VIJEĆE MLADIH
FEDERACIJE BiH

ACTO

ACTIVE TODAY

TOOLS FOR THE IMPLEMENTATION OF YOUTH POLICIES

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Disclaimer

To receive further information about the project, please check the website of the project www.youthsee.org or contact us on info@youthsee.org

CONTENT

Active Today

The aim of the project was to bring together seven countries coming from South East Europe to investigate the issues related to the implementation of youth policy and the tools that youth councils and organizations can use within the international youth work as well as the inclusion of the youth in the decision-making process.

Several well-structured activities:

Coordinators' meeting
Training course
International workshop
Local workshops
Evaluation meeting

The creation of the publication and web platform were established in order to put into practice the competencies acquired.

The Shared Challenge - Youth Policy

We gathered youth workers around a shared challenge in order to create partnerships, discuss good practices, transfer innovation and transform the learning outcomes into tools of practical application. In this sense, it is expected that the learning outcome of this project can be applied in the respective communities of each participant through the role that their organization plays in supporting the implementation of youth policy and including the youth in the decision-making process.

Youth Council of Federation of Bosnia and Herzegovina	www.vijecemladih.ba
National Youth Council of Serbia	www.koms.rs
National Youth Forum of Bulgaria	www.nmf.bg
Yaygın Eğitim Merkezi	www.yegitim.org
Forum Nazionale dei Giovani	www.forumnazionalegiovani.it
National Youth Council of Macedonia	www.nms.org.mk
Montenegrin Youth Forum	www.omladinskiforum.me

WHO IS THIS PUBLICATION FOR?

This publication has been specifically designed for young people, youth leaders, youth organizations and youth councils with beginner's level of knowledge regarding the tools for the implementation of youth policy.

The content is also relevant for young people who are starting to be involved in youth organizations and youth councils, in order to improve their understanding of youth policy and the importance of youth participation.

The publication aims to serve as a guide to the youth in their work regarding the youth policy in general, but most importantly to show how they can work on the implementation of youth policies in their communities. Mainly it is related to the tools that can be used in this field - advocacy campaigns and civic initiatives. Additionally, we are offering ICT (Information and Communication Tools) that can help young people in the implementation of campaigns and initiatives in their communities.

However, please not that the content of the publication and topics is created by participating organizations and young activists, so we encourage you to research more in order to identify your approach in your local community.

WHAT IS YOUTH POLICY?

Youth policy is a cross-sectoral integrated set of policies made for young people. It implies all measures and activities aimed at improving the position of young people that are based on their needs and implemented by various youth policy bodies, i.e. state bodies, institutions and associations.

What is the goal of Youth policy?

The goal of youth policy is to improve the living conditions of young people, as well as to enable youth participation in all aspects of political and social life.

Nowadays youth policy is dedicated to the research and improvement of the life of young people in eight areas such are:

1. Employment and entrepreneurship
2. Social inclusion
3. Participation
4. Education and training
5. Health and well-being
6. Voluntary activities
7. Youth and the world
8. Creativity and culture

Based on this, youth policy refers to educational, political, social, cultural and all other issues of importance to the youth.

Where youth policy is implemented?

Youth policy is implemented on national, as well as on local level. On national level this policy is defined by the Government in cooperation with the youth policy stakeholders such as relevant ministries and institutions, and young people by defining the position and role of young people in the society, as well as the responsibilities of public institutions towards them.

On the local level youth policy is implemented in a way that needs to be harmonized with the national framework. Local self-government units adopt local youth policies that address diverse topics and areas, as well as the needs and problems of the youth specific for a particular territory.

Policy vs. Politics

In order to understand youth policy it is of great importance that we differentiate between two concepts: politics and policy.

Politics refers to a set of activities associated with the governance of a country, and policy can be called a plan. Politics can be defined as a science or art of governing or government, especially governing a political entity like a nation. A policy can be defined as an overall plan that embraces the general goals. So, in our case youth policy is a plan how to deal with young people and involve them into the society.

Organizations and other legal structures can have their own policies stating their attitude and/or action toward certain topic or defining procedures in which way something is dealt within the organizational structure.

HOW TO CREATE POLICY?

