

“Everything you always wanted to know about Inclusion – and how to...”

Involve your Stakeholders!

Inclusion

Colleague Support Group

Nice, France

17-19 September 2008

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Education and Culture

A collection of **great ideas** from your NA Inclusion Officers about:

- ☆ How to decide who **relevant** stakeholders could be
- ☆ How to **motivate** stakeholders to step into your network
- ☆ What are possible **ways/methods/activities to involve** stakeholders and set up a long term cooperation

In this second Inclusion Colleague Support Group, we focussed on ‘**how to network with stakeholders in your NA inclusion strategy**’ and then ‘**how to motivate them to get them involved Inclusion Strategy activities**’.

We all know that resources (time and money) are limited. So in order to get some real inclusion going, it is probably **wise to focus** on how to involve different stakeholders.

☞ On page 6 and following, we investigate **who and what are stakeholders**.

Once this is clear, it is clever to find out **why involving stakeholders** might be a good idea for your inclusion work.

☞ Page 12 and following give the results of which roles stakeholders can take and in what format.

How to keep the stakeholders on board and keep them motivated is an important exercise to take care of..

☞ Page 20 and following, list some **genius ideas** from your inclusion colleagues that play on the motivations and obstacles of stakeholders.

Since you cannot do all of these activities, it is important to make a realistic inclusion strategy (action plan) that takes into account the strengths and limitations of your National Agency and national context.

☞ Page 25 and following, shows what could be strengths and limitations of your NA, based on the discussions at the Inclusion Support Groups.

☞ Last but not least we introduce the action plans of your inclusion colleagues (page27), from which you could also get inspiration.

We round off with a 'KATCh'y evaluation of the Inclusion Colleague Support Groups (page27) and a short description of the **concept and format** of the Inclusion Colleague Support Groups (page 30).

Who was there?

(meaning – who can you contact for more information?)

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Participants and expectations



- ☆ **Ülly Enn (EE)** – since 1997 she worked on all different positions in the NA, responsible for inclusion, social funds programme 'quality development in youth field', training competences, there was a shared understanding that inclusion was priority in the office, strategic approaches to different target approaches. They do most of things themselves – not enough time – want to involve stakeholders to continue the work on the field. Experience with different sectors (prison, employment,...) – long term approach to involve stakeholders... How?
- ☆ **Loreta (LT)** – youth initiatives & inclusion since 1,5 year. Question related to content are: how to cooperate with other strong organisations that are active in the field (e.g. disability). Focus on rural areas: since spring worked more closely with project implementers, job shadowing, training course. They want to open to other fields/types of target groups.
- ☆ **Ali (TR)** - 5 years in NA, responsible for action 1 2 & inclusion, member of LLL programme selection panel, Plus to Life (Coca Cola + UNDP) selection committee. He worked for inclusion since the beginning and it works well. He's curious to exchange experiences of NA's regarding inclusion
- ☆ **Beverly Saliba (MT)** – was a youth worker, but since 2 months she is a communication and information officer (LLL programme & YiA). Important for the NA is to encourage young people from different organisations to apply, especially inclusion groups. She's eager to learn from colleagues.

- ☆ **Alenka (SI)** – EVS and linked activities, inclusion officer. She is quite new, since Feb. Before she used to work in NGOs. Her expectations are not so clear. She noticed the youth sector needs more support in inclusion (specific inclusion organisations/institutions find their way to YiA). Need to do more on inclusion & EVS.
- ☆ **Marta Aguilera (ES)** - training department for all officers in NA, for EVS. Since January she works in the NA, but before she worked in an NGO for 6 years. There is an inclusion strategy but not sure how to make it concrete. How to deal with central & de-centralised offices. Wants to share strategy to check if it is realistic.
- ☆ **Layia Tzortzi (GR)** – action 4.3 and Euromed and inclusion. She works 20 yrs for NA. Her expectation is to see how other NAs approach/work with stakeholders
- ☆ **Gilles Baccala (FR)** – invited expert with lots of experience – studied sociology (urban development), was radio and newspaper journalist, became youth worker in big youth NGO, responsible for youth club in suburb of Paris (with social problems) – projects about international solidarity with these youngsters. Representative in National Youth Council. Since 1996 he was EVS project officer – stayed in NA since then. Now he is responsible fo TCP, youthpass & inclusion officer.
- ☆ We are in Nice – because there was a meeting just before with the **South Countries inclusion officers**, which took place (of course) in the South of France. Inclusion colleagues had the opportunity to participate in **both meetings** – in the same place – with limited travelling. Also, the Inclusion Colleague Support Group took place in France, because as a big country, there are many structures involved in the YiA and inclusion work of the French NA – so many stakeholders involved – and some of the stakeholders were invited to a dinner to meet and get a grasp of the local stakeholders & their involvement in the French NA’s inclusion work.

Who and What are Stakeholders

Starting with a definition

"A stakeholder is a person or a group with an interest in something"

Other definitions add:

- ☆ "legitimate interest" (meaning not everybody that has a vague concern)
- ☆ people who "can affect and be affected" by the actions, enterprise, etc
- ☆ people who "feel responsible for the success" of an action

The stakeholders have a 'stake' in something – within this Colleagues Support Group we are talking about stakeholders of the "inclusion work/strategy of the NA"

Brainstorm – who are our stakeholders

A list of possible stakeholders...

Authorities, ministries

- ☆ local, national authorities
- ☆ ministry – others who influence life of yp
- ☆ policy makers: local – politicians, mayors, council members, local and national youth councils;

Public services & institutions

- ☆ general employment services
- ☆ social services, probation officers
- ☆ institutions: public (social help, to take care of ypfo in state care)
 - problem: different situations and ways of working, different ministries

Link with NA (internal and external)

- ☆ general director
- ☆ NA team from Head to colleagues
- ☆ Selection committees
- ☆ Board of directors of own NA or organisation to whom NA belongs
- ☆ trainers from NA
- ☆ project coaches
- ☆ project implementers
- ☆ researchers

Links with youth work

- ☆ youth centres (local)
- ☆ Youth workers
- ☆ youth section

Young people

- ☆ students who work with ypfo
- ☆ Young people themselves
- ☆ Peer to peer support
- ☆ Support coaches

Support network for young people

- ☆ police
- ☆ churches, religious leaders
- ☆ teachers
- ☆ Parents
- ☆ Street workers, social workers,

How to group them?

