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***Training Needs Assessment Report***

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<b>Beneficiary Organisation:</b>	CCYI
<b>Task Manager EUD:</b>	Mr. Vladimir Pandurevic
<b>Main project partner:</b>	CCYI
<b>Project Manager:</b>	Mrs. Mirjana Nikolic
<b>Contractor:</b>	EEO Group S.A. Ag. Konstantinou 74A, GR-163 46 Ilioupoli, Athens, Greece
<b>Project Director:</b>	Mrs. Lola Lyberopoulou
<b>Team Leader:</b>	Mr. Erling Have
<b>Project office:</b>	Hasana Kikica Street 13, 71000 Sarajevo, B&H

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<b>Prepared by:</b>	Galina Rizova	Galina Rizova		
<b>Checked by:</b>	Erling Have	Erling Have		
<b>Approved by:</b>				

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<sup>1</sup> The word "National" used in the title of the project refers to the Coordinated Youth Policy of BiH

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## List of abbreviations used

BiH	Bosnia and Herzegovina
CV	Curriculum Vitae
CCYI BiH	Commission for Coordination of the Youth Issues in Bosnia and Herzegovina
CSO	Civil Society Organisation
EU	European Union
FBiH	Federacija Bosne i Hercegovine
NGO	Non-governmental Organisation
IPA	Instrument for Pre-Accession Assistance
IR	Inception Report
IT	Information Technologies
KE	Key Expert
M&E	Monitoring and Evaluation
TNA	Training Needs Assessment
TP	Technical Proposal
KoM	Kick off Meeting
PSCM	Project Steering Committee Meetings
EIDHR	European Instrument for Democracy and Human Rights
RS	Republika Srpska
SAA	Stabilisation and Association Agreement
ST	Short Term Expert
ToR	Terms of Reference
OSRS	The Youth Council of Republika Srpska
MS	Member State of the European Union

## 1. Summary

**The main objective of this report** is to identify the existing gaps between the capacity goals defined in the ToR and the real capacity status of the main target groups and, on basis of the findings, to formulate a proposal for the contents of seminars and trainings to narrow the gaps.

**The target groups**, whose capacity development status was assessed in this research, as per the ToR, are the following:

- The Commission for Coordination of Youth issues (CCYI) and the Ministry of Civil Affairs BiH;
- Entity ministries and District Brčko in charge for youth issues;
- Officers for youth issues at the cantonal and municipal levels in BiH;
- NGOs, active in the youth sector.

**In the ToR the CCYI identified the following goals for the capacity building:**

- Enhancing capacities of the CCYI for efficient implementation of its mandate;
- Visibility and recognition of the CCYI BiH;
- EU Integration (with a special attention to youth issues);
- Education of government officials for work in youth sector (BiH, entity, Brcko District, cantonal and municipal level);
- Promotion and affirmation of youth issues in BiH;
- Promotion of best practices at the municipal level with the focus on multi-sectoral approach towards the youth issues.

These goals in combination with the results of the analysis of information gathered through meetings and research form the basis for the activities, which are presented below.

**Delivery of 10 seminars**, which are targeted to increase the capacities and know-how of the staff of the Commission for the Coordination of Youth Issues in BiH, as well as selected officials for youth issues on BiH, entity and Brcko District level on the following topics:

1. **The EU youth strategy 2010 - 2018;**
2. **An overview of youth policies in selected EU Countries**, including how the strategy is implemented;
3. **Policy making and design of programme strategies;**
4. **Policy and strategy implementation;**
5. **Youth Policy Interactive Stakeholders Mapping** and their role to the eight fields of action within the EU youth strategy;
6. **Strengthening of interactive inter-institutional capacity of the CCYI** and communication channels with stakeholders under here the open method of coordination used as a tool;
7. **Financial management and fundraising strategies;**
8. **Grant schemes management** in the context of EU youth programmes and pre-accession funds;
9. **Advocacy and lobbying;**
10. **Council of Europe and Youth policies implementation:** main findings and good practices. Lessons learned from study visits in selected EU Countries.

**Training** programme, targeting the officers for youth issues at municipal and cantonal level and NGOs, on the following topics:

1. General issues concerning **developing projects and project proposals** in the context of the EU youth strategy;
2. **Fundraising opportunities**, general issues in projects financial management and log frame design;
3. **Development of Municipal Youth strategy**: drafting and implementation tool

The **Educational standards model** specifying the training objectives and the topics to be covered for each seminar and training is presented in Chapter 6 of this report.

The educational standards model also specifies that a participatory approach for the delivery of all the seminars is necessary so that the participants can actively participate in the learning process through group work and brainstorming sessions. Each seminar will be delivered within one working day.

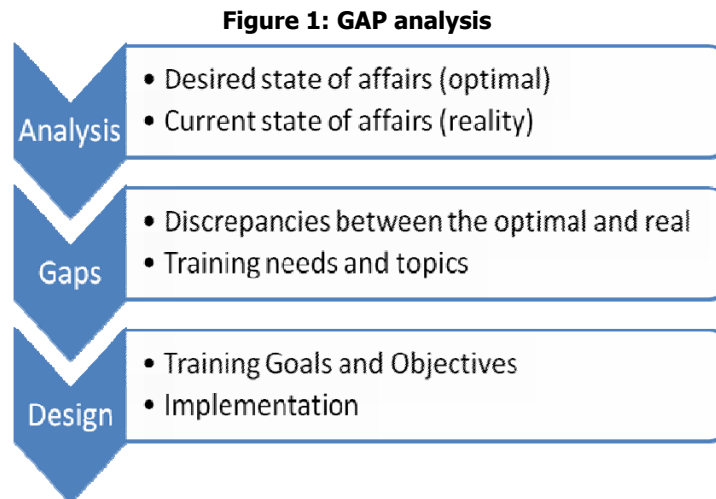
For the trainings it specifies that the trainings will be flexible and adjustable to each group of participants as much as possible, by avoiding a readymade approach, but still keeping it within the topic itself. The trainings will also include Q&A sessions and will include practical examples from the participants from experiences they already have, rather than giving them new hypothetical examples. Each training is expected to last two working days.

The chapter (7 of this report) on **study visits** presents how the EU Youth Strategy is implemented in selected EU MS to give a background for deciding on the two countries to be selected for study visits. The countries presented have been selected in order to describe different models/structures in implementing the youth policy, to describe the policy context in each MS, to describe which key elements of the fields of action are prioritised within the MS and to describe if there are some policy areas that are specific for the MS.

## 2. Approach

The approach of the TNA was to use a GAP analysis. GAP analysis can be used to help achieve certain goals. This analysis includes a description of the current situation, and what we want to achieve in the future. The difference between these two items is the GAP. The GAP analysis in this TNA becomes then the basis for the description of specific trainings and seminars that should be implemented to narrow the GAP and achieve the goals as described in the ToR.

The chain of steps for training needs assessment GAP analysis is presented in Figure 1:



The analysis of the current state of affairs was made in three steps:

*The **first step*** was the analysis of needs assessment reports, which have already been published in BiH and are related to youth.

*The **second step*** was to carry out individual interviews with stakeholders involved in youth issues on top managerial positions, as well as with representatives of professional youth organisations. The interviews were carried out during a personal interview based on an open questionnaire. This approach allowed interviewees to express openly their critical thinking and judgment, without pre-defined parameters. The logic behind the selection of the specific method was to collect the opinion of stakeholders from different backgrounds on the diverse needs of youth institutions and organisations and to prioritise their importance. The output from the implementation of this second step was a check list with the most important topics to be covered, according to the opinions expressed and analysed during the individual interviews carried out.

*The **third step*** was the elaboration of the check- list with identified topics<sup>2</sup>, which were used as a principle guide for defining key training needs in the standardised questionnaire<sup>3</sup> and for gathering quantitative data for the TNA assessment. The questionnaire was translated into the local language and distributed electronically. The members of the CCYI and the project team addressed the questionnaire to all relevant public officials in charge of youth. In addition, umbrella CSOs as KULT, OIA and OKC also disseminated the questionnaire for filling in through their own network of NGOs.

<sup>2</sup> Annex 1: Check-list of training topics

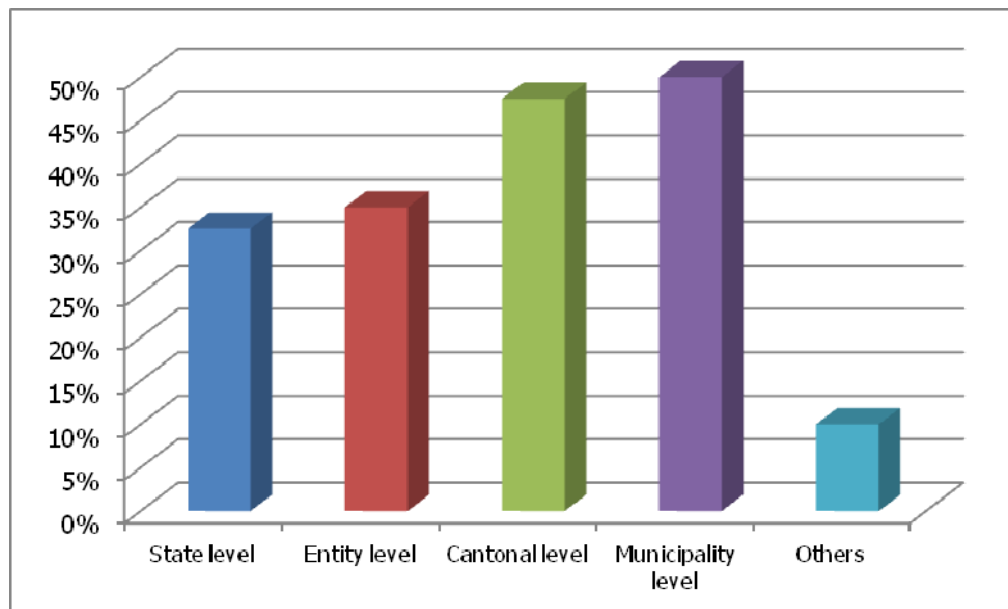
<sup>3</sup> Annex 2: Questionnaire

The time frame for filling in the questionnaire was set up and after receiving the filled in questionnaires, the data was processed.

The Training Needs Assessment was carried out *in the period of February – March 2012* and its scope was countrywide. According to the adopted methodology, 12 individual interviews with stakeholders on youth policy implementation were conducted. In addition, 30 out of 65 electronically distributed questionnaires were returned. The analysis of results was processed and is presented in the Training Needs Assessment Chapter of this TNA report.

It should be highlighted that the interviewed stakeholders as well as the other questionnaire respondents are proportionally distributed based on their level of responsibility. From the figure below, it can be easily established that the stakeholders operating at canton and municipal level were the most active ones in participating in the survey.

**Figure 2: Operational distribution of respondents**



The training needs assessment has divided the target group into two distinct categories, in order to overcome one of the identified institutional gaps: insufficient inter-institutional cooperation and communication for:

- The Commission for Coordination of Youth issues (CCYI) and the Ministry of Civil Affairs BiH;
- Entity ministries and District Brčko in charge for youth issues;
- Officers for youth issues at the cantonal and municipal levels in BiH, together with NGOs, active in the youth sector in the respective training spot.



### **3. Current state of affairs on youth policy at BiH, entity, Brcko District, cantonal and municipal level**

The analysis of the current state of affairs of the CCYI presented in the Inception report is valid and no significant changes were made in a meantime. As stated in the Inception report, the CCYI in its new form, although it is more flexible in comparison to the prior situation, still faces some issues which can develop to potential risks for the Commission to fulfil its mission. These refer to the fact that the governmental organisations responsible for sectoral youth policies and, obviously, the effort to make institutional links through working groups for drafting the document "Coordinated Youth Policy 2011 - 2015" has not been successful so far. In FBiH formal responsibility has been given to a Ministry to coordinate the various sectoral youth policies with the other ministries and with cantonal levels.