PROBLEM IDENTIFICATION → POLICY RESEARCH → POLICY FORMULATION → POLICY ADOPTION → POLICY IMPLEMENTATION → POLICY EVALUATION →
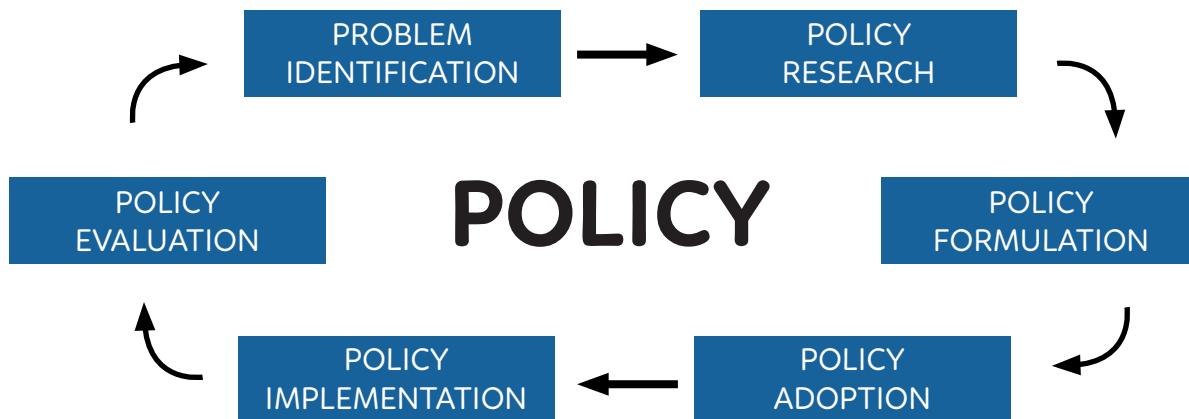
POLICY

Problem identification:

Getting to know your enemy is the first step of every battle! We are creating policies in order to address important issues and solve problems in our community. It is important to identify the main problem or a group of problems that you are tackling with the public policy that you advocate for. It is important to know:

- Number of people the problem affects
- Range of people it affects
- Intensity of effect
- Visibility of the problem
- Main causes of the problem
- Effect the problem has on the community

An issue must be clearly delineated and stated as a discrete issue to receive support from governmental entities. It should also undergo detailed analysis regarding the time, cost and resources needed to bring about the new policy.

Policy research:

Issues that you will address are often interrelated and a part of larger societal problems deeply rooted in your community. Having that in mind, they are often dealt with, through many different policies that are put in place. Understanding the political environment and the pros and cons of policies currently dealing with the issues is a very important part of your initiative.

If you want to gather your community around an idea, you have to gain respect and trust. Best way to do that is to know as much as possible about the problem you are addressing before starting your initiative. Do not hesitate to ask other NGO`s in your community, individuals and, of course, public body representatives that are in charge for dealing with the issue you are addressing. By researching how your problem can be solved or dealt with in other communities or countries can improve your chance for success.

Public policy formation:

Never think alone and don`t hesitate to ask for help!

When you understand the problem that you are trying to solve and know the policies and other legislative documents that deal with your issue, you can start thinking about possible solutions. Never think alone and don`t be afraid to ask for help! Including different interest groups that are affected by the issues you are addressing will give you a wider picture and often offer new creative ways to search for best solutions. There are different methods of forming public policy documents. They often start with proposals that are drafted by interested parties and key actors in the community that are affected with the issues. Process of drafting the proposal can be led by government bodies that will gather relevant stakeholders to work as a group, but it can also be led by NGOs that have the knowledge and capacities to implement these processes. The proposal of the policy is then discussed with interested parties and key actors in the community and potential disagreements should be addressed in this phase.

If there are alternative solutions that can be used within the policy that needs to be discussed with everyone included in policy formation and in this process you can use:

- Analytical tools (data and research from NGOs, think tanks, governmental statistics)
- Cost-benefit analysis (making a choice)

Public policy adoption:

When all proposals, alternatives and compromises have been made, adoption occurs in a definite and public way. Even though your public policy might be the best one drafted in the entire world that would not matter if it is not recognized by the community itself. In all of the previous phases you should focus on gaining the support of the public and in this phase you need to ensure the support of decision-makers. Public support will certainly influence the voting process in decision-making bodies and the ancient art of lobbying will help you convince politicians that your proposal is worthy of their support and the best solution for the whole community.

