

MASTER PLAN 2018 - 2020

Embracing change

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Colophon

This is a publication of Don Bosco Youth-Net ivzw. Don Bosco Youth-Net ivzw is an international network of Salesian youth work offices and youth organizations which work in the style of Don Bosco.

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Definitions

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| Active citizenship | (young) people taking self-directed engagement to change local communities and society as a whole. |
| Administrative Body | a synonym for Board. |
| Advocacy | Actions directed at policy makers and other stakeholders influencing policy development and decision-making. |
| Co-management | Management structure where policy makers and their target groups have a shared input in the decision-making process. |
| Council of Europe | an international institution which brings together 47 countries from the continent of Europe. (www.coe.int) |
| DBYN | DBYN is the abbreviation for Don Bosco Youth-Net ivzw. “ivzw” stands for “Internationale Vereniging Zonder Winstoogmerk”; Dutch for international not-for-profit organisation. We are obliged to add this to our name from the Belgian legislator. |
| Don Bosco | a Catholic saint from the 19 th century who worked with young people in a specific style. (www.sdb.org) |
| Don Bosco Movement | a collective name for all organisations worldwide that work in the style of Don Bosco. (www.sdb.org) |
| Erasmus+ | a subvention programme of the European Commission for formal education, non-formal education and vocational training (http://ec.europa.eu/programmes/erasmus-plus/index_en.htm) |
| European Commission | the Executive Body of the European Union. (ec.europa.eu) |
| EVS | The abbreviation for European Voluntary Service |
| European Youth Foundation | a grant-making foundation aimed at youth projects. It is connected to the Council of Europe’s Youth Sector. (http://www.coe.int/en/web/european-youth-foundation) |
| European Youth Forum | the largest youth platform in Europe. (www.youthforum.org) |
| GDPR | general data protection regulation |
| General Executive Body | a synonym for General Assembly. |
| He | we use the masculine pronoun ‘he’ to improve the readability of the text. It is a matter of choice, so for those of you who prefer the pronoun she, add an ‘s’ to the pronoun. |
| Impact | the sustainable long-term tangible and intangible effects of actions aimed at systematic change. |
| Internationalisation | the process of increasing the involvement of our member organisations in international cooperation. |
| International Secretariat | the secretariat of DBYN. |
| MOs | the member organisations of DBYN. |
| NEET | Young people (18-25) which are not in Employment, Education or Training. |
| Network | a grassroots organisational structure where actions are |

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| | developed out of the collaboration of the members. |
| Noughties | First decade of the 21 st century |
| Policy Paper | A document adopted by the General Executive Body which describe the policies within a specific work area of DBYN. |
| Province | Refers to the ecclesiastical Salesian provinces or regions with its own legal entity. |
| Salesians | the religious order founded by Don Bosco to keep his mission alive. |
| Salesian chaplain | Salesian or lay volunteers responsible for the pastoral care of our participants and the spiritual programme of our activities |
| Salesian ethos | a set of motives and behaviours common to the application of the educational style of Don Bosco. |
| SDB | Abbreviation for Salesians of Don Bosco |
| Social entrepreneur | a person using entrepreneurial competences to solve social problems or to achieve social impact |
| Spirituality | Aspect to life of seeking transcendence into a relationship with others and the whole of creation |
| Sustainability | the ability of preserving and continuing actions in a qualitative way on long-term |
| Voluntary Service | a (group of) young person's spending up to one year in another country to do youth work on a voluntary basis. |
| Volunteers | young people who voluntarily take on responsibilities inside DBYN. |
| Working Group | a group of volunteers and/or staff developing thematic strategies or supporting the development of actions |
| Youth Autonomy | the ability of young person to build a qualitative life independent from support systems |
| Youth Exchange | an activity where young people from different countries meet and carry out a programme together. |
| Youth Ministry | Youth work carried out by faith-based youth organisations or youth groups |
| Young People | young people between 16 and 30 years old. |
| Youth Representative | a volunteer which develops advocacy actions and represents DBYN towards institutional stakeholders. |
| Youth in Action-programme | a subvention programme which is a part of the Erasmus+ programme, focussing on non-formal education for youth. |

The handover to a new generation

Don Bosco Youth-Net was founded for and by millennials. Young Europeans who grew up to see the Iron curtain fall, who've witnessed the struggles in the nineties of new European countries being created, were the first to use the Euro as currency, saw border controls disappear between Schengen-countries, celebrated when the European Union almost doubled in membership in 2004, and learned to recognise the limitations of Europe when the credit crisis led to austerity measures and youth unemployment. As a network we tried to channel the energy which was created through these new emerging opportunities for European youth. We used EU and CoE funding to allow youth to travel and meet. The development of internet and social media created opportunities to build lasting social networks between participants.

Now, we have arrived at a junction of generations. While globalisation was a 'process' for millennials it is a fact for the youth generation of today. Generation Z are the first digital natives where online connectivity goes beyond pure instrumental use for education, work or entertainment. It has become an indispensable part of life. Free movement of people has become the norm in Europe and travelling beyond has become very accessible. We need to adapt our network's vision to this new reality of youth.

However, not all young people have access to these opportunities. Many risk being left behind. As Europe is moving towards higher skilled jobs, those young people already challenged at developing basic skills will risk never finding a job. The terror attacks have shown the effect of marginalisation, low access to quality education and discrimination on the labour market, making youth perceptible to radicalisation. The refugee crisis has tested the solidarity between European countries to the fullest, leading to an increase of populism and xenophobia. Brexit, which is one example of this, will have a huge impact on the lives of all young people in Europe in the coming years.

Therefore, we need to develop a new project for youth of the 21st century. Will we stand aside and watch a Europe that is closing borders and cutting down on fundamental rights? Or can we find new ways to animate the current generation of youth developing an open and just European society?

This Master Plan aims to guide us through this process. It consists of 3 sections: The first section is a description of DBYN's organisational structure, creating an insight on how we work. The second section is a description of all previous Master Plans, illustrating the development and continuation of our work. The third section is our strategic plan, which puts forward 5 priorities supporting the handover of our work to a new generation of volunteers.

Structures and policies

Policy papers

In order to facilitate the decision making process in our network, we have developed a series of policy papers, describing guidelines on how to manage different aspects of the network:

| | |
|-------------------------------|--|
| Statutes | <i>describes the foundations of our network</i> |
| Rules and regulations | <i>describes the fixed procedures concerning membership, etc.</i> |
| Master Plan | <i>describes the strategic aims for a period of 3 years</i> |
| Work plan | <i>describes the projects planned for 1 or 3 years</i> |
| Operational plan | <i>describes the work plan of the international secretariat for one year</i> |
| House style for DBYN | <i>describes the house style of our written communications</i> |
| Partner book | <i>describes all partners of the network</i> |
| Involving Volunteers | <i>describes the volunteer policies of the network</i> |
| Communication structure | <i>describes the communication strategy of the network</i> |
| Training structure | <i>describes the training strategy of the network</i> |
| Representation structure | <i>describes the representation strategy of the network</i> |
| Few words and a lot of action | <i>describes the working style of the network</i> |
| Resource management | <i>describes the resource management of the network</i> |
| Annual report | <i>describes a completed working year</i> |