Additionally, certain capacity problems have also been noticed, which affect the smooth operation of the CCYI. These problems have to do on one hand with the workload of its members, given the fact that none of the nine members is employed full time at the Commission and their involvement is additional to their permanent employment and on the other hand with the financial restrictions that exist and the administrative procedure required to approve any costs that should be made for the operation of the CCYI.

In order to improve its potential for development and undertaking of the necessary activities in the youth sector, it is crucial to examine the youth related procedures and processes of other institutions and organisations. Certain functions that are of decisive importance for the development of the CCYI as coordinating and policy making body may be found in public institutions that are related to the operation of the CCYI, either directly or indirectly. Their smooth and unobstructed function will also affect positively the operation of the CCYI, as well as that of the NGOs active in youth issues.

***The current state of affairs*** related to the capacity at the cantonal and municipal levels in BiH to implement the youth policy and to cooperate with youth NGOs still deviates from the desired state of affairs.

Municipalities are the first and most direct contacts point where the public officials and young people could meet in order to find mutual understanding and to try to resolve issues related to primary needs. That is why the project is targeting municipality as a first meeting point with the young population. Should the collaboration between youth and municipal authorities is interactive and fruitful many unsatisfied needs of the former could be met at municipal level, through an efficient and effective network for collaboration. Such collaboration would contribute on the long run to the sustainable development of the municipality and, at the same time keep, the young people in the centre of the developments.

According to the "Young People Need a Youth Policy"<sup>4</sup> conducted assessment on municipal level, trainees are very active in their local communities and in the field of civic engagement and believe their participation can be effective. The report also noted that youth leaders now possess the

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<sup>4</sup>CCYI, GTZ and others, Young People Need a Youth Policy!, Final report prepared for the drafting of the BiH Youth Policy, 2008

necessary skills for improving the position of youth as well as the willingness to dedicate their free time to helping their peers.

The assessment recommended that, given the efficiency of the training, the program should be expanded to generate more leaders, while continuing to work with the trainees to build on the achieved effects.

Municipal strategies tend to focus on providing small grants for sports and minor cultural events. Emphasis needs to be on issues such as youth employment, education, and encouraging civic participation. In essence, the strategies produced by the municipalities are less strategic and more policy statements.

According to the USAID assessment report<sup>5</sup>, additional **training with an emphasis on the creation and implementation of an achievable strategy may yield positive results**. This topic was among the most important ones, marked by the stakeholders involved in this TNA as well.

USAID recently started working with municipal-level youth structures, including youth administrators and councils and youth groups. As one component of a country-wide project that targets underrepresented groups, Local First's primary concern is linking citizens with government and vice versa, and targets youth as one of these disenfranchised and disengaged groups. The approach is both top down and bottom up, working with both the municipal government structures and citizens through civil society organizations. According to the project description, in order "to encourage young people to become engaged in public life, youth groups will be supported to use specific mechanisms of youth participation and to lobby municipalities to address issues that are priorities for them."<sup>6</sup>

The most important interest groups in the field of youth are **the youth organizations** in BiH themselves. The estimated number of active organizations is around 250-300<sup>7</sup>. As reported, most of them have a local character, acting in one or several neighbouring municipalities. Most rely on volunteer work and a significant number of them have developed through the support and activities of the international organizations working in BiH. The youth organizations are active in youth work, improving the quality of the way young people spend their time providing opportunities for travels, etc. Only some organizations are financially self-sustainable.

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<sup>5</sup> USAID Bosnia and Herzegovina: You(th), the People: Integrating Youth into USAID/BiH Programming, July 2010.

<sup>6</sup> USAID Bosnia and Herzegovina: You(th), the People: Integrating Youth into USAID/BiH Programming, July 2010, p.49.

<sup>7</sup> [www.mladi.info](http://www.mladi.info); [www.civilnodrustvo.ba](http://www.civilnodrustvo.ba); [www.omladina-bih.net](http://www.omladina-bih.net);

## 4. TNA of the 1<sup>st</sup> capacity development target group: CCYI, as well as selected officials for youth issues on BiH, entity and Brcko District level

### 4.1. Desired capacity development

**As a desired (optimal) capacity development** of the CCYI all packages for personnel knowledge, skills and the institutional settings necessary for the successful execution of the mandate of the CCYI are proposed, as prescribed in the ToR of the Commission.

Therefore, the **development priorities** are to enhance the capacity of the CCYI in order to enable them to successfully carry out their mandate. These are:

- Enhancing the capacities of the CCYI for efficient implementation of its mandate;
- Visibility and recognition of the CCYI BiH;
- EU Integration (with a special attention to youth issues);
- Education of government officials for work in youth sector (BiH, entity, Brcko district, cantonal and municipal level);
- Promotion and affirmation of youth issues in BiH;
- Promotion of best practices at the municipality level with the focus on multi-sectoral approach towards the youth issues.

### 4.2. Identified gaps/deficits:

The organisational capacity deficits of the CCYI are not to a big extent related to the individual capacity of the members of the Commission but mostly to the possibilities for cooperation and interaction with other stakeholders. The core areas that are of decisive importance for *further capacity development* in the field are the following:

- Strategic planning and implementation;
- Ensure the access to necessary personnel, financial and material resources;
- Elaborate of an efficient internal division of roles and responsibilities;
- The possibility for regular acquisition of knowledge, skills and competencies;
- Set up of a cooperation network with various actors in the field;
- Manage the EU grant schemes and financial management of projects funded by international donors;
- Initiate legislative measures, related to the improvement of the situation of youth; draft law amendments, lobbying and advocate for changes;

### 4.3. Implementation

**The main objective of the seminars programme**, which targets the CCYI and public officials in charge for youth policy implementation, is to foster their strength, legitimacy, mandate and professional and administrative capacity. As important will be better embedding of its institutional setting in the governmental and the civil society structure<sup>8</sup>.

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<sup>8</sup> Inception report

**The expected result of these seminars** is the enhanced capacity of the CCYI, which will enable the members and the Commission as a collective body to improve significantly the implementation of its mission/mandate. It is also expected that during the capacity building events the inter-institutional cooperation and interaction with NGOs will be changed positively.

Bearing in mind the identified capacity gaps and training needs of beneficiaries according to the in-person interviews, the Project team, in consultation with the CCYI, concluded to offer the following seminars **topics** within the project-training programme:

**Seminars topics:**

1. **The EU youth strategy 2010 - 2018;**
2. **An overview of youth policies in selected EU Countries**, including how the strategy is implemented;
3. **Policy making and design of programme strategies;**
4. **Policy and strategy implementation;**
5. **Youth Policy Interactive Stakeholders Mapping** and their role to the eight fields of action within the EU youth strategy;
6. **Strengthening of interactive inter-institutional capacity of the CCYI** and communication channels with stakeholders under here the open method of coordination used as a tool;
7. **Financial management and fundraising strategies;**
8. **Grant schemes management** in the context of EU youth programmes and pre-accession funds;
9. **Advocacy and lobbying;**
10. **Council of Europe and Youth policies implementation:** main findings and good practices. Lessons learned from study visits in selected EU Countries.

At the same time a flexible approach concerning the seminar topics is proposed, so changes in the topics can be made during the implementation of the seminars if new and more urgent needs are identified.

In the Educational Standards Model, Chapter 6, an overview of each seminar is presented, its training objectives and the topics to be covered.

## **5. Training Needs Assessment of the 2<sup>nd</sup> capacity development target group: officers for youth issues at the cantonal and municipal level and NGOs, active in the youth sector**

### **5.1. Desired capacity development**

*The desired capacity development, related* to the Youth policy implementation on the ground is that cantonal and municipal authorities and active youth NGOs are networked and collaborate successfully in all youth policy related issues, such as design and implementation of municipal/canton Youth strategies, fundraising, project proposal writing, public-private partnership, etc. The inter-institutional collaboration between CCYI and relevant stakeholders has well-established inter-institutional communication machinery and regular feedbacks are circulating from the top to the bottom and from the bottom to the top. All stakeholders have sufficient capacity for inter-institutional collaboration, knowledge's, and skills to support the mandate of CCYI for EU integration, policymaking and implementation of Youth policy in its components of regional development. Cantonal and municipal authorities, together with active youth NGOs have drafted Youth Policy Implementation Strategies.

### **5.2. Identified gaps/deficits:**

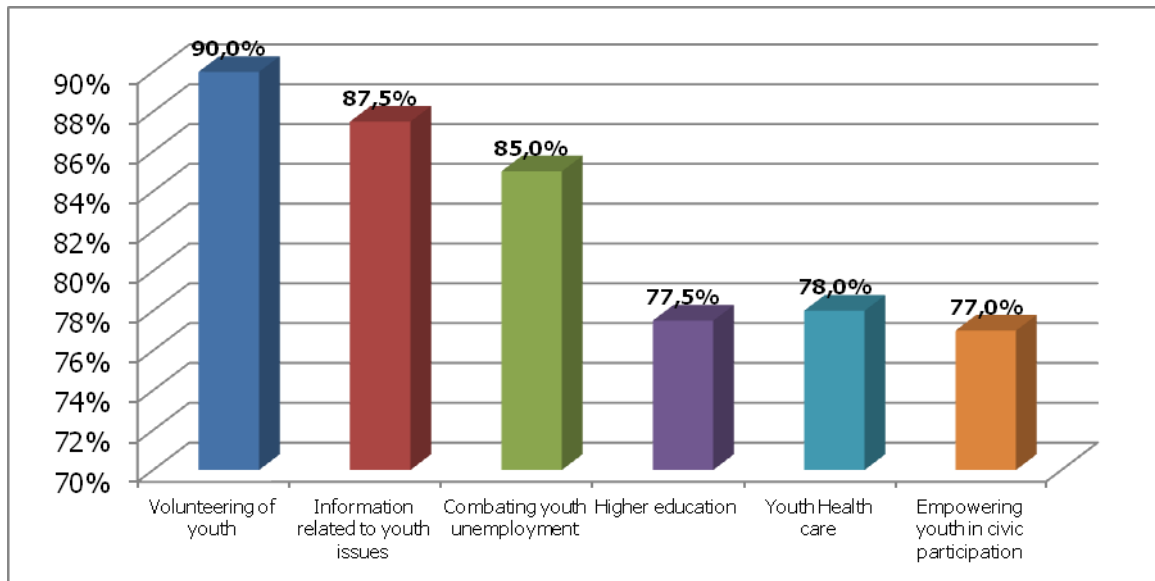
*The results of the TNA* show similar results to the ones in the recent needs assessment reports, mentioned in chapter 3. The information gathered supported the *defining of main deficits* in capacity development for youth policy implementation at the municipal level and youth NGOs. It should be noted that Youth NGOs show a very high interest to cooperate with cantonal and municipal governance authorities in various policy making topics. The representatives from both cantonal and municipality governance and NGOs stressed the importance of policy making topics (Figure 3), as well as of increasing opportunities of volunteering of youth, seen as a precondition to raise entrepreneurial skills in the country.

Another priority pointed out is the information exchange related to youth issues. This deficit is directly related to the need for further capacity development settings of inter-institutional cooperation of the CCYI with cantonal and municipal governance representatives and NGOs and the opportunity for dissemination of information and awareness raising.

Subsequently, the free flow of information from the CCYI to its clients – the young people of BiH- is of utmost importance. The established project website, which is linked to the CCYI website, is a step forward for meeting this identified gap.

Empowering of youth in civic participation is seen by 77% of the respondents as a very important policy making requirement and a gap is recognized in this field as well.