Policy implementation:

Carrying out a new policy often falls to entities that were not the ones that formulated or adopted it. While creating the policy try to ensure its feasibility in the current system and try to put in place systems of supervision and penalties for not implementing the public policy legislature.

It is always good to inform the beneficiaries as much as possible that the new policy is in place and give them the support they need in using all the benefits the policy has to offer, because if the effect of the policy is not seen in the community it cannot solve problems.

Policy evaluation and monitoring:

Policies need to be monitored to ensure that they are working correctly, that they are properly implemented, that they pass a cost-benefit analysis and that they are not facing unforeseen obstacles. Policies that are outdated, ineffective or no longer supported by their interest groups or congressional champions may face termination or replacement with entirely new policy strategy.

Governmental and non-governmental bodies should evaluate the effectiveness of policy implementation and the effect it has on the issues. If any irregularities or problems in implementation are faced, if they cannot be solved within newly adopted policy structure, then changes or replacement of certain parts of the policy is needed.

Public policies are made in order to solve problems that influence lives of the people in the community. Involvement of those influenced by the problem in the process of policy creation is necessary. When creating more complex public policies that deal with more aspects of everyday life, we should include representatives of every interest group connected with that policy in any way possible.

The same concept applies to young people. When creating youth policies, youth ideas and thoughts have to be taken in consideration. Not every idea or input will be adopted and implemented, but it must be, with great detail, considered and discussed within the group that is creating the policy.

Every interest group in the policy making process has to be equally and adequately represented. We should be careful when considering who can be a representative of a specific group. We should always include youth structures and organizations that include as many youngsters as possible and where through democratic participation their voice can be heard. Also, when talking about specific topics regarding the youth if it could be possible, to include individuals with special interest and experience in that field
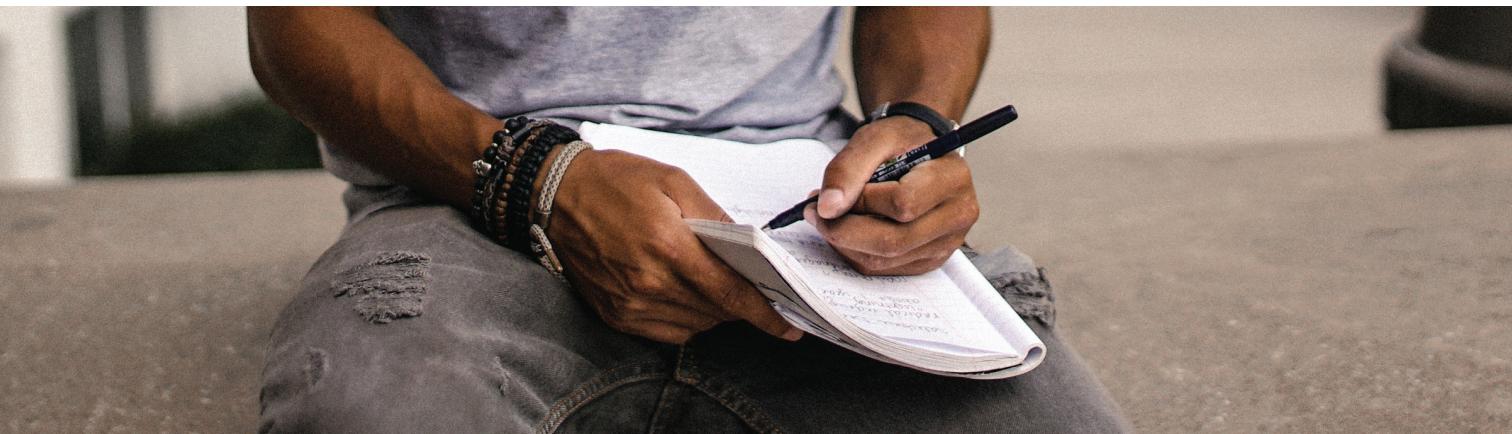
ADVOCACY CAMPAIGN

Public advocacy is a process with the aim to achieve social change. It starts from a small group of people who share the concern about certain problems and are ready to dedicate their time, expertise and resources to create the desired changes. It's consisted of a series of activities that are undertaken in order to change policy, practice and opinions. As usual, it is a process of support for legislative of social problems.