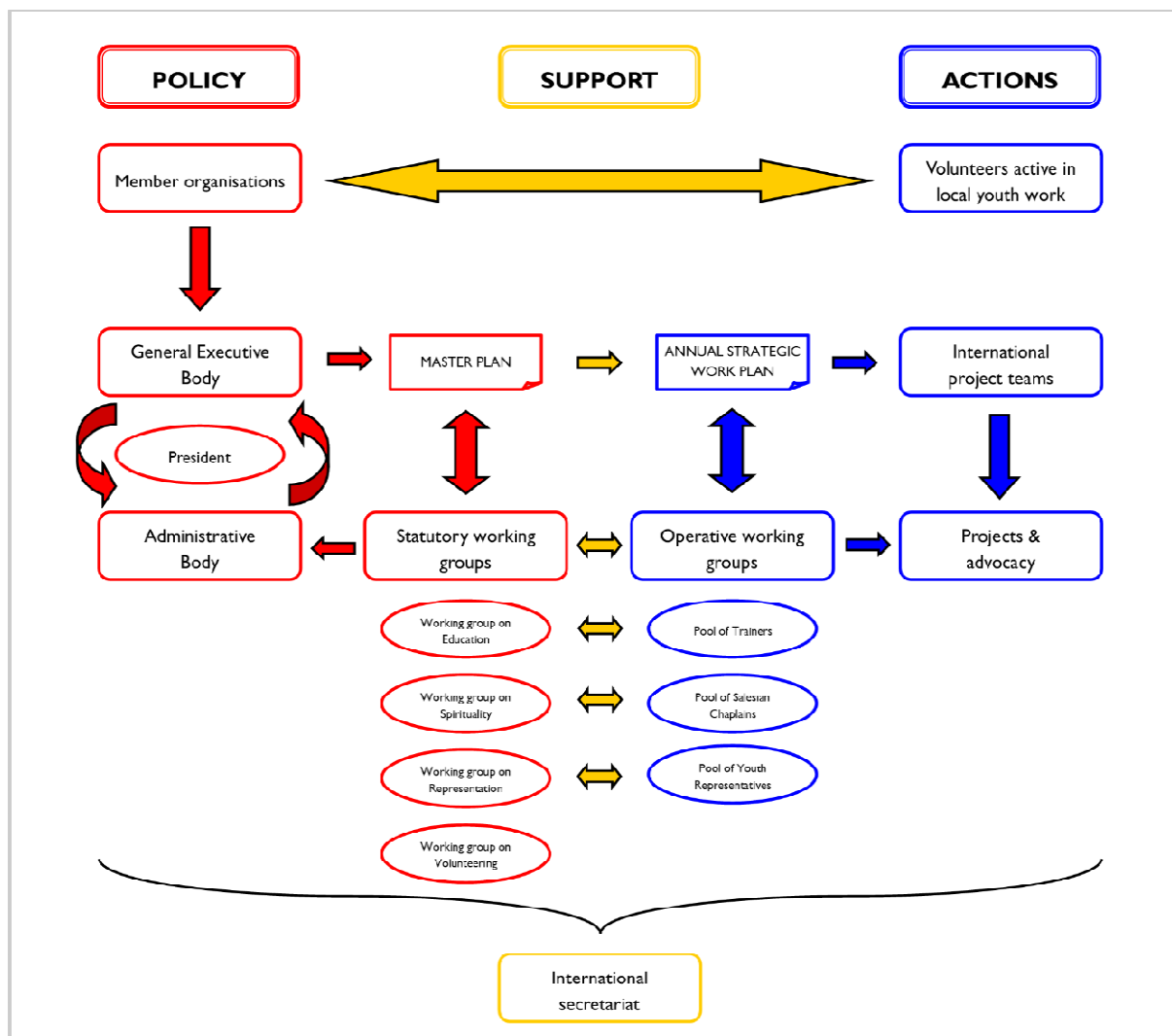
The development process of these policy papers included all actors of the network (member organisations, volunteers and international secretariat). When a policy paper is ready, it is presented to the meeting of the General Executive Body for adoption. Once a policy paper is adopted the network starts to implement it. A policy paper is implemented until it is updated, replaced or discarded.

Each policy paper focuses on a specific field of work of the network. They are written to give the network some structures and procedures to fall back on. They are not intended to be used rigidly, but more as a set of guidelines. In this chapter we want to focus on how these structures and policies are correlated.

All policy papers can be requested from the international secretariat.

Organisational structure

Because we are an international non-governmental YOUTH organisation, we include as many young people as possible in our structures. We are confident that by giving young people the chances and responsibilities of creating their own projects, we keep DBYN young and relevant. The diagram is divided somewhat arbitrarily into policy, support and actions. In reality this division is not so strict: there are many young volunteers active in the member organisations at policy level, and some bigger projects can only be set-up with the help of the member organisations. On the other hand, the diagram reflects our vision really well on the task of the young people we are offering our services to.



Grassroots of the network

Only youth (work) organisations that work in the educational style of Don Bosco can become members of the network. In the Don Bosco tradition, our work starts at the grassroots. It is rooted in the actions created by **young volunteers** (16-30) for children and youth at local level. The target group of the network is the sum of those of the **member organisations**. Don Bosco Youth-Net ivzw has 2 categories of member organisations:

The first category consists of youth organisations that work in the educational style of Don Bosco. These organisations all have a national recognition as non-profit organisation. The legal status depends on their country, however they are all offering forms of non-formal education to children and young people.

The second category consists youth ministry departments of Salesian provinces. The youth ministry department is responsible for the non-formal organisations and activities within the province. This second category of membership fits in our capacity-building strategy. In those countries where there is no national umbrella organisation for non-formal youth work, the youth ministry department can take over the role of national coordination. At the same time, we can support them in the development of such a national youth organisation. Once this organisation has been established, the membership will be shifted to the newly established organisation.

In order to assure that our network is youth-led, our statutes determine that the second category of member organisations can never exceed 50% of the full membership.

In countries where Don Bosco Youth-Net ivzw does not have a member organisation, local youth work organisation that work in the style of Don Bosco can apply for a youth partnership. This can be different kinds of organisations like oratories, youth clubs, youth centres and parish groups. When a youth partnership is established, the organisation can take part in DBYN's activities and get support from DBYN's international secretary. In this way we aim to open our opportunities to local youth work in non-member countries. We also aim to start-up a capacity-building process towards a future membership.

In order to have a better understanding of our member organisations, we have a partner book. This 'Partner book' gives a full description of our member organisations. The partner book is updated at least once a year at the meeting of the General Executive Body. The work we do is rooted in the heritage of Don Bosco. All member organisations work in the educational style of Don Bosco. This style is culturally determined. Therefore, we created 'Few words and a lot of action' which translates that heritage into the working reality of DBYN.

Decision-making bodies

Our member organisations support the development of these youth projects at local level, including young people in their governance structures. The network follows the same participative governance structure. There are 3 decision-making bodies in the network: The General Executive Body (G.E.B.), the Administrative Body (A.B.) and the president.

The **General Executive Body** is the highest decision-making body of the network. All our member organisations are represented in the G.E.B. and it is the place where the network makes its decisions. We ask all member organisations to send if possible a young volunteer or staff member to represent their organisation in our G.E.B.

The **Administrative Body** is responsible for the daily functioning of the network. The members of the A.B. are elected for a period of three years out of the member organisations of the network. For the composition of the A.B. we strive to an equal representation of European regions, target groups and types of youth work.

The **President** is the chairperson of the network and is personally elected out of the member organisations. Once elected the president can only represent the network, not the member organisation they are attached to. The president chairs the G.E.B. and A.B. meetings.