**Figure 3: Importance of youth policy areas**

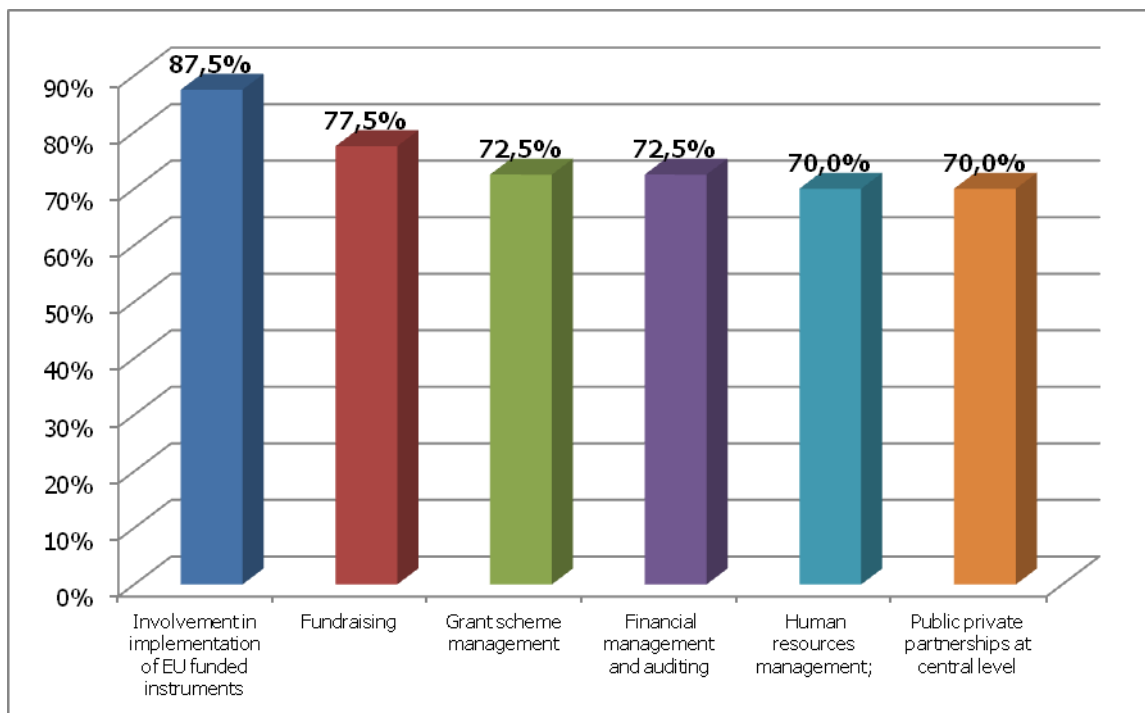


The respondents, both cantonal and municipal governance representatives and NGOs, were given the opportunity to identify most important training needs within the framework of the Youth project, based on their perception and experience. The training needs proposal was elaborated based on the check-list, which is the result of the individual interviews with the high level officials and professional NGOs representatives. The distribution of priority training topics is shown on Figure 4. The first capacity building deficit, as marked by respondents, is the "Involvement in implementation of EU funded programmes". It is obvious the target group identified this gap in their knowledge and skills as an obstacle for their further activities, related to youth policy implementation. They all have information about the EU programmes targeting youth and are willing to take part through projects development, however they confess they still lack the necessary skills and competences to do this independently, without additional help from external resources. The cantonal and municipal governance stakeholders claim that quite often the external consultants are offering their assistance for higher fees than the municipalities and local NGOs could offer within their limited budgets. Therefore, the development of skills to write project proposals and to manage projects is crucial for youth policy implementation endeavours for 87% of the respondents.

Another gap is the lack of capacity for fundraising (77,5%), grant scheme management (72%), financial management of projects (72,5%) and human resources management (70%). It is notable the significant number of experts marked as a top priority gap the knowledge on PPP (70%), which is a good sign for the willingness of cooperation between NGOs and cantonal and municipal authorities and giving a very good opportunities for the youth to address socially significant issues and meanwhile to open a small scale job opportunities.

Meanwhile, it is acknowledged by all youth experts that public officials need to gain capacity in youth policy targets, youth legislation, the design of youth strategies, establishment of procedures for cooperation with youth NGOs, drafting calls for proposals for grant schemes, etc.

**Figure 4: Capacity building needs**



### 5.3. Implementation

**The main objective of the training programme**, which targets municipal and cantonal authorities and NGOs, is to pave the way towards their better cooperation with the main project beneficiaries on BiH, entity and Brcko District levels.

**The expected result of these trainings** is that participants will gain knowledge and skills on institutional and specific youth policy related competences and on project cycle management, design of Logical Framework.

Bearing in mind the identified capacity gaps and training needs of beneficiaries on municipal level, the Project team, in consultation with the main beneficiary the CCYI, concluded to offer the following **training topics** within the project-training programme:

1. General issues concerning **developing projects and project proposals** in the context of the EU youth strategy;
2. **Fundraising opportunities**, general issues in projects financial management and log frame design;
3. **Development of Municipal Youth strategy**: drafting and implementation tool

**Training implementation strategy:**

By identifying the above described training topics, the Project team took into account the ongoing youth capacity building projects and tried to identify the synergies with the knowledge and skills, offered by two EIDHR projects currently implemented by KULT "Youth friendly municipalities in partnership between youth and local authorities" and OKC "With volunteering legislative towards development of local communities".

Since the project beneficiary is the CCYI, the team proposes that CCYI members participate in the training for networking purposes, to get them acquainted with youth implementation issues at grassroots level and in order to pave the way for better communication with lower administrative levels.

Given the resources needed to reach out to all stakeholders (NGOs and municipalities countrywide), the Project team decided to identify 10 training spots all over BiH, where the training sessions will take place. The training spots as preliminary identified, are: East *Sarajevo, Travnik, Tuzla, Brčko, Doboј, Banja Luka, Bihac, Livno, Mostar and Trebinje*. By selecting those areas as a training spots, the project team estimates that the whole country is covered in a balanced way and trainees could easily access the training spots.

The target groups foreseen for the training programme are officers for youth issues at municipal and cantonal level, as well as NGOs.

The total number of trainees per locality is expected to be from 20 to 25 people, depending on the administrative structure of the training spot. The total number of trainings organised and delivered will be 30. The total number of people trained in all 10 training spots will be approx. 600-750 (30 training sessions \*20-25 participants). Given the concept of synergy and sustainability, it is recommendable that in all three sessions the trainees are to be the same persons. However, the call for applications will be always open to include additional candidates, in order to ensure that the required number of participants per training delivered is achieved.



## 6. Educational Standards Model

The Educational Standards Model analyses the objectives and specific topics to be addressed during the delivery of the seminars and trainings, where the seminars are targeted to increase the capacities and know-how of the staff of the Commission for the Coordination of Youth Issues in BiH, as well as selected officials for youth issues on BiH, entity and Brcko District level, and the trainings are targeted to the officers for youth issues at municipal and cantonal level and NGOs.

### 6.1. Seminars

According to section 4.3, 10 seminars should be carried out for the aforementioned target group on the following topics:

1. **The EU youth strategy 2010 - 2018;**
2. **An overview of youth policies in selected EU Countries**, including how the strategy is implemented;
3. **Policy making and design of programme strategies;**
4. **Policy and strategy implementation;**
5. **Youth Policy Interactive Stakeholders Mapping** and their role to the eight fields of action within the EU youth strategy;
6. **Strengthening of interactive inter-institutional capacity of the CCYI** and communication channels with stakeholders under here the open method of coordination used as a tool;
7. **Financial management and fundraising strategies;**
8. **Grant schemes management** in the context of EU youth programmes and pre-accession funds;
9. **Advocacy and lobbying;**
10. **Council of Europe and Youth policies implementation:** main findings and good practices. Lessons learned from study visits in selected EU Countries.

Each seminar is scheduled for one working day with min. 20 and max. 25 participants. Seminars will be held in Sarajevo and Banja Luka.

The Consultant intends to use a participatory approach for the delivery of all the seminars so that the participants can actively participate in the learning process through group work and brainstorming sessions. This approach will enable them to give feedback on the elements presented and, through the use of practical examples, give important input to the youth strategy development.

In the table that follows, an overview of each seminar is presented, its training objectives and the topics to be covered.

Title of the Seminar	Objectives	Training outcomes	Topics to be covered	Proposed training methods
<b>The EU youth strategy 2010 - 2018</b>	<i>To be informed about the EU Youth Strategy and initiatives in the eight fields of action</i>	Be updated about the prevailing policies on youth issues at EU level;	<i>The objectives of the EU youth strategy;</i> <i>The eight fields of action:</i> <ul style="list-style-type: none"> <li>• <i>Education and training</i></li> <li>• <i>Employment and entrepreneurship</i></li> <li>• <i>Health and well-being</i></li> <li>• <i>Participation</i></li> <li>• <i>Voluntary activities</i></li> <li>• <i>Social inclusion</i></li> <li>• <i>Youth and the world</i></li> <li>• <i>Creativity and culture</i></li> </ul> <i>Youth in Action programme</i> <i>Cross border cooperation</i>	Lecture through presentations, working groups
<b>An overview of youth policies in selected EU Countries, how is the strategy implemented</b>	<i>To be informed about the youth policies under implementation in the EU-27 and to be able to benchmark them to the situation of the country</i>	Be updated about the implementation of the EU youth strategy at Member State level;  Be able to make comparisons and understand similarities and differences.  Be able to form ideas about potential changes in BiH at policy level for the improvement of the young people in BiH	<i>An overview of the situation in the EU-27;</i> <i>Youth in Action programme</i> <i>Cross border cooperation</i>  <i>Presentation of specific cases (4-5 country examples);</i> <i>A benchmarking approach: the similarities and differences to the BiH situation</i>	Lecture through presentations, working groups
<b>Policy making and designing of programme strategies</b>	<i>To be knowable about policy making and be in the position to draft a programme strategy based on the needs identified</i>	To provide ways and means to understand policy development processes;  Be in the position to draft a programme strategy based on concrete needs;  Be in the position to identify potential risks and opportunities.	<i>A road map of policy making: different stages and elements that influence policy processes.</i> <i>Examples of good and bad practice in policy processes;</i> <i>Elements of setting up a programme strategy;</i> <i>Assessment criteria for programme strategies.</i>	Lecture through presentations, participatory training
<b>Policy and strategy</b>	<i>To be able to transfer strategic policy priorities</i>	Be in the position to match the needs of a specific target group into policy	<i>What is implementation planning?</i>	Lecture through presentations, plenary

Title of the Seminar	Objectives	Training outcomes	Topics to be covered	Proposed training methods
<b>implementation</b>	<i>into an implementation plan</i>	<p>priorities;</p> <p>Be in the position to transfer the priorities into guidelines;</p> <p>Be in the position to draft an coherent and complete implementation plan;</p>	<p><i>The elements of implementation planning:</i></p> <p><i>Management control and program/project management;</i></p> <p><i>Governance and accountability;</i></p> <p><i>Planning;</i></p> <p><i>Resource management;</i></p> <p><i>Risk management;</i></p> <p><i>Stakeholder engagement;</i></p> <p><i>Review, monitoring and evaluation.</i></p>	<p>groups, brainstorming.</p>
<b>Youth Policy Interactive Stakeholders Mapping and what role do they play in relation to the eight fields of action within the EU youth strategy</b>	<i>To understand the role and influence of each institution in the policy making process and to be able to enhance the synergies among them</i>	<p>Be updated about the stakeholders in the country directly or indirectly involved in youth issues;</p> <p>Understand their role and influence in the eight fields of action of the EU youth strategy;</p> <p>Be able to identify and increase the synergies among them.</p>	<p><i>How does multi-sectoral approach influence policy making;</i></p> <p><i>The role of each institution and how it can be reinforced;</i></p> <p><i>Identification of synergies and reinforcement</i></p>	<p>Lecture through presentation, mind mapping, brainstorming</p>
<b>Strengthening of interactive inter-institutional capacity of the CCYI. The open method of coordination. Communication channels with stakeholders</b>	<i>To strengthen the role of CCYI in coordinating the youth policy in BiH</i>	<p>Be aware of the strengths and weaknesses of the CCYI</p> <p>Be familiar with the open method of coordination.</p> <p>Be in the position to create an effective communication with stakeholders</p>	<p><i>SWOT analysis of the CCYI</i></p> <p><i>Open method of coordination includes the following elements:</i></p> <ul style="list-style-type: none"> <li>• <i>Fixing guidelines and timetables for achieving short, medium and long-term goals</i></li> <li>• <i>Establishing quantitative and qualitative indicators and benchmarks</i></li> <li>• <i>Translating European guidelines into BiH policies by setting specific measures and targets.</i></li> <li>• <i>Periodic monitoring of the progress achieving in order to put in place mutual</i></li> </ul>	<p>Presentations and group work</p>