- ☆ Working directly with people / policy makers
- ☆ to group them according to how to involve them: they all have a different role in the inclusion activities
- ☆ private associations (NGO) / public institutions
- ☆ external / internal (within NA work and outside NA)
- ☆ those that are affected by your inclusion work (passive)/those that can affect your inclusion work (active)
- ☆ local / regional / national / international level
- ☆ short term / long term involvement
- ☆ specialised organisations (per target group or issue) / generalist organisation (with access/contact to young people with fewer opportunities)
- ☆ we want them to be involved / we don't want them to be involved / others would like them to be involved (e.g. lobby group that want to be involved / director wants only a specific group to be involved)

When categorising the different stakeholders in these ways, we can find out strategies (actions) how to involve them. E.g. there are probably different ways to work with internal stakeholders, than you do to get external stakeholders on board. E.g. you probably will ask a different involvement of youth workers than of politicians.

Put your stakeholders on a grid – to see if the different groups need a different approach.

Some examples below – but of course you can adapt the grid to your reality.

	Internal	external
Those we want to involve		
Those we don't want to involve		
Those that others tell us to involve		

	Practitioners	Policy Makers
Long term involvement		
Short term involvement		

	Specialised (e.g. focus on particular group)	Generalist (but with contact to some young people with fewer opp)
NGO, private organisation		
Public institutions (e.g. depending of state)		

Stakeholder snapshot: the reality of the NAs present

Country	Good cooperation	To be improved
Greece	<ul style="list-style-type: none"> - General Secretariat of Youth (national authority, political priorities) – good cooperation - National Youth Council - Local authorities – mayors – local youth councils - Inclusion Groups: disability, young people in prison 	
Slovenia	<ul style="list-style-type: none"> - lots of short term cooperation lots of different stakeholders that they reach (good volume) 	Would like to have more long term relationship – build up good working relationship – especially with the more ‘established’ organisations e.g. public institutions, specialised stakeholders
France	<ul style="list-style-type: none"> - good partnerships with organisations working young people with educative problems, urban youth, rural youth, ultraperiferic regions - good partnerships with ‘mission local’ (young unemployed, poor, problems with housing) social housing. - People from these organisations participate in selection problems 	No good partnerships for Disability, ex-offenders, Lesbiganay, family problems (teenage pregnancy)
Malta	<p>Captured</p> <ul style="list-style-type: none"> - ministry – parliamentary secretary - mayor – councillors - church, religious organisations - national youth council - employment training organisation 	<p>Rendering</p> <ul style="list-style-type: none"> - youth local councils - education departments, teachers, in schools - researchers - social workers (more institutional)
Turkey	<p>Reached</p> <ul style="list-style-type: none"> - NGO - Youth council - Selection committee - NA staff - Beneficiaries: youth clubs, university clubs - Trainers & multipliers 	<p>Not reached yet</p> <ul style="list-style-type: none"> - researchers and experts to develop national strategy of inclusion of disadvantaged youngsters (is a governmental issue – but NA can promote) - parents of young people with fewer opportunities

Country	Good cooperation	To be improved
		More or less <ul style="list-style-type: none"> - policy makers and local authorities (started) - some of the MP and ministries and municipalities are informed BUT only started
Lithuania	Reached <ul style="list-style-type: none"> - NA, sel com, ministry of social and youth affairs - National council of youth ngo - Trainers pool - Coaches - Coordinators of local youth councils - Regional councillors 	Not reaching <ul style="list-style-type: none"> - NGO working with specific target groups (still very separate work)
Estonia	Reached/achieved <ul style="list-style-type: none"> - NGOs working with specific target groups (prisons, disabled, offenders,...) - Young people directly from target group (small country advantage) - NA Team – developing strategies in inclusion field together – peer support – head of NA supports - Selection committee – from inclusion background – involved in the decision making - Trainers team of NA – pool of trainers are also strategic partners – also discuss about priorities - Ministry of education and research, youth department – have supported what they proposed 	These are challenging and potential stakeholders <ul style="list-style-type: none"> - cooperation with other programmes – e.g. for young unemployed - cooperation with open youth centres & national youth council (re inclusion) Partners with whom we could cooperate more <ul style="list-style-type: none"> - employment - Russian speaking youth - Rural youth - Health & HIV - Researchers – inclusion focus groups
Spain	Stakeholders reached <ul style="list-style-type: none"> - Spanish NA – regional offices - Pool of trainers - Organisations from the youth field 	We don't reach yet <ul style="list-style-type: none"> - street workers - sport coaches - social workers - teachers

Why involving stakeholders?

Why do you need them? Why is it valuable? What is the benefit of involving them? What is the reason to involve them

Each NA has to find their own answer – responding to the national realities – different aims in working with/involving stakeholders – brainstorm:

Direct benefits	Indirect benefits
<ul style="list-style-type: none"> ☆ To communicate about our work ☆ Enable young people to have more experience ☆ Knowledge of target groups ☆ Reach the young people ☆ Be as a think tank – to share expertise – reflect together – make analysis ☆ To evaluate work with them ☆ To make our work more effective ☆ For financial support – to secure funding – to get extra funds ☆ For organisational help – a few staff in NA cannot organise everything ☆ To share know-how and expertise in the field – especially new fields ☆ To share contacts & networking – the mean a connection to the people directly 	<ul style="list-style-type: none"> ☆ To make inclusion possible ☆ Give and take, come and go ☆ Not to be alone – we are not there for ourselves – serve a purpose ☆ Dissemination of results ☆ Spread awareness of importance of inclusion ☆ Implement projects ☆ Reach aims of YiA programme ☆ Human resources – involve them in the work – lots of work to be done – sharing tasks ☆ To guarantee a wider impact – reach out – to function as multipliers ☆ They mean acknowledgement and recognition for the YiA programme – more in specific from higher decision makers (in sensitive fields – moral support) – confirmation that YiA is good tool for inclusion – stakeholders can show educational impact ☆ This is also what we can give to the stakeholders as well : extra funding, moral support, ...



