

شبكة الأمل  
Hope Network



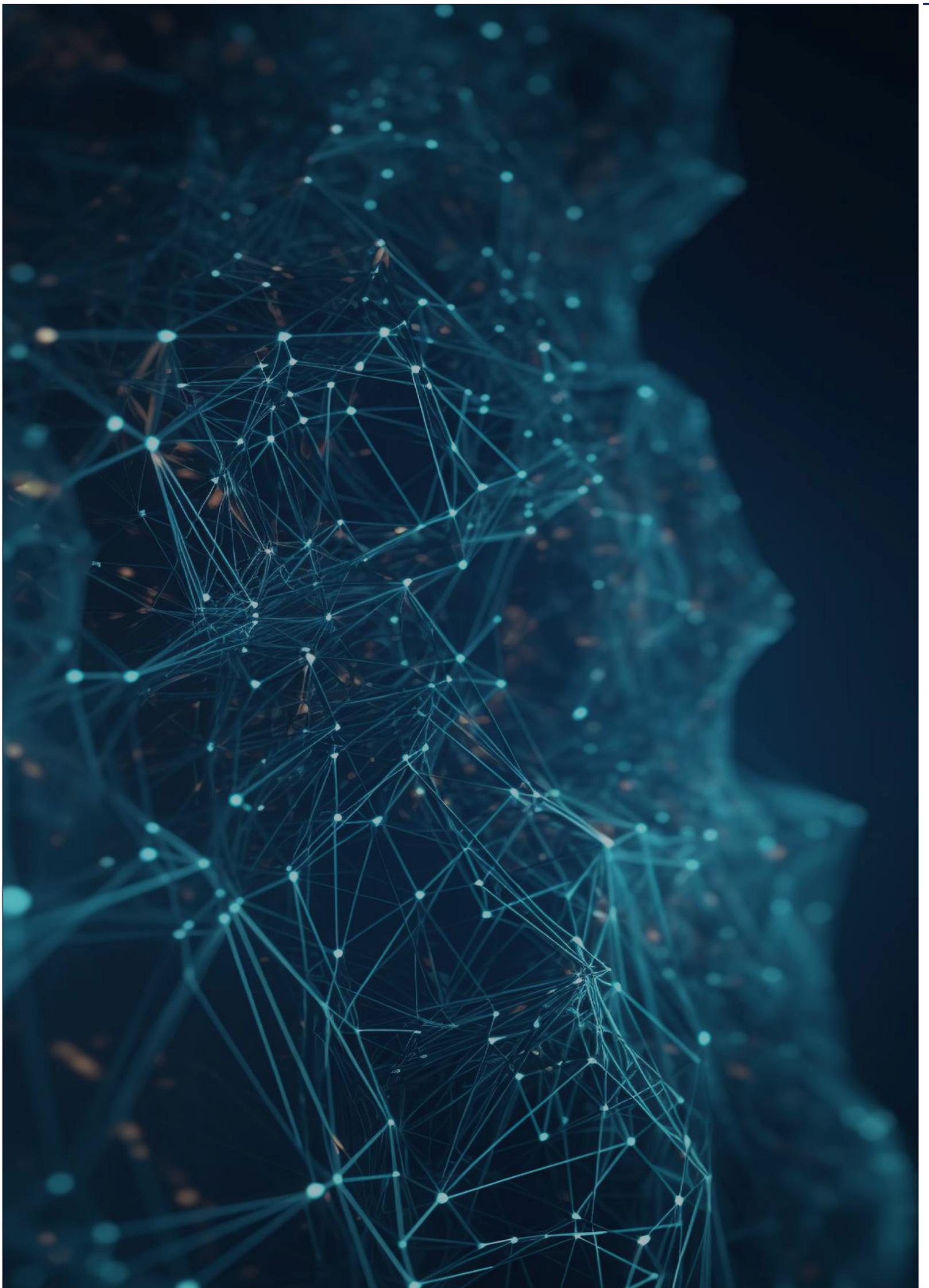
# Youth Empowerment International Best Practices Guide

“Investing in Youth”



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“Investing in Youth”



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# INTRODUCTION

## Global Initiatives for Youth Empowerment: A Bahraini Vision

Global statistics reveal that the population of individuals aged 15 to 24 stands at approximately 1.2 billion, with projections indicating a 7% increase by 2030, reaching around 1.3 billion young people, according to the United Nations. This demographic represents a powerful force, capable of driving significant social and economic development if properly empowered.

