

Co-Management A Practical Guide

“Seeking Excellence in Youth Participation at a Local Level”



Prepared by the staff and members of
Peace Child International,
United Games International,
United Games Hungary
Yaka International - and -
Young Voices Slovenia



with the support of the **European Commission**
www.co-management.info

“The way to measure excellence in youth participation with adults is the extent to which the young participants feel ownership of the project on which they are working and, equally, the extent to which the adult participants feel satisfied by the contribution made by the young people.”

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After they produced a White Paper on youth, arguing strongly for more participation of youth in decision-making, the European Commission was charged with creating a programme to research how to achieve better practice in youth participation. This booklet is the result of a project entitled, *"Seeking excellence in youth participation at a local level"* - funded under that programme.

The five partner organisations who worked together to prepare this booklet have all practised youth participation in different forms over several years. Thanks to this grant, we had a rare chance to reflect, collectively, on the methods we have used - to analyse what worked and what didn't. The making this booklet has itself been an example of co-management as our group of youth and elders worked together as equal partners.

The first thing we did was to develop a hypothesis: *"The way to measure excellence in youth participation is to measure the extent to which young people feel ownership of the initiative and, equally, the extent to which elders feel satisfied by the contribution made by young people."* To explore that hypothesis, we conducted a number of model projects which we each observed. We concluded that the concept of 'Co-management,' as developed by the Council of Europe's Directorate of Youth and Sport, is probably the best way to achieve excellence in youth participation.

Having reached that conclusion, we worked together to write this booklet hoping to inspire people involved at every level of society to start using co-management as a way to increase the effective participation of young people in their activities. We have made it a practical guide which we hope will give both old and young people the courage and ideas to approach each other and do amazing projects together.

We direct this booklet to national and local government officials, schools and teachers, police and health authorities, businessmen, NGOs, leaders and activists who believe in young people and seek to enhance their participation with them. We hope that such people will use this guide to learn how to involve young people more effectively in decision-making and activities. Equally, we hope that young people will use it as an incentive to approach their elders and as a practical tool to help them explain to older people how their community, nation, organisation or business can be vastly improved if they set up an inter-generational co-management team.

We enjoy this co-management process and we hope you will join our debate on how we can all do it better, both here in Europe and around the world.



The Partners - www.co-management.info

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Introduction

By: Ralf-René Weingärtner, Director of Youth and Sport, Council of Europe

The Council of Europe is deeply committed to fostering greater participation of young people in the democratic structures and processes of our societies.

This has been demonstrated in the 30-odd years since the creation of the organisation's youth sector through its unique system of co-management. This co-management system involves the collective taking of decisions on all youth sector issues by governments in full partnership with youth non-governmental organisations. Such a formula takes young people, their concerns and their ability to take decisions and accept responsibility seriously, in a spirit of encouraging this concerted participation in society.

Participation Charter

The revised Council of Europe Charter on the Participation of Young People in Local and Regional Life is the key instrument in promoting such co-management. (See full text: http://www.coe.int/T/E/Cultural_Co-operation/Youth/TXT_charter_participation.pdf) It was itself produced by a group of young people and local and regional authority representatives working in equal partnership. This Charter, revised in a 3-part form, deals with how to implement sectoral policies concerning young people, the tools for implementing such policies, and how to set up the structures and institutions where young people can have their say.

A Co-management Tool

Young people must have the rights, means, space, opportunity and support to participate in decision-making, and the Charter exists as a co-management tool to promote this



process. Examples of success in this are many, but much work still needs to be done to achieve this noble goal throughout Europe. That is why I am pleased to introduce this powerful booklet on Co-Management produced by five European NGOs well-versed in the practice of it.

Co-decision-making in Several Fields

It is fitting to see that health issues, and issues of violence, are targeted by the Booklet as suitable for co-management. The Charter seeks to promote policies in these fields that are based on co-decision-making; violence against young people, in particular, has been the subject of much work in the youth sector on drawing up policies on how to overcome this ill that affects our societies. Schools are also singled out as an appropriate place for co-management. But as always, it requires energy and commitment from both youth and elders to achieve full co-management.

I welcome this Booklet as an important and valuable tool in this process, and I call on everyone, young and old, to summon up their energies and to make that commitment together.



Executive summary

Co-management - Now! - Everywhere

This toolkit promotes and encourages young people and elders to work together and co-manage more of society's institutions and projects. By doing so, not only do they improve the running and creativity of those institutions, they bridge the perceived 'generation gap' - and affirm the often repeated, but rarely acted upon, truth that young people are citizens of today, not just of tomorrow. We acknowledge our debt to European Institutions which are amongst the most supportive of young people in the world.

For Elders

Our booklet is intended to show elders that co-management can and does work. Contrary to their image in the media where 80% of stories about youth present them in a negative light, young people can, given the right support and information, be extremely responsible and deliver enormous benefits to society. They bring creativity and ideas and many possess great technical skills in areas such as IT, communications, etc. They also have a better understanding of what works for other young people. This is essential information when planning policies and projects for young people. Inform them fully and clearly about an issue - give them some time alone, and they will come back to you with ideas and suggestions that you would never have thought of on your own in a million years. So give youth a chance! Bring them to the table and see what they can do.

For Young People

Co-management offers young people the chance to learn - to observe how things are done by professional bodies, to think about how they could be done better and then get

your ideas heard and acted upon. Such bodies have a lot to offer youth and youth have a lot to offer them. As well as the project/scheme benefiting from your ideas, you will learn from the experience. Co-management makes youth equally responsible for success and failure, and being responsible changes the way you operate. It builds up your skills, builds up your contacts and looks good on your CV. It will also increase your confidence in dealing with older people. So go for it - give your time, your energy and commitment. Doing so will pay you big dividends.

A Step-by-Step Guide

Our booklet introduces you to the concept of Co-management - defining its terminology and analysing how it has grown out of different approaches to youth participation. It illustrates our experience of operating the co-management concept and then provides a ten step guide on how to achieve it successfully. Finally, in Part Four, it looks at ways that co-management can be implemented in different sectors of society.

Becoming Equal Partners

We are convinced that co-management can bring benefits to communities - and to the youth and elders involved. Though we aspire to achieve co-management at every level of society - and we are confident that there is no sector where active, inter-generational co-management cannot deliver high dividends - we realise that some sectors will find it hard at the beginning. So please understand: co-management is a concept in its infancy. It is a continuous process. It is a path to be explored. It is an experiment requiring strong trust and commitment from all involved.

What is this all about? - A dialogue

At the heart of co-management is a relationship or series of relationships between young people and elders. We thought it might help you understand what this is all about if we recorded some dialogues between young people and elders to see what issues arise on each side of the relationship? What follows is a combination of what, to us, seem the most interesting questions and answers. You might like to ask the members of your group the same questions as a way of getting to know each other.

Young Person: Do you think there is a generation gap?

Elder: Yes and No! Yes when our different ages, life expectancies and experience cause a tangible gap between us. No - because our human nature, our rights to citizenship and the fruits of society are essentially identical. I think considering there is a generation gap leads to mistaken conclusions, so I prefer not to.

E: Do you think I'm old and past it and can't understand your concerns?

YP: I think you are not as comfortable with new technologies as we are. People build gaps - and I try not to see the gaps. But they are there if you look for them.

YP: What does it take for you to trust someone like me?

E: That's a hard one! Trust is not something one sided - nor is it instant. We both need to learn to trust each other. When I think about trusting someone I ask myself five questions.

- Will you do what you say you are going to do?
- Can I trust you to share important information?
- Will you really listen to and understand my concerns?
- Do you have the skills and the responsibility to handle the things we agree you will do?
- Will you be straight with me and not talk behind my back.

I think all these issues are important in gaining my trust.

E: Do you think a relationship between us can be equal when I have more money, status and experience. A house, car - so many other things that you don't have?

YP: Yes - but there are people who have worked for thirty years in a job and earn less than a well-trained young person. So look at my skills, not my age, salary or status. I think it can be equal if our skills and what we contribute to the project is equal. The problem is that you will find it difficult to measure a young person's skills. Most elders are not committed to using our skills - just to listening to our opinions. That's all youth participation means to most elders.

YP: So what do I do in this relationship when you make serious mistakes and prove yourself to be incompetent?

E: I think this is very difficult. I have seen a very competent young person struggle to do a good job under the 'command' of a clearly incompetent older person. In a good co-management situation, the elder would recognise that the young team member had the competence to handle the task. But, for elders, questions of status, pay-scales etc. come into play. So the elder rarely admits to lacking competence. I don't know the answer but I do know that, in an open co-management team, the young person would never have to deal with this problem.

E: Equally what do I do when you keep pursuing an idea which I know, from my experience, to be unworkable?



YP: You would need to explain very clearly to me why you think my idea is NOT going to work and give me a chance to explain to you how I am going to avoid the obstacles that have arisen when you have tried it before. It is a negotiation, not you telling me just "No!" You have to trust me enough to discuss it - to try it again, even if you fear it will fail. For you never know: just possibly, I will make it work!

YP: Do you envy the fact that I am young? - my body has more years in it than yours? Would you like to be my age again?

E: Very hard. I suppose at some level I am jealous of your beauty, your energy, the fact that physically you would probably beat me at any sport. I am happy now: I would not want to go back. I have too much to look forward to right now. If I did go back, there is no guarantee that next time around would be as good as what I've had. It could be a lot worse!

E: What appeals to you about working with older people?

YP: Learning from you - picking your brains - acquiring the benefit of your experience. Shortcuts - you will help me understand things that would take me ages to work out for myself. I can soak up your years of experience without having to make all the same mistakes that you made.

YP: You say you like young people? What do you like about us? What makes you want to work with us as equals?

E: I think it is your right as citizens. Although you are not tax-payers, neither are many others who live on benefit: unlike some of them, you

seem eager to contribute to the improvement of society and I think you have creative, practical ideas that will be helpful. And I think together we could make a bigger difference than either of us could do alone.

E: Do you look to me as a father / mother figure - for protection?

YP: No - I see you as a mentor which is different. Not to be the patronising father-mother figure. I would look to you for advice, support, orientation, wisdom, information.

YP: Would you be happy for me to act as a spokes-person on your behalf?

E: Of course! If you understood what we had agreed, could articulate it persuasively and felt confident answering any questions.

E: What do you think are going to be the biggest problems for you working with us older people?

YP: Lack of trust. Under-estimation. Not seeing us as equal partners. Narrow-mindedness, inflexibility - not willing to negotiate with us.

YP: What do you think are going to be the biggest problems for you working with young people?

E: That you will be arrogant. That you will think you know best on every topic - and that you will take advantage of the trust we put in you. Also that you will forget things - not out of malice, but because you are not used to working within the constraints of law and bureaucracy. And also that you will dismiss my ideas as out-of-date and old-fashioned.

E: What do you hope are going to be the biggest rewards?

YP: Learning.

YP: What do you think are going to be the biggest rewards?

E: Your creativity. Your Fun - it's going to be more fun in this project because you are you working with us and I'm sure I am going to learn a lot too.



PART 1



1. What is Co-Management?



An Invitation to participate

What is Co-management?

Emphasis on Equality

Co-management is a specific form of youth participation that sets young people on an equal level with their older partners to work towards a common goal. This concept opens the door to amazing new opportunities, ideas and challenges for young people and elders to stretch their creativity and commitment. It reduces prejudice, enhances clarity and simplicity of communication which makes it valid and useful in any sector of daily life - family, school and business.

Becoming equal partners

Becoming equal partners is not just a slogan or a catch phrase. To us, it means a journey that leads to greater collaboration and fun in all sectors of society - with young people experiencing the fact that they don't have to wait until their 25th birthday to contribute to amazing improvements in their community.

You tell us!

Take part - take action - take responsibility! In the spirit of co-management, this booklet is as much about you - the reader, as us, the authors! We want to hear your experience of attempting to build partnerships between elders and young people. For, though we're not sure of much in this field, we're very sure that NO ONE has all the answers yet. We hope to produce an update of this booklet with more answers - your answers - soon!

Go to the website

This is why we have the website: www.co-management.info. Log on, submit your stories; read other's stories - share the good practice - share the nightmares! See how rich the process can be when young people and elders work together as equal partners; see how things can go disastrously ugly and miserable when people get the wrong idea! We guarantee you will learn more if you submit your ideas and join the debate than if you just read the information in these pages.

Why involve young people?

They are a resource not a problem!