What roles can stakeholders take? What formats for involvement are there?

How can you involve stakeholders?

How: format	Why: to reach which aim
Reporting and dissemination of results	Statistical and qualitative evidence
Resource Groups: expert groups, consultative groups	Get know how, feedback contributions
Focus groups – research approach (e.g. other approaches = questionnaires, participative research,	Research- get in depth understanding of our inclusion impact
Training of trainers – specialise your trainers to work with specific groups	Capacity development in inclusion field
To motivate and get them on board with us for inclusion (very time consuming) – build up personal and professional contacts – keep them informed – get better results	Taking direct contact to different stakeholders

Networking with stakeholders by means of ...

- ☆ steering committees
- ☆ working groups: they advice and comment ideas – although the final decision is taken by director (on different levels: national, local etc)

Communication and multiplying – stakeholders are ...

- ☆ multipliers towards policy makers, local authorities, church, schools, university, associations & organisations, street & social workers, media, ...
- ☆ representing the NA or YiA – They encourage and inform others.

Coaching and acting – stakeholders...

- ☆ implement projects
- ☆ empower others to be involved
- ☆ improve the quality of projects
- ☆ can be a way for dissemination and exploitation of results

Evaluation of their/our work – by means of ...

- ☆ working groups
- ☆ evaluation seminars
- ☆ meetings
- ☆ reports – in order to gather info and share it

☆ external evaluators or research

Other Formats to involve stakeholders:

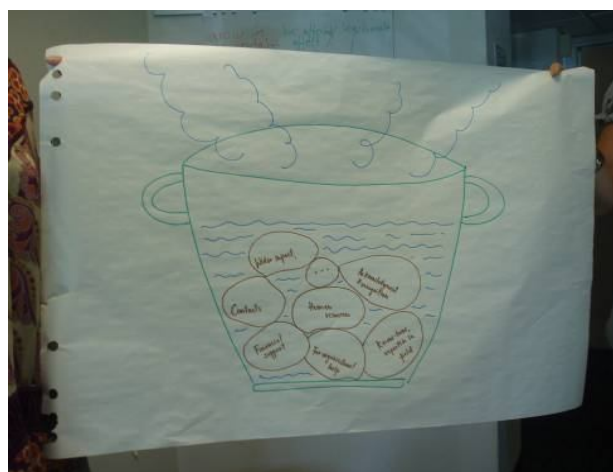
- ☆ they are project organisers who present good practice
- ☆ they give training to youth workers (potential program beneficiaries)
- ☆ they have contact opportunities
- ☆ they do consultancy: come to NA, or workshops in the regions, get their ideas
- ☆ they write about their experience – in media, press – use them as PR, ambassadors of YiA
- ☆ to invite them for regional meetings, expertise meeting
- ☆ to invite them to university – promotion of the programme – connections to other sectors
- ☆ to invite local authority to activities for example to motivate them to participate into a study visit – so that they see what the projects of YiA is about – get support/recognition from them – they can become an inclusion champion
- ☆ they are participants on symposium, study visits, other activities

How to involve/ stay in contact with them:

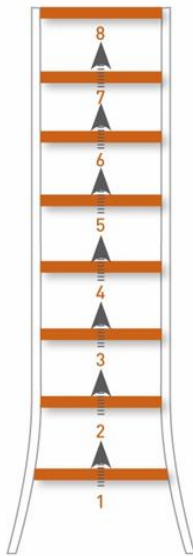
- ☆ the NA can invite them as trainers
- ☆ the NA can invite them as experts in working groups – involve them in making strategies
- ☆ the NA can send them information about what is happening – keep them on board
- ☆ the NA can invite herself to conferences of social workers, psychologists – pro-actively search for forums where the NA can present her work and results
- ☆ use internet opportunities to get people's opinions, to do networking, to show your results

Remark:

The type of 'involvement' of stakeholders is quite different according to the countries (e.g. size of country: bringing together a national working group)



HART'S LADDER OF PARTICIPATION



8. Full participation & involvement
7. Stakeholder initiated - followed
6. Led by org - decisions shared
5. Consulted and informed
4. Assigned but informed
3. Tokenism: no choice
2. Decoration: showing off
1. Manipulation: pretending



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There is a framework around the actions you can take – there is a legal basis, there is a director that decides on certain things, the programme's objectives and guidelines, fixed/approved workplans,... – but you can choose different 'participative' approaches within this frame.



What is the motivation of your stakeholder to be involved in the NA's inclusion work ?

What is in it for them? Why would they want to be involved?

Why yes?	Why not?
Young people (with fewer opportunities)	
<ul style="list-style-type: none"> 👍 idealist, altruistic youth – want to help others 👍 make contacts with other young people and do something together - social 👍 events, parties, weekends,... 👍 fun, have a good time 👍 share ideas, get different points of view, get feedback 👍 get to know opportunities 👍 want to take responsibility, leadership, good for self esteem 👍 possibility to travel 👍 get some goodies 👍 recognition of their great projects – be proud of their project – give a stage to present their projects – stimulates their self-esteem 👍 know how to get money for projects 👍 employment perspective – put it on their CV, highlight their skills, get a youthpass, certificate 	<ul style="list-style-type: none"> 👎 no time – I have other things to do 👎 not interested – why should I spend time on youth inclusion issues 👎 we don't want to take responsibility – we want to be free – leave me alone 👎 we don't believe we are taken serious anyway 👎 nothing will happen with what we contribute – just 'decoration' 👎 no money – who pays for what I am doing – I am not a cow to be milked 👎 I want to get some kind of reward, remuneration, something in return for their voluntary commitment
Youth workers	
<ul style="list-style-type: none"> 👍 it will enrich the work of my organisation 👍 I see possibility to change something 👍 I get new information 👍 Professional development 👍 Inspiration 👍 Opportunity for the young people 👍 I think I have something to say 👍 I can be part of bigger picture 👍 I am not alone in the feel – peer support 👍 Recognition of my work 👍 Get more funding (if you are close to the funders) 👍 Get profit out of it – goodies, leftover budget 	<ul style="list-style-type: none"> 👎 Don't have time, busy enough 👎 don't have money (in case NA doesn't pay travel) 👎 none of my business – why me? – why should I be in blabla working groups 👎 previous negative experiences 👎 don't see the point 👎 my boss does not allow me 👎 I don't have expertise – I am not the right person 👎 I can not motivate my young people and colleagues to participate in this – no support 👎 I don't see the benefit for my organisation 👎 I don't understand why I am