There are 4 policy papers which form the cornerstones for our decision-making bodies. The 'Statutes' form the legal basis in which the network operates. It not only describes the basic aims of the organisation, but it describes the description of procedures for membership and for the working of the governing bodies of the network. These procedures are elaborated in the 'Rules and regulations'. The strategical planning, which is another essential part of the policy area, is laid down in a 'Master Plan' for a period of 3 years. The priorities put a focus on the actions the network wants to take in that period. The concrete actions presented in the Master Plan are to be carried out within the period of the Master Plan. It is the task of the A.B. and G.E.B. to see that these actions are implemented.

Actions

The actions which are carried out by the network are either **projects** (activities, capacity-building, publications, ...) or **advocacy** actions (representation assignments, campaigns, ...).

The actions are developed and implemented by **International project teams**. These teams are recruited from the volunteers who are locally active in the member organisations. The volunteers who are active in the network have a specific profile: age group between 18 and 30 years old, a good knowledge of English, a strong international interest, familiarity with the Don Bosco Movement and experienced in youth work or youth advocacy.

The main projects of the network are planned in the '*Annual strategic work plan*'. This document is created on the basis of the Master Plan, putting our strategic actions into concrete ones. Our policy paper '*Involving volunteers*' forms the basis for the participation of young volunteers at all levels of our network.

Support structures for policy and action development

The network maintains 3 different support structures: the statutory working groups, the operative working groups and the international secretariat.

The **statutory working groups** consist of a number of thematic working groups, which support the governance of the network. Each working group has the mandate to develop policy recommendations for the A.B. and G.E.B. The decisions related to these policy recommendations are taken by the A.B. or G.E.B. In order to assure a direct connection between the statutory policy bodies and working groups, each statutory working group is chaired by a member of the A.B. The chair organisation appoints a chairperson for the meeting of the working group. The main statutory working groups are the working group on Education, the working group on Spirituality, the working group on Representation and the working group on Volunteering. Next to this the A.B. and G.E.B. can create statutory working groups as and when required.

The **operative working groups** are 3 pools of volunteers: Our 'pool of trainers' is responsible for delivering qualitative educational training programme, our 'pool of Salesian Chaplains' is responsible for the spiritual and pastoral animation of DBYN's activities, according to the rules and regulations stipulated under 'DBYN spiritual activities of DBYN's training structure and the network meetings and our 'pool of youth representatives' represents DBYN as youth representatives towards the European Youth Forum, the international institutions, and the Don Bosco Movement. These groups of volunteers do not receive financial remuneration for their voluntary work.

The statutory and operative working groups support each other: The statutory working groups are responsible for the development of the policy papers managing their thematic field (i.e. training structure, representation structure, spirituality). The operative working groups implement the policy papers developed by the statutory working groups. They report back to the statutory working groups on challenges they meet, giving input for new policy developments.

International secretariat

The international secretariat is the backbone of our network. It is responsible to create a professional framework in which the member organisations and volunteers can create their own projects. In order to facilitate this process, there are a series of fixed activities which are organised annually (annual strategic work plan), and which aim to support both the MOs (through capacity building) and the volunteers (through empowerment).

The general management of the network include tasks like the legal and financial management, the coordination of statutory meetings, general representation of DBYN in diverse international institution, PR and communication work, training and support of our core volunteers (Pools of trainers, youth representatives & Salesian Chaplains), resource management of the secretariat and

staff (including interns) management. For project management we think of private and public fundraising, developing and delivering training to staff and volunteers of MOs, offering consultancy to project development of our member organisations. The secretariat also has the responsibility of bringing in new ideas and impulses to the membership.

The secretariat is led by the general secretary. The G.E.B. also appoints a financial and legal secretary. This person is mandated to act as legal representative, facilitating financial and legal actions working with a voluntary president. For specific projects we contract temporary student workers, offering them a real job experience in international youth work. This helps build professional competences, facilitating their transition from studying to work.

The international secretariat also offers “on-the-job-training”. Most of the time this is carried out in the form of internships; other options include voluntary service, apprenticeships and job shadowing. Key in all these formats is designing an individual learning programme based on the learning objectives of the student, volunteer or youth worker coming to the office. We work with different national and European funding programmes to finance the “on-the-job-learning”-programmes.

Communication and access to information is crucial for an international network. The management of this information is important to make the organisation run smoothly. The international secretariat maintains an intranet which gives all member organisations and working groups direct access to all crucial information. This intranet is also used as a platform to co-manage new projects.

At the same time, we need to archive the information to preserve it for the future. Without it the “memory” for the organisation will be lost. Next to this DBYN has the policy that all our information should be accessible to all member organisations of the network. Therefore, we have developed a plan for our resource management, which gathers together a set of procedures to ensure the information is handled correctly inside the network.

Goals and priorities

The development process of this Master Plan started in July 2016 with a midterm evaluation. It became clear we needed to pursue a larger strategic reform process, as the network has been operating in a similar way since its creation. Youth of today have different needs and aspirations from those of the early 'Noughties'. Therefore, we decided to reform our working structures adjusted to the current and next generation.

This proposal for larger reform was adopted by our member organisations in October 2016, suggesting that the Master Plan 2018-2020 would be the main catalyst in the reform process. In March 2017 we organised a network meeting, where all statutory bodies worked to develop the new framework. From this our Administrative Body has developed the draft framework which has been uploaded. This draft framework was presented to the meeting of our General Executive Body 13-14/10/2017. They adopted the framework and started the final writing process. The final draft was presented to the Administrative Body at their meeting in January 2018, making final adjustments. Finally, the new Master Plan was adopted by the General Executive Body in March 2018.

The Master Plan looks forward; however, it is crucial to understand where it fits into the evolution of our network. The following chapter gives an overview of the development of the goals and priorities of Don Bosco Youth-Net ivzw, since its creation.

As laid down in the statutes

In this paragraph, we take a look at the statutes of DBYN and more specifically at the goals that are laid down in those statutes.

Art. 4 The pedagogical, philanthropic and social non-profit goals of the ivzw are:

§1 To bring together young people from Europe and across the world, so they can participate in youth activities based on the heritage of Don Bosco. By organising international activities in the social, cultural, pedagogical and spiritual field, the ivzw wants to contribute to the whole development of youngsters. With this, the ivzw wants to broaden the opportunities of young people who, for various reasons, have been excluded from these kind of activities.

§2 To coordinate international activities, organised by one of the members of the ivzw. By exchanging information and/or organising (specific) activities, the ivzw tries to facilitate the contact between the different members of the ivzw and to create a profound mutual understanding.

§3 To represent the voice of the Don Bosco Youth, via the members and to defend their interests at international level.

