

Compendium to Policy Debate

The role of youth policy and the youth sector in an integrated approach to support youth in their identity development

EYCS Council meeting of 30 May 2016



Synopsis

We received examples of all 28 member states. We limited the best practices in this compendium to one example per country, with the exception of Belgium and Hungary.

The collection of examples that have been sent shows three types of good practices. Most of the good practices fall in one of these categories. Firstly, several Member States have developed a national strategy or youth policy in cooperation with members of youth councils, youth organisations, other ministries, and other institutions related to youth policy. In this category cooperation often takes place through a working or expert group, or another form of consultation. Secondly, there are several examples of 'one-stop-shops', a joint space or platform where youngsters can ask for help for a range of social services, mainly including support on the labour market and in education, capacity building, and (psychological) health. Besides providing services in the same place, cooperation often includes coordinating the efforts, jointly offer information, and a common place for links with the private sector, NGOs or other cooperative partners. Thirdly, many good practices are examples of time-bound projects where different actors have worked together towards a specific goal, for example in training young leaders, supporting participation in a specific field, or carry out sports or cultural activities. A variation within this category is where actors not necessarily work together for the implementation a project, but jointly develop a framework to stimulate local partners working together on specific projects, for example through a funding scheme.

Within these categories there are different levels of cooperation. In some cases different actors mainly work together in the development of a program and not necessarily in the phase of the implementation. However, most of the good practices cooperate also during the implementation phase, either under the leadership of one organisation or more on the basis of a coalition. Within the category of the issue specific projects, different actors often cooperate only for a limited time and in the framework of the specific project. While in many of the good practices on networks and 'one-stop-stop' for local services different actors continuously work together to share information and better refer to other service or care providers. It seems this requires an even more intertwined network for cooperation.

Another important difference within this compendium is if partners form a network on the level of the program or if they (also) form a network on the level of the individual youngsters. In the first cooperation often takes place on the organisational level, while in the second several individuals from different organisations work together in a network around an individual youngster.

Striking about this collection of examples is the diversity in actors that are mentioned. On governmental side this includes different ministries (youth, health, education, social work, culture), but also local and regional governments. Furthermore, many other public institutions are involved, like prisons, social and health organisations, youth care service organisations, schools, employment agencies. But also NGOs and private companies are mentioned as partners. Finally, many different youth representatives are included including youth councils, volunteers organisations, youth sections of political parties and labour unions, and individual youngsters and parents.

Besides the issue related outcomes, most Member States mention an acceleration of developments, new areas and new partners, mainly youth and civil society organisations. The challenges of the good practices mainly concern dealing with the different types of partners while also striving towards some form of unity. Practically, coordination and cooperation with these different types of actors demand time and sometimes financial efforts, especially when partners are organisationally not well organised. At the same time, on a more strategic level, it is a challenge to develop a unified vision, to make sure expectations are similar and to get all partners' involvement in (developing) the practice. The role of national youth policy in these initiatives is often in financial terms, forming a national (advisory) body to develop the project and plan development in cooperation with other partners.

Austria



Title: Holistic and Youth driven Anti-Extremism Strategy

In Austria the Youth-Sector and the Youth Ministry are in the lead of the prevention strategy. Support comes from the Ministry of Education and the Ministry of Interior.

BOJA, the competence centre for open youth work in Austria, and the Austrian Ministry of Families and Youth established the "*Extremism Information Centre*". This Extremism Information Centre has a genuine integrated and cross sectoral approach coming from and developed by the Youthwork sector – in particular the Open Youth work umbrella-organisation BOJA.

Austria's Anti-Extremism Strategy:

- is a co-operation of various Federal Ministries (Home Affairs, Foreign Affairs and Integration, Education and Families and Youth)
- has developed prevention tools for teachers and teacher colleges
- provides prevention project work at school
- provides services tools (Hotlines).

The Extremism Information Centre is supported by local Family Counselling Centres – operated and financed – as well – by the Ministry of Families and Youth; with more than 400 service points throughout Austria. These local Family Counselling Centres are part of the counselling tools of the Austrian Anti-Extremism-Strategy.

Another tool of the Austrian Ministry of Families and Youth is the so called media literacy Info-Point. This Info-Point provides workshops and trainings for Youth, teachers, Youth-workers in the field of media literacy, Social Media and Internet-competences (with or without reference to the theme of extremism).

Targetgroup:

Youth, poss. radicalized young persons, and parents.

Sectors and actors involved:

Youth Sector, Youthworkers and Open Youth work; Family Counselling Centers and Media literacy Info Point.

Major outcomes:

- The Extremism Information Centre provides not only information and advice for parents, teachers, youth workers or other frontline workers confronted with the issue of extremism. The Extremism Information Centre also trained more than 3600 multipliers in 170 workshops and trainings during the last year. These trainings are cross-sectoral, for peers, parents and teachers etc. who need support to deal sensibly with young people who might get into a spiral of radicalization – are trained and advised on how to deal with and how to prevent violent radicalization. As a whole, the trainings are embedded in broader prevention policies; the so called Austrian government anti-extremism strategy.

Lessons learned:

- Holistic approach embedded in broader preventive policies and as part of an integrated approach (Extremism Info Center, Family Council Centers, Youthworkers and the Open Youth Work umbrella organization).
- The Youth work is in the lead and it is a Youth work driven concept.
- Good cooperation of all stakeholders involved is essential and needs to be coordinated and instructed well; by Open Youth work umbrella-organisation BOJA and the Federal Ministry of Families and Youth.
- Support and trainings are essential, and the trainings are cross-sectoral (peers, parents and teachers etc.)
- Youth work is seen as preventive work to encourage and enable young people.

Belgium - German Speaking Community



Title: The strategic plan on Youth 2016-2020

The legal basis

Article 4 of the decree of 6 December 2011 governing the funding of youth work in the German-speaking Community (DG) states : "The government adopts and implements a cross sectorial strategic plan every legislative period. This plan grasps the living environment of young people in the German-speaking Community and defines further objectives and tasks which contribute to the improvement of young people's situation. The government engages all subsidized youth institutions and the youth council of the German-speaking Community in developing the strategic plan. The results of the analytical overview of the government which has to be drafted once per legislative period, the evaluation of the previous strategic plan and the social space analyses of open youth work in the German-speaking Community have to be included. [...]."

Implementation and approval

The government submits the strategic plan for approval to the parliament of the German-speaking Community.

The role of Youth work and how the strategic plan on youth works:

The strategic plan covers a period of five years (= legislative period).

Four steps are important during the processes on drafting and implementing the strategic plan:

- 1) Analyzing the living conditions of young people in the DG: this refers to evidence and specifically to the results of the analytical overview of the government which has to be drafted once per legislative period, the evaluation of the previous strategic plan and the social space analyses of open youth work in the DG as mentioned in article 4 of the decree. Additional evidence or knowledge based input can be taken into consideration.
- 2) Identifying the needs with regard to the improvement of the living conditions of young people and planning adequate measures.
- 3) Implementing the measures.
- 4) Evaluation.

During this processes, a steering group has the leading role. Decisions are taken by consensus of the steering group. It gathers representatives of each minister of the government, two representatives of the youth department of the ministry, two members of the Youth Council (one for youth organizations, one for open youth work), a representative of the youth office (= also the national agency Erasmus+ in the DG) and one representative for each of the two youth information centers in the DG.

A youth policy officer of the Ministry of the German-speaking Community coordinates the whole process.

Target group:

Young people 12-30 years.

Sectors and actors involved:

Sectors involved: Youth (work) policy, Health policy, Social policy, Education policy;

Actors: Government, Ministry, field institutions and organizations.

Major outcomes:

Projects of the first strategic plan are still ongoing and the second one just has started. Results will be available and reported for the 1st Youth Report of the German-speaking Community in 2018 .

Lessons learned/Challenges:

For the first strategic plan 2013-2015 (which was launched during the legislative period 2009-2014 and which was basically a try out), the effective domains of intervention principally remained in the field of youth. Although there were other sectors like social policy, sports and education involved in the preparation of the strategic plan, the "corporate identity" of the plan and the feeling of ownership were rather weak.

Therefore, the second strategic plan 2016-2020 has even more put the focus on cross-sectorial involvement and participation by reinforcing networking and personal contacts with persons coming from those other sectors.

A mid-term evaluation of the processes used for the first strategic plan was done by a policy officer of the youth department of the ministry in March 2014 and presented to the Parliament of the German-speaking Community.

This evaluation showed the weak corporate identity of the first strategic plan on youth and a poor feeling of ownership. Accordingly, the approach for the plan 2016-2020 was adapted as outlined in the previous section.

As projects of the first strategic plan (2013-2015) are still ongoing, the outcome of the strategic plan and of CSYP hasn't been evaluated yet. However the mid-term evaluation and the preparation of the second strategic plan (2016-2020) also revealed some difficulties with regard to the timing as results of the first strategic plan will be available only for the mid-term evaluation of the second strategic plan or even for the preparation of the third one.

For the moment, the policy officer of the youth department is developing an evaluation method and some indicators, allowing measuring the outcome of the strategic plans.

Probably some indicators will tackle the question on, how to identify if there has been happened anything in other sectors, based on the strategic plan on youth.

The current strategic plan on youth 2016-2020 – Topics and Measures:

The second strategic plan on youth 2016-2020 has been elaborated in 2014 and has been approved by the Parliament of the German-speaking Community on 26 January 2015.

It is entitled "Acting respectful" and focusses on four topics: 1) Strong against addiction, 2) Promoting diversity, 3) Political education, 4) Emotions and self-perception. It proposes a set of measures for each topic. The topics were elaborated by the steering group and the measures were identified by participants from the field on a public full day, facilitated workshop.

Those measures are:

- Enhance networking in the German-speaking Community in order to develop new approaches for prevention and raising awareness on drugs (1);
- Foster projects for integration in the field of youth (2);
- Training for youth workers, teachers, parents, on political education and democracy in everyday life (3);

Develop DG-wide support for professionals of the youth and the social sectors.

Belgium – Flanders

Title: Jong & Van Zin

Jong & Van Zin is an organisation that is specialized in empowering young people, youth organisations, youth workers and educators around several topics of which identity development is one of them.