That process ought to be: public, organized, and having concrete sets of goals as well as taking in the account:

- Who decides
- What is being decided
- How it decided

There are many different strategies for public advocacy but most often they are implemented through the campaigns (advocacy campaigns).

In the root of the word advocacy is vos or vox meaning a voice. In this context ad-voc-acy means giving a voice to a group or a population that is, traditionally, voiceless.

Before starting it is important to know...

... that what is crucial in every advocacy campaign is the strategy of building the critical mass that is needed for change. Then, there are different educational strategies, strategies of cooperation, strategy of conviction, strategies of litigation and strategy of confrontation.

ELEMENTS OF ADVOCACY CAMPAIGNS

Defining topics (issues)

The topic of public advocacy is a problem or a situation requiring a political solution, ie. a change in a particular policy, action by the institutions or individuals representing them. It is relevant if:

- nobody is dealing with a problem or solution
- the existing policy is inadequate/outdated
- there is a good solution but it is not implemented

Criteria that can help us in defining the problem
   a) The solution will contribute to the real improvement of people's lives?
   b) Whether advocacy will give people the feeling of their own power?
   c) Do people feel that problem?
   d) Do you have understandable request?
   e) Can you define a clear target?
   f) Will the problem cause division among people?
   g) Is the theme in line with your values?

Setting the goal and tasks

The goal (the overall goal) must be able to be expressed in one sentence, describing plans for the future in the direction in which is possible to work. We do not mention data or activity in it. It remains unchanged but the tasks (specific goals) can be changed.
The tasks (specific goals) are steps towards achieving the overall goal. The tasks of advocacy campaigns are defined, short-term, action-oriented target, which contributes to achieving the overall goal.

Tasks (specific goals) need to be S.M.A.R.T
    S – specific
    M – measurable
    A – achievable
    R – realistic
    T – time – bound

Identifying the target

Be sure that you know to whom you are addressing the problem and asking for the solution.

Developing a convincing message

Invest time and effort in creating strong, effective messages that will convince decision-makers or affect influencers. Create compelling messages that will include a call to action.

Format of the message should consider following information
    a) Topic (problem) - Consider your goals and objectives
    b) Proof – Consider your research
    c) Example – Consider your audience
    d) Solution – Call them on action

In order to be understood by the wider public you have gathered around your advocacy campaign, by those that you want to include and your target, the message has to be short and easy to understand.

Determination of communication channels

Forms in which you can deliver your messages are many:
- a) Letter of intent
- b) The text of the initiative
- c) Press release
- d) Off for video
- e) Text for the radio jingle
- f) Analytical review

Expanding the Support Base

Who can help us? - It is very important to map your potential supporters since they can contribute in achieving the solution.

Fundraising

Sometimes we need money and sometimes we don't. Nevertheless, we do need goods, services and it is crucial to map this in the very beginning, since without needed resources, it will be very hard to achieve what we want.

Creation of the action plan - who, what, when, where and how?

Our action plan should be focused on one of the public advocacy tactics that will help us reach our goal:

MEDIA EVENTS	LETTERS AND INITIAL MEETINGS	OPPOSING TARGET	PUBLIC DISCUSSIONS WITH THE AUTHORITIES

NEGOTIATIONS: REGUIRED DEGREE OF POWER	MASS DEMONSTRATIONS	PETITIONS
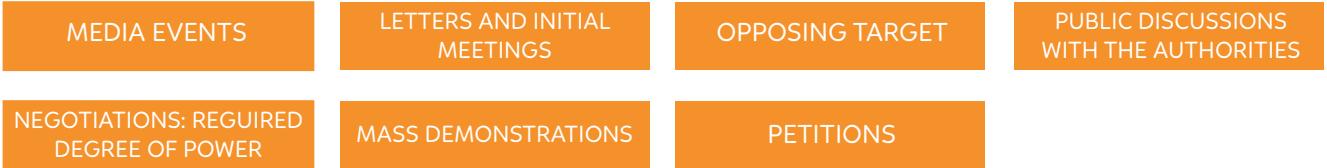
Before making decision on the certain tactic that will be used for the advocacy campaign it is needed to spend the diagnosis of tactics and make sure that:

