head of Education, Training and Cooperation Division, Council of Europe

- Introduction to aims and objectives of the study session as well as clarification of expectations
 - Meet the team & Getting to know each other
 - This session will include a presentation on "Connecting Organisational Resilience with Human Rights Education"– **Lisa Teresa GUT** (60 minutes)
- 11:00 *Tea & Coffee Break*
- 11:30 **The Organisational Resilience Game:** "An organisation just died": Ground rules and discovering organisational resilience in ludic form.
- 13:00 *Lunch Break*
- 15:00 **Shifting Realities:** participants will identify externalities in their context, better understand how external factors influence their association, and discover the essence of Organisation Resilience
- Presentation
 - Small group and individual work
 - Debriefing in plenary
- 16:30 *Tea & Coffee Break*
- 17:00 **Introducing Organisations:** Participants will explore foundational principals of organisations: what are they? How do they work? How are they changing? What are "good" organisations? How does this apply to different types of organisations, including youth organisations?
- Presentation
 - Group work and case studies
 - Walking debate
- 18:30 Work in **Peer Groups**
- First reflections after day 1 connected with the "through, for, about" principle, with **Lisa Teresa GUT** (30 minutes)
- 19:00 *Dinner*
- 21:00 **Evening Activity:** Introduction to the Study Session's symbolic framework: Knitting

Thursday, 10 October 2024

- 07:30 *Breakfast*
- 09:30 **Introducing Resilience:** a Round Table Session in plenary: defining Organisational Resilience in the context of youth work and youth organisations in Europe
- **Tobias FLESSENKEMPER**, Head of the Youth Department of the Council of Europe
 - **Moderators from the Planning Team**
- 11:00 *Tea & Coffee Break*
- 11:30 **The Organisational Resilience Framework: building and maintaining Organisation Resilience:** *Leadership and connections.*
- Introduction, self-reflection and group work: understanding the importance of a Shared Vision, the importance of context, and the role of effective leaders in resilient organisations
- 13:00 *Lunch Break*
- 15:00 **The Organisational Resilience Framework: building and maintaining Organisation Resilience:** *Culture and behaviours.*

- Introduction, self-reflection and group work: understanding how culture and behaviours influence organisational resilience, what is a healthy culture and how behaviours affect organisations
- 16:30 *Tea & Coffee Break*
- 17:00 **The Organisational Resilience Framework: building and maintaining Organisation Resilience: Procedures and management.**
 - Introduction, group work, case studies and workshop: exploring and understanding the critical role of procedures and management practices in enhancing organisational resilience
- 18:30 Work in **Peer Groups**
 - Reflections after day 2
- 19:00 *Dinner*
- 21:00 **Evening Activity: International Evening** to showcase participants' home country, culture and association

Friday, 11 October 2024

- 07:30 *Breakfast*
- 09:30 **Resilient People:** Personal Resilience – The people who are required to become resilient: a “fireside chat” with inspiring individuals to understand the importance of resilience in general, of personal resilience and how to live it in practice, followed by general discussion
 - **Diana SLABU**, paediatrician, Vice-Chairperson of the European Scout Committee (joining online)
 - **Katerina IVROU**, Summer Camp Leader, Σώμα Ελλήνων Προσκόπων (Scouts of Greece)
 - **Mikaela LLALLA**, Deputy Secretary General, International Association of Youth and Students for Peace (Europe-Mediterranean Region) and Head of Operations & Director of Public Relations of Youth and Students for Peace Balkan
 - **Moderators from the Planning Team**
- 11:00 *Tea & Coffee Break*
- 11:30 **The Organisational Resilience Framework: building and maintaining Organisation Resilience: Testing and Practicing.**
 - Introduction, simulation exercise, debriefing and connection to the Organisational Resilience Framework: building an understanding of how scenario planning and simulation exercises can boost organisations' capacity to withstand shocks, showing the value to be gained in identifying gaps in policies, aligning understanding of roles and providing insights into governance dynamics.
- 13:00 *Lunch Break*
- 15:00 Work in **Peer Groups**
 - Reflections after day 3
- 15:30 **Free afternoon** discovering the city of Strasbourg
- 19:00 *Dinner **offsite** at the L’Ancienne Douane*
- 21:00 **Free Evening**