Our peer support projects usually take around 5 months. Jong & Van Zin implements peer support in a school or youth work organization. We think it's very important that everyone in the school or organisation is involved in and familiar with the project (from teacher to headmaster, from youth worker/counselor to person in charge). We train young people in social skills, help them to recognise and use their own talents to improve their own self-confidence and their relationships with other peers.

The main aims of our peer support projects are to empower young people, so they can be themselves in a group and be of value to themselves and others. This way, they take responsibility in creating a positive group atmosphere. This 'group' can be a class, a school or an organization.

The role of the youth (welfare) sector and the national youth policy is to recognize the importance of peer support. The national youth sector can underscore the importance of peer support projects by helping organizations in finding the right partners, like Jong & Van Zin, and by organizing trainings concerning this topic.

Target group:

Young people (peers; 16-18 years old).

Sectors and actors involved:

youth work, youth information, education, welfare.

Major outcomes:

- Empowerment of young people: helping them to recognize their own and each others talents, being able to use them in different situations, helping others
- Create places (schools, organizations) where young people can be themselves, feel good and can support each other
- Stimulate resilience and helping young people make their own choices
- Stimulate communication (creating vocabulary) and social skills

Lessons learned/challenges:

- We think it's very important, in the context of schools, not to evaluate (grades) young people. Quality is most important, not grades.
- Everyone in a school/organization has to be involved and in any way connected to the peer support project. Peer supports projects fail when only one teacher and some young people are involved.
- Peer support projects are never finished. Development is a project that takes a lifetime.

Belgium- French Speaking Community

Title : La Maison de l'adolescent à Charleroi – La MADO

(The House of the teenager in Charleroi)

GOAL

The goal of the "House of the Teenager" (La MADO) is to offer multidisciplinary assistance and networking of local professional structures responsible for responding to queries and problems of young people in the region, but also children and young adults (up to 25 years). The House of the Teenager, Service of the City of Children in Charleroi, was created in order to provide a background accompaniment for young adults from a global and multidisciplinary approach by sharing common resources of different partners. Instead of forcing young people to adapt itself somehow to the institutional complexity, we bring together the services around him: "he can open the door and behind it is a wide range of possible answers to his problems often multifactorial."

PARTICULARITY

MADO is inspired by a French model but the approach is different. In our case, the House is not organised by the sector of mental health and by a prior medical or psycho-medical diagnosis and then enlarged to a global approach. In Charleroi, we proceed first with a general social diagnosis, and then, if necessary, we can guide young people to the psychiatry.

WHY?

Mado wishes to offer a global and centralised approach, leaving of the report that a lot of services or departments for and around the young person are split and do not still communicate enough between them. Besides, they do not always share the same vision of the young person and the youth in trouble. The whole generates incomprehensions, incoherence, wastes of time and energy which can discourage the professionals as the young person. This one is often trailed round from one service (department) to the other one, multiplying appointments and risking to drop out along the way. In Mado, we establish a global file of the young person. In this way, the young person don't need to explain his history each time.

Another advantage of this House, is to bring down the prejudice which can be an obstacle in the search of help for young people or his family. For example, if the young person needs a balance sheet of psychological or psychiatric type, rather than to ask him to book an appointment in a mental health center the words "mental health" can sometimes frighten the youngster, we will suggest to meet a specialist in "La Mado", in a frame which he knows and which reassures him.

For more information: www.lamado.be

The role of Youth sector

The youth sector, at the same level than the other ones, play a key role in the assistance of young people.

The role of national policy

This project has an agreement of the Youth Welfare department.

The role of the youth welfare sector and the national youth policy is to recognize the importance of cross-sectorial support

For more information: you can see the best practice about our "guide for a new mental health policy for children and teenager".

Target Group:

Young people 11-25 years and parents

Sectors and actors involved:

Youth (work) policy, Health policy, Social policy, Education policy;

Actors: field institutions and organizations.

Major outcomes:

In 2011, 340 young people have been in contact with this House, but some of them were already there.

The young people who come to Mado are often at the end of their minority or at the beginning of their majority. The young adults represent approximately 42 % of all the young people who contacted Mado since its creation; 18-20 years represent 27 %. 38 % of our young people has between 15 and 17 years. The mean age is of 17 years and 6 months.

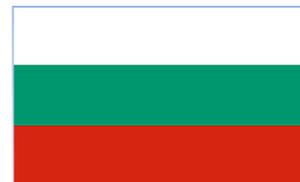
Lessons learned challenges:

"The social, cultural and economic factors are important, but it is not an absolute determinism: young people have difficult times, sources of anxiety, even in families apparently without problems. The professionals face an evolution of the welcomed populations, young people and their parents are not completely the same than a few decades. They are confronted to the deep transformations which cross our society: explosion or diversification of the family structures, the crisis of authority and models, uncertainty concerning the positions and the social roles to be put on, etc. The young people of today, and not only the most deprived economically and culturally, move forward in an uncertain world, they are ordered to operate a multitude of choices while their landmarks are more and more unstable, when they are not absent " (AM, in Monitoring center(Observatory)

The three projects described here were a selection of the 6 best practices Belgium sent in.

Bulgaria

Title: Two examples of youth network approach: the National Strategy on Youth (2010-2020) and the Public Council to the Minister on youth and sports.



The national youth policy of Bulgaria is based on the principles in relation to the promotion of Human Rights and in accordance with the EU integrated youth policy approach. It is a cross-sectorial with the aim to involve both institutions and young people and youth organizations through an open, transparent and participatory approach that enables the integration of good practices that will eventually reach out to not only mainstream youth but young people with fewer opportunities either.

We would like to highlight **two specific examples of youth network approach**: the National Strategy on Youth (2010-2020) and the Public Council to the Minister on youth and sports.

The National Strategy on Youth (2010-2020) and the strategic period for 2016-2020, aims to create a space for the implementation of a cross-sectorial approach where youth could be seen as crucial element in the implementation of diverse policies at national and local level. It is developed based on the EU European cooperation in the youth field (EU Youth Strategy) and it has 9 strategic goals that aims to fulfil young people' potential and meet their specific needs. It is implemented at national and local level. The Ministry of Youth and Sports is acting as the coordination body which oversees the implementation of all programmes and policies that are connected to young people at all levels. It is the instrument which creates coherence within the youth policy field and cooperation between different sectors which foster the sustainable youth development. At the moment there is a national working group for the assessment of the Strategy implementation and updating it for the Strategic Period 2016-2020 in accordance to the dynamic world we live in and the constant changes of the youth needs in Bulgaria. Members of the working group are young people and youth organizations invited and serving as stakeholders which will allow accountability and relevance to the reality as well more accountability to the NYS implementation.

As direct tool for the implementation of the NYS is the National Programme of youth (2016-2020) which is a financial mechanism that supports youth organizations as well as CSOs working with or for young people. As part of the NPY is the establishment of 31 Youth Information and Consultations Centers in all big cities across the country, which serve as a network of youth workers that provide specific services for young people's development both personal and professional. Thus we managed to develop safe environment that enable the establishment of a youth network of experts and professionals, working for the fulfillment of young people development and well-being.

The second example that we would like to highlight is the established Public Council to the Minister on youth and sports that is consisted only of representatives of youth organizations and CSOs working with or for young people. The aim of the Council is to enable a direct and meaningful participation in the formulation, implementation and monitoring of youth policies and programmes. It is the only mechanism that provides such a direct integrated approach at national level. It was given as a successful example during the 1st Global Forum on Youth Policies held in Baku, Azerbaijan, 2014.

Targetgroup:

Young people aged 15-29

Sectors and actors involved:

Youth organizations and CSOs, young people and institutions.

Major outcomes:

- National Youth Strategy in Place for a period of 10 years;
- National Programme on Youth put in place for the period 2016-2020;
- All state institutions involved in the youth policy implementation;
- 31 Youth Information and Consultations Centers established;
- 1 Public Council to the Minister on youth and sports established.

Lessons learned:

- Using innovative approaches for reaching out young people;
- Better promotion and recognition of youth work;
- Developing of specific mechanism for meaningful youth participation.

Croatia



Title: Support for youth work programmes and projects

In the National Youth Programme (2014 -2017) special attention is given to the active participation of youth in society. Measures in this field are aimed to the development of encouraging settings for the operation and activities of youth organizations and to ensure active engagement of youth in the decision-making process.

Ministry of Social Policy and Youth, according to the National Youth Programme (2014 – 2017), through a public call provides support for the implementation of projects and programs aimed at young people. The intention is to provide an additional incentive for civil society organizations and local and regional self-governments to create the conditions that will contribute to meeting the needs of young people and raising the quality of their lives.

The priorities are in line with the National Youth Programme which is drafted by a range of relevant stakeholders, representatives of various institutions and youth associations. The priorities to be supported are also being discussed in the framework of the Advisory Board on Youth of Government of the Republic of Croatia, which, as a cross-sartorial body, brings together 27 members (representatives of ministries and other public institutions, scientific and educational institutions and youth organizations). In this way, a stimulating framework for action and youth work in local communities is created. The implementation of these projects and programmes allows young people to participate in activities that are focused on constructive leisure activities, active citizenship, development of critical thinking, development of tolerance, social inclusion, strengthening skills and competencies, and activities that can contribute to the prevention of various negative influences. It is recommended to establish relevant partnerships and cooperation with various sectors and in this regard projects involving more partners have priority for funding. In this way, integrated and cross-sectoral approach in youth work is stimulated. The co-operation is usually established with social welfare centres, schools, Croatian Employment Service and other relevant institutions and organizations, depending on the theme and goals of specific projects.

Target group:

Youth.

Sectors and actors involved:

Youth policy, Education, Employment, Entrepreneurship, Social Policy, Civil society organizations, Health, Local and regional self-governments, private sector.

Major outcomes:

Each year youth work projects and programmes are implemented in different areas (for example, training for entrepreneurship and self-employment, social entrepreneurship, active participation in society, work with young people not in education, training and or employed (NEET)). The financial support is also allocated to the projects of youth clubs, local and regional info centres and for the development of local youth programmes.

Participation in this kind of projects, with involvement of different sectors, contributes to the development of positive identity. Through non-formal and informal learning young people acquire different skills and competences, they learn how to identify and express their feelings and needs; develop and increase self-confidence; learn to deal with situations and emotions that cause them discomfort; learn to control their own actions; to communicate effectively and build positive relationships with others; to develop ability to make decisions and solve problems, to build up creativity and critical thinking and to help their peers.