“See young people as a resource, not a problem...” This slogan, developed by the Youth Caucus at the Johannesburg Summit for Sustainable Development, pervades every page of this booklet. It represents the sentiment we feel should be encouraged in every sector of society. For as Kofi Annan has noted: young people are not only a resource. “They are the most precious resource we possess.”

Strength in Numbers

Young people from 10 to 24 make up almost 30 per cent of the world's population, the largest youth generation ever and they are growing in number. Young people are therefore a huge resource, which is not often taken into consideration, mainly due to stereotypes associated with them. Their energy and goodwill need to be channelled in a positive direction, for if they are not, logic and experience suggest that this energy can get channelled into disruptive activity.

Nothing about us without us

In the past, governments, parents and guardians have used the “we know what is best for you” approach. This has meant that decisions on services to young people have been made without first consulting young people or considering their opinions. Failing to consult young people inevitably results in many social problems. These can be avoided if young people are involved in the co-management of projects and services at all levels of society. A UK Young People's charity recently ran a poster campaign, under the slogan: “What I need is a good listening to...” Listening is a great start; acting upon what you hear is better.



Better youth governance

As you will see, examples abound of how engaging the creativity, energy, skills and imagination of young people leads to better, more exciting youth policies. Engaging youth in policy-planning leads to more practical, youth-friendly ways to implement those policies, and greater acceptance and understanding of those policies by the young people themselves. It makes sense to engage young people in youth policy-making. It makes no sense to exclude them.

A culture of responsibility

When engaged in a respectful, youth-friendly, supportive co-management environment, young people blossom. Co-management places young people in a position where they are responsible for their lives, their future, their behaviour. Some will shy away from those responsibilities - many elders shy away from them too. But the great majority will not. The majority will rise to the challenges of co-management, embrace them, and get involved resulting in a massive improvement in their behaviour and more long-term peace in communities.

John Stuart Mill, a respected English philosopher of the 19th century, wrote: “If you want people to behave responsibly, give them responsibilities; if you deny them responsibility, you cannot then complain if they behave irresponsibly.”

Esteem-building

Engaging young people in the governance of the wider community is an excellent way of increasing the motivation of young people to feel more attached, more supportive of

their communities. They feel respected by elders, and therefore respect themselves.

Bridging the Generation Gap

Both youth and elders sometimes think there is a generation gap - the elders to distance themselves from what they perceive to be the wilder excesses of youth; the youth to distance themselves from what they perceive as old-fashioned and outdated approaches to life. Co-management dissolves the fiction of separation. It asserts the fact that we live together as a single human family, equally responsible for each other and each other's happiness. That is, perhaps, its greatest contribution to society.

Engaging youth in decision-making processes makes it more likely that decisions will be implemented and acted upon by the younger members of a community, which has to be a good thing.



Definitions

For the purpose of this booklet, we agreed upon the following definitions:

Youth: We use the UN definition: youth = citizens aged 15-25. Young people refers to all citizens under the age of 25.

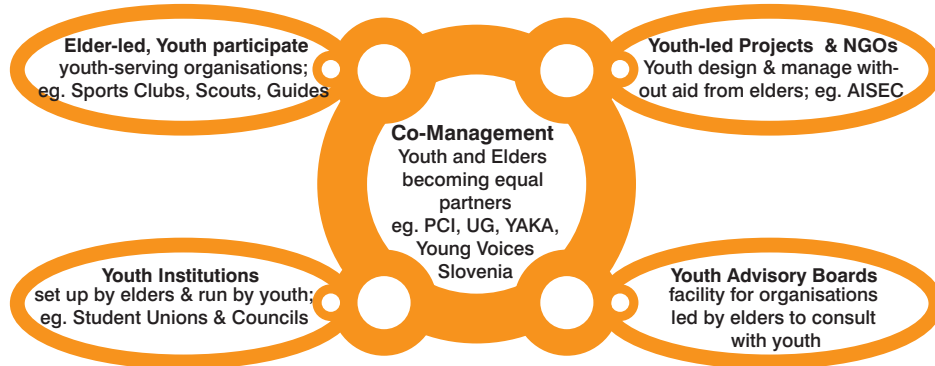
Elders: citizens over 25; we use the word 'elder' in preference to 'adult' as the word 'adult' technically includes any citizen over the age of 18 - which, of course, includes many youth.

Youth Participation: the active involvement of youth in society in ways that enable them to express their concerns, desires and opinions.

Co-management: a management procedure in which elders and young people share equal responsibility and decision-making power in relation to all aspects of design, implementation, control and running of a project or an organisation.

Analysis

Youth Participation is the destination: co-management is one way to reach it and, in our opinion, perhaps the best way to achieve 'excellence in youth participation at a local level.' Why? Because it empowers young people to share responsibility. The French word for empowerment is 'responsibilisation' - which reminds us that 'Responsibility is the only socially maturing process...' Co-management requires that young people and elders share equal responsibility.



The graphic above indicates how co-management draws the best ideas from several other approaches to youth participation. Each of these approaches have advantages that can help us better understand co-management:

Elder-led, Youth Participate: Often known as 'youth-serving organisations' - these are set up by elders to serve the needs of youth. Schools are youth-serving organisations! The advantage is that elders are invest-

ed in them. They are sourced in the genuine goodwill of the elders and young people usually enjoy participating in them. More and more, scouts and guides groups, sports clubs and schools - are devolving power in decision-making to young people themselves - a tendency to be encouraged!

Youth-led Projects & NGOs: AISEC is brilliant! There is clearly a place for organisations where youth exclude elders from their decisions, taking total ownership of the process-

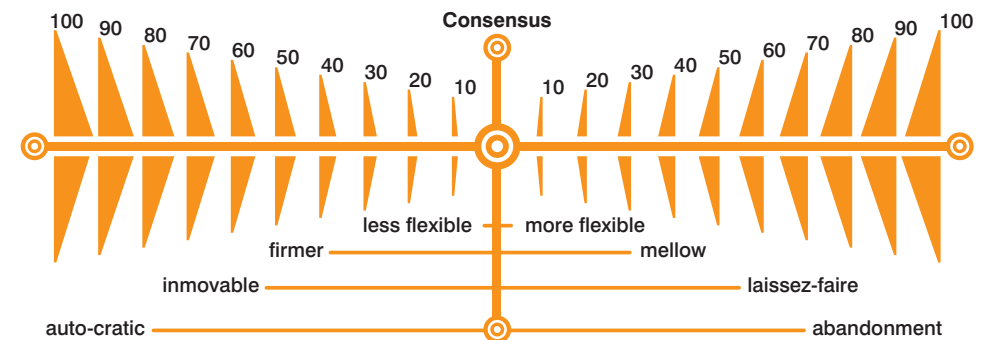
es. The advantage is that the creativity that arises from young people on their own is unconstrained by elder input. But even AISEC has to have relationships with elders in the companies where they make their placements. Youth are not alone in the world - and the best youth-led organisations are those that make time to listen to, and consult with, experienced elders.

Youth Advisory Boards: We talk about giving youth 'responsibility' for decision-making: but, in a company owned by share-holders, or a government institution ruled by an elected officers, or an NGO ruled by its membership - this simply is not possible. So a Youth Advisory Board is the best that young people can hope for: and some are terrific!! When the elders buy into the advice of the young peo-

ple, - when they come to their meetings and enter into co-managed debate, these allow young people to experience the essence of co-management. Youth cannot own the project - but they can feel co-ownership of the process, and that is almost as powerful.

Youth Institutions: Where there is a constitutional requirement for a youth institution, it survives. Student Unions have been around for centuries - with young people running them, electing their Presidents etc. Most student unions and councils operate with almost total independence, like a youth-run organisation. The difference is that they do so under the mandate of an official constitution mandated by an adult-led institution who listen to their advice and respond to their pressure.

Negotiating your Level of flexibility:



In any co-managed organisation or project, there are leaders and followers. That is how human institutions tend to operate. Co-management aspires for everyone feel ownership of decisions - to be joint leaders in a harmonious consensus! So it is useful to find out where, on the spectrum above, your team members feel comfortable operating. It does not really matter where they are, as long as

you all know at the start of the process. So ask them to be honest: are they used to making decisions and getting their way (autocratic)? Or are they used to being told what to do? During your work together, try to get all of them to work towards the centre, incorporating just the right mix of flexibility and leadership to ensure that the best ideas and strategies come to the surface.



The World's most fortunate youth: For young people, Europe is a pretty good place to live. In almost every EU member state, there are fully developed youth service institutions; all of us have the chance to go to secondary school; most of us can go on to college. We have good, free healthcare, the opportunity to travel and also, to express our opinions freely. We are truly the luckiest youth in the world.

The European Union's Role: The European Union itself attempts inter-governmental co-management. Today, its institutions are committed to engaging with youth. It has supported many of the things that young people enjoy and appreciate: youth exchanges, youth participation, the chance to develop your own projects, to study and work abroad. Youth have been represented in Brussels by the European Youth Forum since 1964. The budget of the new "Youth in Action" programme 2007 to 2013 is likely to include significant increases to about € 885 million - only slightly less than the Commission's proposal. The budget of the popular EVS programme is likely to increase by a third.

The "Youth in Action" programme has five Action components:

- Action 1 - Youth for Europe
- Action 2 - European Voluntary Service(EVS)
- Action 3 - Youth of the World
- Action 4 - Youth workers & support systems
- Action 5 - Support for policy cooperation

In addition, there are the international study

programmes: Erasmus, Tempus, Socrates and Leonardo. All of these programmes are designed to get young Europeans working and thinking together as a family to advance the Lisbon goal of making Europe the "*most dynamic, knowledge and skill-based society on the planet.*" More information on these can be found from the offices listed on P. 62 and at the website above

The Council of Europe:

For more than 30 years, the Council of Europe's Directorate of Youth & Sport has operated a system of co-management. Four committees are involved:

- The European Steering Committee for Youth (CDEJ)
- The Advisory Council
- The Joint Council on Youth Questions
- The Programming Committee

European Charter on Youth Participation in Local & Regional Life

The Council of Europe developed this charter over a long series of consultations and meetings starting in 1982. It is the essential background to this booklet. It starts by stating these vital principles:

- The participation of young people in local and regional life must constitute part of a global policy of citizens' participation in public life
- Local and regional authorities are convinced that all sectoral policies should have a youth dimension.

- The principles and various forms of participation advocated in this charter apply to all young people without discrimination. It reviews and recommends youth participation in the following three areas:
- sectoral policies
- instruments for youth participation
- institutional participation by young people in local and regional affairs.

White Paper: New Impetus for Youth

(http://europa.eu.int/comm/youth/whitepaper/index_en.html) The paper, launched in 2001, asserts that Europe needs to involve its 75 million young people aged 15-25. The EU needs '*their ambition, enthusiasm and commitment to the values on which it is based.*' In asserting the need for young voices to be heard, it calls for two approaches - one based on the '*specific field of youth*'; the second '*taking better account of the youth dimension in all policy initiatives.*' It talks of giving a '*European dimension*' to youth participation while acknowledging that most of it will be the responsibility of authorities at the local and national level. It asserts that the European dimension will give such policies '*dynamism, stimulate creativity, encourage exchange and comparison of good practice...*' etc. It hopes that young people will '*play a full part in the life of open, democratic, and caring societies.*' The White Paper has been translated into common European objectives in four priority areas: participation, information, youth voluntary activities, better knowledge of youth. These are currently being implemented by the Member

States and the Commission.

The EU Youth Pact: Developed by the leaders of France, Spain, Germany and Sweden, the Pact underlines the importance of a youth perspective on the Lisbon Strategy, and the contribution made by youth in the area of "*innovation, initiative, enterprise, mobility and capacity for multicultural integration in terms of competitiveness, sustainable growth and social cohesion.*"

United Nations: World Programme of Action for Youth (WPAY)

At a global level, the United Nations has a small, dynamic youth unit which champions youth participation through such initiatives as International Youth Year (1985) and promoting youth policy initiatives. The WPAY was endorsed by the General Assembly in October 2005, with many key phrases endorsing the areas of participation suggested in the EU White Paper. The UN also has a Youth Employment Network seeking ways to find jobs for the 1 billion youth who will enter the labour market in the course of the next decade.