... you have time, people and money
... tactic is focused on a primary or secondary target
... there is real power behind a specific request
... It meets your organization's goals and goals for problem solving
... it unknown/known to your targets
... it is known to your people
... it will have a sufficient response in the media

Since you know what is advocacy campaign, what are the important elements and tactics that you can use, it is time for the implementation. Steps that you will, for sure, implement are:

1. Defining the problem
2. Set a goal
3. Define your targets
4. Define your message
5. Build a team
6. Map out a timeline

7. Develop your communication and activities
8. Fundraising and implementation
9. Data collection and monitoring process

Here we also think who can help us:

- **Networks - It serves mainly to exchange information**

- **Coalitions - the emphasis is on action**
When creating a coalition be aware that one member usually takes charge and leads the way for others. When deciding the leading organization, focus primarily on the interest in the topic and the will to reach the goal of the advocacy campaign, not the resources the organization has.

- **Power map - support - neutral – against**
Every key actor in your community can be placed in one of these groups (support, neutral or against). Your approach that will be reflected in the action plan will depend on where the key actor is placed. Your intention is to use as best resources of your supporters as possible. Try to convince neutral actor to support you endeavor and minimize the negative effect of the key actors that are against your initiative.

Data collection and analysis of information

Crucial moment is to collect relevant information about what has been done until now, what is missing and who is responsible for that.

Monitoring and performance assessment

The process of the leading advocacy campaign should be monitored during the whole process in order to be able to respond on any unexpected situation during the process bus as well to understand how to reach the best results.

You can set up milestones you want to achieve as indicators of your success and assess the quality of the process after you reach certain milestone. In this way you can increase the quality of your campaign while implementing it.

Negotiation as a core in advocacy

During the process you are going to be faced with situations when you will go on the meetings and negotiate with your target in order to achieve your goal.

Preparation for negotiation at the meeting
1. Decide who will go and negotiate and develop a schedule for it;
2. Listen carefully;
3. Be ready to talk, have all needed information;
4. Don't stay too long at the meeting
5. Remember that you are at the meeting to establish a relationship
6. What is the next step - always have a conclusion in the end.

Characteristics of public advocates

1. He/she knows the system he/she is working on;
2. Knows the problem which is advocated for
3. Use his/hers close support: relatives, colleagues, friends ...;
4. Does not talk much about himself/herself;
5. He/she is not using unreliable data
6. Does not mention the often empty phrases like "general interest";
7. He/she is not boring and burdening with arguments;
8. Movements are "by" hierarchy rather than a "down" hierarchy;
9. He/she listens carefully, asks to hear those, that are silent and make talkers talk less, as well
10. Carefully prepares for a conversation;
11. He/she knows everything about a person they are talking to at the meeting
12. Does not stay too long at the meeting;
13. He/she knows he/she does not have constant friends and constant enemies;
14. "Getting into the shoes" of the decision maker;
15. He/she sends a thank-you note after the meeting.

TIPS/IMPORTANT TO KNOW

before starting your campaign be sure that you know a democratic system of power and a division of power in your country/community

a successful public advocacy campaign ends with a signature

lobbying and campaigning are not the same processes. What differentiate lobbying from the advocacy is that lobbying is the process of attempting to influence policy makers in favor of our campaign. So, it is one of the instruments that we can use in our advocacy campaign.

GOOD LUCK WITH YOUR CAMPAIGN AND HAVE A SIGNATURE IN THE END!

Civic initiatives

Civic engagement means working to make a difference in the civic life of our communities and developing the combination of knowledge, skills, values and motivation to make that difference. It means promoting the quality of life in a community, through both political and non-political processes (Thomas Ehrlich (Ed.) Civic Responsibility and Higher Education. Phoenix: Oryx Press, 2000)

In the comparison to public advocacy campaigns, civic initiatives usually emerge as an answer to the current public policies in place and they can be started and led by formal and non-formal groups.