Lessons learned/challenges:

Some of the challenges could be related to the changing needs and circumstances in society, capacities and motivation of local stakeholders to join projects, as well as investments in youth workers according to their needs for continuous training and educations (to be able to respond to new issues, for example violent radicalization).

The project described was a selection of the 2 best practices Croatia sent in.

Cyprus

Title: Programs for the psychosocial development of youth



The Youth board of Cyprus recruits mental health professionals who provide their services in three different but interrelated services. These are "1410 Phone line and web counseling", "Protasis" counseling services and "Mikri Arktos" program for psychosocial development of youth. The three services are under the umbrella of the sector named *Program for Psychosocial Development of youth* which is a sector of the Youth board of Cyprus, and are represented as one body. The programs are supervised by specially trained officer who also acts as a mediator between them and other agencies (Ministries, authorities etc).

The sector provides services in different levels: Phone line 1410 and web counseling provide crisis resolution and "first-aid" counseling regarding urgent questions and problems of any psychosocial matter (relational problems, drug or alcohol use / abuse, violence, self-harm ideation etc). After a brief and anonymous discussion of the caller's concerns, s/he is informed for the choices s/he has for further work on the problem. Most of the callers are referred to the PROTASIS counseling services where they have the opportunity to receive short term, solution focused counseling by professional psychologists. When the concerns / problems involve poor social skills, lack of communication skills, loneliness and isolation, poor self-esteem, lack of opportunities to socialize and interact with peer groups or when the psychologist and the client agree that a group would be of best interest of the client, then they are referred to a group run by "Mikri Arktos". This last service is run by psychologists, social workers or sociologists who are specially trained to conduct experiential groups for life skills training.

In that way, a young person has the opportunity to receive services in different levels: personal – in group, counseling and psycho-education. All the services are free of charge and are provided in a number of different settings all over Cyprus (but mostly in central points in big towns).

The sector is represented in several committees and boards e.g. in Board for the Crime, in the national community for HIV/AIDS etc. The role is the role of advisor for matters concerning the ages of 16-35 and as a partner for the design and implementation of national policies e.g. National Policy for Alcohol and Drugs.

Target group:

Youth.

Sectors and actors involved:

Youth policy, Education, Employment, Entrepreneurship, Civil society organizations, Health, Local and regional self-governments and private sector.

Major outcomes:

- A big number of teens and young people have the chance to receive specially designed services regarding a broad range of concerns and problems
- A number of parents have the opportunity to receive counseling and support in their parental role and in the prevention of juvenile delinquency
- Many families have been supported to promote healthier relations and communication providing a safer and happier growth environment
- Teens and young adults have been helped to make major decisions and find solutions to their concerns
- Teens and young adults have been helped to promote their skills for problem solving and decision making

Lessons learned/ challenges:

- For an extended time period most of the services were provided either within school setting and / or to parents. This seems to prevent a major goal which is to reach teens and young people outside any formal educational or labor setting. Starting 2016, the services will be removed from school settings and will be provided in municipalities, youth clubs etc.
- Providing services to parents, seems to exclude teens and young adults and deprive them the opportunities for self efficacy and commitment to personal responsibilities.
- Challenges include the ability to keep providing high quality services, to reach young people who put themselves out of social norms, to be able as a sector to preserve flexibility and high standards for services.
- To be able to track needs and concerns of teens and youth on time, in order to be prepared to provide suitable services.

Czech Republic



Title: Cross-sectoral cooperation

In order to examine possibilities of a close cooperation between youth work and social work the Ministry of Education, Youth and Sports of the Czech Republic created a cross-sectoral Expert Group reflecting interconnection between youth work and social work in May 2015. The Expert Group consists of representatives of different youth work and social work networks, policy makers from the Ministry of Education, Youth and Sports and the Ministry of Employment and Social Affairs, youth work and social work practitioners etc., and aims to facilitate social inclusion of young people who are difficult to be reached out through youth work.

In the national context, youth work is covered by the Ministry of Education, Youth and Sports while social work is covered by the Ministry of Employment and Social Affairs. Since 2015, Youth Department of the Ministry of Education, Youth and Sports has experienced a new situation when youth workers deal more and more with young people's needs for being provided with social services during youth work while social workers deal with a challenge to provide non-formal education to their clients. Moreover, youth work urgently needs social workers' experience for reaching out unreachable young people.

The expert group has defined the profile of target groups of young people who are to be provided by and receive youth work and social work as well as facilities which provide youth work and social work. Currently it is mapping legislation, statistics, training opportunities and resources of financial support concerning both youth work and social work. The next step will be to identify fields where youth work and social work can benefit from each other, as well as to identify obstacles making such a close cooperation impossible. Finally, the expert group will recommend a cooperation of both sectors in a concrete way and will collect existing examples of good practices regarding common activities of youth work and social work.

Denmark



Title: "Together on the Move".

The policy, adopted by the Municipal Board in Odense in 2012, has a strong focus on how to provide young people with skills and human resources needed for a life as a young and later grown-up person with regard to education and jobs. Young people's health and well-being, active participation and learning and strong network relations are the key factors in the process of supporting and strengthening their development as active citizens in a knowledge society.

There are many important actors in creating strong local society networks: Young people themselves, parents, family, and an active local environment, where schools and institutions work hand in hand with voluntary organisations, youth workers and private companies with the purpose of qualifying the municipality's work with and for children and young people.

The policy has formed the platform for creating "Children and Youth Environments": Locally organized offers for children and young people, linking activities together on a cross-sectorial basis, independent of organizational boundaries. Based on a holistic approach, schools and day care institutions work together on creating learning environments for children and young people, motivating and challenging them within the espec. the lower secondary school system, in their leisure time and through voluntary activities to embark on a upper secondary education.

The activities draw on the expertise and experience of children and young people themselves, parents, youth workers, voluntary youth organisations, industry and educational institutions within the local community. In addition to this, special activities are put in place aiming at children and young people with fewer opportunities in risk of an unhealthy lifestyle with too little physical activities and too much unhealthy food.

Targetgroup:

Children and young people of the municipality of Odense (total number of inhabitants appr. 200.000)

Sectors and actors involved:

Young people, parents, youth/social workers, teachers, pedagogues at the municipal level.

Major outcomes:

- Denmark has no national approved youth policy or youth law. The main responsibilities are local and fall within the 98 municipalities. Thus, the Youth Policy of the Municipality of Odense has formed the basis for a number of local initiatives, being inclusive and cross-sectorial, aiming at improving the situation for children and young people within the municipality. The policy will be evaluated according to the guidelines of the Danish Ministry for Social Affairs and the Interior and the municipalities' organisation Local Government Denmark.

Lessons learned:

- The importance for politicians as well as "end users" to have a politically approved basis for activities, cooperation and funding within the youth sector on a local level;
- All actors have to be involved on a cross-sectorial basis both horizontally and vertically;
- Key words are: Cooperation – prevention – sustainable networks.

Estonia



Title: Youth work camp

The Estonian Youth Field Development Plan for 2014-2020 outlines the strategic goals in the field of youth. Among other things, the Youth Field Development Plan emphasizes the importance of lowering young people's risk of becoming marginalized. Different measures and activities have been planned to achieve this goal, among them youth work camps.

The role of the youth sector is to increase young people's preparedness to enter the labour market by providing young people with the necessary skills, knowledge and support for them to successfully enter the workforce.

Targetgroup:

Young people between 7-26 years of age.

Sectors and actors involved:

Estonian Youth Work Centre, local municipalities and civil society organizations, employers, public employment services.

Major outcomes (Youth work camps):

- Prepare young people for the labour market;
- Allow young people to get practical work experience;
- Introduce young people to different lines of work;
- Give young people an opportunity to receive training on labour market legislation;
- Offer young people career counseling;
- Provide meaningful activities for young people during their free time.

Lessons learned:

- In 2015, 42 local municipalities and civil society organizations provided work placements for youth and 4532 young people participated in the work camps. This shows that many municipalities and civil society organizations want to provide the youth with the opportunity to learn about the labour market. Also, many young people want to participate in the work camps;
- A study conducted in 2015 showed that young people are very satisfied with the activity (95% of young people participating in youth work camps are satisfied with the activity).

Challenges:

- Making sure youth work camps are accessible to all young people;
- Finding employers that are willing to provide work for the young people;
- Providing youth work camp organizers with the necessary knowledge and skills to organize the activity.

Finland

Title: One-stop-guidance centre for young people ("Ohjaamo")



In 2015, the youth guarantee was strengthened by launching one-stop guidance centre activity. The core function of the one-stop-guidance centre includes personal advice and guidance, support in life management, career planning, social skills and capacity building as well as education and employment support to young people. The professionals working at one-stop-guidance centres examine the situation and service needs of each young person individually. The one-stop-guidance center functions as an aid for young people until a longer term solution to their situation is found. As well as official bodies, educational institutions and workshops, the wide collaborative network includes third sector organisations, voluntary organisations and other bodies that work with young people. The one-stop-guidance centre also functions as a link to the business community through local companies and trade associations and promotes meetings between employers and young people. The young people themselves are actively involved with the activities and can implement various peer-based group activities for example. There is an intention to continue the centres on a permanent basis after the pilot stage ends in 2018. At the beginning of 2016, there were one-stop-guidance centres in more than 30 localities, where around 60% of 16-30 year-olds live. Digital guidance services will be developed for all young people.

Target group:

Young people under 30.

Sectors and actors involved:

The one-stop-guidance centres are run as a collaborative effort of public, private and third sectors (social and health, education, employment sectors, third sector organisations, voluntary organisations, business community, young people).

Major outcomes:

- One-stop-guidance centres are expanding to the whole country
- multiprofessional cooperation is benefiting all young people
- different forms of peer-learning have been established
- young people are actively participating in the development of the activities

Lessons learned/challenges:

- the collection and dissemination of the results needs further efforts
- the on-going reform of the regional administration may cause challenges in the future

France

Title: Experimental programme to access extracurricular activities and initiatives to early access to culture (6 projects funded, 2015 – 2017)



This new experimental programme aims at fostering the access to arts and culture for every young person, in a given context of redesigning education and cultural policies and stakeholders. It has been reported that inequalities and social stratifications in the areas of leisure and cultural activities persist.