Given this potential, empowering youth has become a top priority for governments and international organizations worldwide. Their role is critical in fostering sustainable development and building strong, prosperous communities. As an essential segment of society, young people have the capacity to drive innovation and contribute meaningfully across various sectors. Therefore, it is imperative that empowering environments are created to enable them to fully realize their potential.

Under the visionary leadership of His Majesty King Hamad bin Isa Al Khalifa, King of the Kingdom of Bahrain, and the esteemed guidance of the government, led by His Royal Highness Prince Salman bin Hamad Al Khalifa, Crown Prince and Prime Minister, the Kingdom has prioritized youth empowerment. This commitment is reflected in the creation of a nurturing environment that fosters youth development and enables them to showcase their talents, while also focusing on investing in the youth sector to ensure their active contribution to the nation's progress.

This commitment is further exemplified by the initiative of His Highness Shaikh Nasser bin Hamad Al Khalifa, His Majesty's Representative for Humanitarian Work and Youth Affairs, with the launch of the Global Network for Youth Competitiveness, the "Hope Network," in November 2024. The "Hope Network" serves as a unified platform for nations that believe in the power of instilling hope in young people, empowering them to overcome challenges, achieve their goals, and drive progress. In doing so, it fosters global solidarity and cooperation, working towards a future where youth are central drivers of further advancement.

Building on this vision, this guide emerges as a shining beacon that will illuminate the path forward for those committed to unlocking the boundless potential of the next generation. It is meticulously crafted around identifying, documenting, and sharing global best practices in youth work. It offers a practical framework that helps organizations and institutions focused on youth to enhance their impact and achieve their goals. By bringing together successful experiences and innovative ideas from diverse countries and regions, the guide promotes knowledge-sharing, expands the reach of effective strategies, and highlights the value of cross-cultural collaboration.

Featuring 28 best practices from 13 member countries of the "Hope Network," the guide is categorized into six key areas: Upskilling and Employability, Entrepreneurship, Services,



Civic Engagement, Global Connections and Success Stories. Its significance lies not only in providing solutions and incentives for youth but also in offering a comprehensive approach to organizing and developing youth programs that align with current and future challenges. Serving as a valuable tool for decision-makers and youth sector professionals, this guide aims to elevate efforts to improve the lives of young people and contribute to achieving sustainable development.

In conclusion, this guide marks a significant step in advancing youth empowerment on a global scale. By documenting and sharing best practices in youth work, it serves as an invaluable resource for fostering collaboration and knowledge-sharing among nations, thereby enhancing the collective impact of

youth programs worldwide. Through the ongoing efforts of the “Hope Network” and the unwavering commitment of governments and organizations to invest in youth, their full potential can be unlocked, empowering them to play a pivotal role in driving progress and unlocking the limitless promise of a better tomorrow. Moving forward, it is essential to remain dedicated to creating supportive environments for young people, ensuring that they are equipped with the necessary tools and opportunities to shape a brighter and more prosperous future for all.



## ABOUT THE HOPE NETWORK



The Kingdom of Bahrain announced the launch of the Global Network for Youth Competitiveness, “Hope Network,” on November 5, 2024, as a unified platform for countries that believe in the importance and power of instilling hope in young people, helping them face challenges, achieve their goals, and inspiring them to drive progress. It also fosters a spirit of solidarity and cooperation among the people of the world through the objectives that the “Hope Network” seeks to achieve.

The Kingdom of Bahrain hosted the “Hope Network” events within an international gathering attended by youth affairs ministers from around the world, held from November 4 to 6, 2024. This reflects the Kingdom’s commitment to empowering youth and providing a nurturing environment that enhances their role in building a sustainable

future. It also highlights Bahrain’s support for sharing best practices and knowledge that align with the global sustainability agenda, through a set of principles, values and goals that the “Hope Network” strives to support and achieve.

Additionally, the “Hope Network” aims to unify global youth work frameworks by building an international network that strengthens international cooperation in the field of instilling hope and empowering youth. It advocates for unified, clear strategic steps to create a nurturing and supportive environment for youth, while also working to develop youth work systems through global exchanges in policies and national strategic plans, to fully harness the potential of youth as a key resource in achieving progress and prosperity.

## Vision

To unify global youth work frameworks by building a worldwide network that fosters international cooperation in cultivating hope and empowering youth around the world through unified and clear strategic steps to create a nurturing and supportive environment for young people.



## Mission

To develop youth work systems through global exchange in the field of policies and national strategic plans to take full advantage of the potential of youth as a primary resource of human capital.