In both cases they aim to gather wider public audience and usually, in the interest of achieving the aim, you have to gather as much people as possible to be a part of it, and understand the importance of your own initiative. In order to achieve and maintain support of a large group of people you should keep informing them, and the public, about the recent developments in every phase. Moreover, it would be good to have periodical gatherings set in a time that is most suitable for you and your target audience.

Civic initiative, in comparison with public advocacy campaigns, for its final result usually has a behavioural change of the society or the way the policy is implemented rather than adoption of new policies or the change of the current ones in place. These kinds of initiatives encompass different aspects of activism and tools needed to make the change. Have in mind that the greatest changes have been made with the tools that are least expected to make a change.

"Never Doubt That a Small Group of Thoughtful, Committed Citizens Can Change the World; Indeed, It's the Only Thing That Ever Has"
**Margaret Mead**

ICT TOOLS FOR NGO'S AND ACTIVISTS

In order to implement advocacy campaign or to work on the youth policy development/implementation in your community you can use different ICT tools that can help you. Here are some of them that for sure can be used for your work.

Enjoy discovering them.

Canva is an online designing tool. As an NGO or actvist, you can design your poster, social media posts, flyers ext. by using Canva. Some of the pictures have to be paid are free for NGO's. Aslo, you can easily upload your own pictures by drag and drop.
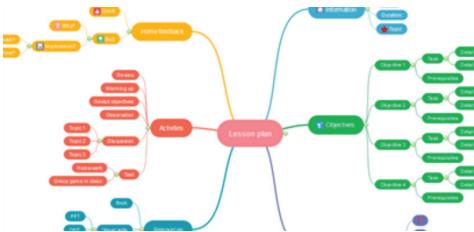
Mindmeister, a mind-maping technique is helpful for NGO's or activists to plan their short-term/medium-term/long-term aims. Mindmeister is an easy and online way to make your mind-map. Mindmeister can be used in teams for working online, assigning work to team members and scheduling your work.
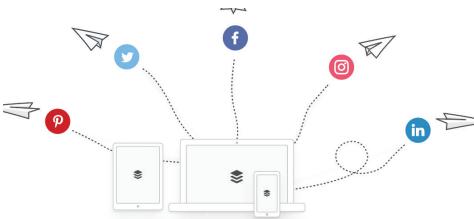
Buffer is an application which can manage the posts on your social media accounts. You can share your posts immediately or you can schedule your different posts easily. It fits with small NGO's or activists who need to share their posts in different social media. Using buffer is free up to three social media accounts.

When you need to send e-mail to a list; it's hard to do that one by one. Mailchimp is an easy way to send a mail bulletin to your mail lists. It's fit for small NGO's or activists

We all know that using visual things will attract notice while posting on your social media accounts. By using giphy you can download gifs and you can attach the gifs to your Facebook and Twitter posts. In addition to that you can create your own gifs.

Creating an infographic is easy and free with Piktochart. As an NGO, you can make your reports remarkable. You can create your own infographic by altering the templates or you can create an new design. Also, using Piktochart Pro is bargain-priced for NGO's.
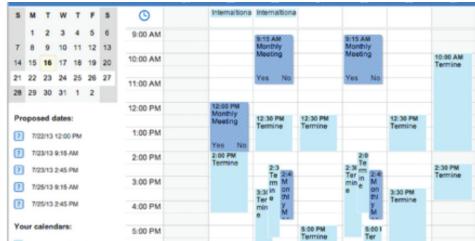
Doodle. If you work with a cfowded team, planning meetings can be tough. Doodle is online way to compare availability to find the best time for everyone to meet. For select the best option, create your doodle pool by suggesting options and invite the participants to vote.

When you are campaigning creating milestones can help you to track the process you have doing and it is important to look back and see the steps you've taken. By badgecraft, you can create your own organizational badges for rewarding yourself and your volunteers for the milestones, visualize your achievements in an online portfolio. You can collect the badges and give prizes, promote the roles and responsibilities.