Title of the Seminar	Objectives	Training outcomes	Topics to be covered	Proposed training methods
			<p><i>learning processes.</i></p> <p><i>Effective co-operation and communication with stakeholders, under here:</i></p> <ul style="list-style-type: none"> <li>• <i>Introduce a common understanding of stakeholder</i></li> <li>• <i>Recognise co-operation from the perspective of the CCYI</i></li> <li>• <i>Make suggestions on how to enhance cooperation</i></li> </ul>	
<b>Financial management and fundraising strategies</b>	<i>To introduce good project management practices in terms of financial management and fundraising strategies</i>	Be familiarised with practises in financial management; Be acquainted with funding opportunities and where to look for them. Get familiarised with the most important elements of the financial issues.	<i>Sources of funding, eligibility criteria; Principles in budget and financial management.</i>	Lecture through presentation, mind mapping, brainstorming
<b>Grant schemes management in the context of EU youth programmes and pre-accession funds</b>	<i>To obtain an insight on how to manage a Grant Scheme according to the PRAG rules</i>	Understand the basic principles of PRAG; Get familiarised with the most important procedures.	<i>The basic principles of PRAG            Procedures of the different pre-accession funds</i>	Lecture through presentations, participatory training
<b>Advocacy and lobbying</b>	<i>To get acquainted with ways to influence decision and policy making</i>	Understand the notion of advocacy; Understand the notion of lobbying; Understand the importance of both; Understand the prerequisites; Identify ways to improve their communication techniques.	<i>The elements of advocacy:</i> <ul style="list-style-type: none"> <li>• <i>Expressing views and concerns</i></li> <li>• <i>Access to information and services</i></li> <li>• <i>Defend and promote policies</i></li> <li>• <i>Explore choices and options</i></li> </ul> <i>Target groups for lobbying            Lobbying groups            Methods for lobbying            Ethics and lobbying</i>	Presentations, plenary groups, mind mapping.

Title of the Seminar	Objectives	Training outcomes	Topics to be covered	Proposed training methods
<b>Council of Europe and Youth policies implementation: main findings and good practices</b> <b>Lessons learned from study visits in selected EU Countries</b>	<i>To get acquainted with on the ongoing Council of Europe youth policy instruments, activities and programmes and cooperation opportunities for youth in BiH.</i> <i>To transfer experience and know-how gained to other stakeholders involved at policy level</i>	Understand the principles and prerequisites to participate in a programme; Identify opportunities; Get familiarised with good practices. Be informed about the findings of the study visits; Identify similarities and potential for improvement.	<i>Good and bad examples of advocacy and lobbying</i>  <i>Presentation of main findings and good practices in the Council of Europe.</i> <i>Youth in Action programme</i> <i>Cross border cooperation</i> <i>Presentation of each case/ country visited;</i> <ul style="list-style-type: none"> <li>• <i>Similarities/ differences;</i></li> <li>• <i>Application to the BiH reality.</i></li> </ul>	Lecture through presentations, plenary groups, brainstorming.

## 6.2. Trainings

In addition to the seminars presented above, 30 trainings will be carried out, according to section 5.3, having as target group officers for youth issues at municipal and cantonal level, as well as NGOs.

The trainings will be carried out based on the precondition that the participants have some basic experience in working with projects and projects proposals. This means that the trainings will be flexible and adjustable to each group of participants as much as possible, by avoiding a readymade approach, but still keeping it within the topic itself. So it could be advanced, medium or the basic level – depending on the participants' experience.

The trainings will also include Q&A sessions and will include practical examples from the participants from experiences they already have, rather than giving them new hypothetical examples.

Therefore trainers, who are familiar with the process of writing and implementing projects within BiH, will be recruited, so they can present to the participants new ideas, refer to the concrete examples of what has been done in their respective communities already and what were the lesson learned.

Each training is expected to last for two working days.

The trainings include the following 3 topics:

1. General issues concerning **developing projects and project proposals** in the context of the EU youth strategy;
2. **Fundraising opportunities**, general issues in projects financial management and log frame design;
3. **Development of Municipal Youth strategy**: drafting and implementation tools

Title of the Training	Objectives	Training outcomes	Topics to be covered	Proposed training methods
<b>General issues concerning developing projects and project proposals in the context of the EU youth strategy</b>	<i>To improve the participants' capabilities in developing and formulating projects</i>	Being updated on the EU youth strategy 2010-2018. Being familiarised with best practises in developing projects and project proposals.	<i>The EU youth strategy 2010-2018</i> <i>Mapping the participants' experiences in developing and formulating projects.</i> <i>The overall elements in developing projects and project proposals</i> <i>Good and bad examples in formulating projects.</i>	Presentations, interactive participation and group work
<b>Fundraising opportunities, general issues in projects financial management and log frame design</b>	<i>To improve the participants' capabilities in financial issues and log frame design</i>	Improved capabilities in financial management of projects. Improved capabilities in designing log frames.	<i>The overall elements of financial management.</i> <i>The participants experiences in financial management</i> <i>Good examples in financial management and fundraising</i> <i>The crucial points in log frame design.</i> <i>The participants experiences in designing log frames.</i> <i>Tips and ideas on how to design an effective log frame.</i>	Presentations, interactive participation and group work
<b>Development of Municipal Youth strategy: drafting and implementation tools.</b>	<i>To get acquainted on how to draft and implement a Municipal Youth strategy</i>	Being familiarised in how to draft a Municipal Youth strategy. Get knowledge on tools to implement a Municipal Youth strategy.	<i>The elements of a strategy.</i> <i>An overview of different implementation tools.</i> <i>Exercises in setting up a youth strategy and tools to implement the strategy.</i>	Presentations and group work

## 7. Study visits

### 7.1. Introduction

The purpose of this chapter is in a short form to present how the EU Youth Strategy is implemented in selected EU MS and to give background material to the members of the Project Steering Committee and the CCYI for deciding on the two countries to be selected for study visits in the framework of Component 1.3.

The countries have been selected in order to describe different models/structures of implementation of the youth policy, to describe the policy context in each MS, to describe which key elements of the fields of action are prioritised within the MS presented and to describe if there are some policy areas that are specific for each MS.

#### **The eight fields of action within the EU Youth Strategy 2010-2018 are:**

- Education & Training,
- Employment & Entrepreneurship,
- Social Inclusion,
- Health and Well-Being,
- Culture & Creativity,
- Youth Participation,
- Volunteering,
- Youth & the World.

The primary source for the descriptions was the country sheet on youth policy in each MS made for the Partnership between the European Commission and the Council of Europe in the fields of Youth. The only country which didn't fill out this country sheet was Denmark (which doesn't have a national policy) so an alternative source was used.

Furthermore this chapter will also focus on the results achieved within the youth policy area, described by selected comparable indicators. Four indicators were selected out of the total number of indicators as can be seen in the box below.

#### **EU uses for the moment the following indicators on implementation of youth policies**

1. Education and training
  - Early leavers from education and training
  - Tertiary education attainment
  - Young people (20-24) having at least completed upper secondary education
2. Employment and entrepreneurship
  - Youth unemployment rate
  - Long-term youth unemployment rate
  - Youth unemployment ratio
3. Health and well-being: health determinants
  - Regular smokers
  - Obesity
  - Causes of death of young people: suicide
  - Psychological distress



- Injuries: road-traffic self-reported accidents
- 4. Social inclusion
  - At-risk-of-poverty or exclusion rate
  - At-risk-of-poverty rate
  - Severe material deprivation rate
  - Living in households with very low work intensity
  - Self-reported unmet need for medical care
  - Young people not in employment, education or training
- 5. Youth participation: use of Internet
  - Young people who use Internet for interaction with public authorities
  - Young people using Internet for accessing or posting opinions on websites (e.g. blogs, social networks etc.) for discussing Civic and political issues (in the last three months)

The Indicators can be found on Eurostat, except for the last one: Participation in sports club, youth club or cultural organization, 15-30 years old. This indicator was chosen from the report Youth on the move, Analytic report, European Commission, May 2011. This report is based on a survey where a representative sample of young people was interviewed in each MS.

Finally by selecting the countries it has been taken into consideration that new MS and old MS, big and small MS and MS with a national youth policy as well as MS with a more sectoral approach should be described.

## 7.2. Country reviews

<b>Austria</b>	
<b>Country facts</b>	<p>Population<sup>9</sup>: 8.404.252            Youth population<sup>10</sup>: 12.1%            Year of entry in the EU/EC: 1995</p>
<b>Policy context<sup>11</sup></b>	<p>Due to the federal structure of the state and the historical development, the competencies in youth policy are divided up between the central organ of the state, the federal government and the Bundesländer, the provinces. Youth policy is to a large extent the task of the nine federal states or provinces. At the federal level, the Federal Ministry of Economy, Family and Youth is primarily responsible for the tasks described below, with particular emphasis on the upbringing of young people outside the school sector.</p> <p>The tasks which have to be fulfilled in this area are:</p> <ul style="list-style-type: none"> <li>○ Legislature and its implementation in this domain;</li> <li>○ Basic legislature in the youth welfare sector;</li> <li>○ Expert advice function for draft bills;</li> <li>○ UN Agreement on the Rights of the Child;</li> <li>○ International agendas including EU youth programme;</li> <li>○ The financial support of youth organisations, youth initiatives, associations and youth projects;</li> <li>○ Youth information;</li> <li>○ Initiation and promotion of youth research and</li> <li>○ Initiating, promoting and dealing with priority themes such as violence against children, health promotion and preventive health care, new media, participation, sects, youth information, training youth leaders etc.</li> </ul>
<b>Key elements<sup>12</sup></b>	<p>Youth policy targets all young people up to the age of 29, where the main target group is between 14 and 26. Each federal state may define its own main target groups, but as a common ground young people with fewer opportunities are promoted.</p> <p>Youth promotion and youth work outside the school sector is primarily the responsibility of the provinces. The Landesjugendreferate located in the provincial governments have the task of implementing the youth policy measures of the province in youth work outside the schools sector.</p> <p>Their most important fields of activity are as follows:</p> <ul style="list-style-type: none"> <li>○ Lobbying measures in the children's and youth sectors</li> <li>○ Promotion and support of children's and youth institutions particularly open to youth work. Youth centres, mobile youth work and youth information bodies of the provinces as well as initiatives at regional and municipal levels belong to the latter category.</li> <li>○ Services for children and young people as well as for work with children and youth work etc.</li> <li>○ The training and further training of staff involved in youth work</li> <li>○ Public relations work</li> <li>○ Youth welfare: the tasks of youth welfare include all measures involving maternity-, infant- and youth welfare, which serve the well-being of the child with the aim of strengthening the ability of families to bring up their children</li> <li>○ Youth protection: Risk situations included in youth protection legislature are, for</li> </ul>

<sup>9</sup> All population data is from eurostat 1<sup>st</sup> January 2012

<sup>10</sup> Data on youth group from eurostat 2011, youth group defined as Proportion of population aged 15-24 years

<sup>11</sup> Country sheet on youth policy in Austria, Partnership between the European Commission and the Council of Europe in the fields of Youth, last updated 12.August 2011.