## Objectives

**The “Hope Network” aims to establish a global platform to achieve the following:**

- **Exchange of Best Practices:** Sharing international best practices related to the youth sector, including experiences, expertise, and various efforts.
- **Raising International Awareness:** Increasing international awareness of the importance of cultivating hope and joining efforts to spread it by empowering communities to pay attention to youth and their issues to achieve their goals and aspirations.
- **Facilitating Communication:** Enhancing and facilitating communication among member states to strengthen the exchange and coordination of international views and positions related to the youth sector.
- **Developing Coordination and Cooperation:** Developing means of coordination and cooperation to implement joint plans, programs, and projects that meet the aspirations and interests of young people in member states.

## ABOUT THE GUIDE

This guide is designed to showcase the best global practices in youth empowerment across the member countries of the “Hope Network” and provide a set of strategies and policies that have proven effective on an international scale. It highlights successful experiences that have played a key role in enhancing youth participation in education, professional development, social engagement, and community initiatives. Additionally, the guide strengthens the capacity of governments and relevant organizations to adopt policies that foster youth development, aligned with contemporary challenges and societal needs.

The guide is grounded in comprehensive scientific analysis of successful global practices, with the aim of transferring expertise and experiences that can be adapted and implemented locally, taking into account the unique social, economic, and cultural contexts of each country and community. Furthermore, it contributes to enhancing cooperation between government agencies, non-governmental organizations, and the private sector to develop integrated strategies for youth empowerment and capacity building.



# CRITERIA FOR REGISTERING INITIATIVES

**Membership:** Only countries that are members of the Hope Network are eligible to submit initiatives.

**Effectiveness of Practice:** The practice must be actively implemented, demonstrating effectiveness and yielding measurable results.

**Efficiency:** The proposed practice must demonstrate measurable results while maintaining efficiency in the utilization of resources and time.

**Importance:** The proposed practice must effectively address a specific problem, need, or priority within the youth sector.

**Sustainability:** The proposed practice must demonstrate long-term sustainability without the need for substantial additional resources.

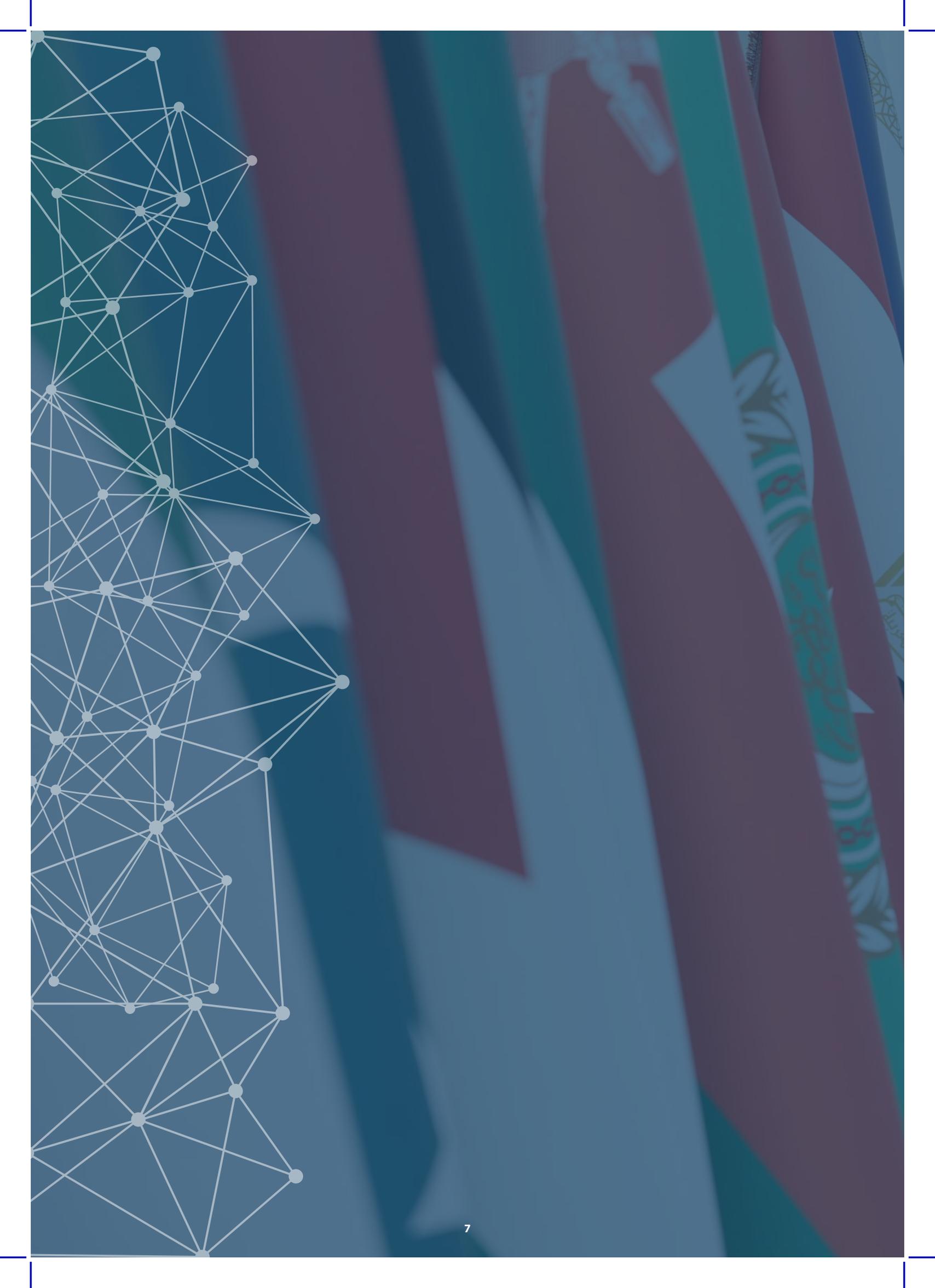
**Adaptability and Applicability:** The proposed practice must be adaptable and replicable in other regions or countries across the world.