It runs in the context of the reform of school hours, whereby better coordination is sought between school time and extracurricular time. In this case, a link is ensured between school time and the art practice in extracurricular time thanks to art and culture NGOs. The art and culture education has thus a role to play in the development of children and adolescents' identities.

The six projects of this experimental programme intend to contributing to the development of the young people by constructing their identity, teaching a particular discipline by art practice, developing confidence and self-esteem, writing one's history and developing one's imagination. The projects include in their experimental process three complementary approaches: do, see and think/talk. According to this approach, it is about encouraging young people to themselves produce their own art pieces, to awaken curiosity and discovery of art and cultural heritage while developing a critical eye and a personal culture on the artistic works.

If these experimentations do not specifically intend to build juvenile identities directly, they contribute indirectly to shape them through the skills they aspire to develop and enhance. These projects are part of an integrated approach, involving various stakeholders (including NGOs for the transmission of art and culture education; the formal education sector, as the activities are mainly provided at school for classes; teachers; local authorities; peers, and as far as possible youngsters' families).

The role of the youth policy is here illustrated in part by the momentum generated through the experimentation fund for Youth (FEJ) which intends to fund experimental programmes to promote academic success of students, contribute to equal opportunities and to improve sustainable social and professional integration of young people under twenty-five, through annual calls for projects, as these projects have been awarded.

Target groups:

Pupils, secondary schools and high school students, families, young adults;
74 200 young beneficiaries in total.

Sectors and actors involved:

Youth, Formal Education, NGOs, parents.

Major outcomes:

- Develop aptitudes enabling academic success and socialisation of students;
- for actions aimed at parents: to show the ability to build bridges between art practice provided at school and after school and the one practiced during children's family time;
- engage and attract a public not used to instruments and art practices;
- promote mixed publics (get different schools and neighbourhoods together).

Lessons learned/challenges:

- Do not limitate the project or approach to 'insiders-only' logic, as it would favour mainstream culture at the risk of ignoring the social impetus of instruments practice and musical learning;
- assess to what extent the terms and strategies used by the experimenters will enable the sustainability and capitalisation of tested activities ;
- the ability of projects to re-examine or renew the approach to arts and cultural education for young people and to consider the representations and practices of young beneficiaries.

Germany

Title: Youth Employment Agencies (Jugendberufsagenturen)



Germany is a federal state. The federal government as well as the Länder and the municipalities offer benefits and services to young people. Different social benefit providers (job centres, employment agencies, youth welfare offices) are responsible for support services for young people during the school-to-work transition phase. The benefits and services are provided on the basis of German Social Code Book II (basic provision for job seekers), Book III (employment promotion) and Book VIII (youth welfare).

In accordance with the coalition agreement of the current German governing coalition, youth employment agencies that pool the services and benefits offered to young people under the age of 25 under Social Code Books II, III and VIII are to be established nationwide. As part of a political process, the Federal Government is canvassing support for the nationwide establishment of forms of cooperation such as youth employment agencies. In order to reach this goal, the Federal Government is pursuing a bottom-up approach, which means that the name of the local cooperation projects can differ and that instead the focus is on making sure that the competent providers coordinate their benefits and support services at the interfaces on a solid basis in a way that benefits young people. This bottom-up approach also has the advantage of not jeopardising the many existing best practices and of promoting real-world forms of cooperation.

Target group:

Young people under the age of 25. Many cooperation projects focus on young people in need of support. Especially in cities like Berlin, Bremen and Hamburg the target group is larger.

Sectors and actors involved :

Federal Government, states (*Bundesländer*), municipalities, Federal Employment Agency, job centres, providers of youth welfare services, schools.

Major outcomes:

- As of 31 July 2015, 218 cooperation projects were in place across Germany. Since September 2014, 42 new cooperation projects were established.
- Many other providers are planning to join cooperation projects in the short or medium-run.
- Development of a template describing "criteria for successful youth employment agencies".

Lessons learned/challenges:

- Last but not least scaling-up these cooperations shall also make it possible to better keep track of the "NEETs", paving the way to supporting them with tailored offers of support.

Greece



Title: "National Network of Society Centers"

An innovative initiative of the Labour Ministry, in cooperation with the General Secretariat for Lifelong Learning and Youth for a more qualitative and integrated service to citizens and, in particular, to young people"

The establishment of the National Network of Society Centers exceeds the strict responsibilities and collaborations of each particular Governmental Body or Local Authority and involves a great number of public and private institutions and the civil society.

Every citizen – more or less advantaged – has the possibility to receive information, but also to be registered in the Center of her/his own local community, in order that she/he may receive direct useful information on a variety of topics and opportunities available.

Each Center will have 3 registrars: One for beneficiaries, one for Social Services' Institutions and one for programmes to which participation is available (i.e. national programmes in the fields of education, non-formal learning etc).

This innovative project brings to practice the top priority national youth policy for combatting unemployment and social exclusion among youth, who have been at the utmost degree affected by today's economic and financial crisis.

The Network creates 1.400 new work placements for young people, giving priority to unemployed youth and those at risk for exclusion, while the General Secretariat for Lifelong Learning and Youth is responsible for the training of those who work in the Centers.

Young people will have the opportunity to receive any services needed through a one stop shop and to be informed on opportunities and programmes offered by the General Secretariat for Lifelong Learning and Youth.

Special attention and training will be given to those who work in the Centers, in order that they can give accurate and updated information on opportunities at European level, in particular, through the Erasmus+ Programme and Erasmus+/Youth.

The Centers also serve as means for better publicity of programmes, dissemination of information and positive results.

This is a network which offers all necessary social security services, lifelong learning, while it also gives the possibility for validation of skills acquired or needs arising.

Most important, the Network services will lead to easing employment and employability of young people and those who are more disadvantaged.

In conclusion, this is an innovative initiative that creates a vertical structure within society per se, offering opportunities for education, training, skills and most of all support to young people who benefit from services of the network that lead to their inclusion in the labour market and the society as active and creative citizens.

Target group:

Over five million people at national level, more than one million youth.

Sectors and actors involved:

- Inter-Ministerial Sector
- 250 Local Authorities around the country
- General Secretariat for Lifelong learning and Youth
- Network of Social Structures to Combat Poverty
- NGOs and the Youth Sector
- Civil society
- Young people

Major outcomes:

- The non-discriminative and openness of the network brings positive results to large numbers of young people and citizens in general.
- Opportunities for interconnecting young people with the market world at their own local, but also national level.
- All necessary social security services, training and lifelong learning, as well as the possibility for validation of skills acquired or for evaluation of needs arising.
- Combat youth unemployment
- Increase youth employability and social inclusion
- Offer support with practical positive results for young people who face the risk of exclusion from society at all levels.

- Most important, the Network services lead to easing employment and employability of young people and those who are more disadvantaged.
- The creation of the network of Society Centers offers to citizens a more coordinated

Lessons learned/challenges:

The abridgment of structures and social services and their integration into an one stop shop within each local community, where young people have the opportunity to easily receive accurate and efficient information, to take part in programmes and trainings and to get connected with institutions and the labour market, brings positive results, as the Network of Society Centers is not just an information network, but a network that meets the needs of young people and the rest of the citizens in each local community.

The real challenges sum up to the following:

- That each center is embraced by the local community citizens and receive the widest possible acceptance.
- That the Centers be in a position to present concrete measurable results from services rendered, thus offering means for evaluating of services, programmes and policies implemented per se.
- That the whole network of Centers becomes real property of young people and their own meeting place, not only for services but for dialogue and exchange of ideas for the benefit of local communities.

Hungary



Title: "Tanoda"- type ("Study Hall") programs

The "Tanoda"-type ("Study Hall") programs are extracurricular learning programs that include personalized activities tailored to the needs of disadvantaged – especially Roma – students, in order to enhance their success at school. The aim of the project is complex personality development of socially disadvantaged students that also supports their school success. Its crucial element is community building. Tanoda is an open community space with a strong focus on conscious pedagogical development. It provides programs, tutoring, mentoring and other services for students with social disadvantages who are less likely to access these types of services without the Study Hall. Study Halls are operated by NGOs and churches, who closely cooperate with the parents, schools, child protection and child welfare authorities, minority self-governments, higher education institutions as well as any partner that can further the students' development and career or increase their social capital.

During the last two years, the number of Study Halls has tripled. Now there are 178 of them which assist about 6000 disadvantaged students in order to help their progress at school, to prevent drop-outs, and to reinforce their path towards the continuation of their studies.

As the Study Hall program is related to different sectors and a wide age group of students (from the age of six to at least 18) is involved, the program is included in different policy strategies and their action plans of Hungary (Hungarian National Strategy for Social Inclusion, Strategy for the Prevention of Early School Leaving, Youth Strategy).

Targetgroup:

Socially disadvantaged students

Sectors involved:

Social Inclusion, Education, NGO-s, Child Protection and Child Welfare Authorities

Major Outcomes:

The improvement of social competences, basic skills (especially reading) and school attendance. Students are more likely to continue their studies in secondary and tertiary education

Challenges:

Study Halls are very flexible and open organizations ready to adapt to students' needs. It is important to harness their experience and knowledge in public education.

It is an important objective to establish the financial sustainability of the program that is financed from EU funds right now.

Comprehensive health promotion at schools

The Act on Healthcare adopted in 2011 set the background for the initiative and the EMMI decree defined the aim that all children should be a part of the health promoting activities, which effectively improve physical and mental health and their well-being. The key action points of the initiative include healthy diet, daily physical education, physical activity, physical and mental health development, prevention of behavioural dependencies and consumption of products causing dependency, prevention of school violence, and personal hygiene. The school in cooperation with the school health service have to develop and implement the local health promotion programme. Adoption of relevant legislation was the first step towards the goals in the field of the comprehensive health promotion. In order to support implementation of these goals EU funded projects were launched.

Projects¹ between 2014-2015 took place in 288 schools, with the participation of 30.119 students. Complex institutional physical activity and related health development programmes for primary

¹ Implementation of Social Renewal Operational Program complex institutional physical exercise programs and related health development projects in primary schools,

school children were carried out, emphasising group activities and community performance. The programmes helped the development of individual and social competences and to build community, based on active participation of students.