<sup>12</sup> Ibid

	<p>instance: staying in public places, spending the night in hostels or at camp sites, attending public theatre or film performances, visiting public houses, consuming alcohol and nicotine, hitchhiking etc.</p> <p>Young people are involved by youth councils on regional and national level.</p>
<b>Specific areas<sup>13</sup></b>	<p>The Austrian National Youth Council, the so-called Bundesjugendvertretung (BJV), is the representative body for youth organisations in Austria. The BJV is the umbrella organisation for youth organisations giving young people a voice. Now 43 youth organisations are members in the BJV.</p> <p>BJV provides young people with opportunities to have their voices heard. BJV aims to represent and support the interests of youth organisations; to act on issues that impact young people, to represent youth interests in various national external bodies. The BJV wants to provide a voice for young people and to help young people to be more involved in decisions that affect their lives by fostering young people's participation in society and civic life and promoting equality among young people.</p> <p>The BJV represents Austrian youth organisations on multi-national, European and international level, and develops, coordinates and implements cross-national and international youth actions and supports the member organisations on international level.</p>
<b>Indicators of results youth policy</b>	<ul style="list-style-type: none"> <li>○ Persons of the age 20 to 24 having completed at least upper secondary education: 85.4% (Average EU 27: 79.5%)<sup>14</sup></li> <li>○ Unemployment rate, less than 25 years: 8.3% (Average EU 27: 21.4%)<sup>15</sup></li> <li>○ Young people not in employment and not in any education and training, 15-24 years old: 6.9% (Average EU 27: 12.9%)<sup>16</sup></li> <li>○ Percentage of individuals who used Internet<sup>17</sup> in the last 3 months, 16-24 years old: 18 (Average EU 27: 25)<sup>18</sup></li> <li>○ Participation in sports club, youth club or cultural organization, 15-30 years old: 56% (Average EU 27: 46%)<sup>19</sup></li> </ul>

<b>Germany</b>	
<b>Country facts</b>	<p>Population: 81.751.602</p> <p>Youth population: 11.2%</p> <p>Year of entry in the EU/EC: 1952</p>
<b>Policy context<sup>20</sup></b>	<p>Child and youth policy in Germany is characterised by a diversity of levels and responsibilities. In line with Germany's federal structure, child and youth policy is not only a matter for the Federal Government but also for the Länder, municipal authorities and voluntary child and youth service organisations in the framework of their partnership with public agencies.</p> <ul style="list-style-type: none"> <li>○ Consequently, the Federal Government understands child and youth policy as a general responsibility of society, a challenge which all societal groups and protagonists need to face. In this context, the Federal Government defines its child and youth policy as:</li> <li>○ Firstly, a governmental policy anchored in the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth. In addition to the central issues of the Ministry's youth policy such as youth welfare and protection, alternative civilian service, the Voluntary Social Service Year/Voluntary Ecological Service Year, etc., the Ministry is also responsible for, inter alia, central programmes of the Federal Government's youth policy and important youth policy interfaces with other policy areas.</li> </ul>

<sup>13</sup> Ibid

<sup>14</sup> Eurostat 2011

<sup>15</sup> Ibid

<sup>16</sup> Ibid

<sup>17</sup> Young people using Internet for accessing or posting opinions on websites (e.g. blogs, social networks etc.) for discussing civic and political issues (in the last three months)

<sup>18</sup> Eurostat 2011

<sup>19</sup> Youth on the move, Analytic report, European Commission, May 2011

<sup>20</sup> Country sheet on youth policy in Germany, Partnership between the European Commission and the Council of Europe in the fields of Youth, last updated 25<sup>th</sup> July 2011

	<ul style="list-style-type: none"> <li>○ Secondly, a cross-sectional responsibility across all Federal Ministries whose policies have a direct or indirect impact on the different situations in a young person's life. These include education policy (school, university, vocational training), labour market, social, health, justice, interior, regional and urban policies.</li> <li>○ Thirdly, an enabling child and youth policy. Through co-operation with other societal players, child and youth policy improves the social opportunities of children and young people in different areas, supports them in coping with everyday life and encourages their involvement</li> </ul>
<p><b>Key elements<sup>21</sup></b></p>	<p>Based on the overall objectives of child and youth policy, the Federal Government has defined three central action points for its current agenda:</p> <ul style="list-style-type: none"> <li>○ Improving the integration of young people in society and at work,</li> <li>○ Strengthening civil society – promoting options for involvement and individual initiative,</li> <li>○ Enhancing legal protection of children and young people.</li> </ul> <p>The central instrument of child and youth support by the Federation is the Child and Youth Plan of the Federation (Kinder- und Jugendplan des Bundes). The support should contribute to the growing together of the young generation in Germany and Europe and to understanding and accepting beyond borders (providing opportunities for young people to be mobile, to learn and to participate across the EU) as well as to the improvement of dialogue between the generations and to the integration of foreigners living in Germany.</p> <p>Support goals and programmes:</p> <ul style="list-style-type: none"> <li>○ Political education</li> <li>○ Cultural education</li> <li>○ Youth and sport</li> <li>○ Social education</li> <li>○ Youth social work</li> <li>○ Equality of girls and boys, work with girls and boys</li> <li>○ Young people with disabilities</li> <li>○ Assistance for young people and families</li> <li>○ Assistance for children</li> <li>○ Protection of children and young people</li> <li>○ Improved use of the media</li> <li>○ Work with youth organisations</li> <li>○ Child and youth services provided by voluntary social service providers</li> <li>○ Further education</li> <li>○ New approaches in child and youth services, evaluation, innovation</li> <li>○ International youth work</li> <li>○ International study programmes for child and youth services professionals and social workers</li> <li>○ Integration of young people with a migrant background</li> <li>○ Construction, acquisition, equipment and maintenance of child and youth service facilities</li> <li>○ Development and opportunities for young people in social hot spots</li> <li>○ Other support measures</li> </ul>
<p><b>Specific areas<sup>22</sup></b></p>	<p>Programmes and actions for specific target groups:</p> <ul style="list-style-type: none"> <li>○ Integration of young people with migrant background (12 to 27 years) since 2005. Provides individual support and advice. The programme is run by the Youth Migration Services.</li> <li>○ Project "Intercultural competence as an asset in the career orientation of young females with a migrant background" in Cologne and Dresden. Development of</li> </ul>

<sup>21</sup> Ibid

<sup>22</sup> Ibid

	<p>examples, processes and tools for improved counselling and efficient integration of young women with a migrant background into the labour market.</p> <ul style="list-style-type: none"> <li>○ Project "Living and working in a transcultural society / Mentoring for young male and female migrants with scientific support". Aims at enlarging women's skills and experience in career choice and job market orientation, vocational qualifications and skills in social and intercultural sectors as well as strengthening their social commitment.</li> <li>○ Competence agencies, 1 September 2008 until 31 August 2011. To provide for skills for social and occupational integration to disadvantaged adolescents.</li> <li>○ Truancy – the 2nd chance, 1 September 2008 until 31 August 2011. To encourage young people to return to school and finish their schooling successfully, thus receiving a second chance.</li> <li>○ Girls' day – Girls' future day. Gives female school pupils an insight into lines of work girls often do not consider in the process of choosing a future career.</li> <li>○ New ways for boys, since 2005. Encourages local initiatives to address the needs of boys who need guidance during the transitional stage between school graduation and career.</li> <li>○ Programme "Job 4000", since 2007. Part of the initiative "Jobs without barriers" (<a href="http://www.jobs-ohnebarrieren.de">www.jobs-ohnebarrieren.de</a>). Run by Ministry for Labour and Social Affairs. Directed at better integration of heavily handicapped people, especially young people and school graduates, into work processes</li> <li>○ Integration via exchange (IdA). Run by Federal Ministry for Labour and Social Affairs. To improve chances for employment for disadvantaged youth target groups, mainly young people, unemployed young adults and young single parents by gaining practical experience in other European countries and thus improve their knowledge of other languages and their social and professional expertise.</li> </ul>
<p><b>Indicators of results youth policy</b></p>	<ul style="list-style-type: none"> <li>○ Persons of the age 20 to 24 having completed at least upper secondary education: 75.8% (Average EU 27: 79.5%)</li> <li>○ Unemployment rate, less than 25 years: 8.6% (Average EU 27: 21.4%)</li> <li>○ Young people not in employment and not in any education and training, 15-24 years old: 7.5% (Average EU 27: 12.9%)</li> <li>○ Percentage of individuals who used Internet in the last 3 months, 16-24 years old: 45 (Average EU 27: 25)</li> <li>○ Participation in sports club, youth club or cultural organization, 15-30 years old: 59% (Average EU 27: 46%)</li> </ul>

<b>Italy</b>	
<p><b>Country facts</b></p>	<p>Population: 60.626.442            Youth population: 10.0%            Year of entry in the EU/EC: 1952</p>
<p><b>Policy context<sup>23</sup></b></p>	<p>The ministry (the Minister is without portfolio) responsible for youth policy is the Department of Youth which is responsible for:</p> <ul style="list-style-type: none"> <li>a) promoting and coordinating government activities to guarantee the implementation of policies for youth in every area, including economics, taxation, work, education and culture, also by coordinating programmes financed by the European Union;</li> <li>b) coordinating government action in the matter of international youth exchange schemes;</li> <li>c) promoting and coordinating the functions in the matter of fight and treatment of the youth deviance and discomfort in every area, economics, taxation, work, education and culture;</li> <li>d) performing the in the matter of youth generations' policies;</li> </ul>

<sup>23</sup> Country sheet on youth policy in Italy, Partnership between the European Commission and the Council of Europe in the fields of Youth, last updated 30/05/2011

	<p>e) performing the policy-making functions and oversight of the Italian National Agency for the Community Youth Programme." The Minister also chairs the National Youth Forum.</p> <p>f) performing the functions in matter of awareness and prevention of dependence</p> <p>g) performing the functions regarding the financing of initiatives to support young people make access in the labour market and the youth entrepreneurship;</p> <p>h) performing the functions regarding the National Fund for Youth Policies.</p> <p>At a local level, each Municipality (8.101) has an office in charge of youth affairs.</p> <p>Major organisations of (voluntary) social welfare and social services for young people are performing through the Youth Information Centres (Informagiovani)</p> <p>The Informagiovani centres are public (mainly municipal) services for young people that provide information of all kinds, on subjects of interest to young people. The service is free and the information is reliable and varied.</p> <p>In Italy, since 1981, over 1.200 Informagiovani centres have opened in all the large cities and in many smaller ones and towns as well.</p>
<p><b>Key elements<sup>24</sup></b></p>	<p>The National Youth Policy aims in particular at reaffirming the central position of young people in Italian national growth policies. The achievement of these objectives is very closely linked to the specific local situations of the areas concerned in terms of social services, infrastructures, economic and occupational development. To guarantee the same opportunities to young people in the whole country it is necessary to exploit the value of the youth resources present in the less developed areas. Here there is a more serious gap between young people and employment opportunities, and so public intervention must narrow it improving both the services for young people and the systems for the labour demand/supply match.</p> <p>The main lines of action planned are the following ones:</p> <ul style="list-style-type: none"> <li>○ The guideline "Right to the Future" is made up of various measures designed to tackle the precarious condition with which young people are faced in their daily lives, measures to be set in place principally in concert with other Ministries. The objective of guaranteeing young Italians' right to the future cannot forgo the centrality of topics such as work, housing and the family.</li> <li>○ The "Generational Protagonism" guideline focuses on tackling the gerontocracy that is present in all levels of society. Even spaces of aggregation, places where young people can freely express their personality, form artistic aptitudes, socialize forma and exchange their opinions fall under this topic.</li> <li>○ The guideline "The Best of Youth" takes off from the consideration that young people are submitted to a bombardment of erroneous messages, incorrect programmes and bad examples. It is resistance to this that proves the qualities of this generation as there is an extraordinary world of volunteering, social and political commitment where ideals are transformed into something solid that can be communicated to local communities. of everyday heroism in youth "living positively" should be told through images, sounds and words that are coherent with their background.</li> <li>○ The "Merit Revolution" aiming at assuring the same educational and working starting conditions and removing the main obstacles that prevent the quality and excellence from coming to light.</li> </ul> <p>In November 2011, in line with them, the Minister of Youth launched under the title of "Diritto al futuro" (Right to the future) a package of measures, which has been adopted by the Italian government to tackle the precarious condition with which young people are faced in their daily lives, measures to be set in place by the Department of youth in cooperation with the other ministries. The objective of guaranteeing young Italians' right to the future cannot forgo the centrality of topics such as work, vocational training and education, housing and family.</p> <p>Specifically, the implementation of the priorities mentioned above will be based on the following approaches, methods and instruments:</p> <ul style="list-style-type: none"> <li>○ the development of a structured dialogue with young people and their organisations, researchers in the youth field and policy-makers;</li> </ul>