Priorities Master Plan 2003 – 2005

In 2001 and 2002 we had been working with a grant of the EU's YOUTH programme to develop a network. When at the end of this period it became clear it was possible to do so, we wrote our first Master Plan. Logically the Master Plan 2003 – 2005 focused on **'building a network'**. This meant that all actions included focussed on starting up a fixed calendar of annual activities, the gathering and disseminating public information related to youth work, creating policies, networking with policy makers, and public relations & promotion on the network. After this period, we could claim that we

constructed the basic structure of what now is our network. The Master Plan was based on 7 priorities:

1. *To bring together young people to participate in (international) youth activities*
2. *To broaden the chances for youngsters that are, for a variety of reasons, excluded from these kind of activities*
3. *Coordination*
4. *Exchange of information*
5. *To facilitate contact*
6. *To represent the voice of the Don Bosco Youth at an international level*
7. *Public Relations and promotion*

Priorities Master Plan 2006 – 2008

A network, however, is more than just a structure. What is essential is that all members of the network play an active role. At the same time, we aim at having young people (volunteers) included at all levels. So we also expect volunteers to take an active role. For this a basic structure was not enough. Therefore, the second Master Plan for the period 2006 – 2008 focused on **‘strengthening the network’**. This direction was clearly visible in the actions planned, which focussed a lot on bringing the member organisations closer together and therefore closer to the network. In order to do so we formulated eight priorities for the period 2006 – 2008:

1. *To bring together young people to participate in (international) youth activities and broaden the chances for those who are, because of various reasons, excluded*
2. *To co-ordinate international activities between members and the exchange of information*
3. *Facilitate contact and develop cooperation in the Salesian world*
4. *To promote effective international volunteering (selection, preparation, ongoing support and evaluation)*
5. *Ensure that all partners can play an equal role in DBYN, irrespective of their financial status*
6. *Strengthen cooperation between partners, and between partners and the international secretariat*
7. *Strengthen the involvement of young people in decision making at a local level*
8. *Represent the voice of DB young people on an international level*

Priorities Master Plan 2009 – 2011

One of the main outcomes of the Master Plan 2006 – 2008 was the development of a series of policy papers. These policy papers, adopted by the General Executive Body, laid down structures, procedures and policies for the network. It created a clearer framework which helps us with reducing the “group-solving process” we were using first. This “group-solving process” refers to the fact that before the adoption of the policy papers we needed to consult with the statutory bodies before taking any action. This is a democratic way of working, but at the same time it slowed down the development of the network. A network like ours needs continuous development to keep it going. The implementation of these policy papers have now become an integral part every Master Plan, as it allows us to focus on thematic priorities and actions.

Until 2008 we had been working mainly on our organisational structure. As this process was completed, we were confident to start working to make the network reach its full potential. In other terms ... now the real work started. To reach our full potential the Master Plan 2009 – 2011 focused on **‘expanding the network’**. All actions are focused on involving more volunteers,

catering for more young people, developing new tools and publications, being more active on local and international level, ... This was translated into the following 7 priorities.

1. *Bring together young people to participate in international youth activities*
2. *Reach out for young people with fewer opportunities*
3. *Strengthen international volunteering*
4. *Strengthen DBYN's training strategy*
5. *Strengthen cooperation between partners and the international secretariat*
6. *Represent the voice of DB young people on international level*
7. *Develop Salesian spirituality within our work*

Priorities Master Plan 2012 – 2014

The priorities of the Master Plan 2012 - 2014 were developed through an extensive process. Starting point was the evaluation of our member organisations of the first 10 years of DBYN's work. We used this evaluation to set forward challenges for our future. The Administrative Body reflected on these outcomes and decided to focus our priorities on the 2 international contexts in which DBYN operates: The European Union and the worldwide Don Bosco Movement. Instead of developing separate priorities to target each context individually, we aimed to bring both together. For this we took inspiration from Don Bosco's aphorism "**Good Christians and honest citizens**". This aphorism described the aim of his educational system.

In analogy of Don Bosco's educational goal, this Master Plan proposes to use both 'Evangelisation' and 'Education' as tools for youth emancipation. 'Evangelisation' focuses on the empowerment of young people through the development of 'Values'. 'Education' focuses on capacity building of youth through the development of 'Competences'. Therefore, we saw both concepts as complementary: Whilst 'Evangelisation' builds a value-based reference framework for society, 'Education' gives young people the tools to work within this framework. In order to achieve our aim, we formulated 6 priorities:

1. *Raise employability of young people through non-formal education*
2. *Promote active citizenship through volunteering*
3. *Reach out for young people with fewer opportunities*
4. *Ensure Financial Stability*
5. *Develop the new paradigm for Salesian spirituality within DBYN*
6. *Develop synergies between youth policy of the European Union and of the Don Bosco Movement*

Priorities Master Plan 2015 – 2017

In the consultation process for the new Master Plan 2015-2017, it became clear that all priorities of the previous Master Plan 2012-2014 were still relevant. At the same time, we felt that our actions inspired by the thematic preparation towards the bicentenary of Don Bosco rooted us more profoundly in the Salesian Charism. Therefore, we redefined the priorities of the previous Master Plan 2012 – 2014, so it better reflected our identity of as Christians within the vision of Don Bosco. The cornerstones concepts were '**Education, Inclusion, Growth, Synergies**', which we translated into following priorities:

1. *Fight for the dignity of each young person*
2. *Reach out to young people on the peripheries of society (i.e. migrants, refugees, unemployed youth) to promote social inclusion*

3. *Enhance the network of DBYN through openness, development and sustainability*
4. *Develop synergies between youth policy in Europe and Don Bosco Movement*

Priorities Master Plan 2018 – 2020

We have concluded a process of 15 years with the previous Master Plan. Starting from almost a pure pragmatic plan to build the structure of an international organisation, to a clearly defined value-based strategic approach to achieve change in European society. Now it is time to renew the approach of the network in order to make it connect to the realities of youth today.

As we will be building the capacity of the network to cater for the new “decade”, we decided to put a stronger focus on action points than on strategic points. In the first 3 years it will be important to build the new structures, this means we need to be able to jump into the work right away. Therefore, we propose 5 priorities for the period 2018-2020:

- *Quality education as roadmap to youth autonomy and active citizenship*
- *Foster options for the poor and vulnerable*
- *Develop the standard and strengthen the quality of the network structure*
- *Enhance mutual cooperation between member organisations and the international secretariat*
- *Advocate for youth autonomy and active citizenship*

The next chapter goes deeper into the concrete actions we’ve connected to these priorities. This will be DBYN’s guidelines for the next three years.

Priorities and strategic actions

Priority I: Quality education as a roadmap to youth autonomy and active citizenship

Don Bosco Youth-Net pursues quality education as a theory for change. We believe young people are protagonists in creating society through active participation in their local communities. Quality education plays a crucial role in the development of young people to adult citizens. The strength of formal education is that it allows young people to acquire professional competences needed to access the labour market. The strength of non-formal education is that it equips young people with personal competences assisting them in finding their place in society as a whole. Together they allow a young person to develop an autonomous life, allowing them to freely decide which role they want to take as an active citizen. The following actions propose a systematic approach on how Don Bosco Youth-Net can assist young people in this growth.

Action 1.1: Develop different entry point activities providing different experiences in order to increase participation of youth in our network

European mobility has become a given amongst young people (18-30), making entry point activities for this age group less relevant. Most member organisations work on local level with children and teens. For this target group qualitative European learner mobility still needs to develop. Therefore, we aim to organise European activities for teenagers, starting from 13 years old, with an emphasis on 16 to 18 year olds.

We want to develop transnational youth initiatives, bi-, tri- or multilateral youth exchanges and other European programme offering a European experience and intercultural learning process to this age group. These activities will be age-appropriate and adapted to the local realities of the youth groups. In this way we also want to increase the visibility of the common European interconnectedness of the Don Bosco movement.

Action 1.2: Develop a new training structure based on different profiles of active citizens

Our present training structure consists of a fixed path of 3 consecutive training courses aimed at training a selected group volunteers for creating international projects within DBYN's structure. This structure allowed us to build a pool of trainers which now are responsible for our training activities. It also allowed us to train volunteers to become project managers. Often these volunteers became active as European project managers in our member organisations.