Targetgroup:

Students

Sectors involved:

Department of Health, the Department of Sport and the Department of Education

Major Outcomes:

The projects aimed at developing health awareness in childhood, organize health development programs in schools, develop knowledge and change attitudes regarding a healthy lifestyle, increase physical activity of students and change the attitude of parents.

Challenges:

The hardest challenge was to reach the high political commitment outside the health sector. After the appropriate legislation in the educational sector teachers are overloaded, and this makes the implementation harder.

The two projects described here were a selection of the 22 best practices Hungary sent in.

multifunctional institutions; as well as execution of leisure community physical exercise programs and related health development projects by involving outside supporters of school (2014-2015).

Ireland



Title: Development and Implementation of the National Youth Strategy

A National Youth Strategy Task Group, convened by the Department of Children and Youth Affairs, provided oversight to development of the new Strategy. This Task Group, which has recently completed its work, comprised representatives of eight Government Departments, statutory agencies, youth interests and voluntary agencies and organisations working with young people and was chaired by the Director of the National Youth Council of Ireland. An Advisory Group, established by the National Youth Council of Ireland and comprising some 18 national voluntary youth organisations also informed its development.

In addition, a comprehensive consultation process has been carried out with young people and other stakeholders from mid-December 2014 to mid-February 2015 involving over 3,500 people, of which almost 2,000 were young people under age 25. This process included online surveys of young people and those working with young people and three national consultation events. These events involved young people, the youth sector, NGOs working for and with young people, Education and Training Boards, Government departments, agencies, business and academia and other youth interests. Findings from this consultation heavily informed the Strategy.

Targetgroup:

Young People aged 10-24

Sectors and actors involved:

Multiple Government Departments, statutory agencies, organisations working with young people, over 2000 young people consulted

Major outcomes:

- The National Youth Strategy 2015 to 2020 sets out Government's aim and objectives for young people, aged 10 to 24 years, so that they may be active and healthy, achieving their full potential in learning and development, safe and protected from harm, have economic security and opportunity and be connected and contributing to their world which are the five national outcomes previously identified as being most important.
- The Strategy sets out the contribution of current and emerging policies and services to the national outcomes for young people aged 10 to 24 years. It details priority actions to be advanced over 2015 to 2017 drawing on existing commitments and to be delivered within existing resources.
- Implementation supports include the Children and Young People's Policy Consortium which includes high level representation from Government Departments along with experts and representatives from a range of sectors. The Sponsors Group comprises the lead departments in relation to the five national outcomes, the Advisory Council harnesses expertise from the community/voluntary sectors, The EU Structured Dialogue Working Group will provide a national participation and consultation process for young people to feed into European Youth Policy.

Lessons learned:

- There was significant shared learning between the statutory agencies and the voluntary organisations in terms of the respective challenges each group faces, the policy makers in devising effective policy and the youth workers in terms of implementing such policy. The learning will help both groups in their future roles and has strengthened working relationships.
- The consultations were also a particularly valuable source of learning which reflected what almost 2,000 young people consider priorities and those working in the youth sector. The outcomes of the consultations clearly displayed the knowledge in the youth sector with those

working in the youth sector ranking the most important issues for young people in a very similar fashion to young people, with both groups stating good mental health was the highest priority followed by achieving a good education. Both groups went on to identify employment, access to services and being included in a community as priorities for young people.

Italy



Title: Bollenti Spiriti – Youth Policy Program of Puglia Region

Bollenti Spiriti (Hot Spirits) program was born in 2005 driving around an idea: focus on energy, creativity and talent of young people from Puglia as a resource for social rebirth, economic and cultural life of the region.

In the period 2006 - 2015 "Bollenti Spiriti" has implemented a series of initiatives to promote the participation of young people in Puglia all areas of attiva life: from restructuring of properties in disuse to turn into social spaces for young people ("Laboratori Urbani"), the financing of the ideas proposed by informal groups of young people from Puglia ("Principi Attivi"), to "non-conference" for the meeting and commissioning a network of youth organizations ("Bollenti Spiriti Camp"), the regional initiative for social reuse of assets confiscated from the mafia ("Libera il Bene") and many other things.

From derelict public buildings to Youth Centres: the aim of "Laboratori Urbani" is redevelop disused public buildings to turn them into social spaces for young people: through a public competition (March 2006) for the common Puglia, the Apulia Region has funded the recovery, new functions and the management of former slaughterhouses, ancient monasteries, abandoned industrial warehouses, disused schools and other buildings in public ownership.

In September 2013, the Apulia Region presented the strategy document "Laboratori Urbani-Mettic Le Mani" (Public building for young -Put your hands) with a review of best management practices of spaces for young people and a call for youth organizations. The documents, along with a photo gallery from Laboratori Urbani throughout the region, are available to www.metticilemani.it

Targetgroup:

Young residents in the Puglia Region, they are 18-35 old.

Sectors and actors involved:

Training, education, work, culture, start up.

Major outcomes:

- The call "Laboratori Urbani":148 public buildings are restored through the call Laboratori Urbani, distributed throughout the territory of Puglia, now *109 youth centres are fully active*;
- The three editions of the call "Principi Attivi" (2008, 10:12) involving a total of 16.000 young Apulian between 18 and 32 years, which have submitted over 6.000 applications, with a total of 780 completed projects;
- The same strategy of intervention, based on the development of relationships and community building as tools for development of human capital, brought the Puglia Region to experience since 2007 - the first institution in Italy - the open methods of un-conference BarCamp or for organize meetings and public events dedicated to creativity and youth activation;
- Web site, Bar Camp, Community, www.bollentispiriti.it with an average of 4.000 pages read a day, more than 10.000 subscribers to the virtual community, as well 8.000 interventions user posted generated on the collective blog, thousands of videos and photo galleries published by the community and 40.000 subscribers to the Facebook page, the website "BollentiSpiriti" is, today, one of the best known and participated in Italian experiences of Web 2.0 use by an institution;
- To date we have been organized seven editions of the Bollenti Spiriti Camp: 2007, 2009, 2012, 2013, 2015.

Lessons learned:

- The young people are an opportunity (not a problem);
- The young people are "new citizen" (and new people are important for innovation);
- Youth Centres are fully functional when young people are considered as co--creators and not as a "target".



Title: Non-formal Educational Programmes in Prisons for Youth „Breaking the Waves“

- 1) Youth sector was a very important actor in the project since all methodology of it was based on approached used in youth work. The programs in prison were implemented in close cooperation between youth trainers and prison staff. During the second stage of the project youth NGOs were involved. They implemented similar activities and had opportunity to meet each other. It was very beneficial for Prison Administration to get new approaches in working with their target group.
- 2) One of areas of national youth policy is social inclusion. There is a need to work with target groups that are usually not tackled. So project was in-line with national strategy. Furthermore after successful implementation of first part of the project additional financing was provided by State based on need of youth policy.

Pilot project consists of 6 stages:

1. First edition of the project: 2012-2013. Financed by European Commission programme “Youth in action”.

2. Second addition: 2014 financed by Republic of Latvia

Stage	Description
1st stage	<p>Four days long training:</p> <p>1st edition: for 25 professionals from 10 prisons and Latvian Prison Administration.</p> <p>2nd edition: for 20 participants: 12 from prisons and State Probation Service, 8 from Youth NGO and local municipalities.</p> <p>Aim: to create space for dialogue (reflection), where participants as well as trainers, coordinator from National Agency of Latvia, find motivation – encouragement and support for implementation of non-formal education processes for young people in prisons.</p>
2nd stage	<p>Three days long workshop for four teams of three professionals representing four prisons:</p> <p>1st edition: Ilguciems, Skirotava, Valmiera, Liepaja.</p> <p>2nd edition: Daugavpils, Jēkabpils, Riga and Jelgava.</p> <p>Aim: to create 10 days long non-formal learning programme for youth in prison, based on needs of target group in each prison</p> <p>Before workshop professionals have already identified target group - 12 young people from each prison and have found their interests, needs etc.</p> <p>During three days workshop topics as group processes and dynamics, cooperation, facilitation, mentoring etc. are covered.</p> <p>Two representatives from Latvian Prison Administration are also part of the group.</p>
3rd stage	<p>Mentoring and coaching – for about a month long period of time.</p> <p>Aim: to complete 10 days training programme (different for each prison) with support and supervision of NA trainers</p> <p>Each trainer takes role of support person for one of the teams from prisons.</p> <p>A team (in each of four prisons) works to plan and complete the programme and all activities involved.</p>
4th stage	<p>Ten weeks long training programmes (one training day per week) in each of four prisons.</p> <p>Aim: to implement Training programmes in each of prison, based on</p>

	<p>profile and needs of young people in prisons. Each training programme is created as an example (first step) for long-term non-formal education programmes and processes in prisons.</p>
5th stage	<p>Midterm and final evaluation of training programmes; Aim: to evaluate the experience of implementation phase as well as outcomes of the Training process and find ways to pass this experience forward. Within measurement process such indicators as initiative, values, creativity, competences and others will be taken into account. Also aspect of self-evaluation and <i>Youthpass (as learning concept)</i>. At 2nd edition added extra activity in prison. To implement 20 local initiative projects with youth in/out of prison for creation of co-operation between target group, NGO and local authorities.</p>
6th stage	<p>Experience of all stages of this pilot project is presented. Aim: to promote the outcomes of the Project and provide sustainability of non-formal education processes in prisons in Latvia</p>

Target group:

Young inmates,

Sectors and actors involved:

Ministry of Education and Science, Agency for International Programs for Youth, Latvian Prison Administration, State Probation Service, prisons, NGO, local communities.

Major outcomes:

- Prison staff members trained to use methods of non formal learning.
- Young inmates have developed set of competences that will contribute to their re-socialization.
- Social inclusion was fostered by linking young inmates and youth NGOs.
- Sustainable cooperation created between Agency for International Programs for Youth and Prison Administration.

Lessons learned/challenges:

- It is important to build cooperation with all the actors when developing idea of the project to insure strong involvement throw-out the project.
- When working with target group like young inmates it is important to have flexible project framework in order to adapt to changes.
- Methods of non formal learning work very well in closed institutions since they are based on current interest of young people and do not request to share personal information.
- More focus should be put on planning sustainability of the project.