European Youth Conference www.pdd.youthinaction.de

European Youth Portal http://europa.eu.int/youth/index.cfm?l_id=en

European Youth Centre <http://www.coe.int/T/E/CulturalCo-operation/Youth/>

Euroactiv News Portal <http://www.euroactiv.com/Article?tcaturi=tcu:29-117471-16&type=LinksDossier>

European Youth Foundation http://galadriel.coe.int/fej/portal/media-type/html/country/null/user/anon/page/default.psmi?js_language=en

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LINKS

PART 2

2. Co-management in action



CO-MANAGEMENT IN ACTION

Introduction

A practical methodology

Before outlining the steps we believe should be taken to achieve effective co-management, the five partners in this project who created this booklet would like to tell you our experience of doing it. Co-management is not a theoretical concept: it is a practical methodology which we have found extremely effective both in energizing and motivating young people to engage with society, and to enhance the creativity and energy of elders in society to raise their game and achieve more.

But they are our experience and, as we have sought to analyse how best to promote and achieve co-management in other sectors of society, they are the only experiences we can talk about with confidence. Also, it is easy for us to point out the areas where we made mistakes.

No prescriptions

So accept our accounts in the spirit in which they are offered: stories, examples, efforts filled with success and failure. Not prescriptive and certainly not a philosophy or code to be followed slavishly. Just a way to show you how we have come to embrace the co-management approach and to explain why we feel it is worthy of your consideration.

A Unique Experience

We are profoundly aware that our's are far from the only experiences in co-management, nor are they by any measure the best.

Co-Management in Action

Young Voices Slovenia (YVS)

Young Voices Slovenia is a non-governmental organisation from Izola, Slovenia that works on the principle 'youth for youth'. The aim of Young Voices Slovenia is to develop the local community in terms of sustainability. "We aim to enable young people to have fun and, at the same time, develop a sense of responsibility towards their community by taking active roles at all levels of society. It is also about encouraging international co-operation in order to promote peace and understanding between cultures."

YVS works in five areas covering -

- local projects (eg. bike path, youth hostel)
- international projects (eg. this booklet)
- United Games of Nations (our annual event)
- public relations
- local development (eg. Izola Youth Council)

Young Voices Slovenia is a youth-led organisation but at the heart of every project there is a co-management activity. The organisation was started with the help of the mayor of Izola, Breda Pecan and still today works close to the local government in order to promote youth participation in the community. The trend of the modern era is to travel and discover new cultures. That is why Young Voices Slovenia has been organising international exchanges where young people from different cultures come together in order to improve their local communities.

Community development

Young Voices has learnt that youth-led projects, although small in size, can play a huge role in development of a local community and at the same time give great pleasure to young people involved. Besides building their confidence and self-esteem, these small action



"A youth-led organisation



is not about excluding elders"



MLADI GLASOVI SLOVENIJE
YOUNG VOICES SLOVENIA

YOUNG VOICES SLOVENIA

projects give young people an opportunity to learn project management, fund-raising and gain leadership skills. Not only the participants but the whole community benefits from these actions. The community is usually very impressed by the fact that young people from different countries have worked together to create a great community event or facility.

The imperative of co-operation

Each such activity is done in strong co-operation with local partner organisations, including private companies, schools, tourist information centres, different NGOs and of course the local government. In cooperation with the Municipality of Izola, the international festival of United Games of Nations is organised each year. Young Voices organise the whole festival with the Municipality providing the financial and logistical support.

Bold new Local Initiatives

Besides doing international projects, YVS do local projects like the one to build a cycle path, and a new Youth Centre and Youth Hostel in Izola. YVS is also an active member of the Youth Council of Izola. This is where Young citizens and the local government work together as partners to identify problems, plan solutions and co-manage the implementation of them. This methodology ensures the projects are taken seriously both by young people and by elders. Young people see the work not as a duty imposed upon them as they take part in the decision-making. The older officials, politicians, businessmen and journalists take the project seriously because they see it as a full council initiative, not a marginal, youth-focused activity, rather one that will benefit the whole community.

UG international story



The first United Games Festival took place in 1989 when Austrians and foreign families came together to create an event at which youth and older participants promote understanding and learn to discover the beauty and diversity of each others cultures. United Games started to develop internationally as festivals were established in Austria, Czech Republic, Germany, Hungary, Yugoslavia and Slovenia.

Convention on the Rights of the Child

In 1990, Articles 12 and 13 of the UN Convention on the Rights of the Child made a big impact on our future development. In the years that followed the national United Games organisations started to change their organisational structure from an adult-led, youth-do-what-they're told model, to a youth and elder co-management structure.

Initiating and establishing local Children and Youth Summits

The first step was to organise small summits on a local level. The process was still mostly adult-led but the young people were given the chance to speak openly to their local decision-makers about their ideas, concerns, wishes and dreams. They were also invited to suggest what should change to create a more youth-friendly environment within their town.

Learning from partner organisations

United Games has worked with Peace Child International and Norwegian People's Aid in many international youth projects, sharing experience and learning a lot about the

technology of youth participation and its potential benefits.

The Austrian Children's Summit

350 children and young people from across Austria gathered at this summit to meet with government officials to discuss youth issues. The preparation process engaged them, and some of the summit programmes were totally youth-led. They proved to be reliable partners when given the proper organisational and financial means along with sensitive adult back-up as requested.

Post-Pessimist Meetings

After the break-up of the former Yugoslavia, the first Post Pessimist Meeting was organised in Austria with young people from across the Balkans. It started during a spontaneous meeting of young people from the region during a Young People's Summit organised by United Games to coincide with the World Summit of Human Rights in Vienna. It continued and developed over several years growing into what the youth from former Yugoslavia called the *Post Pessimist Movement*. (ie. not yet optimistic but definitely post-pessimist!) Young people were centrally involved in organising and running the meetings, workshops and presentations. This was United Games' first experience of absolute co-management.

Eco-projects

Young people are very often the most enthusiastic environmentalists in any community. Their expertise and passionate opinions were extremely useful and strongly considered as United Games took on more and



MOVING TO YOUTH LED CO-MANAGEMENT



more eco-projects and environmental conservation events. This drew young people inevitably into the running of every aspect of the United Games Festivals.

Co-managing United Games

Today, everywhere at every level of United Games, decisions are made with young people having an equal vote with elders on all issues and policies. In each United Games organisation, a youth group called "Young Voices" was formed to organise the youth festivals. The elders now form a professional back-up team to the "Young Voices" and give their expertise, when invited to do so by the young organisers.

So, over ten years we have learned that United Games' events deliver their best results and their best products when youth and elders work together as equal partners across the generation gap. Now, almost all the national Head Organisers are under 25 years of age - and they are all working in productive, harmonious co-management partnerships with their local city officials.



UGH Karolyhaza, Hungary

United Games Hungary has organised youth exchanges at the international level for 15 years with youth groups. Every year the biggest problem of the organisation was to find proper places for the exchanges. We tried several places but none of them were suitable for the young people. In 2004 the organisation had a chance to rent a big building in a little village. It seemed to be a perfect place where young people could create their own space, to be noisy when they want to be noisy and have the chance to change the furniture, colours, garden, etc. as they wish.

The first step was to renovate the house. Lots of young people came and did volunteer work on the building. They participated in creating new rooms in the attic and installed some more beds. They painted and decorated the old walls to make them more colourful. The house has a big garden, where new trees and flowers were planted.

The house offers enough space for accommodation for intercultural youth exchange camps. That is why the elders and young members of the organisation agreed to

establish the house as a Youth Education Centre (YEC). Its purpose is to give young people opportunities for educational experiences and jobs by hosting national and international youth groups.

The organisation has agreed that -

- o YEC should be involved in the local community development, building a close partnership with the village and its young and older inhabitants.
- o The programs at the YEC should always be led by young people; adults should only facilitate and give their professional expertise.
- o Young people in cooperation with elders should agree together all programmes and projects to be organised at the YEC.

Several successful international projects have already been done at the YEC.

The organisation's next steps are to -

- o Develop the Youth Group around the YEC
- o Find New Investment in the YEC
- o Strengthen cooperation with the village
- o Host more International and National programmes in the centre



YAKA INTERNATIONAL, France

Yaka International is an organisation which aims to promote youth-led action and sustainable development through various projects at the local, European and international level.

Its activities include international camps and youth exchanges, workshops on various themes (video, education for sustainable development), the creation of artistic projects, and the development of micro-projects. The participants are always at the heart of each project, our role being principally one of training, support and guidance.

Founded on the principle of partnership and the exchange of ideas, since its creation Yaka International has developed and fostered long-term links with other organisations in Europe and around the world.

Our experience in the international field gives us the great opportunity to facilitate and co-ordinate the development of local projects with a European or international dimension. Yaka international is working in three main fields :

YAKA CHANGER : Projects promoting education for sustainable development
YAKA CREER: Collaboration between artists and

youth to create innovative art projects
YAKA Y'ALLER : Promotion of mobility for youth through individual and group projects

Our goals

- Foster long-term links between different communities through youth exchanges and other similar actions to promote international solidarity.
- Support young people in various organisations to develop European and international projects within the framework of sustainable development.
- Promote and develop responsible tourism
- Promote best practice at all levels through the constant exchange of ideas and experiences within our international network.
- Promote volunteerism and the role of young people in sustainable development.

YAKA International offers an innovative approach to youth participation and co-management. The volunteers, both young and older, are the soul of the organisation. They have active roles at different levels in the organisation, working in a democratic partnership to develop the organisation.



Peace Child International



"In Papua New Guinea, when warring tribes made peace, they exchanged newborn babies. Each child grew up with the other's tribe and if, in the future, conflict threatened, these children were sent out to negotiate peace. Such a child was called a Peace Child."

Peace Child International (PCI) is one of the largest youth-run networks in consultative status with the United Nations. Founded in 1981, its mission is to **"empower young people"** to be the change they want to see in the world.

Discovering co-management



Peace Child has been operating a co-management system of governance long before they knew to call it that! It started with a musical written by elders and a young cast together, reflecting their shared concerns. In the early 1980s, these centred on US/Soviet relations and the threat of nuclear war. Usually the director was an elder but some young people directed the play. The youngest was 15! Through the process of constantly rewriting the play to reflect the ideas of different casts around the world, Peace Child staff recognised the value of giving young people "ownership" of their production. Each performance became a platform for them to voice their opinions.

Books and Teaching Materials



PCI went on to create books on the environment, sustainable development and human rights. All were written, edited and illustrated by young people working in partnership with older professional designers and editors.

Although it might have been easier to get one expert to write the books rather than put together youth editorial teams and send drafts back and forward to the participating groups, this youth collaboration was highly successful. Young people have a way of bringing the key points to life which has made their books such as *Rescue Mission Planet Earth - a young people's edition of Agenda 21* big commercial successes (500,000 copies sold in 23 languages.) From diplomats to students - all who are trying to understand what Agenda 21 and sustainable development means, are helped by the young editors' clear summaries and illustrations of the text.

YOUTH-ADULT CO-MANAGEMENT IN ACTION FOR 25 YEARS



Co-management day-to-day

The office is run by young people together with the founders, David Woolcombe and Rosey Simonds. Everyone works together as a team on the different projects. We have a part time book keeper who is an elder who ensures that accounts are kept properly. The Trustees are elders, responsible for reporting to the UK Charity Commissioners. Youth Advisory Board members attend Trustee meetings and share in the planning of projects. The young staff live in a house designed by a 19-year old Czech architecture student. He then built it with experienced craftsmen and young people.

Making it worldwide



Peace Child initiated the World Youth Congress series to promote Youth-led action to help governments achieve the Millennium Development Goals by 2015. They have been held in Hawaii, Morocco and Scotland so far. The next one will be hosted in 2008 in Quebec City. Youth are involved in the planning of each congress via a local and an International Youth Committee.

Be the Change Challenge

BETHECHANGECHALLENGE
BeThe Change! SeeThe Change! LiveThe Challenge!

This project aims to promote sustainable lifestyles by getting young people, and their families, to change their behaviour and reduce waste, energy and other consumption. It is a peer education project. Young Be the Change Ambassadors are trained to go into schools, do assembly presentations and run workshops. Like PCI's earlier Human Rights and Sustainability Indicators education programmes, the pilot project in the UK is designed to be translated and adapted for use in other countries worldwide.

Awareness-raising is not enough!

Delegates to the 1st World Youth Congress in Hawaii demanded 'Action - not just education!' The Be the Change! Youth-led development (YLD) programme started as a result. Projects vary from youth-led business start-ups and micro-financed commerce to social enterprise initiatives in education, health, HIV-AIDS prevention, environmental conservation etc. PCI now champions the development of YLD around the world through Field Offices in Sierra Leone, India, Peru, Kenya and Ghana. Our top goal is to find a government to launch a nationwide YLD scheme.





PART 3



Step by Step Guide

Dictatorship is so last millennium!