We now are stepping away from this system, in favour of a new structure which aims at the development of different profiles of active citizens: Educator, Advocate, Social entrepreneur and Salesian Chaplain. Each profile focusses on a different way of emancipation in local communities. Each profile is rooted in the 4 windows of the oratory:

- Home: The advocate advocates a home for all young people, enabling them to develop a life of autonomy in which their rights are respected and develop a sense of freedom and safety.
- School: The educator assists young people in developing personal and professional competences which will allow them to take responsibility about their own development as an active citizen.
- Playground: The social entrepreneur develops and manages social actions which creates a social impact and harvests solidarity in local communities.
- Church: The Salesian chaplain assists young people in their search for sense and meaning, offering a faith-based approach to their holistic development.

We will offer different levels of training for each profile. Young people will be able to develop their own learning curriculum according to their personal needs and interests. In this way we will be able to offer training to a larger group of volunteers, and address them individually in accordance with their personal interests. Each individual training curriculum should lead towards autonomous engagement as active citizen. Therefore, we will explore opportunities to connect the individual training curriculum with continued training opportunities in formal education and vocational training. We also aim to include various forms of e-learning, ensuring a more successful multiplication of the courses developed.

Action 1.3: Boost intercultural youth activities between member organisations, promoting European awareness and personal growth

International youth encounters are great opportunities for young people to develop self-awareness as well as a sense of European citizenship. We will support our member organisations to create new activities, bringing together youth around a common interest. As the flagship project DBYN aims to start-up a European school of animators by 2020.

Action 1.4: Boost individual learner mobility programmes between member organisations, including voluntary service, internships, job shadowing and study visits.

Combining all voluntary service projects of its members, Don Bosco Youth-Net is one of the larger providers of individual learning mobility projects in Europe. Voluntary service in all its forms offers a strong individual learning process. DBYN will continue its work in the field of voluntary service, striving for a higher quality standard for all voluntary service projects. We will continue to develop actions to support the summer exchange of animators. We will assess our participation in new opportunities in the European sector of voluntary service programmes (i.e. Erasmus+ volunteering, European Solidarity Corps). We will continue to develop programmes for volunteers returned from voluntary service. We will explore actions which can support voluntary service outside Europe. We will organise on a regular basis a working group meeting of the professionals responsible for voluntary service in our member organisations.

There are individual learning mobility programmes which allow students to go through a similar learning process as a voluntary service. Internships and apprenticeships allow students to develop professional competences in youth organisations before entering the labour market. We aim to take away the financial barriers for our member organisations to open their offices for European internships and apprenticeships. We will do this by creating an overview of possible funding mechanisms for such learner mobility.

We will also promote opportunities for the staff of our member organisations, in the form of job shadowing and study visits. The first option gives an on-the-job-learning opportunity within another

cultural setting, the latter allows the professional to experience multiple different approaches to youth work within another cultural setting. DBYN wants to host job shadowing in its international secretariat, and promote it as a follow-up for voluntary service programmes.

Action 1.5: Continue to develop and disseminate tools for recognition and valuation of non-formal learning, which support the holistic development of young people

The recognition and valuation of the competences acquired is an important aspect of non-formal learning. It offers the individual learner an opportunity to reflect on their own learning process and gives them tools (e.g. certificates, portfolios) to make their learning process visible for others. This helps to build up self-confidence. Therefore, DBYN will continue to use and promote existing certification and portfolio systems.

We will also explore how digitalisation can facilitate the development of new tools for this purpose, especially those which increase the accessibility to the labour market. As DBYN promotes the holistic development of a young person, such tools should refrain from a one-sided utilitarian approach. Therefore, we want to upscale the *reconoce*-system, developed by our Spanish member organisation 'Confederación Don Bosco' (<http://www.reconoce.org/>).

Action 1.6: Implement a quality assurance system for our educational work

We aim to develop and implement a quality assurance system for our educational work. The first pillar in our quality assurance system is our educational methodology "Few words and a lot of action". It offers a strong quality assurance as it lays the educational and didactical foundations for each training programme.

As we apply a learner-centred approach in all our educational programmes, we need to control each aspect selection and follow-up of the individual participants. This includes reforming the selection mechanism by our member organisations, developing tools for our trainers to review the participants and give feedback to the member organisations and the international secretariat, as well as reforming the evaluation system by our participants. The selection & follow-up of participants is the second pillar of our quality assistance system.

The final pillar is our Pool of Trainers. We need to invest in continued training for our trainers, allowing them to develop personal fields of expertise. This diversity in trainer competences will allow us to build complementary teams. We need to develop and integrate new feedback mechanisms for participants during training activities in order to adapt the learning curriculum to the individual needs of the participants and the dynamics of the group.

We will explore how digitalisation can be a cornerstone for the quality assurance system. We will integrate it into the renewal of our training structure.

Action 1.7: Increase the visibility of Salesian ethos in all our activities

The Salesian ethos is present, but not always visible enough in our activities (incl. statutory meetings). In order to strengthen the visibility, we need to name what we do and why we do it more clearly. This has an impact on how the trainers and Salesian chaplain develop different sessions. It also has an impact on our communication (e.g. social media, press releases, testimonials). The Salesian chaplains will develop practical methods for this. These methods will be captured in the relevant policy papers.

Priority 2: Foster options for the poor and vulnerable

As a faith-based organisation it is our moral imperative to cater for young people facing fewer opportunities and living on the peripheries of society. It means developing actions of solidarity in order to pursue the common good. Being an educational network at heart, our actions of solidarity focus on social inclusion in educational programmes at local, regional, national and international level of our network.

Action 2.1: Continue to implement adequate support systems to lower initial barriers for participation of young people facing fewer opportunities in DBYN activities

Our activities should foster young people coming from a diversity of backgrounds, including youth facing fewer opportunities. This inclusive approach only works if we implement a range of pragmatic measures which help in lowering initial barriers. We need to create more visibility of our activities at local level, and use peer-to-peer promotion of our activities to directly appeal to young people facing fewer opportunities. The solidarity fund will lift financial barriers. We need to identify possible needs during the registration process, communicate the special needs to our trainers, so they can make arrangements for extra educational support. At the activity itself a senior trainer will be assigned to support possible extra learning needs. The Salesian chaplain will offer extra social support and emotional care of the participants who need it. If possible we will ask participants facing fewer opportunities to make a testimonial which we can disseminate after the project. We also try to engage them to appeal to peers when returning home.

Action 2.2: Spur participants to activate their peers at home in creating inclusive actions on local level, targeted at the young people facing fewer opportunities

We will develop and implement new methods which give a clear mission to our participants to act as multipliers after returning home. The participants should have clear ideas in mind how they can use the competences developed at the activities, and apply them directly in their local community. Their actions should focus on fostering the social inclusion of youth facing fewer opportunities. The participants should play an active role in starting up and managing these local actions, working together with peers who didn't participate in our activities.

Action 2.3: Develop new actions within the field of social inclusion and education

We want to continue developing new actions which can increase the (self-) employability of youth, in specific for NEETs. We want to rethink our intercultural learning and citizenship learning programmes from the perspective of the Paris declaration on Education, including methods which enhance critical thinking and media literacy. We want to create actions that raise self-awareness of young people's rights. These actions will be targeting the participants of our activities (youth), as well as the youth workers and member organisation itself so they can build the necessary competences to extend such actions at local, regional or national level.