Lithuania



Title: Integrated youth policy in Lithuania

Project "Integrated youth policy" was implemented 2010-2015. During the implementation of this project the various activities, which have been carrying out till now, have started: to ensure a systematic analysis of the situation of youth, create the quality mechanisms for the assessment of youth policy, enable youth organizations to become the partner for Public sector, enhance the best principles for cooperation, try out various forms of work with young people and start the certification system for youth workers.

The results of the analyses and researches were applied for the preparations of the documents of the Municipalities, National programs and measures. The youth organizations were given the tools to become more competent, enabled to communicate with National and Municipality institutions. The Municipal Council for Youth Affairs have become more involved in forming youth policy and coordinating its implementation.

What tools were used:

- Discussion in 10 Lithuanian regions (around 240 politicians, employees of municipality administration, representatives of youth organizations, coordinators for youth affairs took part in the discussions);
- The research of youth issues and the assessment of youth policy in the municipalities (53 municipalities);
- The validation of youth worker helped to ensure the qualitative development of youth work (329 persons, who works with people, were estimated; 182 persons were certificated);
- The creation of open youth spaces and open youth centers helps to promote other forms of youth work (22 events for the sharing the experience);
- Various seminars, activities and events (41 Municipal Council for Youth Affairs took part in seminar how to enhance young people to become more active in the decision making; 6740 during various forms were active in talking about question, which are important for youth);
- Youth organizations have valued their quality (18 Youth organizations in Lithuania).

Target group:

Civil servants and employees of Budgetary institutions and Municipality administration, who work with Youth Policy

- Members of the Regional Youth Council
- Members of the Municipal Council for Youth Affairs
- Members of Youth organizations

Sectors and actors involved:

- Civil servants and employees of Budgetary institutions and Municipality administration, who work with Youth Policy

- Members of the Regional Youth Council
- Members of the Municipal Council for Youth Affairs
- Members of Youth organizations

Major outcomes:

- Strong and purposeful cooperation between youth policy makers, implementers and youth (drawing up the plans has strengthened confidence in each other, expanded cooperation boundaries, created opportunities for innovative solutions);
- New areas of activities, objectives, activity sharing, planning, evaluation of results and closer cooperation for the sake of young people;
- Plans have accelerated the processes of local youth policy: new open youth centers and spaces, employed youth workers, new youth organizations, new round tables of youth organizations and Youth councils.

Lessons learned/challenges

- Identification of the unified vision of joint work for different sectors;
- The main issue was cooperation (how to ensure cooperation, how it should be coordinated);
- Find ways how to overcome the limits of work.

Luxemburg



Title: Youth Work and Local housing opportunities development for young people

In cooperation with the Ministry for Housing, the Youth Ministry supports local youth work organisations in renting apartments that local youth work will make available for young people in difficult transition situations. These opportunities will be available for young people for a limited period of time, allowing them to create good conditions for transition into adulthood. Aim is to provide more housing opportunities for young people in transition to adult life, to support youth work in reaching out to young people with transition problems on the housing market and to provide emergency solutions for young people in situation of homelessness

National youth Policy raises awareness among youth work providers for possible new roles of youth work in supporting young people's transitions.

National youth policy raises awareness among local authorities supporting youth work for this new role of youth work.

National Youth Policy raises awareness with Housing Ministry to include young people as a priority in their policy programmes. Local Youth Work Providers offer opportunities for young people to rent apartments from them. They support young people who are often in their first "living alone situation" and connect with other local social work providers in order to build networks of support for this group of marginalised young people.

Targetgroup:

Young people 18- 30

Sectors involved:

Youth Ministry, Housing Ministry, Local Youth Work, Local Authorities, Social work organisations

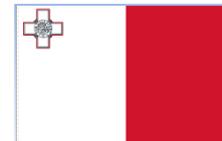
Major outcomes:

- Housing opportunities for young people (program still in early phases so that it is difficult to quantify the output)
- New role for local youth work in supporting transitions of young people to adult life.
- Awareness among housing policymakers for the importance of supporting young people in their transition to adult life

Lessons learned and challenges:

Local youth work providers must be supported when they are faced with expectations to expand their role and partner organizations, nationally or locally, must be supported in understanding what local youth work does, what it can do, and what it is not able to provide

Malta



Title: Collaborative initiatives and activities in the field of creative arts

As part of Malta's national youth policy, *Towards 2020*, which will focus on all 13 to 30 year olds, and will be implemented over the period 2015-2020, Aġenzija Żgħażaġh (National Youth Agency) and Fondazzjoni Kreattività'. (Foundation for Creativity in the Arts) have developed collaborative initiatives and activities in the field of creative arts.

Arts and Culture is one of the 10 Action Plans in the national youth policy and focuses on developing and implementing initiatives with a view to enhancing young people's artistic gifts and promoting cultural and artistic awareness and participation in and attendance at cultural and artistic pursuits and events to promote positive identity development. The national youth policy also promotes the active engagement of both the voluntary and private sectors.

To-date a wide variety of initiatives and activities have been jointly undertaken in such fields as visual arts, theatre, photography, multi-media and social media.

This collaborative approach is based on the belief that young people's experience of and participation in the arts is an important aspect of civic as well as cultural life. For young people, in particular, it can open up a new way of looking at the world and give substance and meaning to their own experiences. It provides a safe and inclusive environment in which young people can experience imagined representations of real life problems and situations and enables them to better cope emotionally and intellectually with such problems and situations.

The aims of the initiative is not only to support and promote the work and endeavour of individual young people, but also to create a communal space where contemporary life, in all its diversity, can be explored and reflected upon.

In the context of the national youth policy, cultural and artistic activities and pursuits are an important means of strengthening a young person's personal identity and sense of self, giving them opportunities to express themselves actively and creatively and building self-esteem and self-confidence.

Target group:

All young people between the ages of 13 and 30.

Sectors and actors involved:

Government Ministries (Education and Employment; Justice, Culture and Local Government), culture sector (Fondazzjoni Kreattività' - Foundation for Creativity in the Arts), youth sector (Aġenzija Żgħażaġh - National Youth Agency), voluntary and private sectors.

Major outcomes:

- The *Contemporary Arts Project (Divergent Thinkers)* provides a platform for considering and exploring contemporary artistic practices by young Maltese artists. Empowerment, as a process of supporting young people to explore and build their own identities, as well as giving expression to these identities, is also central to the aims of the project. Four annual exhibitions of *Divergent Thinkers* have taken place to date.
- *ŻiguŻajg International Arts Festival for Children and Young People* is an annual event that promotes the creative arts with young people through an inclusive and accessible artistic programme while simultaneously developing a national repertoire of works for children and young people.
- *Youth Theatre*. Projects have been developed through a series of focus groups, readings and rewrites with teenagers. The themes are directly linked to issues that confront young people in their everyday life, and present everyday situations to which they can directly relate. Projects are presented in schools and local communities.

Lessons learned:

- Initiatives in the creative arts and culture are demanding in terms of time, financing and human resources. Networking and coordination across different sectors - governmental, national agency, voluntary, private - is also demanding given the cultures and priorities of the different sectors.
- However, such initiatives have distinct advantages that promote and facilitate the active engagement and participation of young people, particularly those from a socially disadvantaged background. Creative arts, unlike action in other fields such as education, training and employment do not place external pressure or demands on young people but rather provide for imaginative responses and resolutions to real life situations. They can help "externalise" , through the creative process and in a constructive and expressive manner, many of the internal pressures, doubts and fears that confront many young people and promote both self-knowledge and self-confidence.
- The communal aspects of the creative arts are also an important feature of such initiatives. Young people participating in such initiatives need the active support of parents, family, friends and teachers as well as the partners in the support network - government ministries, national agencies, and the voluntary and private sector. An important aspect of these initiatives in Malta is the exhibitions and theatrical events for family, friends and communities which result from the active participation and creative imagination of young people.



The Netherlands

Title: Amsterdam case approach to radicalisation based on the top 600 approach of the most criminal individuals



The Top600 approach is an integrated approach involving more than 30 organisations. The aim of this approach is to deal with radical(izing) individuals on an integral level.

When offences are committed, the criminal justice chain, city council, care and semi-governmental organisations collaborate in order to assess and handle the police, criminal, social, financial and work-related information concerning the 600 individuals. The Top600 is a person-oriented approach. First a basic file of the individuals on the Top600 list is established by the Information Collection Group. All relevant organisations are represented in this group. They can exchange information based on a privacy covenant. The file supplies information on criminal records, previous interventions, care provided to the individual and family, school, work, income and accommodation. All relevant information is consequently brought together so that parties involved can proceed to react swiftly if anyone on the list commits an offence.

In the last few years this approach has proven to be successful. In light of this success the Amsterdam approach to radicalization has adopted the Top 600 method in dealing with cases of radicalisation.

In this approach what measures and interventions are to be implemented are determined per case. It will remain possible to escort individuals to work or school where it appears that this will help bring about a solution. Strict conditions apply to care interventions, however, and these will where possible be applied on a quid pro quo basis.

For successfully dealing with cases the city of Amsterdam developed:

- Control model for dealing with cases (one professional is responsible for successfully caring out all the interventions).
- Monitoring system
- Integral method of working (19 organisations deliver 19 directors)
- Actualized assessment framework
- Instrument case (total collection of interventions available to the case director)
- Training program for case directors (Coaching on the job, inter vision sessions)

Targetgroup:

The triad of command set priorities for dealing with cases of radicalisation. individuals who represent the greatest threat will be assigned the greatest priority.

- These are, firstly, the (potential) terrorists, the returnees with combat experience and war trauma, the so-called lone wolves.
- Secondly, they are individuals involved in recruiting for the jihadist movement and/or for participation in the armed conflict in certain areas. A third risk group is formed by foiled departees.
- The fourth group consists of individuals and groups who are radicalising or already hold radical beliefs and commit offences (inciting violence, inciting hate, threats, discrimination, intimidation, insults) or behave in anti-integrative ways.
- The fifth group are the family members, including siblings, and other people in the social environment of people who have departed to the known conflict areas.

Sectors involved:

19 organizations that work on the crossroad of care, youth, repression and prevention. These organizations deliver 26 directors who are responsible for cases of radicalisation under the responsibility and management of the City of Amsterdam.