**Partnerships:** The proposed practice must foster a collaborative approach, involving multiple stakeholders working together in a mutually beneficial manner.

**Communication Channels:** Materials related to the practice must be submitted using the designated registration form.

**Language:** Materials may be submitted in either Arabic or English.





# YOUTH EMPOWERMENT INITIATIVES

Upskilling and Employability

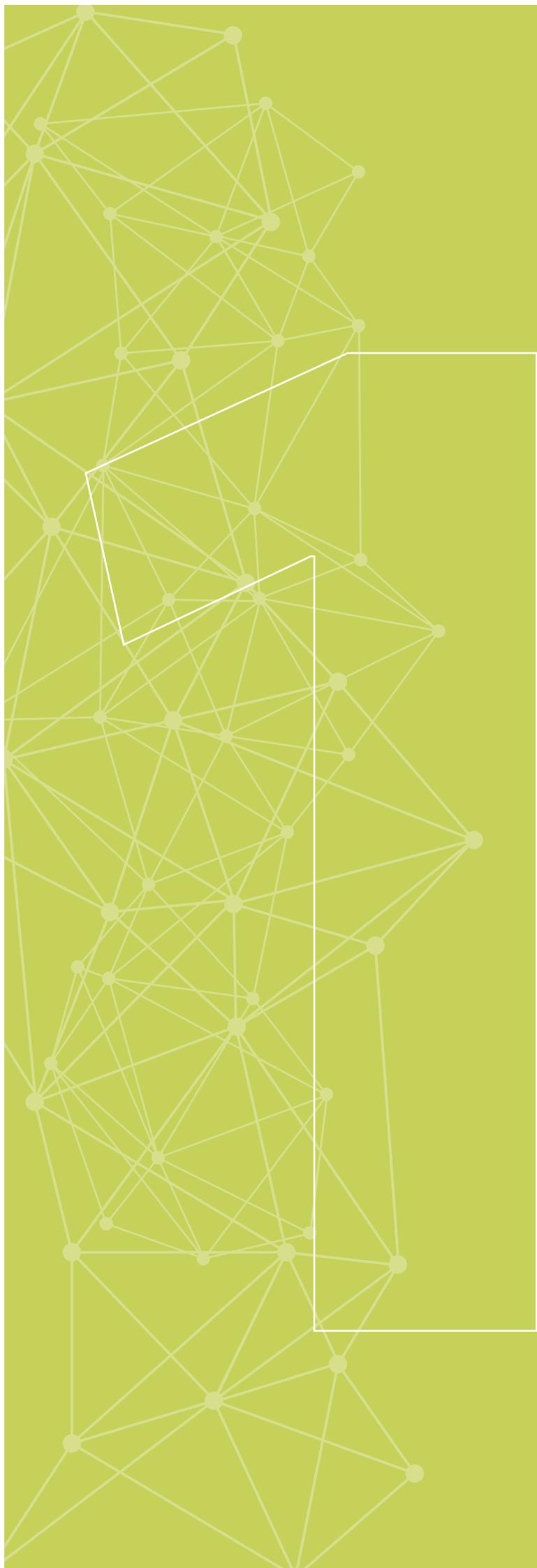
Entrepreneurship

Services

Civic Engagement

Global Connections

Success Stories



# UPSKILLING AND EMPLOYABILITY



## YOUTH CITY 2030

An annual initiative that has been running since 2010. This project aims to create a dynamic space equipped with multiple facilities for training, development, and enhancing the skills of young people. It focuses on five key areas: leadership and entrepreneurship, arts, media, science and technology, and sports. The environment is designed to be both engaging and educational, providing a balanced mix of learning and entertainment.