Why yes?	Why not?
<ul style="list-style-type: none"> 👍 Possibility to travel 👍 Get to know new people 👍 They believe in YiA programme and its values and possibilities 👍 They want to do something in return for the support of the NA 👍 Support of the NA for their quality projects 	<ul style="list-style-type: none"> invited 👎 I don't want to work with this concrete people (personal conflicts,) 👎 Negative reputation of NA 👎 They don't believe in YiA programme and its values and possibilities -
Local Authorities	
<ul style="list-style-type: none"> 👍 There is money and power in it for us 👍 Contribute to local economy 👍 Prevention and protection 👍 Publicity, be in the spotlights 👍 votes 👍 People with less opportunities are in the local authority – so personal interest 👍 International is part of the youth work 	<ul style="list-style-type: none"> 👎 No time – other things to do 👎 No money, budget to participate 👎 We don't know what is going on, we don't need to know 👎 Not part of our strategy of our municipality 👎 There's no votes in it for us – political interest 👎 Political risks (sticking head out)
Ministries	
<ul style="list-style-type: none"> 👍 The programme brings money – milk the European cow – bring more money to the area 👍 They need to 'guarantee the assurance' – so they have an interest that nothing goes wrong – they want/need to control & monitor the programme, evaluate outcomes 👍 Use YiA for prevention possibilities (interesting for ministry of health) 👍 Interest in non-formal learning methods (education ministries) – partnerships with Grundvig, Comenius etc 👍 Change image of police, prevention, international projects for ex-offenders (ministry of justice) 👍 Rural projects & development (ministry of agriculture) 👍 Create European/French identity, active citizenship – feel link with mainland (ministry overseas territories - France) 	<ul style="list-style-type: none"> 👎 Lack of time 👎 They don't want to change their way of thinking and working – why work with youth/other ministries 👎 Difficulty to share the methods – find common ground 👎 They have negative impression of 'youth' – it is a playground – not give importance 👎 Solutions should be found on the spot – not international – at home first – 'Why international mobility for inclusion groups?' – they have other problems/needs 👎 No social recognition of 'youth work' – but social work yes 👎 One-off activities – no sustainability – no longer term thinking

Why yes?	Why not?
<p>👉 Media opportunities for ministries/politicians – promo for them</p>	

An Example – the French way to working with Stakeholders

Inclusion is a European priority – so there needs to be special focus in all elements of the YiA programme and the work of the NA.

In France the Inclusion Officers is at the same time also the TCP officer and the Youthpass contact person. This allows combining the inclusion strategy with 'training and support' measures – and also focusing on the recognition of the Non-Formal Learning for inclusion groups (who need it most).

There is a 'supported approach' – there are inclusion colleagues also in other actions.

France has a network of '**Regional Correspondents**'. Those relays are considered part of the NA functioning, even though they are based in different organisations/institutions. 2 meetings per year of all correspondents, and working groups (e.g. inclusion) of inclusion are foreseen.

For external stakeholders, there is an **inclusion working group** of a large scope of different experts, organisations, institutions (generally who have experience of the field) e.g. urban, rural, disability, housing organisations, social workers, ministry of justice,... - 2 meetings per year.

3 thematic subgroups (proposed by regional correspondents) that meet more often, or have regular phone conferences etc.

The aim is to:

- ☆ Analyse the impact of inclusion actions - from 2 points of views: analyse the results from personal point of view (individual development) and group projects, share research results, invite young people to present their project, press conference,...
- ☆ Promote the YiA programme as a pathway to inclusion – how to use participation of youngsters in the YiA programme in a longer/wider pathway towards 'a better life' (e.g. housing, employment, etc).
- ☆ Communicate, evaluate & disseminate results of the YiA programme: e.g. 'Get me in' leaflet; questionnaire & indicators regarding distance to 'employment' (study with a panel of young people, contrasting those that have participated in YiA and those not) etc.

The result will lead to action plans.

What they do/did

- ☆ Networking of stakeholders in order to bring them together, meet and get to know each other
- ☆ Defining of priority target groups: urban youth & person with a disability
- ☆ Decentralisation of targeting – they can refine and adapt the priority groups to their local reality (e.g. rural youth in rural areas)
- ☆ Take action – they give support to granted projects
- ☆ Selection panels at regional level are asked to focus on inclusion as a priority for YiA projects
- ☆ Create partnerships and links with Grundvig and Leonardo because they are dealing with the same youngsters – to create synergies with them (e.g. common seminar about NFL & youthpass & europass)
- ☆ Adapt communication to different actors – targeting the youth/social workers

How to keep them involved

- ☆ Work on continuity, as an ongoing process – stakeholders know that inclusion will stay as a priority
- ☆ Involvement in different working groups, selection committees, give them specific tasks
- ☆ Priority in TCP activities for inclusion participants & organisations (e.g. train newcomers in inclusion organisations, etc)

☞ an example of involving young people as stakeholders in projects – Step by step network – evaluation report



How to 'keep the stakeholders on board' – how to keep them motivated to be involved in your Inclusion work

MOTIVATING STAKEHOLDERS TO BE INVOLVED

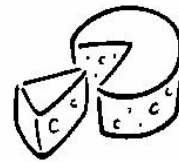
How to capture their E-forces?