Digital recognition of skills and achievements

Create, manage and show recognition with digital Open Badges.

Enter your email   GET STARTED
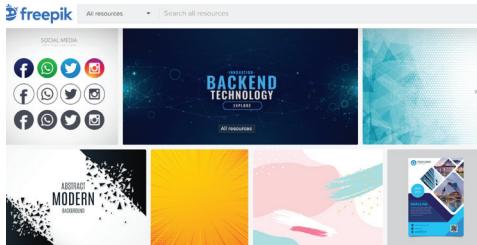
Freepik is the way to download non-copyrighed pictures. There are more than a milion free vectors, photos and icons that you can use for your projects.
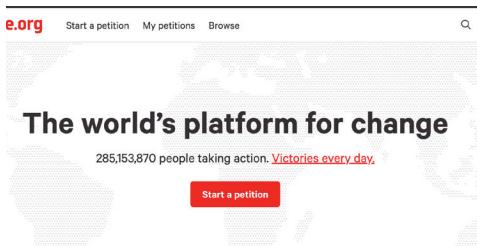
On Change.org, people everywhere are starting campaigns, mobilising supporters, and working with decision makers to drive solutions. You can address to the responsible persons and collect the signatures online. Change.org is an open platform with room for a wide range of perspectives so people everywhere can take action on the issues they care about.

Visible Tweets is a visualisation for Twitter messages designed for display in public spaces such as meetings.

Starting a conversation or reinforcing knowledge, introducing new topics or encouraging teamwork, and more - there's so many different ways to Kahoot!. Kahoot! fosters social learning, unlocks learners potential and deepens pedagogical impact. Kahoot! works on any device with an internet connection. For players, no account or login is required to join a game

IFTTT is a free platform that helps you do more with all your apps and devices. By using applets, you can bring your services together to create new experiences. Such as connecting YouTube account and Spotify account. Or you can connect your watering system to the accuweather.com and so on
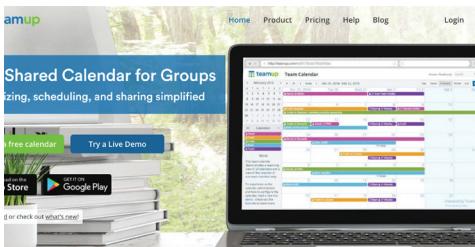
The shared calendar for groups which simplifies organizing, scheduling and communication. Teamup simplifies how groups share plans, schedule events, and communicate statuses. Color-code calendars for team members, jobs, projects, and bookable resources. Centrally managed with highly customaizable role-specifi access permissions. No accounts are required

Smallpdf, Easy and user friendly pdf converter, merger,, size shrinker and everything else. You can use it for .ppt, excel, .jpg, eidt, unlock, compress, word, combine and split. You can use it twice in a hour.
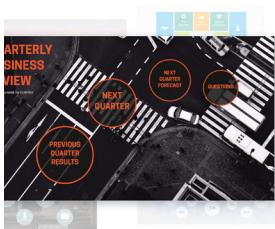
Prezi, a presentation resource, on a mission to reinvent how people share knowledge, tell stories, and inspire their audiences to act. Unlike slides, which literally box you in, Prezi gives you a limitless zommable canvas and the ability to show relationships between the big picture and fine details. The added depth and context makes your message more likely to resonate, motivate and get remembered.

Powtoon - Engage, explain and sell with impact using just a short, simple Powtoon. They're proven to be more effective than any other form of video or text communications to grab attention in the workplace

Emaze - Another presentation tool in which you can create beautiful content in minutes choose from hundreds of template designs that fit any messaging. Power and sophistication meet to enable embeds of all types of rich media & live social feeds with no coding needed.

Lunapic - Simple interface online photoshop. You simply upload your photo and you can make the background transparent, adjust the sizes, draw, make a border, filter, effect, animation and so on. Fell free to discover.

Nutshell by Prezi - Just pick three photos from your camera roll, add some fun captions and graphics and let Nutshell do it's magic. The app will map your photos to video, creating an instantly shareable cinematic story. Your visual vignettes can be shared with web at large by posting them to Facebook, Twitter, or Instagram, or sent to via SMS, E-mail, WhatsApp and more

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