Action 2.4: Develop new actions within the field of migration and human rights

In Europe, there are many young people with a migration background who face intrusions to their human rights or face multiple obstacles for developing a life in autonomy and dignity. DBYN wants to continue developing actions targeted at refugees and internally displaced people, and develop similar actions for other relevant target groups like Roma youth and youth from 2nd/3rd generation migration. We will carry out a membership research, creating an overview on the individual expertise of our member organisations in working with these target groups. This overview will form the basis for the development of new actions: We will support member organisations in carrying out transnational youth initiatives, as a first step towards European projects. We will strive to integrate young people from these target groups as participants in our activities. We will also organise activities to build knowledge and share expertise on how to organise actions in the field of migration and human rights.

Priority 3: Develop the standard and strengthen the quality of the network structure

Don Bosco Youth-Net implements a participatory governance structure. We believe in the protagonism of youth building our network. It ensures that we remain close to the needs of the current generation of youth. Through their voluntarism, it also allows young people to develop personal and professional competences in the field of international youth work. Therefore, we must invest in actions which allow our volunteers to co-create our network's structure.

Action 3.1: Implement an annual review of DBYN's pools of volunteers

Don Bosco Youth-Net has 3 pools of volunteers: the Pool of Trainers is responsible for developing and delivering our educational programmes, the Pool of Salesian Chaplains is responsible for developing actions which strengthen the Salesian ethos of our work, the Pool of Youth Representatives is responsible for representing the interests of our network towards different youth policy platforms. Inherent with working with volunteers is that their commitment is limited in time. This means that we need to invest in a continuous method of selection. But volunteers also continue to develop their competences, which can make them take new responsibilities over time.

In order to manage the pivotal human resources of the network, we will develop an annual review system using digital media, which will assess the work of the pools in general, and also follow-up on the development of the individual volunteers. We also aim to organise at least 1 annual meeting for each pool of volunteers, in order to build a stronger community of peers.

Action 3.2: Invest in the training and practice of our Pool of Salesian Chaplains

Since its creation the Pool of Salesian Chaplain has proven to do important work for the network. Salesian Chaplains can be instrumental in the holistic development of young people in our activities. As a body they can accommodate young people for a diversity of faith and value backgrounds, assisting them in their search for meaning.

However, some challenges have become clear as well. We were not able yet to build a stable Pool of Salesian Chaplains. It is difficult finding volunteers which fit the profile and can assign enough time for being part of the project teams. Experience and specific training to work in an intercultural and interfaith context are fundamental to the profile of candidates. However, such training programmes are not readily available. Therefore, we commit ourselves to organise specific training for Salesian Chaplains.

There are many good practices existing at national level and with specific Salesian Chaplains. Often these good practices go beyond physical resources. Therefore, we need to create networking moments, where our Salesian Chaplains can meet and share face-to-face.

Furthermore, it remains challenging in finding enough tools and resources to support their work. Therefore, we will start developing a toolkit for Salesian Chaplains. The toolkit will bring together texts and materials which can support the work of the Salesian Chaplains. We want to create it in such a way, so it can also serve as inspiration and resource for our trainers and participants, as well as for national chaplains. We need to consider using new media in order to reach a larger audience.

Action 3.3: Continue developing our pool of youth representatives to represent DBYN towards international institutions and platforms and to advocate for the dignity of young people

Representation work requires a specific profile of volunteers. So far we have been hand-picking volunteers based on suggestions of member organisations and trainers. In order to develop the pool of youth representative we need to develop a selection and continuous training mechanism which systemises the influx and quality support of youth representatives. The training mechanism should be a combination of training events organised by DBYN as well as other relevant training providers. It also should include a mentoring system which allows the youth representatives to count on direct support during representation assignments.

Next to this we need to develop a clear feedback system towards DBYN's governance structure and our member organisations. It is crucial that our youth representative can give and receive direct feedback from these bodies. It also increases the visibility of representation work in DBYN.

Finally, we need to develop methods to collect input from our member organisation on which challenges we see young people are facing to reach a life of autonomy and dignity. This includes the development of our own paradigm for advocacy.

Action 3.4: Update the policy papers on representation structure and the training structure

Our policy papers on DBYN's representation structure and DBYN's training structure were developed and adopted in 2008. The current versions have run their course, but are in need of updating for our future development.

This Master Plan collects many new actions for both our representation work and our educational work. The updated versions of both policy papers will collect all these new actions, forming its foundations for the next decade. The policy papers will be adopted as soon as the reform process is finalised.

Action 3.5: Develop policy paper on Salesian spirituality for DBYN

Currently our policies on Salesian spirituality are cemented in our organisation's rules and regulations. Under this Master Plan we will develop and implement a whole range of new actions and procedures within this field of work. Therefore, we want to develop a new policy paper, especially dedicated to spirituality. As with the policy papers on representation and training it will collect all these new actions, and will be adopted as soon as the development process of Salesian spirituality is finalised.

Action 3.6: Research current interests and needs of young people catered for by our member organisations

If we want to stay close to the interests and needs of the children and young people active in our member organisations, we need to create new ways of listening to them. We believe that through

developing a new feedback system from our member organisations to our international secretariat, we can keep our finger on the pulse. In this new system member organisations will need to inform on a regular basis, the current trends in their work at local, regional and national level. We are looking to use digital media in developing this feedback system.

Apart from this we want to create the opportunity for students to provide research for DBYN, which is linked to their studies. We will offer a range of suggestions for papers and theses on subjects related to DBYN's work.

Action 3.7: Develop an annual impact measurement tool of the impact of DBYN on member organisations

Our actions create a positive impact for our member organisations. This impact is not always clearly visible. In order to increase the accountability of our actions to our member organisations, we will develop an annual impact measurement tool, which clearly illustrates our impact. To achieve this, we will need to review our evaluation mechanisms and reflect on our past experiences in impact measurement methods.

Action 3.8: Integrate impact communication into the communication strategy of the network

Under the previous Master Plan, we experimented with impact measurements methods, arriving at the conclusion that we need to incorporate impact communication in our general communication strategy. Under this Master Plan we will look to develop a systematic approach to impact communication.

Action 3.9: Reform the Administrative Body in function of the growth of the network

The Administrative Body is the only statutory body which remains unchanged since the creation of the network. It still consists of 4 members and a president, while the membership evolved from 6 to 17 member organisations and youth partners and our geographical coverage evolved from 6 EU member states to 15 European countries.

In order to be better equipped at dealing with the growth of our network we want to reform the working style of this statutory body. The reform process should lead to a more comprehensive governance model, bringing in youth work perspectives of all our member organisations, respecting the cultural diversity embedded in the geographical coverage of different European regions within the network.

Action 3.10: Develop new ways of governance and new ways of participation

Social media, digital technologies, collaborative working methods, citizen initiatives, ... all are elements which influence the development of collaborative governance methods. We want to take inspiration from these developments, incorporating the general data protection regulation (GDPR) and research how we can use them to renew our own methods of governance and youth participation.

Action 3.11: Invest in developing a DBYN community of different generations of participants and volunteers

Since the start DBYN has had different generations of volunteers involved in building our network: as participant, as project manager, as trainer, as representative of a member organisation, as member of our statutory bodies. All of them were committed to create our vision of a more inclusive society, all of them still are called to continue to strive for this through their continued active citizenship. Many have created personal networks of friends all over Europe. DBYN wants to develop specific actions that can build a more formal community of these generations. These actions can include national social events, family holidays at a place of meaning for DBYN, professional networking through LinkedIn, etc.

Apart from the “intergenerational” activities, we also want to create specific social events for our pools of volunteers. In 2020/2021 we will celebrate our 20th anniversary. We want to organise a big event bringing together different generations of volunteers who have built our network.