- ◉ Energy, Excitement, Enthusiasm & Effort



Give them what they are looking for:

- ◉ Pragmatic benefits: what's the point
- ◉ Psychological benefits: my cup of tea
- ◉ Social benefits: fun & recognition
- ◉ Material benefits: goodies, travel, food



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MOTIVATING STAKEHOLDERS

> BALANCE THE 3 C



- ◉ Make it **C**hallenging - feeling of achievement
- ◉ Ask things that are within their **C**apacity
- ◉ **C**onnect the work to their situation/interest



Some creative suggestions to overcome the obstacles for involvement, and to take advantage of the motivations for being involved:

Young people

No time (e.g. students)	☆ find attractive methods, formats, themes (e.g. use sports, arts)
They don't believe we take them serious or that they can change something	<ul style="list-style-type: none"> ☆ organise round table meetings with local authorities – so that there is more likelihood that they can influence – their ideas taken on board ☆ invite them to give feedback about the NA workplans – you can control what you do with that ☆ make clear why you ask things from them, but also why you need them, how you will use the results, inform them about what you did with their ideas/suggestions
Use psychology-incentive	☆ give them some incentives e.g. participate in TCP activities, give a publication, a T-shirt, prize for the best (inclusion) projects, Oscars for volunteers (like a gala),... (like an award – but without presenting it as an award!!) – and at the same time they get a

	clearer overview of what the YiA programme is about – but not ‘being a travel agency’ dispatching people abroad!
Don’t want to take responsibility	☆ step by step – from small challenges, tasks – then increase bit by bit – not too much at once
Use the positive elements	☆ make it fun, allow them to make social contacts ☆ ...

Youth Workers

I don’t to work with these concrete people – negative previous experiences	☆ if we would know about, you can deal with it, find solutions = but the difficult thing is that it is not open, so try to find out via different channels, be attentive for gossips ☆ look for alternative formats to involve people, maybe different
Can’t motivate my colleagues & young people to participate	☆ give access to training and materials for inspiration ☆ true supportive approach – give more help in the beginning – smooth start into the YiA programme or in our working groups etc ☆ show success stories
No money	☆ support travel costs to meeting, provide lunch ☆ compensation for their time e.g. money, give publications, give other things ☆ why not ‘hire’ an organisation in remote (Russian speaking) areas to be the ‘multiplier’
No time and money	☆ they can have other ways to participate, give their views, expertise e.g. conference call, Skype, online communication and networking, ...
I don’t have expertise	☆ clarify what you are looking for, explain the role, say why you think that you want to have them (org) on board ☆ or make sure that you have the right representative of an organisation
I don’t understand the aims, don’t see the benefits, not my	☆ aims should be clear for ourselves – clarify what you really want to get out of it ☆ also discuss it with the stakeholders that

business	<ul style="list-style-type: none"> you want to involve ☆ be flexible – and adapt to suggestions of the stakeholders you want to involve ☆ open communication about what they can benefit from it e.g. explain from a professional point of view, more concretely
My boss does not allow me/support me	<ul style="list-style-type: none"> ☆ also explain/inform the heads of the organisations of the people you want to involve, give them the arguments, info about the benefits

Take the contribution of the people seriously! Show what you do with it. Give info about what happened with their good ideas – explain why you did and did not take suggestions on board.

Also think of the nice side of life – have good working conditions (e.g. a little welcome drink, nice meeting place, yummy sandwiches, some fun/laughs,...)

Local Authorities e.g. Mayor of small time

No time	<ul style="list-style-type: none"> ☆ make a time planning, be efficient in use of time, give info about how much time his/her involvement would take
No money	<ul style="list-style-type: none"> ☆ find sponsors or other ways to cover his/her involvement
Ignorance – doesn't know of the issue	<ul style="list-style-type: none"> ☆ invite them to study visit, give proper information/documentation ☆ meetings with young people, invite to projects,...
It is risky to join in – take a position	<ul style="list-style-type: none"> ☆ show the results of projects, show the benefits ☆ show how they could gain votes – how many people in such a situation (= votes) ☆ Provide media opportunities

Ministries

It depends on the political structures of the countries how they function – and on the size of the country how close contacts you can have to those

Make them feel needed	<ul style="list-style-type: none"> ☆ try to convince them, they can sponsor the facilitators ☆ lobbying and 'manipulation'
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<p>Make them feel that they need us</p>	<ul style="list-style-type: none"> ☆ become a resource of information for them ☆ a resource of good practices, concrete projects
<p>Invite to launches, conferences,... etc Media opportunities, press conference</p>	<ul style="list-style-type: none"> ☆ present your best practices, reports etc – show
<p>Why international mobility? Convince them through</p>	<ul style="list-style-type: none"> ☆ dissemination of results in field of inclusion (so do research, documentation of the inclusion outcomes). ☆ testimonies of good projects

Convince them that YiA can be included in their agenda – as a tool for young people

Picture/media opportunities – they can show off

☞ You can do this same exercise for all the other stakeholders as well!



Strengths & weaknesses of your NA

Strengths	Weaknesses
<ul style="list-style-type: none"> ☆ Efficient time management ☆ Set priorities – do one thing at the time ☆ Annual programmes 	<ul style="list-style-type: none"> ☆ Lack of time
<ul style="list-style-type: none"> ☆ Build up good contacts to ministries, employment offices 	<ul style="list-style-type: none"> ☆ Mobility problems: difficult to get visa, loose social benefits
<ul style="list-style-type: none"> ☆ Staff helps ☆ Guidelines/info material 	<ul style="list-style-type: none"> ☆ Administration & bureaucracy
<ul style="list-style-type: none"> ☆ There is European strategy for inclusion – priority for inclusion projects ☆ Put good examples with ‘young people with fewer opportunities’ 	<ul style="list-style-type: none"> ☆ Participation in programme is seen to be for elite only
<ul style="list-style-type: none"> ☆ Use the money – see the opportunities it creates 	<ul style="list-style-type: none"> ☆ It is coming from Brussels – contains a hidden agenda
<ul style="list-style-type: none"> ☆ 	<ul style="list-style-type: none"> ☆ Not enough money to finance all projects (only 1/3)
<ul style="list-style-type: none"> ☆ You can develop a national priority 	<ul style="list-style-type: none"> ☆ Too many priorities set by European Commission – every year new ones – too much at the same time
<ul style="list-style-type: none"> ☆ Take quality time to check with stakeholders (experts) what would be the most efficient way forward ☆ Learn from NA colleagues e.g. at inclusion support groups ☆ Read the Shaping Inclusion booklets 	<ul style="list-style-type: none"> ☆ We don’t know how to prioritise
<ul style="list-style-type: none"> ☆ Ask additional information ☆ Do project visits, check reports, etc 	<ul style="list-style-type: none"> ☆ No strategy for ‘exclusion’ of organisations that mis-use the projects
<ul style="list-style-type: none"> ☆ Get colleagues on board, work with NA colleagues, get them on board ☆ Involve other stakeholders (e.g. experienced organisations, trainers) 	<ul style="list-style-type: none"> ☆ I am only one in the office to work on inclusion – limited staff
<ul style="list-style-type: none"> ☆ Get training; train the staff; do jobshadowing ☆ Involve support groups ☆ Get people from the inclusion groups on your selection committee ☆ Read the SALTO inclusion booklets ☆ Ask on inclusion forum 	<ul style="list-style-type: none"> ☆ No inclusion expertise amongst staff