Major outcomes

By working with the control model for cases the city of Amsterdam has placed all known cases of radical(izing) individuals in care of the partners who now have a shared responsibility for reducing

the threat of public peace and order disturbance. This model of working allows for transcending organizational responsibility.

Challenges and lessons learned:

Embedment in care structures

Radicalisation often does not occur independently. Families or individuals, as the case may be, generally display multiple problems. During the assessment of an individual or family, the focus often initially is on the care component. This is why it is crucial to train professionals to recognize radicalisation in order to ensure a better connection between the 'care chain' and the 'radicalisation chain'.

Training and awareness

In dealing with cases of radicalization we have found that it is very important to properly train and coach the case directors for with radicalization there is the chance of people showing two faces. On the one hand they say they are willing to cooperate but on the other hand they are still active on social media or in radical networks. Other than with criminal offenders having radical ideas is not a criminal offence. With a criminal offender it is easier to detect the reluctance to cooperate for he/she will break the law. With cases of radicalization it is less easy to detect because we cannot look in to somebody's mind.

Effect of case studies

Despite great efforts in the field of case studies, the success rate of this approach is relatively low. Case studies can, however, have a significant impact on officials and professionals that are involved. It is important to accurately define the role of officials and professionals and to ensure regular administrative decision-making with regard to the taking or not taking of measures in response to a certain case study.

Management of expectations

The paradox is that the more the government does in complex cases, whether those cases concern radicalisation or not, the greater the chance of an error (of judgment) being made at some point.

Poland



Title: Assistance for young people by the Voluntary Labour Corps Units (VLC) – public entity specialised in local networking.

Voluntary Labour Corps (VLC) is a state organization, the key functions of which include special activities that are addressed to disadvantaged young people to support them in the process of going out of: poverty, unemployment, and social pathology effects. VLC offers educational model that merges school education and vocational training. While attending public elementary or grammar school, he/she is trained in a particular profession or acquires occupational qualifications at the level of basic vocational school. VLC participants are paid for both work time and study time. VLC has a network of over 700 units of care, education, training and labour market services, spread throughout the country (most often located in smaller towns).

As far as youth nurturing activity is concerned, the most important areas of activity are as follows:

- preventive actions intended to shape certain social behaviours, including prevention of addictions, prevention of unsocial and degenerative behaviours, and healthcare actions,
- education and activation in various spheres of social life (ecologic, civic, intercultural, etc.).

As far as comprehensive activities carried out by VLC in the area of job market are concerned, part of those activities, free-of-charge services are being rendered in the following forms: job intermediation and job related information, active job search workshops, organization of training, and job market programmes. Those tasks are being accomplished through a well-coordinated system of job consulting, advising, counselling, and intermediating as well as through vocational training covering the network of outposts: Youth Job Offices, subsidiaries of Youth Job Offices, Job Clubs, Job Agencies, Vocational Training Centres, Mobile Vocational Information Centres (MVIC), and Youth Career Centres (YCC). Those outposts are controlled by Youth Education and Job Centres.

The scope of activities carried out by the MVIC and by YCC covers job related information and job related consultancy as well as various aspects of entrepreneurship.

The aim is to support the education system by social, professional and economic activation of the young people. The main objective of the activity is to create adequate conditions for social and professional development of young people – including specific actions aimed at disadvantaged youth.

Fundamental legislative documents regarding the VLC are:

- the Act of 20 April 2004 on employment promotion and labour market institutions;
- the System of Education Act of 7 September 1991;
- the Act of 27 August 2009 on public finance.

Targetgroup:

Young people aged 15-25 years – in particular those disadvantaged and vulnerable.

Sectors and actors involved:

The Ministry of Family, Labour and Social Policy due to the supervision of VLC by the Minister of Labour. VLC units have developed an effective system of reaching the young people who are disadvantaged in the labour market through cooperation with schools, education offices, churches (parish communities) and other institutions. VLC cooperates also with local governments and its specialized units (social welfare centers, family assistance centers, etc.) as well as local employers, associations, and foundations that are active on a particular territory. The tasks are carried out by the Central Headquarters of VLC and by 16 Regional Headquarters of VLC together with 49 Youth Education and Job Centres, and 9 Education and Nurture Centres.

Major outcomes:

- Choice of the VLC as the good practice is motivated by its important role in assisting young people on the Polish labour market. Voluntary Labour Corps proliferation on the territory of whole country, vast number of units and staff, as well as its long experience in supporting youth from the NEETs group make this institution unique in the national scale.

Lessons learned:

- VLC cooperation mechanisms with entities at the local level are implemented with success and will be continued.

The project described here was a selection of three practices Poland sent in.

Portugal

Title: Oval Jobs ESG



At a National level, several programs and actions promoted by Instituto Português do Desporto e da Juventude, related to the occupation of leisure times and volunteering, make a major contribute for the motivation of the participants in the project, making possible the creation of opportunities for testing competences and knowledge.

Instituto Português do Desporto also provide financial support for the implementation of project activities, ensuring also the implementation of the National youth polity related to Youth Guarantee, by cofinancing a part of the salary of one member of the staff of the project.

The technical support available in Intituto Português do Desporto e da Juventude, also provide in a proximity relationship, solutions for non expected difficulties, discovered under the project implementation.

Target group:

NEETs (16-24 years).

Sectors and actors involved:

Youth: Instituto Português do Desporto e da Juventude

Employment: Instituto do Emprego e Formação Profissional

Migrations: Alto Comissariado para as Migrações

Major outcomes:

- Creation of four job 's vacations for participants of the project in professional areas linked to Rugby.
- Orientation of nine participants of the project for jobs opportunities not linked to Rugby.
- Return of four participants to the school, after situation of early school dropout.
- Cross-sectorial approaches have the potential to represent an opportunity for the development of innovative practices.
- The problematic of youth unemployment should be analyzed first at a community level, and after in a bottom-up perspective.

The project described here was a selection of four practices Portugal sent in.

Romania



Title: Opportunities for all young people

In Romania, there are about 1.7 million young people aged 10 to 17. The challenges they should currently overcome refer to the fact that the educational, health and social security systems might not have sufficient capacity or resources to address their specific problems in an integrated approach. Moreover, the lack of civic engagement among young people is often caused by a lack of information on the public agenda.

In accordance with the Partnership between the Government of Romania and UNICEF, relying on the Country Programme Action Plan for 2013 – 2017, one of the long term goals is to develop, by the end of 2017, a large number of specialized basic services for teenagers, with a special focus on the vulnerable categories, in order to provide them with counselling and guidance for a better and safer behaviour.

Target group:

Young people between 10 and 17 years.

Sectors and actors involved:

The project "Opportunities for all young people" was launched in 2014 and developed through a partnership with several Romanian governmental institutions (Ministry of Youth and Sports, Ministry of Labour, Family and Social Protection, National Authority for Child Protection and Adoption, National Antidrug Agency), local institutions (local authorities and services), representatives of the academia and the civil society and last but not least, a relevant number of teenagers and parents.

Major outcomes:

- *Young People Resource Centres* were created in five Romanian cities (Bucharest, Cluj Napoca, Bacău, Iași and Constanța) to address the specific target groups mentioned above. The specialists working in these Resource Centres were trained on specific issues concerning teenager development and communication, social norms, non-cognitive skills and risk behaviour. They are thus able to provide young people in need with support and recovery counselling, to intervene in crisis situation and to provide information for personal development, vocational guidance and training, and last but not least psycho-social evaluation.
- Another important achievement of the project is the online platform (www.adolescenteen.ro), updated on a weekly basis, that was established in order to provide teenagers with tailored information on topics such as education, health and opportunities they can access at local level, including events organised by the Resource Centers. The platform encompasses networking possibilities for young people to get in touch with experts in various field of interest, enabling them to find the specific piece of information they need, as well as self-expression opportunities, as teenagers are allowed to post their own articles and write about their own experiences.
- On a global level, this intervention model aims to enhance inter-institutional cooperation arrangements meant to offer integrated and friendly services for teenagers, and, at the same time, evidence-based data for national policies within the field.

Lessons learned and challenges:

Adolescence is an age of opportunity. One should take into account the fact that it should not only be perceived in terms of vulnerabilities, but also from the perspective of the multiple choices it offers for a positive identity development.

Teenage obesity, physical inactivity, alcohol, tobacco and other problems can be overcome by means of an integrated, holistic approach. Youth policy and the integrative networks are therefore precious auxiliaries in forming positive identities.

Slovenia



Title: Za zdravje mladih – For the Health of Youth

The programme “Za zdravje mladih” aims at reducing and preventing diseases linked with the unhealthy lifestyle among young people. It is coordinated by a national youth organization No Excuse Slovenia.

Throughout a 1,5 years long programme, No excuse Slovenia have connected several members-based youth organizations in Slovenia (Slovenian catholic Girl Guides and Boy Scouts Association, Youth Network No Excuse Slovenia, National Scouting Association and the Slovenian National Youth Council), the Public Health Institute of Slovenia and the National Radio and TV Station in a change in perception what role health plays in youth work.

At least 150 youth workers and leaders have undertaken a 60 hours long paradigm-shifting training in becoming young health promoters, with over 50 young health promoters to carry out at least 30 hours long local health initiatives in their own communities.

With this programme, the youth sector finally understood the importance of mental and physical health of young people and realized that in its essence, youth work is about wellbeing, i.e. mental and physical health of young people.

Among different deliverables, a literature review on the impact of youth work on health of young people and a national-wide study on non-chemical/behavioral addictions were produced.

The above-mentioned literature review served as a very important document to advocate for the tobacco and alcohol excised duties to be invested in a special fund (i.e. ear-marking) for youth organizations with programs on health. And an additional product, the guidelines for healthy youth organizations, will serve as a tool for future financiers to be able to identify youth organizations to embark on the path to become a healthier environment for their members.

No Excuse Slovenia has been regularly supported by the Slovenian Ministry for Education, Science and Sports (with an operating support by the Slovenian Office for Youth) and the Ministry of Health. Moreover, Slovenian Ministry of Internal Affairs and Ministry for Foreign Affairs have supported different initiatives by the organizations in the last years. Regularly seven different municipalities support their local branches (operating support), with four others supporting specific projects. A very important developmental source of funding is European Commissions’ Erasmus+/Youth in Action and Health programme.