<sup>24</sup> Ibid

	<ul style="list-style-type: none"> <li>○ "awareness-building and discussion panels" with institutional parties at the various national, regional and local levels, to jointly identify synergistic courses of action to be implemented in a wide-ranging and systematic manner;</li> <li>○ identification of the best projects, national and international, for gradual implementation, that are able to pursue the broader European cohesion objectives, drawing on the potential of the younger generations;</li> <li>○ actions to strengthen and enhance the design capacity and cross-cutting systemic assistance and support activities for the benefit of the Regional and Municipal authorities, and the other institutions involved in planning and implementing the Framework Programme Agreements regarding youth and policies.</li> <li>○ international, national and local co-operation on youth policy development, with particular focus on setting standards and supporting their implementation.</li> </ul>
<b>Specific areas<sup>25</sup></b>	<p>In 2002 the Minister for Education created the National Forum of the Students' Associations. It aims at favouring the dialogue between the Ministry and the students' associations, representing needs and formulating proposals, providing advice about initiatives taken by the Minister.</p> <p>In December 2006 the Ministry of Youth Policies and the Ministry of Home Affairs established together a Youth Consultation for Religious and Cultural Pluralism. The purpose of this Consultation is to encourage young people to play a leading role in building up models of dialogue and tolerance between Italy's different religions, faiths and cultures.</p> <p>The National Council of University Students is an advisory body, representing the students who attend. It offers advice and proposals to the Minister of Education, University and Research and elects eight students' representatives in the National University Council.</p> <p>A part from the national level, Youth Councils exist in many Italian Municipalities and in some Regions with the aim to promote the dialogue among young people and represent their needs, proposals and opinions to the administrative and political authorities.</p>
<b>Indicators of results youth policy</b>	<ul style="list-style-type: none"> <li>○ Persons of the age 20 to 24 having completed at least upper secondary education: 76.9% (Average EU 27: 79.5%)</li> <li>○ Unemployment rate, less than 25 years: 29.1% (Average EU 27: 21.4%)</li> <li>○ Young people not in employment and not in any education and training, 15-24 years old: 19.8% (Average EU 27: 12.9%)</li> <li>○ Percentage of individuals who used Internet in the last 3 months, 16-24 years old: 35 (Average EU 27: 25)</li> <li>○ Participation in sports club, youth club or cultural organization, 15-30 years old: 28% (Average EU 27: 46%)</li> </ul>

<b>Denmark</b>	
<b>Country facts</b>	Population: 5.560.628 Youth population: 12.5% Year of entry in the EU/EC: 1973
<b>Policy context<sup>26</sup></b>	<p>The Danish Government has not instituted a specific youth policy with a certain defined purpose. Every sector has its own field of responsibility regarding measures and policy for young people. However, the individual sectors dealing with young people all support initiatives that create a foundation for forming young people who are capable of leading independent lives and of putting these lives into a broader perspective and, at the same time, helping these young people become active, democratic citizens who can participate constructively in the development of society, while also giving them real influence and responsibility in matters that concern them.</p> <p>The Danish youth policy is not an isolated, self-contained system within Danish legislation and policymaking.</p> <p>Therefore, the responsibility for the Danish youth policy lies within the relevant national, regional and local authorities, as well as within the many voluntary (youth) organizations</p>

<sup>25</sup> Ibid

<sup>26</sup> Bertel Haarder, Former Minister of Education and Youth, Copenhagen, Forum 21



	that receive substantial funding from the Government.
<b>Key elements<sup>27</sup></b>	<p>The youth policy in Denmark begins with the Danish attitude towards childhood education allowing the individual child a great deal of latitude but also giving them the responsibility for his or her own education and participation, thus laying down the foundation for a democratic attitude. This attitude is nurtured throughout the educational system, enabling young people to take a stand and make their own decisions, and it is strongly supported by the children and youth participating in the large variety of voluntary children and youth organisations, eventually creating the foundation for well-rounded young people and shaping them into democratic citizens. Besides these cornerstones of Danish youth policy, Denmark are committed to turning young people into active citizens by implementing the common EU objectives and the European Youth Programmes, as well as participating in the several other international youth fora. Denmark has also developed programmes to prevent juvenile delinquency and social marginalisation, as well as an integration policy securing equal opportunities for all.</p> <p>The result of these joint efforts forms the framework of the Danish youth policy, which aims to create a basis for young people who are well-rounded, democratic citizens.</p>
<b>Specific areas<sup>28</sup></b>	<p>DUF (the Danish Youth Council – www.duf.dk) is the umbrella organisation for about 70 voluntary children and youth organisations, including political youth organisations, scouts, church organisations, student organisations, cultural organisations, organisations for the disabled, youth clubs, etc. All its member organisations have democratic structures where the leaders are elected by the membership and at least half of the members must be below the age of 30.</p> <p>State support to young people is channelled through DUF. One of DUF's main objectives is to provide information to young people about – and thereby increase young people's knowledge and understanding of – democratic processes and Danish politics. DUF has undertaken different activities at the national level to improve the access to and quality of information to young people.</p> <p>Denmark has a long tradition of involving youth organisations, i.e. DUF, as formal consultation partners in Danish legislation. Therefore, DUF is represented in more than 30 consultation committees in a range of fields covering education policy, legislation concerning the activity of associations, human rights, the Ministry of Education's special EU committee, etc. Also, DUF is a member of the European Youth Forum.</p>
<b>Indicators of results youth policy</b>	<ul style="list-style-type: none"> <li>○ Persons of the age 20 to 24 having completed at least upper secondary education: 70.0% (Average EU 27: 79.5%)</li> <li>○ Unemployment rate, less than 25 years: 14.2% (Average EU 27: 21.4%)</li> <li>○ Young people not in employment and not in any education and training, 15-24 years old: 6.3% (Average EU 27: 12.9%)</li> <li>○ Percentage of individuals who used Internet in the last 3 months, 16-24 years old: 38 (Average EU 27: 25)</li> <li>○ Participation in sports club, youth club or cultural organization, 15-30 years old: 55% (Average EU 27: 46%)</li> </ul>

<b>Netherlands</b>	
<b>Country facts</b>	Population: 16.655.799 Youth population: 12.3% Year of entry in the EU/EC: 1952
<b>Policy context<sup>29</sup></b>	<p>The Ministry responsible for youth policy is the Ministry for Youth and Families. The ministry has direct responsibility for relevant departments of other ministries dealing with youth issues. The Ministry for Youth and Families is responsible for the following tasks:</p> <ul style="list-style-type: none"> <li>○ Integrated youth programme;</li> </ul>

<sup>27</sup> Ibid

<sup>28</sup> Ibid

<sup>29</sup> Country sheet of youth policy Netherlands, Partnership between the European Commission and the Council of Europe in the fields of Youth, last updated 14/12/2009



	<ul style="list-style-type: none"> <li>○ Family policy &amp; family and child related benefits;</li> <li>○ Child and Youth Care system &amp; services;</li> <li>○ Information and monitoring services (e.g. youth monitor);</li> <li>○ Children and Youth protection and custody;</li> <li>○ Youth employment.</li> </ul> <p>The minister has also joined responsibilities with other ministries in the field of early childhood education and care, youth detention and other relevant children and young people's dossiers.</p> <p>The Netherlands is a decentralised unitary state. This means that decentralised authorities at provincial and municipal level assume certain tasks and responsibilities with certain degree of autonomy, including general and preventive youth policy and child and youth care.</p> <p>The twelve provinces are responsible for child and youth care. Their main responsibility is the implementation and funding of child and youth care services. They are also responsible for ensuring proper access to these services, based on the provisions of the Youth Care Act.</p> <p>Local authorities (450) provide support in the form of general facilities for education and health care and are responsible for ensuring a safe and secure environment for Youth and Families. Local authorities define, implement and fund children and young people's (welfare and well-being) policy.</p> <p>An important recent development is the creation of centres for Youth and Families (Centra voor Jeugd en Gezin) in every municipality. These are easy accessible services at local level where parents, youngsters and professionals can turn to with their questions related to parenting and the development of their children. The Centres are building on existing structures in the field of health and parenting support at local level, but will be more coherent and bring all services under one roof (either as one physical building or as a cooperation model)</p>
<b>Key elements<sup>30</sup></b>	<p>There is no encompassing law for children and young people's issues in the Netherlands.</p> <p>There is also no regional or local legislation. The Youth Care Act, introduced in 2005, is the legal framework for youth care services for youth at risk and their families. Child day care is organised in a different law. This is also the case for education, the juvenile justice system, working conditions for young people and many other issues. A new development is the introduction of the Social Support Act (Wet Maatschappelijke Ondersteuning) that has become effective in 2007. This law replaces the former Welfare Act.</p> <p>The Youth Care Act became effective in January 2005. The Youth Care Act has two aims: to ensure that better care is made available to young people and their parents (the clients of the youth care process) and to strengthen their position. The client is at the centre of a more transparent, simpler system for youth care. This principle is reflected in five policy objectives.</p> <p>These are:</p> <ul style="list-style-type: none"> <li>○ The needs of the client come first</li> <li>○ Entitlement to youth care</li> <li>○ A single, recognisable access point to the youth care system (youth care agency in each province)</li> <li>○ Integration of other services such as child abuse and neglect reporting and consultancy, (family) guardianship and probation</li> <li>○ Introduction of family coaching</li> </ul> <p>The Social Support Act (which also incorporates other legislations and provisions) became effective in January 2007. The main aim of the Social Support Act is the participation of all citizens (including children and young people) in society and to create a coherent supply of services at the local level for social support. The Act will create access to social support at local level for citizens. Municipalities developed a 4-year plan for these services. There are nine targets; one is directly aimed at support for young people with difficulties growing up and parents with parenting problems. With the introduction of the Social Support Act youth policy is a statutory competence of the local authorities.</p>

<sup>30</sup> Ibid

<p><b>Specific areas<sup>31</sup></b></p>	<p>The Dutch National Youth Council NJR (2001) is an umbrella organisation, has around 30 various (national) youth member organisations and is open to representative, democratic organisations that are run for, by and through young people.</p> <p>Its main tasks are:</p> <ol style="list-style-type: none"> <li>To defend the interests of youth and youth organisations of, by and for youth on those themes and within those structures that are considered relevant and necessary by youth (thematic areas: General Youth Participation (at all levels of the Dutch society), Education and Social Affairs (e.g. youth care), Sustainable Development (national and international level), Youth Culture and Leisure Time (e.g. music culture), Political Youth Participation (national and municipal elections 2002) and International Youth Participation (youth representation, promotion of YOUTH in Action programme, consultations on European youth agenda, trainings);</li> <li>To represent youth at government level and in society in a way that strengthens youth participation and within the mandate as set by the members of the National Youth Council;</li> <li>To represent Dutch youth at the most important international organisations (United Nations, Unesco, European Youth Forum, Council of Europe etc.) and at multilateral youth activities;</li> <li>To stimulate and support participation of a diversity of youth at all levels in society (i.e. by services like training, peer education, support, information and co-ordination of joint activities);</li> <li>To inform youth and youth organisations about relevant themes and development, especially when they are in the interest of youth (i.e. by the site <a href="http://www.njr.nl">www.njr.nl</a> and the Youth Information Helpdesk on Youth Participation);</li> <li>To strive for a sustainable society;</li> <li>To strive for a democratic and tolerant society.</li> </ol> <p>Almost all municipalities and also some provinces have various forms of structures for youth participation. The most common is to have a local youth council that is an advisory board of young people for the municipality on youth issues. There are also youth and children panels and youth parliaments. The Minister for Youth and Families has made youth participation one of its priority issues and will work with the municipalities to establish young people's involvement in decision making.</p> <p>There is a number of youth NGO's active at national level, both political and non-political. Most of these organisations are member of the National Youth Council. However, due to the decentralised nature of youth work, most groups and organisations are only active at local level.</p>
<p><b>Indicators of results of youth policy</b></p>	<ul style="list-style-type: none"> <li>○ Persons of the age 20 to 24 having completed at least upper secondary education: 78.2% (Average EU 27: 79.5%)</li> <li>○ Unemployment rate, less than 25 years: 7.6% (Average EU 27: 21.4%)</li> <li>○ Young people not in employment and not in any education and training, 15-24 years old: 3.8% (Average EU 27: 12.9%)</li> <li>○ Percentage of individuals who used Internet in the last 3 months, 16-24 years old: 52 (Average EU 27: 25)</li> <li>○ Participation in sports club, youth club or cultural organization, 15-30 years old: 68% (Average EU 27: 46%)</li> </ul>