<ul style="list-style-type: none"> ☆ Do regional activities, info sessions ☆ Use electronic means – e.g. Skype, internet forum,... 	<ul style="list-style-type: none"> ☆ No regional structures – it is all centralised – too far from the projects/organisations
<ul style="list-style-type: none"> ☆ Priority for inclusion projects 	<ul style="list-style-type: none"> ☆ Not enough money for support work
<ul style="list-style-type: none"> ☆ Show the outcomes, good results: e.g. films, case studies,... ☆ Use Youthpass to support recognition ☆ Work together with educational institutions or professional world ☆ Research to see what skills come out of YiA projects 	<ul style="list-style-type: none"> ☆ Non formal learning (our work) is not recognised as 'educational work' – considered holidays
<ul style="list-style-type: none"> ☆ Show off – valorisation – making waves 	<ul style="list-style-type: none"> ☆ NA or YiA is not considered as an important stakeholder in inclusion issues
<ul style="list-style-type: none"> ☆ Get a promotion and be the boss ☺ ☆ Give arguments to your boss – support them with evidence (e.g. from questioning, research, outcomes,...) ☆ Make boss believe that the idea is his/her own 	<ul style="list-style-type: none"> ☆ The boss decides anyway what we have to do
<ul style="list-style-type: none"> ☆ Use multipliers, send them to ToM ☆ Do a big media event 	<ul style="list-style-type: none"> ☆ NA is too small, too far away, YiA is unknown
<ul style="list-style-type: none"> ☆ Read Shaping Inclusion – and set up a step-by-step inclusion strategy ☆ Check with other NAs how they do it – jobshadowing ☆ Go to the inclusion colleague support group in Rome 	<ul style="list-style-type: none"> ☆ We don't work strategically on inclusion

Action plans – getting into concrete actions

France

1. Convene a plenary session of the big stakeholder groups (40 members of the national working groups) in October – for one day in Paris
The decision is approved by the head of the NA – NA pays meeting room and travel costs.
 2. Second annual meeting of the regional correspondents (one week) – one session/day around the topic of inclusion (working group of 5 correspondents prepares) – inclusion/TCP officer coordinates – January – in INJEP, NA pays travel – NA writes report
 3. Reflection Seminar on Youthpass & inclusion (non formal learning and inclusion) – for youth workers, researches, agencies, trainers (40 participants) – in cooperation with Estonia, Ireland & SALTO Inclusion and T&C – need to organise a prep team – May 2009 in INJEP – travel costs by sending NA
 4. Study about indicators/benchmarks regarding 'distance to employment' of young people (tool created by national employment service France) – cooperation with Employment Service, Mission Locales – base on proposals of national working group. To find an objective way to measure the programme regarding employment (contrast the distance to employment of participants in YiA with young people that did not participate in YiA) – intern/student will work on this (in return for board and lodging and pocket money-not from TCP) – first semester 2009.
- ☞ this questionnaire about '**distance of employment**' could be spread amongst NA network (translated from French) – other NAs/SALTO could do similar exercise
 - ☞ Austria (Innsbruck University), Estonia, Czech Republic + one more, SALTO Training & Cooperation, Commission, researchers: **working on a tool for measuring the impact of YiA programme** (also inclusion?) – share with other NAs (ask from AT or EE agencies)
 - ☞ Estonia did '**Focus groups**' to measure the impact on inclusion to also measure the qualitative results (there is a report) – additional to the quantitative results of the evaluation of the YOUTH programme

Slovenia

2 year longer term planning

1. international inclusion training (November) – see SALTO Training Calendar
2. make presentations of YiA to possible 'inclusion project' implementers (students social work, educators, etc) – at social work conferences, other forums where they are – build up contacts with the different stakeholders in this field – 5/6 presentation per year
3. prepare a booklet – to give professional reasons 'Why YiA is good for inclusion' – what young people with fewer opportunities will get out of

it – material – maybe combined with a flyer that they can give to the young people they are in contact with

☞ use existing publications: 'Get me in' leaflet, 'inclusion inspirational booklet' COM, SALTO inclusion for All booklets (www.salto-youth.net/inclusionforall/)

1. develop and maintain relationships, contacts etc to public institutions - personal relations with the staff – meetings with the people from the field – that know the field – find out what are the possibilities for cooperation and make YiA possible as a tool for the institutions – action plan (e.g. send letter to directors, to relevant practitioners) – convene (short, practical) meetings in different parts of Slovenia to go out to these institutions – to present good practice/spread the fire/show off – also suggest them to go to international training (e.g. from European Training Calendar)

2. more (inter)national training on inclusion (TCP) – depending on the results of this year's TC – present good practice at these training courses

☞ link into other international inclusion plans of other NAs – synergies, cooperation,...