Target group:

Young people aged 15 to 29, some exceptions in (younger) elementary school children and (older) young parents.

Sectors and actors involved:

Youth Sector, Public Health Sector, National Radio and TV Station, Slovenian Members of Parliament (as indirect impact).

Major outcomes:

- Over 150 trained youth workers/leaders on health promotion and importance of health in youth settings = young health promoters (with training programmes of at least 60 hours)
- Over 50 local/regional health initiatives by young health promoters across Slovenia
- Literature review on the impact of youth work on health of young people, a training manual for trainers and young health promoters in the youth sector

Lessons learned/challenges:

- Not all partners were on the same level of expectations for the results of the project – private vs. public sector
- Organized groups of young people were more of a challenge to engage in the programme than the non-organized ones – too many existing programs and little time for new fields of work

Slovakia



Title: Simulator of job interviews

The project strengthens capacity of youth workers in collaboration with potential employers, creating specialized programs focused on youth employment and support young people in transition from school to work.

The project provides opportunities to link new graduates with potential employers who are involved in the project. The project aims to increase young people's readiness to respond to current requirements of potential employers.

The most significant innovation of the project is a cross-sectorial cooperation, on which the realization of the project is built. Organisations involved in the project are from the non-profit sector, commercial sector, high schools and universities. Project activities involve also institutions and state and public administration.

Targetgroup:

Young people in high schools

Sectors involved:

Youth organisations, employers, formal education sector

Outcomes:

- Strengthening the skills needed to help young people make the transition from education to employment
- Youth workers were involved in activities aimed at promoting the employment of young people and work with potential employers
- Employers implement specialized programs promoting youth employment and implementation of these programs were implemented in cross-sector partnerships

Challenges:

Understanding of various methodologies and approaches used in formal education sector, in non-formal learning and their links with needs of employers.

Spain



Title: Race 'Young people against violence'

The race was organized together with the local municipality of San Sebastian de los Reyes.

The running event took place the 17th April 2016 in San Sebastian de los Reyes (Madrid) and it aimed to promote sports among young people and to help eradicate violence.

With this race, Carné Joven Madrid contribute to develop and promote of youth mobility against any form of violence manifestation and rewards

There were two circuits, one of 4 km to schools for pupils aged 14 to 16 and teachers, the cost of registration was 2 €, and another circuit of 10 km open to everybody with a special price of 5 EUR for all European Youth Cardholders (50% off). 1. 500 people participated. It was widely promoted by institutions, media and discounters.

The total collection of the registration was donated entirely to two foundations Aladina y Pequeño Deso. They both work with young cancer patients.

It was a great opportunity to spend a Sunday in a fun and healthy environment, encouraging solidarity, sports and family ties, as many of them came with their parent's friends and teachers.

Engaging Youth Card, the City of San Sebastian de los Reyes and private business partners youth card who took part contributing prizes career as a car, travel, sports equipment, English courses, entertainment activities like zumba classes , yoga classes, contests on social networks throughout the day.

Target group:

Young people living in the Community of Madrid, aged between 14 and 30.

Sectors and actors involved:

Secondary schools, teachers, trainers, Youth Card partners, NGO against racism and violence (Movimiento contra la Intolerancia), Foundation for helping ill children (Pequeño deseo, Aladina). Private companies, partners Youth Card. Kia, B the Travel Brand, Coca-Cola, CEIC, JOMA, ALSA

Major outcomes:

- Different actors linked with youth took part in the event: young people, teachers, trainers, parents, etc.
- Raising awareness that youth violence is a preventable public problem
- Sport as a means of social integration
- the positive role young people can have in making their school and community safer.

Lessons learned/challenges:

- Increase of participation

Sweden



Title: *Collaboration between Study Centre and public players*

The Swedish example is about collaboration between a social enterprise and different public players in a small town in northern Sweden. Youth workers and young people from the local community initiated a social enterprise in the 1980s. They started the organization as a work-integrating social enterprise (WISE) that combined rehabilitation and work training for young people. The organization initiated a restaurant, bakery, TV-station, conference centre, PR-office, and an annual festival. Many things have changed in the organization since the start. Today the social enterprise is a smaller entity that has different project driven initiatives going on for young people with mental health problems. A Study Centre and a Meeting Place are project driven collaborations between the social enterprise and various players from the civic and public sector (e.g. voluntary organizations, psychiatry centre, educational institutions, job centre and habitation centre).

The funding of the projects covers a period of three years. The projects apply a holistic approach in creating participation and inclusion of young people in the local community. The Study Centre and the Meeting Platform offer support in social training, health, education /employment, and everyday life. The staffs working at the Study Centre is paid employees from the social enterprise and teachers from an Adult Educational Centre in the municipality.

The social enterprise also includes employed people with special needs and young adults who have been former users of the Study Centre. Staff from the social enterprise, teachers from the Adult Educational Centre, users of the Study Centre, and users of the Meeting Place is part of each other's everyday practice. Furthermore, they collaborate with different players from the public and civic sector, as it is part of their strategy to create participation in arenas outside the social enterprise. The social enterprise has few regular and organized activities. Instead, it wants to create a space for co-creation and user-driven activities where the needs of young adults are the most important factor

Targetgroup:

Young people with mental health problems

Sectors and actors involved:

Staff from a social enterprise, teachers from an Adult Educational Centre, users of a Study Centre

Major outcomes:

- The collaboration between the social enterprise and the Adult Educational Centre had a shared value of creating participation and change for young adults with mental health problems through education. Other public and private players also participated in the collaboration, which both promoted possibilities and challenges for the social enterprise. The collaboration between the different players was described as unproblematic, because the different players knew each other very well across sectors.
- However, these circumstances also make the collaboration vulnerable. The social enterprise had project-driven initiatives financed by public and private players, and the insecure financial structure created dilemmas and competition for market shares. In the daily practice the shared value of creating change through education promotes possibilities of transcending marginalization for some of the young adults with mental health problems. However, the strong institutional requirement of education is also at risk of further excluding those individuals that cannot participate.

Lessons learned:

- The partnerships and collaborations across sectors create different forms and levels of hybridity. The governance arrangement constitutes different discursive environments, where

players from different sectors try to create participation and change for young adults with mental health problems.

- The players interact in a socially complex everyday practice, where players from the different sectors and users construct different narratives of participation and change. These are constructed through talk, interactions, and material arrangements, which are analysed. The different hybrid practices promote possibilities and barriers for transcending marginalization among the young adults with mental health problems.
- The discursive environment in the hybrid practice consists of strong narratives of diversity, active participation, co-creation, collective action, social morality, and free choice. Many of the young adults understand and position themselves within this discourse. They narrate stories of belonging in the community and transcending marginalization. However, the discourse also demands certain competent subjects that can navigate within this more boundless practice. Not all of the young adults can position themselves within this practice and navigate as a competent subject.
- The social psychiatry supervisors are encouraged to set up boundaries for these individuals, which contradicts their understanding of the practice and their position within it. The boundaries in the practice become visible when they are violated, which creates dilemmas and challenges for the agents of change and the young adults. The hybrid practice creates positive change for the young adults who are able to navigate within this complexity, and it is regarded as a very valuable community that supports the process of transcending marginalization.

United Kingdom



Title: National Citizen Service

'National Citizen Service' (NCS) is a government-backed voluntary opportunity open to 15-17 year olds across England and Northern Ireland. The Government's target is for 300,000 young people (60% of all 16-year-olds) to take part per year by 2020. More than 200,000 young people have participated since 2011 and 75,000 participated in 2015 alone.

Under the scheme, young participants first go on a two or three week full-time development programme. They then devote 30 hours to a community project, before graduating in a ceremony.

Phases of the programme:

- 1) The Adventure Phase - participants find themselves in a group of young people they've never met before and experience a range of outdoor activities.
- 2) The Skills Phase - young people are placed in university-style accommodation and learn life skills that help with future employment - e.g. meeting organisations and people from the local community.
- 3) The Social Action Phase - this gives young people the chance to make a difference to their local community by delivering their own social action project. This phase brings together the skills, confidence and awareness developed in the first two phases.
- 4) Graduation - this gives participants the opportunity to celebrate their achievements together with the friends they have made during NCS.

NCS operates under the following model. A trust body (the NCS Trust) oversees the programme nationally. It receives funding from central government (£1 billion over next four years). The Trust contracts with regional delivery organisations who then coordinate operation of the programme in their region.

1) Role of youth sector: youth sector organisations - among other types of organisations including football clubs, local services (e.g. fire and police), and local businesses - participate in different phases of the project, most commonly the second (Skills) phase. Youth sector organisation can also be local/regional delivery partners.

Role of national youth policy - Government youth policy funds and oversees the NCS Trust, according to a funding agreement. It also engages with other government departments to encourage wider participation in the programme and policy link up between departments who also have contact with young people.

Target group:

15-17 year olds.

Sectors and actors involved:

Youth Sector.

Major outcomes:

- More Cohesive Society: After undertaking NCS, over 80% of the participants felt more positive about people from different backgrounds.
- More Engaged Society: By the end of last year (2015), NCS participants are estimated to have dedicated 8 million hours of volunteering to their local communities.
- More Responsible Society: 7 in 10 participants felt more confident about getting a job in the future after NCS. More than 9 in 10 felt NCS helped them develop useful skills for the future.
- More Confidence: NCS Grads are more confident leading and working in teams.

Lessons learned/ challenges:

- The challenge of driving participation to reach targets – i.e. 60% of 16 year olds take part per year by 2021 (approx. 300,000 per year). The NCS Trust operates a wide-ranging marketing programme that includes television adverts. Government is considering a number of other cross-departmental/cross-sectoral initiatives to increase participation.
- Designing a programme that is attractive to a very wide range of young people, or that can be tailored or altered by delivery partners so that it becomes attractive to groups of young people with different preferences.
- Ensuring meaningful participation/integration between NCS Trust and regional delivery partners on one hand, and the voluntary and youth sector in the UK on the other. Greater integration between the voluntary and youth sectors and NCS delivery organisations means that community social action projects carried out by young NCS participants are more closely aligned with the local voluntary sector's and the local community's needs
- The challenge of central Government contract managing of the NCS Trust, including how best to address regional variations in performance.