Introduction

Now that you have a sense of how the principles and definitions of Co-management work in the day-to-day work of our organisations, we want to outline how we believe other organisations and institutions can follow a simple, step-by-step programme to achieve successful co-managed operations.

Remember we are not being prescriptive: you will need to work out your own approaches which may lead you to add, or delete, certain steps. What we offer is only a frame-work for planning and discussion, with the advice that some of the steps - like

the MoU and the training - can make the difference between success and failure of a co-managed project.

We recognise what a big step co-management is for some organisations to take - especially those led by people who like to assert their authority, lead from the front, inspire their staff and so on. What co-management offers is an opportunity for everyone, young and less young, to exercise leadership, to co-inspire and share responsibility for decision-making.

Step 1 initial approach

At the beginning of each project intended for co-management, an initial approach is needed. Whether you are a mayor wishing to involve young people in your work, or a young person dreaming of improving a community facility, keep in mind that the opposite group may really be interested in collaboration. So proceed as though you are pushing on a door that is already half open!

Elders!

Please engage with young people! Many adults and probably most parents think they know what's best for young people. Indeed, they often have good ideas - excellent ideas, but do accept that young people themselves are really the best judges of this! We are amazed how often elders get together to plan a youth programme with no youth present. So take the first step. Embrace the principle of co-management: 'Nothing about youth without youth.' Get around a table with some youth from the target community or institution. Explain the principles outlined in this booklet - and tell them what you want to do and why you feel they can help. Tell them also that you have no wish to prescribe what form their help might take. Just explain your commitment to their right as citizens to participate in the running of the initiative. Answer their questions honestly and in detail. Show respect and build trust. And if they show no interest in what you are trying to do - don't push! Try again later with another group! Or try a different approach.

Youth!

Include the older generation in your plans! Often, they would really like to include you in planning a project but they just don't know how to approach you. So don't be afraid. Knock on the door of your mayor, talk to the headmaster at your school, make an appointment with the CEO of the company you always wanted to co-operate with.

If you get the chance to present your idea to them face-to-face, be sure you are well prepared and know exactly what you want to say. You might want to do a powerpoint presentation, showing how you think it should work! Show them you know what you are talking about but listen attentively to their suggestions and work with them to incorporate the best components of your ideas and their's. It is not a competition! It is a collaboration.

The first approach sets the tone for the whole co-management operation. Remember the key words: respect, trust, sensitivity, openness and friendliness.



Step 2 setting common goals and expectations

Now you have engaged both elders and young people, it's time to work to put them together to set common goals for the initiative. Often young people and elders will have very different goals and expectations about the process. You should expect there to be different points of view at the outset. It is natural for them to look at the same issues from different perspectives: that's what make co-management so interesting.

Identify Shared Interests

The most important thing to complete this step successfully is to identify shared interests and expectations. To define together common goals and targets for the group.

The challenge is to overcome stereotypes that elders and youth can sometimes have of each other. Often just describing the stereotypes can make them seem like a joke and thus easy to dismiss. So it is helpful to discuss stereotypes early on to avoid misunderstandings later.

Democracy

There are different ways to do this, but all should follow the principle of democracy. All voices need to be heard. Discussions need to be inclusive and participatory. A good way to start is with a session of brainstorming. To prevent any one pre-judging the ideas based on the age of the author, ask the participants to write down on a piece of paper their sense

of where they want to get to with the initiative. Put one goal on one piece of paper, the next on a second piece of paper etc. On and on for as many goals as each member of the team wants to mention. Then collect them, mix them up and put them on the wall in a way that everyone could read them without identifying who wrote them.

Consensus-building

With the goals on the wall, it becomes an exercise in consensus-building. See how the different goals are connected with each other; how sometimes the same goal is expressed in a different way. This process requires that the team work together, regardless of age - taking interest only in the quality of the ideas on the wall and how strongly each member of the team resonates to them, and the way they are expressed.

Try to settle on three clear goals. You can have more, or less, than that - but three is a good number to shoot for.



Step 3. establish shared ownership and agree ground rules

There's no doubt that elders and young people work better when motivated. Nothing enhances motivation more than co-ownership and co-management. Establishing shared ownership is the best way to motivate partners. If you own something - whether it's a house, a car, or an organisation - human nature dictates that you take special care of it. So, having defined your common goals and expectations, it's time to agree a frame-work for co-ownership so that all members of the team feel equal responsibility for the success of the project or organisation.

Write a constitution or guidelines

If it's a new corporation, charity or NGO, you can establish co-ownership in the constitution or articles of incorporation. If it is an advisory group to a larger body, set out very clear guidelines about where the authority begins and ends, who is responsible for what, and where the buck stops. There is no absolutist principle about this. Co-management for a large public company or local government can only ever be advisory. But, if youth and elders are working together and producing the advice as one voice, that is a co-managed group. And very valuable.

Ground Rules

Other basic conditions that co-management operations must fulfil to be successful can be set out in ground rules. These should be agreed by all team members and followed unswervingly thereafter.

No prescriptive Ground Rules

It is absolutely NOT for a booklet like this to prescribe the ground rules that will fit your team and its personalities. Even amongst ourselves in this project, we did not always agree on ways of working. Every situation - each group of individuals will have different temperaments - different rules or codes of behaviour that they will want to follow.

Get on the same page!

All we are saying is: Get on the same page. Here are some of the points to think about when setting ground rules.

Embrace Co-management - surrender to shared ownership:

Each one of us instinctively believes we know what is best for us - and everyone else! Put that all to one side! Forget your 'Leadership Training' - you must now seek to create team leadership so that all members of the group - young and old - feel shared leadership of the project or institution and an thus equal responsibility for its success.

Respect Democratic principles:

A co-managed operation advances by consensus - a consensus so deeply engrained that trust is embedded amongst all members. However, even in the best teams, differences arise, and when they do, all members must be ready to embrace the will of the majority.

Unconditional respect for all partners:

Equal respect for all members of the group is fundamental. The youth are required to respect the elder members, their additional

experience, age, and cultural norms. Equally the elder members must respect the culture, language and dignity of the young members.

Create a safe space:

Some adult cultures - high-ceilinged, gilded, panelled rooms with grim portraits on the walls - are intimidating to young people; equally, youth cultural comfort zones with things like background music and/or mess can be uncomfortable for elders. Feeling safe may include the way you use language. Strong language is offensive to some people; others don't mind it. A well co-managed group will agree a ground rule on where it wants to draw the line on on basic norms of language. Also, a well co-managed group will agree not to engage in gossip or back chat.

Manage Expectations:

It is good to have high expectations but wise to be realistic. A company that expects a co-managed youth council to double the profit forecast or an NGO that expects the Youth Board to double its youth membership is likely to be disappointed.

Share information in a clear way:

Outlaw jargon and acronyms. Make sure

that everyone, youth and adult, have sufficient information on any topic before being asked to take a decision on it.

Support and assist:

Jobs should be divided according to experience and skill not according to age. Elders should undertake tasks that youth cannot do - writing business plans, doing accounts etc. Youth might develop the IT programmes or do the more energy-consuming tasks while the elders take on other roles. Or each may support the other to do these tasks - giving them the necessary training and support.

Time Alone:

In any co-management team meeting, it's useful to schedule a time when adults and youth separate to consider issues on their own. Our experience shows that, however well a team bridges the generation gap, time alone frequently results in excellent new ideas.

Identify No-go areas:

The best ground rule is to have no exclusions. But some team members will want some things excluded from discussion like personal matters, or salaries and benefits. Define these areas in the ground rules.

Step 4. Project Design: the budget, work programme, team

With the ground rules agreed, it is time to design the project and institutional/management structure that will deliver your collective goals. These structures will be completely different in each sector. So the institution or structure you design for a school will be totally different from one that you design for local government, which will be different again for an NGO or a Police or Health Authority. However, some general points can be made about this step:

Keep in mind everyone's goals

Ensure that all goals are embraced by the structure. In some cases, this will prove impossible - but don't try to gloss over the elimination of any goal: make certain that all members of the co-management team understand and are comfortable with the removal of those goals.

Budget

The design stage is the time to think about finance. Your budget should keep costs to a minimum but must include ALL costs! There are many, many examples of co-management teams whose costs are almost zero. The lower the cost of your project and/or institution, the greater the chance that it will succeed and be sustainable. But - be realistic: members of the team may need funds to buy tickets to get to meetings. There may be a cost attached to where you meet and for refreshments etc. But the best place to start your budget is to think about how much, realistically, you will be able to raise for it. Then cut your coat to fit your cloth!

Clear structure

Keep individuals out of the picture for the moment. Create a practical structure of governance - officers, committees with responsibilities. Names will come later, but first design clear lines of authority - where the buck stops on every task from signing cheques and con-

tracts, to who has responsibility for keeping notes of meetings, repaying expenses incurred, calling meetings, presenting accounts to the authorities, securing the right insurances etc. Sort it all out on paper before assigning names to the responsibilities.

Work Programme / Time-line

This is the moment to set what needs to be done by when. This can, of course, be changed throughout the process - but having it in outline is helpful for all involved. Set a clear start date - even if it's only a wished-for date. Then work out how long each task you are setting yourselves will take (- *be realistic! Allow time for things to go wrong!*) Set dates for a mid-term review to adjust the time-line. And set a realistic date for completion of a project - or, if starting an institution, what you hope to have achieved in the first year, quarter or month. Make sure that every one agrees with your time-line and the work that is planned. Try to sort the work programme out into bite-size chunks. Make it look easy to accomplish.

Choose your officers

Do this properly: get people to nominate individuals for the roles of Chairperson, Secretary, Treasurer and Committee Chairs. Then hold elections. Of course, it is great if there is only one candidate for each post - but don't shy away from elections. A very common mistake in co-management is to



think it's a good idea to have a shadow youth officer alongside every older officer. It is not necessary to have an adult and a youth co-chair, an elder and a youth as co-secretaries etc. It simply duplicates the work. Much better to trust each other and choose the officers best suited to each task based on everyone's personal skills. That is genuine co-management!

Build the Team

Write down all the tasks that need to be done and discuss with your group who is best suited to each task. It may well be that you need additional skills not present amongst your team members: if so, go out and recruit new members. A team can be any size from two to twenty members. But make sure you have on your team all the skills you need - accountancy, design, writing, marketing, public-speaking etc. Also, remember that co-management is meant to be fun! So make sure that the people you are planning to work with are people you can enjoy being around. Co-management is not for boring people!



Step 5. the memorandum of understanding

Having worked through Steps 1-4, it is now time to capture your conclusions in an MOU that all team members can sign. Having this document is vital to prevent misunderstandings later. Also, for an advisory body, get a representative of senior management to sign it as well.

Memorandum of Understanding between the Members of the Co-management team

1. **Goals:** the purpose of this team is to - ? - and the anticipated benefits are - ? -
2. **Ground Rules:** As per Step Three above
3. **The Project / Institution:** detail exactly what it is that you have agreed to do;
4. **Operational arrangements:** who is going to do what? Detail exactly who is responsible for what activities - calling meetings, purchasing, doing accounts, recording and circulating the minutes;
5. **Schedule:** Start date for the action; schedule of work and date of termination + for institutions, a date for full-team reviews.
6. **Financial Arrangements:** the budget; where the funding is coming from; who is empowered to sign cheques; up to what amount; who has the right to review and approve accounts etc.
7. **Who,** if anyone, on the team **gets paid** - and how much, and when.
8. **What to do** in the event of conflict - **arbitration mechanisms**
9. **Risk management** - indemnities, liability & health insurance requirements

Example:

Nothing is more frustrating for young people involved in Youth Advisory Boards or Councils when they meet, give advice, are assured by the older officials that they are listening - then see none of their recommendations adopted.

This happens constantly and it completely disempowers the youth. It guarantees that they lose interest very fast in the project or institution they are supposed to be co-managing. If you set up a co-managed team then make sure every member of it is an integral part of the planning INCLUDING members of senior management. If senior management are not supportive, either take the time to change their minds, or abandon the venture.

Also, you need to ensure that the young people chosen are committed; then you have to work closely with them to ensure they are valued and their recommendations are considered. If ideas turn out to be unworkable, explain the reasons why to them - so both youth and elders fully understand. These guarantees need to be set down in the MOU.

Many co-management opportunities will involve different executive officers or committees implementing the decisions or advice. The MoU must involve all these partners' signatures.