<b>France</b>	
<p><b>Country facts</b></p>	<p>Population: 65.048.412            Youth population: 12.4%            Year of entry in the EU/EC: 1952</p>
<p><b>Policy context<sup>32</sup></b></p>	<p>Since 1982 when the State began the decentralization process, France's local</p>

<sup>31</sup> Ibid

	<p>administrative organisation was made up of three levels of fully-fledged local authorities: the region (26), the department (100) and the municipality (36.780).</p> <p>The Prefect, who holds the State's authority over his/her region or department, represents the Prime Minister and each of the ministers. S/he is the local head of all the local devolved services of the State.</p> <p>Youth is an area governed jointly by the State and all the local authorities. The minister in charge of education, youth and voluntary organisations prepares and enforces the Governments' policy in the areas of youth, and the development of voluntary organisations. In addition, the ministry is in charge of the interministerial coordination of the actions carried out in these fields.</p> <p>To carry out these missions, the central administration is organised into an objective-based division that covers the areas of youth, non-formal education, voluntary organisations, jobs and training.</p> <p>The ministry has a network of 105 local devolved services and public national establishments in charge of implementing national policies.</p> <p>Its action is supported by a variety of partnerships that consolidate and expand the policies enforced in the areas of youth and voluntary organisations: other State administrations, local authorities, associations and socio-economic players.</p> <p>Its five priority actions are the following:</p> <ul style="list-style-type: none"> <li>○ Development of voluntary organisations,</li> <li>○ Promoting actions in favour of youth,</li> <li>○ Promoting actions in favour of non-formal education,</li> <li>○ Protecting youth,</li> <li>○ - Promoting youth workers and voluntary organisation managers.</li> </ul>
<p><b>Key elements<sup>33</sup></b></p>	<p>Youth and Voluntary Organisation Programs has 5 priority actions:</p> <ul style="list-style-type: none"> <li>○ Action 1: promoting voluntary organisations,</li> <li>○ Action 2: promoting actions targeted at young people,</li> <li>○ Action 3: promoting actions geared towards non-formal education (people education),</li> <li>○ Action 4: youth protection,</li> <li>○ Action 5: training youth workers and voluntary organisation managers.</li> </ul> <p>The action plans are the official strategies.</p> <p>The missions are carried out through the following:</p> <ul style="list-style-type: none"> <li>○ informing and advising young people,</li> <li>○ promoting youth participation in public life,</li> <li>○ encouraging youth initiative and commitment,</li> <li>○ supporting voluntary organisations active in the field of youth and non-formal organisation,</li> <li>○ supporting extra-curricular activities by local authorities,</li> <li>○ promoting international and European youth exchanges.</li> </ul> <p>The last High Commissioner for Youth, under the authority of the Prime Minister, reflected on restructuring youth policy around 6 guidelines and the acronym FORCES: F for Formation (training), O for Orientation, R for Resources and Residency, C for Citizenship (public spiritedness) and Culture, E for employment and S for Santé (health).</p> <p>This policy was based on the 5 main following guidelines:</p> <ol style="list-style-type: none"> <li>1. Young people should not be left unemployed, without training or without resources and when necessary, without coaching,</li> <li>2. Guarantee young people prospects at least as satisfying as the prospects for older generations,</li> <li>3. Elaborate social and tax devices to consider young people in the same way as adults.</li> </ol>

<sup>32</sup> Country sheet of youth policy France, Partnership between the European Commission and the Council of Europe in the fields of Youth, last updated 16.09.2011

<sup>33</sup> Ibid

	<p>i.e.; having access to independence from their families, as well as from the social system,</p> <p>4. Enable young people to play a part in meaningful initiatives, in the framework of future evolution, we will not ask young people to be cast in the same mould, but to contribute to the shaping of a different society,</p> <p>5. To lay down new shared responsibility between the State, local authorities and social partners concerning young people, so that a part of them is not left behind in the gaps of social and public policies.</p>
<b>Specific areas<sup>34</sup></b>	<p>Programmes and actions have also been developed for specific target groups.</p> <p>This new strategy implemented by the ministry is mostly directed to young people with fewer opportunities.</p> <p>A fund was created in order to finance "experimental programs aiming at improving social and professional insertion of young people aged 16-25 years old.</p>
<b>Indicators of results youth policy</b>	<ul style="list-style-type: none"> <li>o Persons of the age 20 to 24 having completed at least upper secondary education: 83.8% (Average EU 27: 79.5%)</li> <li>o Unemployment rate, less than 25 years: 22.9% (Average EU 27: 21.4%)</li> <li>o Young people not in employment and not in any education and training, 15-24 years old: 12.0% (Average EU 27: 12.9%)</li> <li>o Percentage of individuals who used Internet in the last 3 months, 16-24 years old: 15 (Average EU 27: 25)</li> <li>o Participation in sports club, youth club or cultural organization, 15-30 years old: 51% (Average EU 27: 46%)</li> </ul>

<b>Slovenia</b>	
<b>Country facts</b>	<p>Population: 2.050.189</p> <p>Youth population: 11.2%</p> <p>Year of entry in the EU/EC: 2004</p>
<b>Policy context<sup>35</sup></b>	<p>The Ministry in charge of youth is the Ministry of Education and Sports. The main tasks of the Main tasks of the Youth department within the ministry are to</p> <ul style="list-style-type: none"> <li>o prepare the regulations and measures in the field of the youth sector;</li> <li>o provide financial support to youth programmes and programmes for youth (hereinafter, programmes in the youth sector);</li> <li>o provide for and execute supervision for the implementation of regulations and measures in the youth sector;</li> <li>o monitor the situation of youth and the impact of measures in the youth sector;</li> <li>o cooperate with the responsible bodies and other subjects in the youth sector;</li> <li>o participate in representing the State in the bodies of the European Union and the Council of Europe and at an international level in the matter relating to youth, and</li> <li>o perform other tasks in accordance with the law.</li> </ul> <p>Other national public bodies who are directly involved in youth policies is the Council of the Government of the Republic of Slovenia for Youth as a consulting body which offers assistance in making decisions on matters in the field of youth and the youth sector.</p> <p>The role of local communities in Slovenia varies and also depends on the size of respective local community. The municipality of Ljubljana, the capital, has a structure within city administration (youth department) that provides public tenders (for youth programmes, projects, information network, international activities), youth research, networking NGO in youth sector, information network for young people, educational</p>

<sup>34</sup> Ibid

<sup>35</sup> Country sheet on youth policy in Slovenia, Partnership between the European Commission and the Council of Europe in the fields of Youth last updated 1<sup>st</sup> September 2011

	<p>programmes and trainings for youth workers, empowerment of youth NGO structures. Smaller communities cooperate closely with youth centres that take over part of the tasks that local community should provide. Due to a fact that most of the local communities do not have a youth office the cooperation with local authorities and youth centres is of essential importance. The Association of Local Communities of Slovenia is a non-governmental, non-profit organisation that includes most of the Slovene local communities. It cooperates actively with the Committee of Regions.</p>
<p><b>Key elements<sup>36</sup></b></p>	<p>Act on public interest in youth sector is based on the principles of democracy, plurality, integrity, intergenerational solidarity, equality, non-discrimination and justice, multiculturalism, intercultural dialogue, volunteering, promoting a healthy lifestyle, respecting life and the environment, and the participation of non-governmental organisations in the management of public affairs.</p> <p>Youth policy (in accordance with the Act on public interest in youth sector) is a harmonised set of measures of various sectoral public policies with the purpose of promoting and facilitating the integration of youth in the economic, cultural and political life of the community and appropriate support mechanisms for developing youth work and operation of youth organisations, which is carried out in cooperation with autonomous and democratic representatives of youth organisations and professional and other organisations.</p> <p>The main target group (age group, specific groups of young people) Youth (as defined in Act on public interest in youth sector) are young people and young adults of both genders aged between 15 and a completed 29 years;</p> <p>The political organisation of youth policy (territorial organisation, share of competences) act on public interest in youth sector and defines organisation in youth sector as organisation in youth sector which is a subject which operates in the youth sector and is organised as a youth organisation or an organisation for the youth or a youth council.</p> <p>Youth organisation is an autonomous, democratic, volunteer and independent association of youth, which with its operation enables the youth to gain planned learning experience, form and express their viewpoints and implement their activities in accordance with their interest, cultural, principle or political orientation, and is organised as an independent legal entity, namely as a society or an association of societies or as an integral part of another legal entity, namely a society, an association of societies, a trade union or a political party providing that the autonomy of operation in the youth sector has been ensured by the basic act of this legal entity.</p> <p>Organisation for youth is a legal entity which implements the youth programme, but is not a youth organisation, and is organised as an institute, an institution or a cooperative.</p>
<p><b>Specific areas<sup>37</sup></b></p>	<p>The National Youth Council of Slovenia is a voluntary association of national youth organisations with the status of an organisation in the public interest in the youth sector in accordance with the Act regulating the public interest in the youth sector.</p> <p>The National Youth Council of Slovenia and the local community youth council are legal persons governed by private law with the rights, obligations and responsibilities determined by law and the basic act.</p> <p>In accordance with the Youth council act, the National Youth Council of Slovenia and the local community youth councils shall:</p> <ul style="list-style-type: none"> <li>○ implement or participate in the implementation of youth work and other activities in the field of the youth sector in accordance with the act regulating the public interest in the youth sector;</li> <li>○ provide for the conditions for the operation and development of forms of interest for the association of young people;</li> <li>○ provide for the participation of young people in adopting statutory and other regulations having an impact on the life and work of young people;</li> <li>○ perform other tasks for promoting the interests of young people defined by the basic act.</li> </ul> <p>The local community youth council unites youth organisations defined in the act regulating the public interest in the youth sector with at least 90 percent of members</p>

<sup>36</sup> Ibid

<sup>37</sup> Ibid

	aged up to 29 years and 70 percent of members of the management aged between 15 and 29 years.
<b>Indicators of results youth policy</b>	<ul style="list-style-type: none"> <li>○ Persons of the age 20 to 24 having completed at least upper secondary education: 90.1% (Average EU 27: 79.5%)</li> <li>○ Unemployment rate, less than 25 years: 17.7% (Average EU 27: 21.4%)</li> <li>○ Young people not in employment and not in any education and training, 15-24 years old: 7.1% (Average EU 27: 12.9%)</li> <li>○ Percentage of individuals who used Internet in the last 3 months, 16-24 years old: 15 (Average EU 27: 25)</li> <li>○ Participation in sports club, youth club or cultural organization, 15-30 years old: 48% (Average EU 27: 46%)</li> </ul>