Lithuania

There are already quite some strategies of training for regions they don't reach yet, for Russian minority, film with good examples that shows that everybody can participate in the programme

Some other ideas:

- target the organisations that already have experiences, close to the 10 Lithuanian regions that are currently not participating in the YiA programme – use them as support & multipliers, to provide

counselling, do info sessions or trainings,... Will be discussed in NA – needs to be approved by TCP. Check what resources are available, look what are the potential NGOs and peers in those regions. Organise info meetings & publish on website that there are these counselling possibilities for specific regions, follow up and monitoring – by 15 October

- ☞ Lithuania developed an innovative way of involving young people with fewer opportunities: offer 'jobshadowing' for those young people (potential youth leaders), they can go and see how a YiA project works – set up different practical steps for them to get involved – show good examples, work together with them, offer them projects that are linked to their interests. Afterwards work together with them towards setting up their own project – e.g. with a coach, counsellor,... (someone that steers and supports them).

Spain

1. collecting good practices from inclusion field (by regional officers) – and put it on the inclusion section of NA website + links to SALTO Inclusion resources & inclusion training – 5 meetings/year with all the regional officers – in April 08 they agreed on the steps to take in inclusion
2. They translated the 'Get me in' flyer – is sent to targeted stakeholders (organisations, institutions, etc)
3. Each regional officer – is targeting specific inclusion groups – in autumn the regional officers present their regional priorities (adapted to local reality – can change after one year).
4. Training at local level – in January national training on inclusion – next step would be to organise an international training/contact making seminar on inclusion

Estonia

Coming months (till end of the year)

- ☞ dissemination & exploitation of results of Colleague Support Group – share it with colleagues (on Monday)
1. further development of workplan for 2009 – integrate feedback from the trainers pool to the workplan ideas – idea: get their ideas for the workplan (not only inclusion, but surely include inclusion) either via meeting or via questionnaire/email (by second half October)
 2. 3 events for 2009: seminar in France about NFL & inclusion (finalise, check resources), delay in steps of inclusion of young unemployed (needs to be relaunched, continued), potential partners in SALTO Inclusion training course for Unemployed youth.
 3. Official adoption of NA Inclusion Strategy – publicly on the website – transparency – revise the inclusion strategy in function of workplan where needed (by January 2009)

4. Inclusion training course for Russian speaking minority & national majority – maybe also training on ‘working with media’ – create wider impact – involve more stakeholders (e.g. public relations officer, etc), invite some of the involved organisations for a dinner (networking between institutions and organisations). Regional correspondents of media
5. Plan research on ‘impact assessment’ (Estonian Youth institute) – planning of the assessment of YiA. Find funds for it / evaluate the offer.

- ☞ important to gather support from your colleagues – don’t do it alone – convince colleagues – ‘sell inclusion’ – use the forums that exist to squeeze in inclusion (e.g. at other meetings) – mainstream inclusion
- ☞ Shall we change the ‘inclusion officer’ to ‘inclusion coordinator & delegator’ ;-)

Turkey

1. suggest to boss 2 TC on inclusion – within South countries network
2. suggestion to create 2 inclusion working groups – EVS organisations – Trainers & multipliers – annual 2 day meetings discussing inclusion issues – support their networking via internet (platform, meetings, chats,...) – to stimulate the cooperate between the organisations in the field
3. award ceremony for best inclusion project (2009 announcement – 2010 selection of awarded project)
4. symposium about inclusion with all stakeholders in Turkey (2010)
5. publishing info booklet in Braille – cooperate with Blind organisation – inclusion organisation – check technological possibilities
6. preparation and adoption of inclusion strategy in Turkey
7. possibility to host a SALTO Inclusion Colleague Support Group

- ☞ [Shaping Inclusion booklet \(www.salto-youth.net/ShapingInclusion/\)](http://www.salto-youth.net/ShapingInclusion/) can be helpful for setting up different steps to an inclusion strategy
- ☞ Check your website – to see if your website is accessible for visually impaired or blind people – you can often change little things that make your website more accessible for voice browsers and Braille readers

Malta

1. discuss with YiA colleagues how to organise themselves to get on board more people with fewer opportunities (used to be unemployed and persons with disability) – also to open up to other ‘inclusion groups’ (e.g. from Gozo,...) – work with multipliers, convince them to create smaller groups to reach people with fewer opportunities
2. working together with Employment & Training organisation – spread the results, success stories,... use this best practice – encourage people from that sector to involve themselves
3. outreach to smaller/new (inclusion) organisations (or in clubs, playing fields, and other places where young people with fewer opportunities

- gather) – involve the beneficiaries to tell their story – make the story more real – get support from local authority, police, etc
4. Dedicate an issue of the newsletter about inclusion
 5. Produce flyers, brochures about inclusion
 6. More info on the website about inclusion
 7. Production of a feature (video/TV programme) about inclusion, a teaser (clip) to be used in seminars, info sessions etc
- ☞ share videos/clips with other NAs (if English Subtitles!)
 - ☞ many NAs and SALTO inclusion want to work about un-employment – create synergies, cooperate
 - ☞ Inclusion Colleague Support group on 'inclusion of un-employed'? Would be highly relevant. Set up strategies to use YiA for working towards employment or is it employability (gaining skills, competences?), involving employers? Involving employment agencies? Having a look at other European programmes (employment?)? Combine forces?

For next time's Inclusion Colleague Support Groups? K A T Ch

<p>Keep</p> <ul style="list-style-type: none"> • The topic-focused approach • Format: small groups, short duration - perfect • Reporting at the spot • Sharing, exchanging practice and problems • Support for our own inclusion work (nice, creative). I felt being supported • Nice atmosphere • Homework to clarify your own thoughts • Efforts to keep it creative and diverse by methods • To hold a meeting with local actors like stakeholders. But maybe start dinner a bit earlier so that people are not that tired + introduction round to get to know the French stakeholders during the dinner. • To speak slowly and clearly • The follow-up of the strategy is very interesting offer. • The possibility to meet stakeholders • No energizers! Yes! • It was a delicious "salade niçoise" • Enough time to discuss the topic • Good number of participants to have in-depth discussions • Follow-up is very important • Organise similar meetings for different target groups 	<p>Add</p> <ul style="list-style-type: none"> • That all Nas coming to the colleague support groups would also share their part of work plan which concerns inclusion (inclusion strategy) • Visual example of good practice (video) • The homework was perfect to prepare the meeting • To add more theoretical input (very short) by a consultant on the topic • More diverse ways to support the process we're going through • Nothing to add: everything was in balance • Nevertheless it would be a great added value if some stakeholders could have participated in some sessions • Summary of the past colleague support meetings • Visit to the hosting NA • Analysis of NA homework: to present some summary
<p>Throw Away</p> <ul style="list-style-type: none"> • Different topics for the three colleague support groups in the same year 	<p>Change</p> <ul style="list-style-type: none"> • To enforce the expert role a bit more, through the programme and different topics the expert could have prepared and contribute by the story upon his own experience • Timetable: too late! • To add one day more: it is very intensive work in 1,5 day • More time for input from general to concrete level (e.g. more explanation on our own project) • Everything was super!