Step 6. Training for the whole team

We encourage every co-management team to take the time to have a full day's retreat going through these steps, and training themselves for every eventuality that can come up in the operation of the co-management structure. You might wish to hire a professional trainer for the day - or you might exercise your co-management skills in planning and executing a training agenda together. What follows are only suggestions. You will know how best to get your team trained to operate at maximum effectiveness. At a basic level, the training should introduce every member of the team to the ground rules. What follows is a summary of the other areas we believe should be covered. You are the best judge of how to cover them.

Introduction to intergenerational co-management or team management

In the spirit of co-management, get an elder and a youth to define the terms at the start of the day - so that everyone knows what we are talking about.

Clearing the Air

If you have not already done so, having the dialogue outlined on Page 7-8 is a good ice-breaker to get everyone opening up and being honest with each other. Get every team member to devise his/her own questions and put them, one by one, into two hot seats to develop the dialogue.



Exploring emergent design

This is a useful first exercise to allow every one to co-plan the way you are going to operate as a team. Like negotiating your levels of flexibility, (page 19 above) exploring emergent design allows you to assess the levels of chaos vs. predictability the different members of the team feel comfortable working in. Draw the graph on a board where bottom Left is 100% certainty, 0% uncertainty (generally the most predictable, safest place to operate); top Right is minimum certainty/maximum uncertainty (generally the most creative spot to operate) Get your team to think about where on the graph they feel most comfortable operation, and mark spots on the board. Based on this, you can plan the rest of your training day: those that want maximum certainty can suggest a concrete agenda for the day; those that incline towards uncertainty can keep the planning fluid. At the least, this exercise will give you

1. A better sense of how each member of the team likes to operate at meetings;
2. An agreed agenda;

The Training Agenda

The items to propose to your team members for the Training Day agenda can include the following:

Icebreakers and Trust Games

Choose according to your preferences;

Step 6. training (contd.)

Audit Team Talents & Resources

Every team has hidden talents: use this session to catalogue all of them. They should include ALL skills, (musical, cooking, accounting, carpentry, writing skills etc.) - and then go on to list the amount of time each member is able to give the project + cars, facilities, values, imagination, money.

More Training?

Do you want to continue the professional development of your team, enhancing the particular skills of each team member? When can you make time for this?

Running team meetings

Understanding Robert's Rules - the basic rules for orderly interventions, note-taking, agreeing minutes, points of order, points of information etc. It is important for every one to understand and agree to the basic courtesies of your team meetings. Robert's Rules is the basic English rule book for running meetings: there are others - and you can, of course, develop your own.

Brainstorming Ground Rules

As noted above, this is a good time to unpick the ground rules and really establish and internalise all the disciplines you have

agreed to in the hearts and minds of every team member: You have to ensure that all share the same expectations and also that **EVERYONE** understands what they have signed up to in the MoU. Try to ensure that nothing can possibly come up that will cause any team member to throw a wobbly.

Leadership and followership

Charismatic, demagogic leadership is the antithesis of co-management. Yet history suggests that all great movements have their charismatic leaders and less charismatic followers. How do you balance the imperative of shared ownership with the need for strong leadership?

Marketing & communications

How are you going to sell this group to the world? - thinking through the kinds of marketing and PR strategies that this team is comfortable with?

Conflict Resolution/ Management

Make a list of every dispute you can imagine arising between the team members, and then use hot-seat techniques to explore how you will deal with each of them. Hopefully, by doing this exercise at the end of the day, you will have established the trust levels to deal with anything that comes up.



Step 7. do the checklist

It's important, before you get into the stress and craziness of the doing of the project, to sit back, review the steps you have taken to make sure you have covered all the bases. Remember our Hypothesis: *"The way to measure excellence in youth participation at a local level is by the extent to which the youth involved feel ownership of the project, and, equally, the extent to which the elders feel satisfied by the contribution made by the youth."* Start there...

STEP	ITEM	TICK
ONE	Were youth genuinely engaged at the start of the initiative?	
	Were adults similarly engaged?	
TWO	Did you sit together and agree common goals and a mission statement?	
	Did you likewise agree common targets?	
THREE	Have you established shared ownership & shared responsibility for the initiative?	
FOUR	Have you agreed common ground rules?	
FIVE	Project Design: have you agreed a general outline design together?	
	Have you agreed a precise Work Schedule?	
	Have you worked out a detailed Budget and sourced all the funding needed?	
SIX	Project Team: Have you agreed roles for all?	
	Have you appointed the necessary officers?	
SEVEN	Have you agreed the MoU? Has every team member signed it?	



Step 8. get started!

So all the planning, the checklists - the bits of paper - are over! Now is the time to get your hands dirty and DO SOMETHING! It is the time when all the sensitivities you have learned in your training come into play - elders accepting their partnership with, and respect for, the youth; the youth recognising the experience and goodwill of elders towards them, and responding to it with respect and seriousness towards them.

Start with a bang!

Many co-management initiatives launch themselves quietly on their communities with the minimum of fanfare. Why? We have no idea - is it perhaps because they are embarrassed to be seen to be working together?

How sad! We urge everyone to start your project or institution with a celebration - a party, a reception - something to show that you are proud of your collaboration and you want every one to know about it.

Success in any endeavor requires a degree of marketing and public acceptance. You can support your cause and start winning that acceptance by publicising your first meeting - by promoting the moment when you first break earth, or start your action.

Don't push yourselves

Most co-management teams will have an adrenalin rush when they realise how well they are working together - how good the results are, and how they might be able to finish way ahead of schedule. But don't push it: pace yourselves. Give yourselves that time to pause and reflect; study how each member is performing - and how that performance could be improved with training or guidance.

Take time to thank each other, to acknowledge personal achievements, and reward each team member with praise.

Make sure each item on the work programme is finished before moving on to the next.

And keep up with your reporting and accounting. It is so easy in the euphoria of activity to let these vital things slip. Don't!



Step 9. evaluation

A good evaluation is essential to any project. It provides information on the effectiveness of the project, making it easier to prepare a follow-up or organise similar projects in the future. An annual or bi-annual evaluation is essential also in the running of institutions. Evaluation should be in the minds of the co-management team from the beginning. All the notes from meetings, all the project photographs, budgets, diaries, receipts, reports etc. must be retained to allow a thorough evaluation of every aspect.

Create Benchmarks - record expectations

In order to get to know the needs and wishes of all members of the co-management team, everyone should be invited to express their expectations about the project. During the project a mid-term evaluation can be done, in order to check on progress and assess the feelings of everyone involved in the activity. These feelings can then be compared back to the benchmarks of their original expectations. If the mid-term evaluation brings a clear message that expectations are not being met, pause, reflect and either change the benchmark expectations or plan different strategies for achieving them.

What questions?

What questions should you be asking? The basic questions are, of course, the following: What worked well? What worked less well? Going deeper, the evaluation should explore our hypothesis and ask the young members of the team how far they felt ownership of the project? Did they feel fully informed about the issues? Did they feel patronised at all by the elders? Did they feel their views were respected? Likewise the elders should be asked if they were they satisfied by the contribution made by the young people? Did they perform well at the meetings: were they articulate and clear in their presentation of their concerns and opinions? Did they approach their membership of the group with sufficient seriousness? Did the elders

enjoy working with them? Finally, questions should be raised in relation to the ground rules: were they observed? Did they matter? How should they be improved in future?

Final Project Evaluation

For a project, the final evaluation should precede the final meeting of the co-management team. Create an evaluation questionnaire divided into different sections that comprise different aspects of the project. Once you have feedback from all team members, a final evaluation should be prepared and a final team meeting held to review it. If the project has gone well, and there is enthusiasm within the group, discussion should be allowed to move on from the evaluation to look forward to new initiatives the group might undertake together.

Institutional Evaluation

For an institution, we would recommend that every co-management team undertakes an annual or bi-annual review to evaluate progress. Every institution requires a time when they pause - look back down the road on which they have travelled, and look forward down the road ahead to assess where they are going.

Internal or External Evaluation?

Who should do the evaluation? Ideally, there should be both an internal and an external

Step 9. evaluation (contd.)

review. Team members can fill out evaluations - suggestions for new approaches etc. External evaluators from similar institutions can be invited (sometimes they need to be paid) to do a peer review of your team's achievement. Both are valuable.

Evaluation should be done at least once every year. In some cases, a detailed evaluation every two years will work for an institution but do a mini-review every year. Longer periods between evaluations allow them to become major milestones in the history of the organisation.

Who's it for?

Who is the evaluation really for? The primary audience for it is for the members of the co-management team. It is designed to help you better achieve your goals. But an important secondary audience may lie amongst financial or other sponsors you may have.

And then what?

What should you do once you've done it? Many times, evaluation reports sit on desks

unread, unloved and curiously ignored by all who have partaken in them. Big mistake. Having the Final Review Meeting of the whole team is a good way to ensure that every one at least reads the evaluations. The next step is even more important though:

ACTING UPON IT!!

Each team member should decide one of the evaluation report's recommendations that they, personally, are going to act upon. That way, each member of the team will have learned something concrete from the co-management experience.

We all have a lot to learn!

If a decision is taken to continue with the project, go back to Step One of this process, and review the whole experience. We, the partners in this project are constantly learning as we go along - and together, we have notched up over fifty years of co-management experience. So, if we accept we have a lot to learn, you should too! And record what you have learned on the website

(www.co-management.info)

Step 10. acknowledgement and celebration

If youth and elders manage to complete a worthwhile project and reach their common goals without killing each other - or if your co-managed institution survives its first year and elders and young people are still talking to each other at the end of it - surely that is worth acknowledging and celebrating.

Why a celebration?

Why do you need a celebration? Well - why not? Sports events like the Olympics always finish with a massive celebration and winning athletes are rewarded for outstanding performance. In a co-managed project, everyone should be a winner so the celebration is for everyone! There is also the PR angle: don't keep your success to yourselves! Tell the media - tell other institutions, tell colleagues, broadcast the fact that co-management works! That way, you help all of us.

What kind of Celebration?

How you are going to celebrate these achievements? Like everything else in your project or institution, this should be a co-managed decision. First agree the date and time of the celebration. Then gather the ideas for the celebration from each team member. Our ideas included the following -

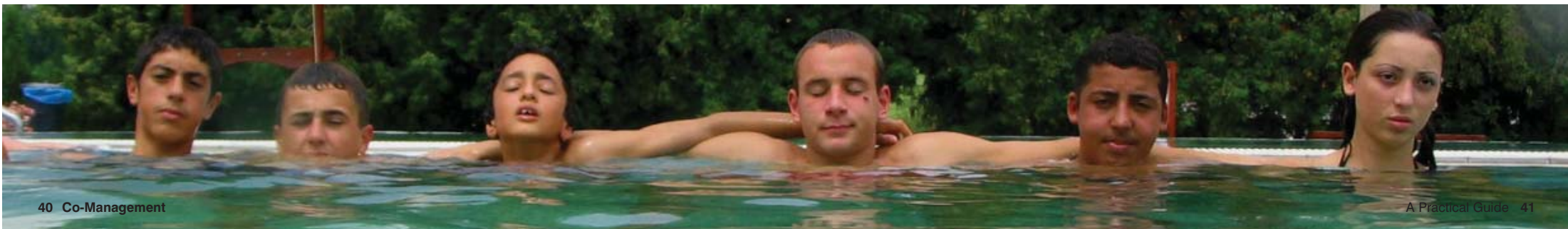
- a nice dinner party or barbeque
- a day out on the river or at the beach or

at the races. Something outdoors!

- a trip to the theatre or concert
- an award to every team member from the Town mayor, with a reception in the Town Hall afterwards;
- a cutting of a ribbon or a celebration on the project site
- a charity sport event where everyone competes for fun!
- a fun evening at the cinema
- a visit of an interesting workshop leader (salsa trainer or a celebrity chef!)
- a cosy evening with a drink and a review of photos/videos of the common project
- or a nice evening at a pub!

The Bottom Line

The purpose of the celebration is to acknowledge, say 'Thank you!' and congratulate every team member involved. A secondary purpose is to build the team spirit, reflect on the good and bad times you all had during the work and to brainstorm what you are all going to do next.



4. Where do I start ?



WHERE DO I START?

Introduction

As we developed this booklet, we realised that it is very easy for us to get started as our organisations are set up to organise youth projects and events. Co-management slips right in for us as an organising principle. Most people working in other sectors of society do not have the easy, off-the-peg opportunities for youth-adult co-management.