Priority 4: Enhance mutual cooperation between member organisations and the international secretariat

We are a European network of grassroots organisations. Our strength lies within the large diversity of youth work our members pursue in local communities. There are many challenges for our member organisations at local level. We believe that because of the diversity, we can find answers within our network. Don Bosco Youth-Net needs to develop actions which allow the expertise and good practices of our member organisations to be used as a resource tackling challenges of their peers. Moreover, Don Bosco Youth-Net needs to assist its members to build their capacity in the field of internationalisation. Only if Don Bosco Youth-Net is relevant for its member organisations at local and national level, will it flourish at an international level. In order to achieve this, we need to develop actions which can develop and align the sharing of expertise within the network.

Action 4.1: Enhance mutual cooperation and cross fertilisation between member organisations

The network is currently not used to its full potential. Between our member organisations we can build many smaller networks, pooling organisations together on the basis of target groups, types of actions, geographical focus, etc. We want to enhance the cooperation between member organisations so our members can learn from good practices of other member organisation, transferring them to their national reality, or upscaling them to several realities.

Action 4.2: Develop an incubator model to build the capacity of youth work at grassroots level in our member organisations

DBYN has successfully developed an educational programme for social entrepreneurship, applying an incubator model. We aim to upscale this model through setting up Don Bosco Youth Incubators in member organisations. The concept is to transform the curriculum from a week programme, to a programme which runs for a full working year at local level, including opportunities for transnational encounters. We aim to publish a manual for facilitators. We will promote specific funding opportunities enabling our member organisation to build a youth incubator in their local youth centres.

Action 4.3: Build the capacity of the international secretariat to bring in the European dimension in our member organisations, supporting their internationalisation strategy and initiative at local, regional or national level

The international secretariat has developed a larger expertise in European youth work, European youth policy and funding for European youth projects. One of its services to the member organisations should be supporting them in the development of the area of internationalisation. However, due to the limited human and financial resources it is not possible to fully engage in this role. Therefore, we want to build the capacity of the international secretariat so it can render these services in a qualitative way to the member organisations. The international secretariat also will continue receiving interns, as they can help with developing new concepts which can support our work.

Action 4.4: Build the capacity of new member organisations starting from the local and national needs of these organisations.

The network aims to see an increase in European projects being started-up by its member organisations. In this way we will ensure that the projects remain close to the interests of their youth and volunteers. However, not all member organisations have the human resources to successfully apply for institutional funding. DBYN wants to build the capacity of its member organisations, in order to successfully organise European projects. We will put special emphasis on new member organisations and member organisations in regions that have less access to institutional funding.

Action 4.5: Improve the sustainability of the network

The growth of the network should be a sustainable growth. Therefore, we need to continue the diversification of our financial resources, exploring new funding lines or income-generating projects. As the sustainability of the network is a shared responsibility of our member organisations, we will look for new ways to engage all member organisations in this effort including in-kind contributions. This participatory approach in the sustainable growth of the network should result in a stronger ownership by all member organisations.

Action 4.6: Keep a finger on the pulse regarding new opportunities within the field of international voluntary service

The voluntary service programme of the European Union is going through an evolution with the introduction of Strategic EVS, Erasmus+ Volunteering and the European Solidarity Corps. Some of our member organisations have been encouraged by their Erasmus+ national agency to develop Strategic EVS projects. These projects will continue to run up to 2019. We want to learn from the first experiences, and see how we can involve more member organisations in these projects.

The EVS programme will be dismantled from 2018 onwards into European Solidarity Corps (EVS in programme countries) and Erasmus+ Volunteering (EVS in partner countries). The European Solidarity Corps could offer useful opportunities for our member organisations, who are looking for voluntary service options in different sectors like the social care sector, refugee programmes or disaster relief. Apart from the voluntary service, the European Solidarity Corps will also include an occupational strand, in which professionals can be involved. This could be a new opportunity for young professionals involved in our network. Erasmus+ Volunteering could become a new tool for the network to develop voluntary service projects in the Erasmus+ Western Balkans window and the Eastern Window. We can also further develop the KA2 capacity building through voluntary service projects.¹

Our member organisations also organise international voluntary service. As these projects are mainly bilateral projects, which (sometimes) receive national funding, most members are already up and running with the projects. Each organisation doing so is developing an expertise in how to manage international voluntary service projects. We want to follow-up on good practices existing in our member organisations and offer a platform where they can share it. On this platform DBYN can bring in current policy developments which could affect international voluntary service. It will also collect common issues in order to bring these to the relevant institutional platforms. It also could contain a toolbox with tools and resources developed and/or used to support voluntary service

¹ Information current March 2018

projects. The main action for this is the annual meeting of the voluntary service organisations. We want to explore which additional actions we can take to strengthen this network.

Action 4.7: Develop specific actions to train and support staff of member organisations

Even though all our member organisations are built on volunteers, they do have staff (paid or volunteers) who are responsible for the internationalisation. We want to develop specific educational programmes that are for these individual staff members. We will offer the opportunity of job shadowing in the international secretariat, so new staff members can learn directly from the DBYN staff about the management of European youth projects. We will also promote bilateral job shadowing “exchanges” between member organisations with similar target groups or actions. Finally, we aim to organise study visits for staff members, which aim to inspire them with visiting different youth work realities in another member country.

Action 4.8: Increase member participation and co-ownership in DBYN’s communication strategy

It is essential to boost the communication of our network if we want to reach more young people. This is only possible if our member organisations take a more active role in our communication work. The member organisation will increase their participation on social media, sharing the content developed by DBYN and providing its own content which can be disseminated through DBYN’s channels. The member organisations will also develop new actions to support and promote their local, regional and national communication channels. In order to assist them, the network will develop a media package for each call of participants of activities (including logos, pictures and catch phrases).

Action 4.9: Invest in the human resources of the international secretariat

The staff of our international secretariat needs to develop a specific expertise in order to achieve the aims of the network. As this expertise takes time to develop, we need to ensure stability in our Fulltime Equivalent (FTE). Over the years, the General Executive Body regularly debated on increasing the FTE percentage in order to reach all the aims of the network while respecting the work/life balance and offering regular staff training. Our efforts with internships and student contracts, although being helpful, have not yet reach a satisfactory FTE percentage. Therefore, the network commits to take effective action by the end of 2018 to develop a new staff policy, which includes a fair work/life balance and personal and professional development plan for the staff. It will also take action to increase the FTE by the end of 2018.

Priority 5: Advocate for youth autonomy and active citizenship

Quality education is a human right which DBYN sees as instrumental in the holistic development of each young person. Too often quality education is benchmarked on its value for the labour market only. As we see quality education as our main work, we need to develop actions fostering the development of educational policy which support the development of youth autonomy and active citizenship.

Action 5.1: Create specific actions within youth policy areas of the European Union looking for opportunities to offer our own expertise

The youth sector within the European Union is linked to several strategic frameworks: 'Europe 2020'-strategy, the 'Education and Training 2020'-strategy, and the 'EU strategy on youth – Investing and empowering 2018'. These strategic frameworks are translated into midterm work strategies in the form of the presidential trios, the European year of recognition and the specific tri-annual work plans within the field of youth. It is the task of the network to create actions within the strategies which are relevant at the time of the action.

There are 2 more policy documents which have a strong impact on the EU youth sector: The 'Paris Declaration on promoting citizenship and the common values of freedom, tolerance and non-discrimination through education' has brought back the importance of citizenship and value-based education in the light of youth radicalisation, encouraging educational providers to create projects in this field. Next, the EC is revising its educational policy 'New skills agenda for Europe', including the key competences framework which is the basis of youth pass. In particular, to these 2 documents our member organisations can give valuable input from their expertise in non-formal education. Therefore, we will follow-up the policy developments in these areas, offering expertise through our youth representatives and relevant member organisations.