Evaluation

- opportunity to work quite closely together
- good to learn from different agencies and realities
- can we participate in all colleague support groups?
- raised awareness on different inclusion officers
- good to get feedback from the more experienced officers
- helped me on the road to our inclusion strategy
- it helped me make an action plan
- good efforts to make the methods creative
- great to exchange about how different NAs approach stakeholders
- great to involve the stakeholders – keep this (but integrate more in the process)
- last time went a bit more into depth
- but keep the format of the Colleague Support Group
- good to work on concrete action plan
- it helped to see who we involve and who not yet
- good size group
- missed a bit more time/support to go from general to concrete
- the “strengths and weaknesses” battle !

What can SALTO Inclusion do for you?

- ☆ SALTO will develop the report of the inclusion colleague support group and send it around to the participants, all other Inclusion colleagues and document the good ideas on the SALTO website www.salto-youth.net/InclusionSupport/
- ☆ SALTO will check your action plans and give you tailor-made support where needed. SALTO will also take out some ideas for its own work plan to support your inclusion work in the future.
- ☆ SALTO will continue to have more Inclusion Colleague Support Groups regularly on different topics, as this format seems to be very successful.



Where do the Inclusion Colleague Support Groups come from?

The Inclusion Colleague Support Groups (formerly called 'Intervision') are a **follow-up from the Staff Training for NA Inclusion Officers** organised by SALTO in July 2007 (www.SALTO-YOUTH.net/InclusionStaffTraining/). The NA Inclusion Officers appreciated the possibility they had to meet and discuss how to develop their inclusion work.

The Inclusion Staff Training (2007) focussed mainly on **how to develop an Inclusion Strategy (on the national/NA level)** – and led to the “Shaping Inclusion” booklet which is a manual supporting NAs to develop their national inclusion strategy. (www.SALTO-YOUTH.net/ShapingInclusion/).

The National Agencies' Inclusion Officers felt the need to have **more time to exchange experiences** about how they were approaching inclusion in different countries, and go more into the practical details. That's when the idea was born to bring together a limited number of inclusion colleagues around a specific inclusion topic or practice: e.g. how to select and reach specific target groups, how to involve stakeholders in the inclusion work, etc.

☞ More about the Inclusion Colleague Support Groups at www.SALTO-YOUTH.net/InclusionColleagueSupportGroups/

What are the Colleague Support Groups

Small groups of Inclusion Officers meet peer-to-peer and reflect and support each other regarding common problems, questions, etc. related to inclusion issues on NA level. This process is facilitated and enriched by SALTO Inclusion experience.

General objectives – what you can expect to get out of it

- ☆ The (inclusion) officer will be inspired for the steps to take in order to address the problem or question
- ☆ The (inclusion) officer has considered the usefulness of developing an inclusion strategy
- ☆ The (inclusion) officer was able to exchange experience on inclusion issues with colleagues
- ☆ The (inclusion) officer was able to use the Shaping Inclusion booklet (and other resources) as a tool to move forward/deal with inclusion issues
- ☆ The (inclusion) officer is aware of the support of SALTO Inclusion

Who - profile of participants:

- ☆ Inclusion officers of NAs – the colleagues dealing with inclusion projects and the development AND implementation of the national inclusion strategy
- ☆ NA staff with specific focus/tasks on inclusion of young people with fewer opportunities

- ☆ Officers with different levels of experience – to have fruitful interactions and mutual learning
- ☆ In the ideal case, a maximum of 8 to 10 participants per Colleague Support Group – to allow lots of interaction and in depth discussions
- ☆ The (inclusion) officer is willing to share with colleagues back home – and with other (inclusion) colleagues that were not present
- ☆ SALTO Inclusion can invite (at SALTO's expenses) some NAs or experts with relevant expertise for the topic of the Colleague Support Group

When and where?

Every Inclusion Colleague Support Group has a different composition of participants. Each Colleague Support Groups concentrates on one specific inclusion theme. The participants will be asked to prepare some (home)work beforehand to make most of the 2 days together.

- ☆ The first one took place in Belgium from 11-13 June 2008 and deals with the theme of "target groups"
- ☆ The second Colleague Support Group takes place in France in September 2008 and will discuss the topic of "how to deal with different stakeholders".
- ☆ The third Colleague Support Group will take place in Italy from 26-28 November 2008 and will put the theme of "how to proceed with your inclusion plan" on the table.

The **format** looks as follows:

- ☆ day 1 - arrival day (by 16h) – introduction - welcome evening
- ☆ day 2 – full working day
- ☆ day 3 - continue working in the morning - departure after lunch

Finances & practicalities

- ☆ Participating NAs pay their own travel and subsistence costs (food and lodging costs)
 - ☆ SALTO pays own travel and subsistence costs (and of any invited experts)
- The hosting NA is only asked to cover the venue, and their own participation costs. All other costs will be carried by the participating NAs and SALTO Inclusion. The hosting NA books the accommodation, food and working place.

Follow-up & Support:

The content of each colleague support group will be documented and shared in a practical report: methods, problems, questions, answers, Depending on the specific questions and problems discussed in the Colleague Support Group, SALTO Inclusion will offer tailor-made support (e.g. to deliver tools, training, etc.)

- ☞ For any further questions and suggestions, feel free to contact SALTO Inclusion via inclusion@salto-youth.net