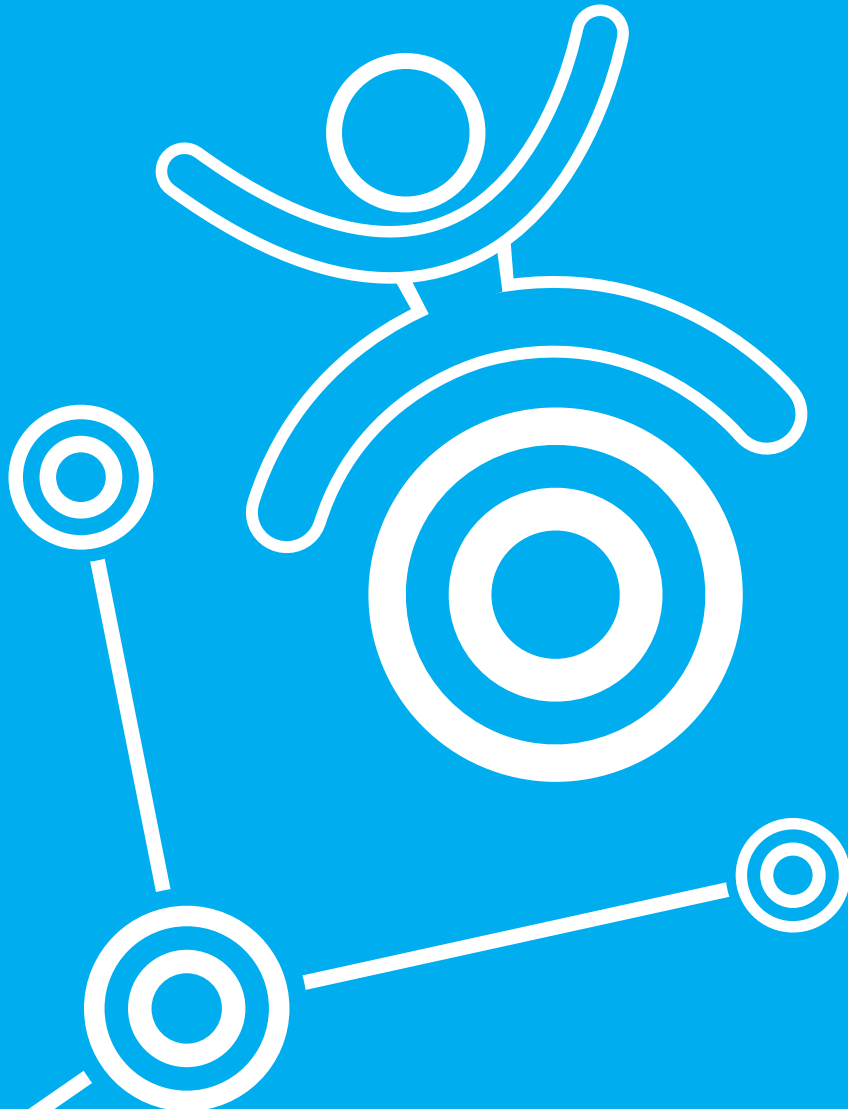
So, in this final section of the book, we want to look at how co-management can be the

means to achieve successful participation in different sectors - from individual families, through schools, local government, police, health, business right on up to international bodies like the UN and the EU.

We hope that this will help you think about where you can get started. We plan to continue to explore co-management opportunities in this area, so check the website to find out about our latest successes - or failures!



PART 4



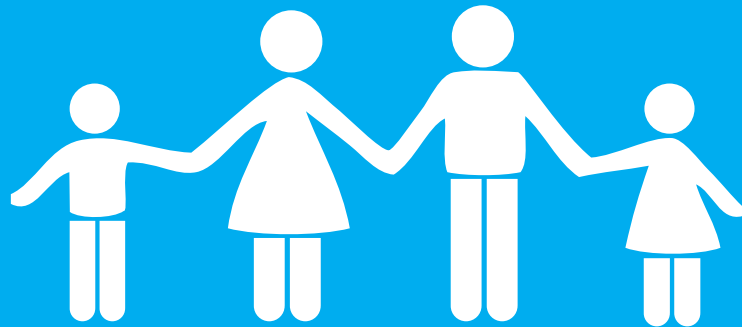
Co-management in the Family

In a traditional family, parents - usually the father - end up making all the decisions: where they live, where the children go to school, where they go on holiday, what they buy etc. Many parents routinely punish their children for disobeying their 'rules'. Though they may live in a democracy where citizens get to vote, many families have yet to discover democracy.

The Co-management Approach:

The family is the ideal place to experiment with co-management. Many of the happiest families are those that encourage even the youngest members to take part in decision-making. Many psychotherapists have written about family relationships: a notable one is Dr Thomas Gordon, an American who has helped many families establish closer ties through principles which are at the heart of co-management. One of the techniques he

encourages is 'Active Listening' - where the listener repeats back what he believes he has just heard the other person say. Quite simply, this shows that each side of a discussion is hearing and understanding what the other is saying. Another simple tool for understanding is the 'I-message' - something which allows the speakers, young or old, to say exactly what they feel. And families need to be able to own up to what they feel. If you say exactly what you feel, you don't have to make up anything. That is an 'I-message.'



Family Co-management

Finance: Many family problems are about money - usually the lack of it! As the bread-winners, the parents should have the final say about how money is spent, but the best families are open and honest about money - inviting all members to share their ideas about expenditure, savings, priorities etc.

Some Principles: The basic ones apply in families as in all sectors of society:

- Encourage selflessness & integrity;
- 'do as you would be done by'
- be honest: don't disguise ugly realities;
- be endlessly caring, gentle and kind;
- remember unconditional love is what makes families different to other groups;

Step-by-Step Guide:

1. Have a family conference - discuss the principles outlined in this book and see what the rest of the family thinks;
2. Identify one, at most two, things where you think a co-managed decision would be beneficial to the family. Go ahead and co-manage it!
3. Evaluate the results: what was better about this different approach for all family members; what was worse.
4. Draw up a schedule of other issues where decisions could be co-managed: present these to a family conference and decide on which all can accept shared authority.
5. Plan a celebration together - or a holiday, or an outing. Do something to celebrate the unconditional love you share for each other.

Case Studies:

1) My parents are both teachers - so we are a very normal family in Hungary. We just bought a new car last month - and we sat around the breakfast table and my parents asked me my opinion - and I had a lot of opinions. My brother didn't really care - but

I did: and my parents listened very carefully to me and we now have the kind of car that I wanted. But what really interested me was the different leasing arrangements - there is huge room for negotiation. And I got much the cheapest and best deal - so my Dad was really pleased. Doesn't always work so democratically: Dad always insists on holding the remote control for the TV. But on holidays, he is more flexible - and he looks to my mother and me to choose the alternatives. And they always end up going where we want to go. Until I was 17, my parents were very strict in telling me when they wanted me to be home from parties, but now I am away at college, they don't worry so much.

2) There is no "right" or "wrong" way for a particular family to divide housework. The traditions, abilities and other obligations of each family member should play the central role in determining how much housework each family member does.

In my family, the farmer lifestyle tradition plays a central role. My four grand-parents were all farmers. But I grew up with my two brothers in an urban area and my parents both had a job. My mother used to do the "traditional female tasks" like cooking, laundry, cleaning house, etc. and she was not very good at sharing or teaching those tasks to her boys. My father used to do the "traditional male tasks" like doing repair jobs around the house, the gardening, etc. but he tried to share his tasks with me and my brothers.

However, when my brothers and I were teenagers, my father got very sick and could not manage the house in the way he used to. He needed full-time care himself and it became very hard for my mother. My brothers were not ready to manage the house in the way my father had. The result of this sudden change was that our family life exploded and we all lived through very dark moments.

Co-management of Youth groups

Youth groups are obvious candidates for co-management. But most youth groups in Europe are still governed by boards of adults who think they know what's best for young people. Scouts, Guides, Youth Services - even our own NGOs - have Boards on which elders are the majority. There is a residual fear in all elders that youth will take over and that their carefully balanced, well-ordered organisations will be driven out of control.

The Co-management Approach: To young people, the logic of co-managing an organisation dedicated to benefiting them may seem obvious. To adults used to running organisations on their own, such a proposal may appear presumptuous. We suggest you gently argue the rationale by quoting the law: the Convention on the Rights of the Child, which every European government has signed, requires in Article 12 that all young people have a right to a say over decisions that affect them. The UN has said repeatedly that young people have this human right. You could even point out that your group is breaking the law if it does NOT allow co-management.

Finance: Many youth groups handle quite large amounts of money - for events, for premises, for salaries, insurances, audits etc. Co-management requires that young people be responsible - and the area that they can most obviously demonstrate that responsibility is in Finance. So appoint sharp, honest young people on the finance committee to make sure that all budgets are balanced and that accurate accounts are delivered to auditors on time.

Some Principles: The principle of co-management must be embedded in your group's governing document. Insert language that states:

"This is a co-managed organisation where young people and adults take equal responsibility for decisions. There will be equal numbers of adults and young people (under 25, 30 or 18 as you wish) on the Board of Directors/Trustees and all committees."



Youth group Co-management

Youth group co-management works when -

- adults & youth feel ownership
- the youth behave responsibly
- each group respects and supports the other
- there are careful risk assessments of all projects and activities
- each agrees & observes the ground rules
- each group has time alone
- there is honesty and openness
- neither group has expectations

Step-by-Step Guide

1. Persuade other youth members that they want to co-manage the group;
 2. Introduce the idea of co-management to the adult leadership;
 3. Do an accurate budget so all can see exactly what is needed financially;
 4. Find some adults to champion the idea
 5. Write a draft governing document
 6. Circulate & discuss it fully
 7. Bring it to the Board; get it passed!
- (If you don't want to leap straight into co-managing the whole youth group, identify a project or an activity and suggest that you co-manage this. If this works well, then you can move to the steps above to get the whole youth group to be co-managed.)*

Case Studies

France

In France, the Ministry of Youth and Sports supports a programme called "Envie d'agir" which works at a local level.

The Envie d'Agir is an example of one step of co-management and works with young people aged 11-30. It is intended for groups or individual projects with social interest at local, national or international level. The leader of the project has to find a "parrain" - a mentor who thinks through the project with him/her and is available for helping and guiding them throughout the process.

For example a volunteer from Yaka International has obtained an "Envie d'Agir" grant to make a documentary on the European Voluntary Service (EVS). The movie is aimed at a youth audience - those who might be interested in applying to EVS. While the project was designed by the volunteer, YAKA International acts as the "parrain" using their professional experience to work together in the joint planning of the project. The younger person learns a lot because despite having independence and autonomy they have to ensure that the quality of the product matches the professionalism required by YAKA.

Projects - not Organisations

It is true, from our experience, that co-management with youth organisations works better on a project by project basis - rather than the everyday running of a council or an institution. Young people often get bored with the repetitive detail of planning applications, budget discussions, arcane discussions about procedure etc. So everyday local politics is not necessarily the best place for co-management. But - that is for you to decide: how far do your young members want to get involved in the management of the organisation?

The Youth Service

Across Europe, youth services are being encouraged to introduce greater youth participation at every level of their service. In some parts of the UK, there are Youth Participation officers in the youth service - and there are dozens of generally very positive reports and strategy plans for greater youth involvement. So, if you are part of a youth group, do a little digging and you may well find that your group has a history in youth participation that you can build on.

Co-management in a Police Authority

To most young people – police are the enemy. They are the source of fines, stop and search, speeding tickets and summary imprisonment if they get a bit drunk on a Saturday night. Why would any young person want to co-manage anything with them? Many reasons – as we see below. Youth-Police co-management is one of the most promising areas to explore.

The Co-management Approach: Far more than schools or local government, this is an area in which youth will find an open door. Police and security services genuinely want to build partnerships with young people – not to get them to grass up on their friends or snoop on the neighbours. Rather it is to discuss with police and community leaders what everyone thinks a secure community looks like, then working together to achieve it. Well worth exploring!

The Co-management approach would be to have a permanent Youth/Police advisory body, discussing incidents, planning appropriate responses to different situations, jointly interviewing juvenile offenders etc. Their work could be extended into juvenile offender institutions, rehab programmes, and parole discussions. There will be limits on how far police authorities will want – or be allowed – to go in relation to young people. Those limits should be stretched as far as possible by young people.

Finance: Police budgets are huge! (*It is well-known that the New York Police Dept.'s budget for policing the city is bigger than the UN budget is for policing the world!*) A con-

structive outcome of youth-police co-management would be for young people to recommend more effective deployment of funds in the area of youth policing and tackling youth crime and disorder.