Saturday, 12 October 2024

- 07:30 *Breakfast*

- 09:30 **Organisational Resilience in Practice: realities and needs**
- Introduction, walk-around discussions, presentation, group and individual work: understanding the current organisational resilient status and realities in participants' organisation, and identifying organisational resilience needs.
- 11:00 *Tea & Coffee Break*
- 11:30 **Organisational Resilience in Practice: resilient decision-making**
- Introduction, presentation, group work: understanding how resilient organisations make decisions, how data can influence decision making processes, and how to anticipate decision-making strategically.
- 13:00 *Lunch Break*
- 15:00 **Organisational Resilience in Practice: Resilient structures.**
- Introduction, presentations and group work: understanding how to harness and improve our human and financial resources to construct resilient organisations, the importance of partnerships and solid external relations, and the central role of communications.
 - Presentation by **Wouter ZILVERBERG**, Member of the European Scout Committee and Board Member of the European Scout Foundation, of the work and funding opportunities of the European Scout Foundation
 - Presentation by **Lisa Teresa GUT** of the funding opportunities with the Council of Europe's European Youth Foundation.
- 16:30 *Tea & Coffee Break*
- 17:00 **Organisational Resilience Marketplace**
- Introduction, small workshops ("market stalls") showcasing best practices, discussion: an opportunity to discover best practices in Organisational Resilience and relevant resources and material available or about to be launched.
- 18:30 Work in **Peer Groups**
- Reflections after day 4
- 19:00 *Dinner*
- 21:00 **Evening Activity:** An evening of knitting at the fire side

Sunday, 13 October 2024

- 07:30 *Breakfast*
- 09:30 **Organisational Resilience in European Scouting**
- Introduction, presentation, discussion: contextualising the Study Session, situating it in the multi-year work of the European Scout Region of the World Organization of the Scout Movement and connecting it to the new global Strategy for Scouting.
 - Presentation by **Wouter ZILVERBERG**, Member of the European Scout Committee
- 11:00 *Tea & Coffee Break*
- 11:30 **The Organisational Resilience Framework: building and maintaining Organisation Resilience: Applying the learnings of the Study Session.**
- Introduction, presentation, individual and group work: understanding how to apply the learnings of the Study Session in the participants' association, identifying next steps and developing an action plan with concrete goals and timelines
- 13:00 *Lunch Break*

- 15:00 **The Organisational Resilience Framework: building and maintaining Organisation Resilience:** *Applying the learnings of the Study Session (contd.).*
- Introduction, presentation, individual and group work: understanding how to apply the learnings of the study session in the participants' association, identifying next steps and developing an action plan with concrete goals and timelines
- 16:30 *Tea & Coffee Break*
- 17:00 **Closing Session & Goodbyes**
- Self-reflection, evaluation and Official Closing of the study session
- 18:30 Work in **Peer Groups**
- Celebratory moment following the conclusion of study session
- 19:00 *Dinner*
- 21:00 **Evening Activity:** A campfire night with songs, games & trivia quizzes

Monday, 14 October 2024

Departure of participants

Aim and objectives of the study session "Strengthening Resilience of Youth Spaces in Europe"

To develop the capacity of youth representatives to strengthen the organisational resilience of youth organisations in Europe and in their country and to increasing the number of opportunities for young people to participate in decision-making processes.

Objectives:

- To equip young people with skills for creating resilient youth work and youth spaces.
- To strengthen the capacity of youth representatives of Scout associations and other organisations to be active players in their national boards, taking actively part in decision-making.
- To provide participants with a networking space where they can share best practices regarding youth participation and organisational resilience measures in their country.
- To promote the use of new frameworks and tools in strengthening organisational resilience of youth organisations aiming at reaching more young people in Scout association and other organisations as well as local authorities to promote the development of co-management processes at national and local levels and the inclusion of more young people in existing consultation processes at national and European levels.