<b>Slovakia</b>	
<b>Country facts</b>	Population: 5.435.273 Youth population: 14.0% Year of entry in the EU/EC: 2004
<b>Policy context<sup>38</sup></b>	<p>Ministry of Education, Science, Research and Sport of the Slovak Republic coordinates its youth policy through the Cross-Sectorial Steering Committee and two year action plans resulting from the document The Key Fields and Action Plans of State Policy towards Children and Youth in the Slovak Republic for years 2008 – 2013.</p> <p>The Ministry – Department of Children and Youth insures the roles in the field of non formal education of children and youth mainly in following directions: Preparation of conceptual and decisive materials in this field, methodical management of activities of youth centres and school centres of leisure-time activities, international cooperation in the field of children and youth, financial support of youth policy.</p> <ul style="list-style-type: none"> <li>○ Coordinates the activities of the central government of the Slovak Republic in planning and implementation of the youth policy,</li> <li>○ Elaborates and updates long-term plans of the Ministry in the field of children and youth,</li> <li>○ Provides technical-organisational and contentual support to the activities of the Government Council for Children and Youth,</li> <li>○ Proposes direction of research in the field of children and youth, gives suggestions for further development of the analysis and implementation of the scientific researches and best practices into practice;</li> <li>○ Drafts legislation and conditions of financial support of youth organisations, youth information centres and other institutions providing services to children and youth</li> <li>○ Is responsible for the implementation of the EU YOUTH in ACTION Community programme</li> <li>○ Guarantees co-operation between governmental and local youth policy level through publishing of research, analytical and prognostic documents, organising work seminars, conferences and trainings for the representatives of regions, cities and municipalities along with youth workers and youth. Besides these activities ensuring communication between governmental, regional and local level there are also different financial support systems for development programmes</li> <li>○ Creates conditions for the work of children's and youth organisations, co-operates with these associations and other institutions providing services to children and youth.</li> </ul> <p>Self-government region's institutions ensure the administrative and organizational issues related to youth policy at regional level In the field of social support for youth; in the field of education – establishment, operation and closing of schools and school facilities,</p>

<sup>38</sup> Country sheet on youth policy in Slovenia, Partnership between the European Commission and the Council of Europe in the fields of Youth last updated 22/11/2010



	<p>regional youth centres, youth hostels, school counties etc.), providing information in the field of education; In the field of physical culture; culture and in the field of health care – establishment of the centres for the treatment of drug addicts. The selfgovernments are only now realizing their competencies in the area of youth policy, approve its concepts, create advisory and coordination bodies and create internal positions for a Professional responsible for youth whose task should be to coordinate and methodologically support activities of all organisations and institutions active in this field in the region.</p> <p>The municipalities:</p> <ul style="list-style-type: none"> <li>○ Manages schools and facilities at local level;</li> <li>○ Supports social life of youth by providing various services, contacts to various other bodies and institutions of public administration and information for young people on various issues (ways of spending leisure time, accommodation, education, future career prospects);</li> <li>○ Analyses activities of institutions and services for children and youth in the community,</li> <li>○ Monitors effectiveness of measures related to youth.</li> </ul>
<p><b>Key elements<sup>39</sup></b></p>	<p>The aim of the youth policy in Slovakia is to create conditions for better living of children and youth in all its diversity and aspects. The youth policy is a system of measures on protection and support of young people especially in the fields of family life, school, culture, social life, economy, health and ecology by creating legislation conditions.</p> <p>The main reason for creation such conditions for young people - girls, boys, young women and young men is to provide them with equal opportunities and experience which enable them to develop the knowledge, skills, competences to play a full part in all aspects of society.</p> <p>Special emphasis is given to socially disadvantaged youth.</p>
<p><b>Specific areas<sup>40</sup></b></p>	<p>The Key Areas and Action Plans of the State Policy towards Children and Youth in the Slovak Republic define aims, principles, prioritized areas within the scope of the state, self-governments and other subjects within selected children’s and youth’s life areas. The key areas specify basic tasks of the structures taking part in their execution and describe steps, which will ensure their effective fulfilment. Key areas aim at the determination of the problems in the specific area of the children and youth life and it leaves the specific tasks of its implementation to different actors of youth policy. The action plans for each area of the youth policy are analyzed and discussed in the working groups called up to prepare and draft the Action plan for these areas. These working groups discuss what the actual challenges are and what should be done in the period of next two years in order to increase the quality of young people’s life in each area. The outcomes of the working groups then go to CSSC for comments, discussion and final adoption. Adopted Action plan consisting from specific tasks in relevant areas for the period of two years then goes to the Government. Government finally officially adopts the document and brings it to practice.</p>
<p><b>Indicators of results youth policy</b></p>	<ul style="list-style-type: none"> <li>○ Persons of the age 20 to 24 having completed at least upper secondary education: 75.8% (Average EU 27: 79.5%)</li> <li>○ Unemployment rate, less than 25 years: 8.6% (Average EU 27: 21.4%)</li> <li>○ Young people not in employment and not in any education and training, 15-24 years old: 13.8% (Average EU 27: 12.9%)</li> <li>○ Percentage of individuals who used Internet in the last 3 months, 16-24 years old: 10 (Average EU 27: 25)</li> <li>○ Participation in sports club, youth club or cultural organization, 15-30 years old: 48% (Average EU 27: 46%)</li> </ul>

<sup>39</sup> Ibid

<sup>40</sup> Ibid

## Annex 1

### Check list of training needs

1. Project cycle management;
2. Project proposal writing;
3. Fundraising
4. Human resources management;
5. Grant scheme management;
6. Legislative processes and implementation of youth policies;
7. Legislative processes and implementation of youth policies
8. Involvement in implementation of EU funded instruments;
9. Financial management and auditing
10. Public private partnerships at local level;
11. Public private partnerships at central level;
12. Lobbying
13. Advocacy and mediation
14. PR and cooperation with media
15. Team building
16. Networking with other organizations (international, BiH, entity, Brcko District, cantonal and municipal level)



## Annex 2

### Training Needs Assessment Questionnaire EU Support to the Coordination and Implementation of Bosnia and Herzegovina's National Youth Policy

**1. Status of your organization** (Please mark the right answer; possibly, more than one)

NGO/Non - profit organization	Yes	No	Public organization (Municipality)	Yes	No	State level administration, Federal level administration, Entity level administration	Yes	No
	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

**2. How many people are related directly to the youth issues in your organization/ department**  
(Please indicate the numbers only)

1. Full time paid staff \_\_\_\_\_
2. Part time paid staff \_\_\_\_\_
3. Long term consultants \_\_\_\_\_
4. Short term consultants \_\_\_\_\_
5. Volunteers \_\_\_\_\_

**3. How important are the following areas for youth policy in your opinion in Bosnia and Herzegovina?** (Please, tick every box when applicable)

Sector	The most important	Important	Less important	Not important at all
1. General secondary education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Higher education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Technical and Vocational education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Youth criminality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Drug and alcohol addiction of youth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Strengthening of the right to information related to youth issues;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Youth Health care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Empowering youth in civic participation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Sexually reproductive health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Cultural participation of youth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Combating youth unemployment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Youth entrepreneurship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Volunteering of youth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Other, please, specify	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4. If your organization needs capacity building, please specify in which domain? (Please, tick every box when applicable)**

Trainings in:	The extent to which it is important			
	The most important	Important	Less important	Not important at all
17. Project proposal writing;				
18. Project cycle management;				
19. Fundraising				
20. Human resources management;				
21. Grant scheme management				
22. Legislative processes and implementation of youth policies				
23. Involvement in implementation of EU funded instruments;				
24. Financial management and auditing				
25. Public private partnerships at local level				
26. Public private partnerships at central level				
27. Lobbying				
28. Advocacy and mediation				
29. PR and cooperation with media				
30. Team building				
31. Networking with other organizations, please specify at which level (International, national, entity, local level)				

**5. What is your organization main geographical area of operation? (Please, tick every box when applicable)**

Geographical area:	Predominantly	Frequent	Occasionally	No activities in this area
1. State level				
2. Entity level				
3. Cantonal level				
4. Municipality level				
5. Other, please, specify				

**6. What is the usual way for you for receiving information, related to the youth issues? (please, tick each possibility from 1-8, marked below)**

Communication toll	Predominantly	Frequent	Occasionally	No information about youth issues at all
1. CCYI website				
2. State media				
3. Federal media				
4. Local media				
5. Entity media				
6. Internet, Facebook				
7. International organizations web sites				
8. Other, please, specify				

**7. Please, enter your contact details:**

Name of the organization:

Email address:

Phone number:

Web page (if applicable)

**Upitnik za procjenu potrebne obuke  
EU podrška koordinaciji i implementaciji nacionalne omladinske politike u BiH**

**1. Status Vaše organizacije (Molimo označite tačan odgovor, s tim da je moguće označiti i više od jednog odgovora)**

NVO/Neprofitna organizacija	Da	Ne	Javna ustanova (Opština)	Da	Ne	Državna uprava, Entitetska uprava, Uprava Brčko Distrikta	Da	Ne

**2. Koliko ljudi je direktno uključeno u omladinska pitanja u Vašoj organizaciji/odjelu (Molimo Vas da označite samo brojeve)**

1. Plaćeno osoblje na puno radno vrijeme \_\_\_\_\_
2. Plaćeno osoblje na pola radnog vremena \_\_\_\_\_
3. Dugoročni konsultanti \_\_\_\_\_
4. Kratkoročni konsultanti \_\_\_\_\_
5. Volonteri \_\_\_\_\_

**3. Prema Vašem mišljenju, koliko su sljedeće oblasti važne za omladinsku politiku u Bosni i Hercegovini? (Molimo Vas da označite svaku kolonu za koju smatrate da je potrebno)**

Sektor	Najvažnije	Važno	Manje važno	Nije uopšte važno
1. Srednjoškolsko obrazovanje				
2. Visoko obrazovanje				
3. Tehničko i strukovno obrazovanje				
4. Kriminalitet mladih				
5. Alkoholizam i narkomanija kod mladih				
6. Jačanje prava na informacije vezanih za pitanja mladih;				
7. Zdravstvena zaštita mladih				
8. Osnaživanje mladih u građanskoj participaciji				
9. Seksualno reproduktivno zdravlje				
10. Participacija mladih u kulturi				
11. Borba protiv nezaposlenosti mladih				
12. Omladinsko poduzetništvo				
13. Volontiranje mladih				
14. Ostalo, molimo Vas				

navedite:				
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4. ***Ukoliko Vaša organizacija ima potrebu za izgradnjom kapaciteta, molimo Vas da naznačite u kojim oblastima? ( Molimo Vas da označite svaku kolonu za koju smatrate da je potrebno )***

Treninzi:	Važnost			
	Najvažnije	Važno	Manje važno	Nije uopšte važno
1. Pisanje prijedloga projekta;				
2. Upravljanje projektnim ciklusom;				
3. Prikupljanje sredstava;				
4. Upravljanje ljudskim resursima;				
5. Upravljanje grantovima;				
6. Zakonodavni procesi i implementacija omladinskih politika;				
7. Učestvovanje u implementaciji instrumenata finansiranih od strane EU;				
8. Finansijsko upravljanje i revizije;				
9. Javno-privatna partnerstva na lokalnom nivou;				
10. Javno-privatna partnerstva na državnom nivou;				
11. Lobiranje;				
12. Zastupanje i posredovanje;				
13. PR i saradnja sa medijima;				
14. Izgradnja tima;				
15. Umrežavanje sa drugim organizacijama (Molimo Vas da odredite na kojem nivou - međunarodnom, državnom, entitetskom ili				

lokalnom)				
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5. **Koji je glavni nivo djelovanja Vaše organizacije?** ( Molimo Vas da označite svaku kolonu za koju smatrate da je potrebno )

Nivo:	Pretežno	Često	Povremeno	Bez aktivnosti
1. Državni				
2. Entitetski				
3. Kantonalni				
4. Opštinski				
5. Ostalo, molimo Vas navedite:				

6. **Koji je Vaš uobičajeni način komunikacije prilikom primanja informacija vezanih za pitanja mladih?** ( Molimo Vas da podebljate svaku mogućnost koja je označena od 1 do 8)

Način komunikacije:	Pretežno	Često	Povremeno	Bez informacija o pitanjima mladih
1. Web stranica Komisije za koordinaciju pitanja mladih u BiH				
2. Državni mediji				
3. Federalni mediji				
4. Entitetski mediji				
5. Lokalni mediji				
6. Internet, Facebook				
7. Web stranice međunarodnih organizacija				
8. Ostalo, molimo Vas navedite:				

**7. Molimo Vas da unesete Vaše kontakt podatke:**

Ime organizacije/odjela:

E-mail adresa:

Broj telefona:

Web stranica (ukoliko je primjenjivo):