Some Principles:

Youth-police partnership works when –

- both sides want it
- police wear plain clothes, meet youth where they are at and avoid intimidating them with legal stuff;
- meetings are regular & fun
- senior management supports it
- there is honesty and openness
- neither side has unrealistic expectations

Step-by-Step Guide: Police services operate under strict laws and codes of practice. Setting up a co-managed youth advisory committee will have to fit into those legal structures. So –

1. Define exactly what each side wants
2. Draw up a plan and cost it
3. Ensure that a wide constituency of young people + senior and junior police officers are happy with it.
4. Take it to the Police Authority for approval



Police Authority Co-management

Case Studies:

Austria: The AIS Youth Service is a private



youth welfare organisation that takes care of disadvantaged young people. These young people often get trouble with the police. To improve understanding between such young people and the police, AIS organised a project for young people and police officers to paint a large mural together. In the informal environment, painting together, both sides were able to chat about the relationship between troubled youth and the police. It was a first step in an ongoing dialogue to develop a better understanding of each other's situation. AIS will continue to do such projects to engender a continuing dialogue. It hopes that this will lead to new methods to improve the handling of situations when young people and police confront each other over legal issues.



Around Europe, we have found it hard to find concrete examples of youth-police co-management. So we talked to officials at our local Police Authority in the UK about their interest in the idea:

Is the local Hertfordshire Police Authority (HPA) interested in hearing what young people expect from their police services?



“Naturally yes: I'm afraid young people are a major police client. They form a large percentage of those we take into custody, and a sizable proportion of the victims of crime. We carry out many consultations with young people. Most of them are one-off, because we are exploring new ways of doing this. At university level, we have links with Hertfordshire University. Their director of community safety sits on our Board. We do surveys in schools, drop-ins at youth clubs and youth councils. We do consultations on particular issues – on substance abuse for example. We also have youth crime reduction officers and community support officers who work directly with schools to reduce crime and young people's fear of crime.”

What permanent mechanisms has the HPA put in place to ensure that they hear the views of young citizens?

“We haven't got permanent ways, because we haven't found a single good way to reach youth. We have to keep trying different ways: we need to get better at reaching disadvantaged young people. Once we find a good way of reaching all youth, we will endeavor to set up more permanent system.”

Co-management in a Health Authority

Young people get sick like every other member of society. Yet, though hospitals and health services have gone a long way to make Children's hospitals and wards happy and child-friendly, very few have made similar efforts for youth. Preventive health care for youth is particularly important and, as we see below, an area that many health authorities are now exploring.

The Co-management Approach:

Though many complain about it, Europe's health service is the envy of the world. So young people should approach this partnership with a constructive, positive attitude of how to improve the already good service delivery to youth rather than gloat over isolated crises that make it into the newspapers.

There are several levels at which young people can seek co-management opportunities in health delivery. The simplest is at local doctor level - where you can ask for regular consultations on health service delivery, especially in the area of preventive care. A Youth Advisory Board(YAB) to advise on care and advice to young patients is something that every Local Health Authority should consider. Its mandate can cover physical infrastructure - the construction of youth wards, youth surgeries etc.; training for preventive care, and ethical issues.

Finance: Financing any Health Service is a mine-field of ethical choices, policy and professional issues. Youth advisors should focus on expenditure on youth health care - and try to ensure that any expenditure in these areas is appropriately targeted and that it reaches its proper destination.

Some Principles: We believe a Youth/Health Service partnership will work when -

- adults listen & act on youth advice
- Youth get work experience opportunities at the practice;*(most of the young people who would serve on this Advisory Board will be youth who want to make a career in the health service. Authorities should view the exercise partly as a recruitment tool.)*
- Youth learn and observe all medical codes of practice
- Doctors listen, understand and act on youth recommendations
- Youth respect doctor's experience and medical judgement;
- The Authority at the highest level supports the YAB initiative;

Step-by-Step Guide

1. Health professionals should take the first step and invite young people to a meeting to talk about the establishment of a YAB;
2. If you are a youth interested in a medical career, you could take the first step and invite health authorities to a meeting;
3. The meeting should set ground rules and a 1-year schedule of meetings;
4. See what happens. Review at year end.



Health Authority Co-management

Case Studies:

Youth-friendly medicine: several doctors around the world have taken up the example popularised by Patch Adams to introduce humour into medicine. "Clown Doctors" have proliferated, especially in Australia. Quirky, wacky approaches to the serious business of treating disease has been proven to work: Dr Mark Weinblatt, a doctor at a Kids Cancer Care centre in the USA, has achieved a 75% cure rate " - heading towards 80%." Dr Jerry Jampolsky's Center for Attitudinal Healing in Tiburon, California has similarly proved that creating right attitudes leads to cures.

France: Vivajeunes is an Internet website disseminating health information to young people (15-25) in a district of Brittany. Created by a coalition of government and private sector institutions, the information is generated by professionals with the help of young people. The information covers most of the major areas of health provision:

- Addiction & substance abuse;
- Well-being, depression and self-esteem
- Health and Work
- Road safety
- The rights of young people

The site is managed by Info Jeunes 56 - a coalition of 32 information points around the district. It's major principles include:

- Harmonisation;
- Respect for the skills and competence of each member of the team;
- Sharing the work between all members;

Again, we found few examples of youth-adult co-management in a Health Service. So we talked to officials at our local Health Authority to assess their interest in the concept:

Is your Authority interested in what young people expect from their Health services?

"Yes of course. We want to work with young people both to prevent disease and to cure it."

What permanent mechanisms has your Authority got in place to ensure that they hear the views of young patients and citizens?

"None that are permanent. At least I have not come across any. The consultative groups that I am aware of tend to be for adults. Such focus as there is on children's services addresses the parents - who are the legal guardians of their children in medical law. So - in formal terms, the answer is No."

What could you do to strengthen links between young people in Hertfordshire and the National Health Service?

"Well - already we are doing a lot! Two years ago, we closed a children's ward at one of our hospitals. To prepare for that, our paediatricians did consultations in schools. It was incredibly interesting to find out what children thought was important in health service delivery. As far as youth are concerned, we have not, as far as I know, done anything. The cut-off point for children is 16. But there are organisations which do. One I know of does consultations with, and provides assistance to, young people with terminal disease. As a result of those consultations, there are TV and games rooms for teenagers; a laundry where they can do their washing; Kitchens where they can cook their meals etc. Many changes have been made."

Have you ever considered the concept of 'co-management' in the Health Service?

"Not that I've heard. I don't know any one who has ever mentioned this term. I myself have never heard of it."

Co-management of Schools & Colleges

Students make up 80-90% of a school population: it defies every principle of democracy to deny them a central role in school/college management. Yet - in most schools across Europe, the curriculum is set by elders; elders assess student performance, and never the other way round and elders are independently responsible for student behaviour.

The Co-management Approach: After visiting more than 300 schools, Britain's Lord Puttnam observed: "The most successful schools are those that engage their students most directly in all aspects of their management."

Co-management makes students responsible for every aspect of their school and learning. It is the best way to raise school spirit. However, most teachers resist greater student involvement in the running of what they see as "their school." Students almost never sit in on Senior Management Team(SMT) meetings. Teacher Unions resist student assessment of teacher performances with an intensity that is surprising given how much time their members spend assessing students. And student involvement in the setting and marking of exams is seen a wild-eyed fantasy by most educators.

Student councils, which now exist in many schools across Europe, mostly comment on canteen menus, organise leisure activities, review dress and behaviour codes and, increasingly, interview potential teacher recruits.

Finance: There may be a student council in Europe with representatives on a School/college Finance Committee but we have not found one. It would be a logical request for a co-managed team of a school or college.

Some Principles:

- Be absolutist. Insist on equality.
- Be inclusive. Gender & disabled;
- Be insistent. Don't take 'No!' as final;

Step-by-Step Guide

1. Expand the role of the Student council. Request a role on the Finance Committee, the SMT, the Governing Body, the Union shop. Don't hold back!
2. Map out a co-management strategy amongst the students then elect a couple of them to discuss the idea with the Principle and the SMT.
3. Resist confrontation: we know revolutions succeed because the people - as the students - are a majority. But co-management is about consensus-building. Negotiate, cajole, pester before you bring the students to the barricades.

School / College Co-management

Case Study:

Escola da Ponte, Vila das Aves, Portugal

Escola da Ponte(literally 'School of the Bridge') 30km North of Porto is the most creatively co-managed school we have found. Every stage of every student's school career is 'negotiated' between the student and the teachers.

The first cycle, "Initialisation," is where students learn the basics of literacy and numeracy. When they are able to read and solve elementary calculations, they move on to the "transaction" space, characterised by group work and research. The children help each other to form their individual workplans and make their own self-evaluations. They also learn to work autonomously, focusing not just on learning but on "being." At the same time, they work to achieve an agreed set of goals in the different curriculum areas. There are no special classrooms but an open area with different working spaces. Every student works with all teachers with students organised in heterogeneous groups rather than classes or years. At the end of each day there is a meeting to discuss what they each have achieved during the day.

Experience has proved to all that it is easier

to learn together as a group than individually in isolation. Rather than relying on one person to deliver information, the School of the Bridge recognises that everybody has different knowledge to contribute - teachers, students and parents who are closely involved with their children's education through the Parents Association.

Each child learns how to become a good citizen of the school. One of the first tasks of the School Assembly is to decide which rights and duties the students consider essential. These are selected democratically by the Assembly with teachers and students having equal votes. Duties include washing floors and picking up garbage. A Help Commission, made up of four students (two chosen by the Assembly, two by the school teachers) exists to solve any problems.

The "Escola da Ponte" is part of the official educational system of Portugal. Early on, it had difficulty getting their co-management learning style recognized by authorities as a good model. However news of their achievement has now spread, and their pedagogical model has inspired many other schools.



Co-management in Local Government

Down the centuries, local governments have traditionally ignored the concerns and desires of young people. Though, happily this is changing in Europe(see below), traces of the old ethos remain. Young people under 18 do not vote in local elections - thus they are excluded from real power. And local councils still see their job as dealing with the 'youth problem'.

The Co-management Approach: A co-managed Local Government team is essential if we are to achieve excellence in the participation of young people at a local level. As with a school, inevitably you will run up against hoary, old statutes that prevent such a body from taking any kind of control away from the elected council. And though many local governments have set up local youth councils, most of these fall far, far short of genuine co-management. Most of them meet separately from the main council.

Finance: The best Youth Councils have budgets to spend - from 500 to 25,000. They manage and report upon it to the Finance Committee like any other department. They use it to build amenities - sports facilities, an internet café, hold events etc.

Some Principles: There has to be real, energetic commitment by both youth and adults to the relationship. Local government meetings are inevitably dull, repetitive - uninspiring. The youth need to accept this and

seek inspiration in their own agenda. Adults need to support and help plan their agenda. Also important -

- adults listen and act on the youth council's advice
- the meetings are regular & fun
- there is honesty and openness
- Youth members see results

Step-by-Step Guide

1. Start with a project: set up a co-management authority to run a park or public space that is used by young people. Let the local government authority see the value and good results that come from a successfully co-managed project.
2. Get the council to agree to set up a Youth Council; point at all the excellent examples that now exist across Europe of successful Local Government Youth Councils.
3. Draw up the constitution, elect the youth council - and then, if you dare, get them to discuss an issue that has divided the adult council over a long period: see if the youth can propose a solution.



Local Government Co-management

Case Studies

The Izola Example

Izola was among the first municipalities in Slovenia that started using a new approach towards young people to empower them and raise their interest in the management of public affairs. Mayor Breda Pecan was very keen on the idea, therefore supported the initiative of young people, making a big contribution to the successful founding of the Youth Council. In 1999 it started the procedures for establishing a local youth council.

A conduit for Youth ideas

Today the Youth Council works as a meeting point of different youth opinions and it is a representative body that forwards to the Municipality and other public institutions the ideas of young people, concerning infrastructure development and public services in the local community. It involves all active organizations in the local community who work with young people and for young people. Before the establishment of the Youth Council, young people's opinions were rarely taken into consideration in the preparation of the major agreements on development and other important decisions taken by the town council.



Contractual Obligations

After the establishment of the Youth Council, its president signed an extensive collaboration with the municipality. Gradually young people noticed that the politicians and the mayor are serious and that the promises are not just momentary. This was an important understanding for young people who have enough motivation to take an active role in different youth organisations and the activities of the Youth Council.