Action 5.2: Create specific actions within youth policy areas of the Council of Europe looking for opportunities to offer our own expertise

The Council of Europe's youth sector has been an important partner for our work in Human Rights Education and Citizenship Education. Although we have been working within their policy framework, we do not yet understand the full framework. The main body of policy documents consists of Conventions, charters, resolutions and recommendations by the Committee of Ministers to the member states of the Council of Europe, resolutions. Through research we want to create a deeper understanding of how these documents form the basis for the actions. This will help us better understand which role DBYN can play and how we can contribute in a more strategic way, offering our expertise to the policy development of the Council of Europe's youth sector.

Action 5.3: Create specific actions within youth policy areas of the Salesian Congregation looking for opportunities to offer our own expertise

The Salesian congregation is the foundation of the worldwide Don Bosco Movement. Whenever DBYN develops policy papers and position papers, we need to root them deeply into the vision and

mission of Don Bosco. For this we need to develop and maintain knowledge of the policy frameworks of the congregation. This consists of the general chapter documents which describe the multi-annual strategy of the congregation, the policy documents relevant to the work of Don Bosco Youth-Net, the annual Strenna message of the Rector Major and also of a vast body of historical documents of Don Bosco and his successors.

The 2 policy frameworks most relevant to our network are the Salesian youth ministry 'Frame of Reference' and the policy paper on Salesian voluntary service. The first we will continue to use when developing our policy papers on our training structure, our representation structure and the new policy paper on spirituality. The second will be renewed after a decade. We want to offer our expertise in recent developments in the field of European and international voluntary service. In this way we want to ensure the quality standards for voluntary service set forward in this document, meet the quality criteria of the institutional partners of the network and its member organisations.

We aim to include historical research into the development of our own policy papers and position papers. Stemming from a movement with a long tradition, the historical perspective can bring guidance into the development of new policy recommendations. Therefore, we will also offer internship and research opportunities in this area.

Action 5.4: Maintain strong contacts with the Salesian Youth Ministry department and with the European Youth Forum

The Salesian Youth Ministry department is responsible for youth policy within the Salesian congregation. We will always invite the SYM as a guest to our General Executive Body. The department will also be our first point of contact for questions we have towards the congregation. We aim to pursue stronger ties to this department. From these stronger ties we aim to increase our involvement into other Catholic platforms engaged into youth policy.

The European Youth Forum is a platform with an advisory voice in the European Union, the Council of Europe and the United Nations. Therefore, we consider them as our primary partners to represent the voice of the young people connected through the network. We will seek out a stronger engagement in the relevant expert groups and thematic network of the YFJ. We will build the competences of our pool of youth representatives with a particular expertise to influence YFJ policy development as observer members. We will continue our engagement in the Value-based cooperation network within the YFJ.

Action 5.5: Maintain the network set-up with other international networks within the Don Bosco Movement

Since 2014 the international network and advocacy platforms of the Don Bosco Movement have been formalising their cooperation. Don Bosco Network has started to coordinate an advocacy network. The aim of this network is to bring together all advocacy actions of the international network, share position papers and other tools for advocacy, and organise an annual platform meeting. DBYN will continue to participate in these efforts.

Don Bosco International has become the official advocacy platform for the Salesian congregation. It has created 3 expert groups on thematic areas relevant to the mission and vision of the Don Bosco Movement: 'Poverty and Social Inclusion', 'Migration' and 'School to work'. DBYN will continue to support their work by participating in the expert group on 'School to work'. We will also research possibilities which can support the development of the two other thematic groups. Furthermore, we will participate in the development and undersigning of policy papers developed by Don Bosco

International. We will assess through which other policy platforms we can communicate these policy papers.

Action 5.6: Develop a paradigm for Salesian youth advocacy

Advocacy work requires a specific linguistic paradigm. The paradigm needs to fit addressing different policy makers so they can understand how our position could transform their policies. It should also have a clear foundation in the organisations mission and vision.

So far Don Bosco Youth-Net has been using its educational policy ‘Few words and a lot of Action’ to develop policy statements. Although giving a good foundation, we are reaching the limits of the paradigm established therein. Therefore, we will research and develop our paradigm for advocacy. For this we aim to take inspiration from other advocacy paradigms, like Catholic Social Teaching and the other international Don Bosco network. We will explore if we can incorporate the Catholic social actions’ “see – judge –act” method. The development of the paradigm will be developed through new educational programmes, tested during the representation assignments of our youth representatives and captured in our policy paper on our representation structure. The policy paper itself aims to support both DBYN’s advocacy on international level, as well as the advocacy work of our member organisations on local, regional and national level, as a streamlined approach on all these levels will assure a larger impact of our advocacy actions.

Embracing change

This master plan seeks to develop new ways to accompany young people in their development towards autonomy in life and active participation in society. As such we are to address the challenges each young person meets in making individual life choices. This has become more challenging in a European society which is subject to a rapid process of change and transformation. The current generation is forced to reorient their lives to this societal fluidity and continually take possession of their choices. By making choices they live through a multitude of experiences, which impact future choices. We believe we need to embrace this process. Through our actions we offer young people the opportunity to discover different experiences, where they meet peers within different states of life, in order to find through discernment their own state of life to which they are called.

In this transitional time in history, many young people are facing marginalisation and discrimination, refraining them from developing autonomy in life and active participation in society. Therefore, our offer comes with an invitation to include amongst those life choices, an active engagement for an open and inclusive European society. Following the model of Don Bosco, we aim to develop 4 types of leaders, which address the needs of young people through education, social action, advocacy and spiritual accompaniment. We will do this by listening to the needs of the new generation, taking into account new trends in European youth culture.

The implementation of this master plan will prepare us for our 20th year anniversary and beyond. We are restructuring the network in order to cater for its growth, reaching out to larger numbers of young people of the new generation. As such we are building a sustainable network for future generations in order to continue responding to their needs.

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International network
represented in
16 European countries



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|----------------|---|---------------------------------|-----------------|
| Austria | JUGEND EINE WELT | Don Bosco center Podgorica | Montenegro |
| Austria | SALESIANER DON BOSCOS | salesian pastoral youth service | Malta |
| Belgium | JEUDDIENST DON BOSCO vzw | wdm | Poland |
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| Germany | Aktionszentrum Benediktbeuern | mladinski | Slovenia |
| France | MSJ Mouvement Salesien des Jeunes FRANCE & BELGIQUE SUD | Don Bosco confederación | Spain |
| Italy | Salesiani per il sociale Federazione SCS/CNOS | Don Bosco Youthnet Nederland | The Netherlands |
| Italy | Turismo Giovanile e Sociale | DON BOSCO ODESSA | Ukraine |
| Ireland | SALESIANS IRELAND | Don Bosco 1815 - 2015 | United Kingdom |

Mission statement DBYN

We, the partners of Don Bosco Youth-Net, wish to contribute to the total development of all young people by bringing them together through various international activities. We hereby look to broaden the opportunities for these young people who are, through various reasons, excluded. By concrete activities of co-operation, we wish to be a living example of tolerance and mutual understanding.

Through our own Salesian identity, we aim to keep the heritage of Don Bosco alive and look to offer a 'youthful voice' in the Europe of today. By doing this, we want to make a real difference in the lives of all young people, especially for those most in need.