Shared Responsibility

The inhabitants of Izola realized the importance of youth activation in public affairs and shared responsibility for a balanced policy making in all areas, which will reflect the interests of all generations, including young people. If we truly want the young people to behave responsibly we need to let them manage projects of high responsibility. This is the basis of co-management in our local community. We are aware of the fact that the example of good practice between local authorities and young people in Izola would never evolved so quickly and successfully if it wasn't for a high support from the mayor and the largest political parties who recognized young people as the future of our town.

Co-management in National Government

This booklet is about seeking excellence in youth participation at a *local* level. However, in order for excellence to happen at a local level, policies often need to be set at a *national* level. Therefore it is wise to seek opportunities to engage national ministries in discussions and strategies for co-management - especially those that deal with young people. However, since young people under 18 are legally unable to vote for national governments, the potential for co-management at national level has traditionally been very limited.

The Co-management Approach: The arguments rage as to whether it is better to have a discreet Youth Ministry or introduce youth as a 'cross-cutting theme' in every department. We argue: why either/or? Why can't governments have both? There is massive value in having a Ministry of Youth to represent the concerns of young people at cabinet level. Likewise, it is excellent for every department and Ministry to have a way of accessing youth opinion within their governance structure. In each alternative, there are massive opportunities for national governments to have co-managed authorities with young people themselves.

Finance: The Budget for Youth Service and youth-related activities is generally considerable. Those young people engaged in the co-managed authorities, should take the time to research, and be trained in, the details of national government expenditure on youth issues - and then communicate this information to youth throughout the nation so that young people themselves can have input on how governments spend money on them.

Some Principles: Youth/adult co-management at a national level will work when -

- adults and youth co-manage the creation of the structures
- Youth are given time off school to work in such structures
- Ministers meet young people regularly and act on their advice
- Youth members see results

Step-by-Step Guide:

1. If you have a Youth Ministry, send them this booklet and ask for a meeting to discuss a possible co-managed authority;
2. If there is no Youth Ministry, or Minister responsible for youth, lobby the leaders of all your political parties to create one.
3. To lobby effectively, research the figures on the numbers of young people in your country: it will be a good quarter to a third of your national population.
4. Get the press to champion your appeal.
5. Make the case to the young people of your nation to support your appeal: get local lobbying groups working on it in schools and colleges; make a noise.
6. When you meet political leaders, have a very clear idea what you are asking for.



Photo courtesy of the UK Youth Parliament

National Government Co-management

Case Studies:

Austria: The Austrian government has supported its regional governments to set up associations to encourage young people to participate more in their communities. In Styria, the Association is called Jougend.st



and its purpose is to 'encourage co-determination of young people' and to 'stimulate their interest in politics within their community.' They have distributed a lot of information about youth participation, and conducted workshops to train adult officials and youth groups to participate better with each other in decision-making. Several new facilities, projects, events and strategies have been set up as a result.

Case Studies:

UK: The UK Youth Parliament, launched in July 1999, has 300 MYPs elected by young people aged between 11 and 18. It aims to give a voice to the young people of the UK which will be heard and listened to by local and national government and providers of services for young people. UKYP has the support of Prime Minister Tony Blair and the leaders of the main political parties. It meets on an annual basis, and gives the young people of the UK a chance to express their concerns at the highest level.

In Scotland, a Scottish Youth Parliament (SYP) was launched by the new Scottish Executive to encourage society to take notice of the views of Scotland's young people. It meets four times a year and proposes innovative and sometimes radical solutions. The young volunteers of Peace Child Intl. had an intense and mostly positive experience of working with the Scottish Executive

and the SYP on the 3rd World Youth Congress in 2005. This was the third in PCI's series of Congresses and our second experience of working directly with National Governments. (Our first was with the Government of Morocco in 2003). For a small NGO like PCI, it is a novel and mostly good experience: it is amazing not to have to worry about money all the time! Many aspects of the Congress were co-managed. The Congress Programme and administrative structure were agreed at a co-managed prep-com and accepted by the Scottish Executive. In retrospect, however, it was a mistake not to capture these agreements in a formal Memorandum of Understanding, signed by all parties. However frustrating it may seem to young people used to greater spontaneity and flexibility, young volunteers need to be made fully aware of the constraints and regulations national Governments operate under. Letterheads, approval processes, signatures etc. are unavoidable constraints for government officials. Governments, on the other hand, need to trust young people to take responsibility for more tasks. Time needs to be taken to train both government officers and youth on ground rules. Despite the challenges, both the Scottish and Moroccan Governments explored the challenge of working with young people with enormous goodwill. PCI is grateful to both of them.



Photo courtesy of the UK Youth Parliament

Co-management of NGOs

Many NGOs(Non-Governmental Organisations) have youth departments - often attached to the education department. Traditionally, these have been used to assist the fund-raising department by boosting memberships, doing fun-runs, sponsored swims, mufti days etc. to help raise funds for the NGOs core business. Some youth have seen this as exploitation.

The Co-management Approach: Most NGOs are non-profits or charities. In some European countries, charity trustees have to be over 18 - so it may be impossible to have a genuinely co-managed Board. Thus the best youth might aim for is a co-managed youth and/or education department, with a pair of young people elected to the Board as observers. For the governance of projects involving young people, youth members should insist on co-management!

Finance: NGOs have no products to sell or tax-gathering powers. So they fund-raise. Youth can help with this but don't get exploited! If it is valuable work-experience, volunteer: if it is drudgery, demand a salary!

Some Principles: youth-adult co-management works in an NGO when -

- it has precisely defined borders
- Youth get control over some part of the NGO's operation
- meetings are regular & fun
- senior management supports it
- youth are informed & included in all activities of the NGO
- Youth have representatives on the Board

Step-by-Step Guide:

1. Organise a youth committee.
2. Draft a proposal for co-management of some part of the NGO
3. Present it to senior management and set a time for the first meeting;

Case Study:

CALA-BOCA JÁ MORREU - porque nós também temos o que dizer! (*Shut up is dead - because we also have things to say*)

"Cala-boca!(*Shut up!*)" is an old saying still

used in Brazil to stop young people from discussing subjects adults think "are of no concern to them." This NGO offers young people(7-18) access to radio, newspaper, video and internet media to air their opinions.

As they are taught the mechanics of different media languages, they learn how to produce their own programmes and articles, reflecting and strengthening their own values, ways of thinking and being. Everyone has opinions: regardless of age, origin or social condition. They must be heard. Always. Hence, the biggest objective of the project is to guarantee space to children, teenagers and young adults to express themselves in the media.

Group activity is the root of all Calaboca's work. There are no passengers in the group: every member is an activist. The young people are generally the project leaders but each group works on the "operative group" principle developed by social psychologist, Pichón Riviére. A group is considered operative when it understands that collective actions or "duties" are intersected by the personal history of each member. Group actions create another history: the group's social history. When the group is able to understand the complexity of this inter-relationship, it will transform itself into a co-managed, operative group where all become equal partners.



Co-management in the Private Sector

Why would any business want a bunch of kids telling them how to run their company? Several reasons:

1. Kids are the company's future employees;
2. Kids have parents who purchase company goods
3. Youth are a source of creativity and new product ideas

The Co-management Approach: As most businesses are owned by shareholders, a Youth Advisory Board is the only way a company can include a co-management operation. It should be a commercial decision to engage representatives of the youth market - and then operated on the principles outlined in this booklet.

Finance: The YAB should not need a budget (apart from expenses). However, if it starts to come up with ideas, members of the team should mobilise some resources to explore its ideas.

Some Principles: a business YAB works when -

- adults listen & act on youth advice
- Youth get work experience opportunities
- meetings are regular & fun
- senior management supports it
- there is honesty and openness

Step-by-Step Guide:

1. Find out if directors and/or employees want a relationship with youth?
2. If yes, see if youth want a relationship with the company?
3. Recruit a YAB
4. Meet & see if the idea makes sense to the youth and the company

Case Studies: Though fiction, the film "BIG" - where Tom Hanks, playing an 11-year old in a man's body, successfully re-organises a toy company - is perhaps the best example of the potential of youth co-management in the private sector. There are large utility companies in the USA that have youth boards to advise on community relations, environmental concerns etc. Some

clothing companies have youth focus groups to advise on youth clothing lines. Likewise some magazines like "Just 17" use young writers and have youth editorial boards so that they deal with youth issues in a way that does not embarrass young readers. This approach ensures that readers recognize themselves on the pages.



Drusilla's Zoo Park: Michael & Kitty Ann bought this run down farm café as a business proposition. It was located at a junction on a busy road in the South of England - not that promising! Noticing that most of the passing trade was families, they decided to set up a Youth Board to advise them on expansion. The Youth Board created plans for new attractions, youth walks through the park and new animals with pens designed to make the animals more comfortable and attractive to young visitors. Their success made the Café one of the most popular in the South of England, winning awards from the English Tourist Authority and others.



Co-management in Global Governance



The United Nations and its agencies, the World Bank, the European Union and all those international agencies are owned and operated by National Governments and therefore surely immune to advice or co-management by young people. Wrong! In fact, some of these institutions have the most sophisticated and youth-friendly approaches to engaging young people.

The Co-management Approach:

The UN and its agencies have been in the vanguard of promoting youth involvement in decision-making. Though they have yet to promote the concept of co-management, several General Assembly agreements promote youth participation. Agenda 21 (Rio Earth Summit, 1992) was perhaps the most famous:

25, 9 (a) [Governments should -] establish procedures allowing for consultation and possible participation of youth of both genders in decision-making processes, involving youth at the local, national and regional level.

The UN Youth Unit has championed youth participation as a key goal since 1985 - the International Year of Youth. The General Assembly resolution on the World Programme of Action for Youth(2005) calls for the "Full and Effective Participation of Youth in a key paragraph:

"Governments must incorporate youth in designing the future. Youth bring intellectual contributions and unique perspectives that need to be taken into account. Youth organisations develop the skills necessary for effective youth participation, promoting tolerance and increased co-operation. Governments must involve youth in designing, implementing and evaluating national policies affecting their concerns and encourage increased national, regional and international co-operation between youth organisations."

The UNEP Magazine For Youth

TUNZA
for young people - by young people - about young people

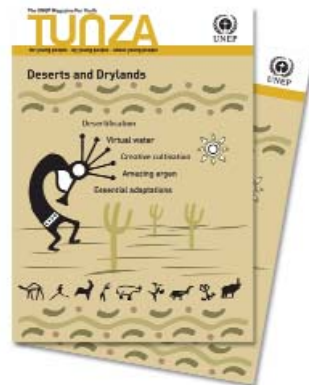


TUNZA & UN Agency Youth Boards

The UN Environment Programme has set up a Youth Advisory Board called TUNZA which means 'Cherish' in Kiswahili. It produces a youth magazine of the same name. UNESCO has a Youth Officer charged with introducing youth views to all departments. UNFPA does a great deal of work with young people and has a Global Youth Coalition to fight AIDS (GYCA).

Youth doubt UN commitment

However, where the UN has a whole agency, UNICEF, devoted to children, it has a team of three devoted to Youth. It has never embraced the concept of co-management - or given young people equal access and responsibility for decision-making. This has led many young people to doubt the value and effectiveness of youth participation at a global level. A recent effort to mobilise young people to support the UN's campaign to achieve the Millennium Development Goals was devalued by consistent efforts by the UN campaign leaders to dictate to young people what they should do in the campaign.



Global Governance Co-management



Case Studies:

The Youth Caucus of the Commission for Sustainable Development(CSD) has made a consistent and impressive impact on UN decision-making. The Youth Caucus has a status in CSD equal to that of farmers, private sector business leaders, women, trade unionists etc.

Youth Impact at Johannesburg

And they have used their status brilliantly: at the Rio + 10 event in Johannesburg, the Youth Caucus representatives inspired and directed much of the dialogue at the round-table meetings. Their intervention at the plenary was brilliant and constructive. And their slogan, "See young people as a resource not a problem..." has remained an invaluable challenge by youth to government.

Youth Leadership

The Youth Caucus, though, is a triumph of youth leadership - not partnership. They tend to exclude adults from their meetings - which is fine, but it means there is no collective memory of previous decisions. Each new group of youth coming together at the Annual CSD meetings tend to re-invent wheels and go over old ground. Efforts by adults to support them with secretarial services have met with idealistic resistance by the youth members who see partnership as an intrusion on the identity of their caucus. Their resistance is understandable, given the history of youth manipulation by some governments. But we firmly believe that co-management at an international level is both possible and highly constructive for all the rea-

sons that we feel it works at other levels. It remains to be seen if the UN will expand the Youth Unit to be a fully co-managed team within the UN. The example of GYCA shows that it can work exceptionally well.



WHERE DO I START?



PART 5



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YOUR NOTES