The project plays a crucial role in enabling Bahraini youth to actively participate in society, fostering innovation, and promoting the concept of entrepreneurship. It encourages young individuals to transform their talents or skills into entrepreneurial ventures, contributing to personal and professional growth.

### Objectives

1. Empower Bahraini youth with the skills needed to enter the labor market.
2. Promote the concepts and values of productivity, innovation, creativity and entrepreneurial thinking among young people.
3. Diversify the skills and specializations of young people in line with the requirements of the labor market.
4. Identify young talents, nurture and highlight them.

### Positive Impact

- Distinguished youth talents in various fields.
- Youth national role models capable of contributing to development and productivity.
- Partnerships and opportunities for cooperation with institutions in various sectors.
- Youth-led entrepreneurial projects and innovative solutions.

Over the past 13 years, the project has successfully offered over 970 training programs, provided approximately 36,200 training opportunities, and benefited more than 28,500 individuals.

### Country

Kingdom of Bahrain

### Implementing Entity Name

Ministry of Youth Affairs

### Relevant Minister / Head of Entity

H.E. Rawan Bint Najeeb Tawfeeqi  
Minister of Youth Affairs

### Duration of the Initiative

6 weeks.





## Stages Of Implementing The Initiative

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### **Program Conception**

- Defining objectives and target groups.
- Developing activities and programs for each field (Leadership, Arts, Media, Science and Technology and Sports).
- Setting appropriate dates and times.

### **Identifying Partners**

- Collaborating with governmental and private institutions, universities, and social organizations.
- Engaging experts in various fields.

### **Structure of Organizing Committees**

- Forming a central committee and specialized sub-committees.
- Defining roles and responsibilities.

### **Timeline**

- Developing a schedule for activities and phases.
- Setting evaluation and follow-up schedules.

### **Media Plan**

- Developing a media strategy for promotion through various means.
- Cooperating with local and international media outlets.

### **Identifying Necessary Resources**

- Identifying staff and volunteers requirements.
- Allocating the required budget.
- Providing venues and facilities.
- Providing necessary equipment and software.

### **Participant Selection Mechanism**

- Defining selection criteria and organizing the registration process.
- Conducting interviews or questionnaires.

### **Participation Requirements**

- Participants must be Bahraini youth.
- The participant's age should be between 9 and 35 years.



*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

### **1. Registration for the Program**

- Opening registration through the “Eshabab” mobile application.
- Ensuring the collection of necessary data from participants, such as personal information and previous experiences.
- Reviewing and filtering applications and selecting qualified participants.

### **2. Initiative Management and Performance Monitoring**

- Assigning a specialized administrative team to organize and monitor the workflow.
- Establishing a mechanism for communicating with participants and answering their inquiries.
- Monitoring the timely implementation of activities to ensure adherence to the project timeline, while evaluating progress towards the achievement of defined objectives and making necessary adjustments to stay on track.
- Evaluating performance periodically through questionnaires or interviews with participants.
- Addressing challenges and problems quickly and effectively to ensure the continuity of the initiative.

### **3. Documentation**

- Documenting all activities and events through photos and videos.
- Preserving important documents such as performance reports, registration forms, and agreements.
- Preparing periodic reports to showcase achievements and challenges.
- Documenting participant experiences and certificates related to the programs.





*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### Evaluating the Initiative

- **Setting Evaluation Criteria:** Defining Key Performance Indicators (KPIs) such as the number of participants, level of engagement, and achievement of set objectives.
- **Data Collection:** Gathering data from participants, trainers, and partners about their experience with the program.
- **Conducting Surveys or Interviews:** Assessing participant satisfaction with training activities, organization, and support provided.
- **Analyzing Results:** Comparing actual performance with set objectives and measuring the positive impact of the initiative.
- **Reviewing Challenges:** Analyzing difficulties faced by participants or organizers and suggesting solutions for future improvement.

### Preparing the Final Report

- **Summarizing Activities:** Including details about the activities and programs that were implemented during the initiative.
- **Presenting Results:** Presenting evaluation results based on the defined criteria and explaining the overall impact of the initiative.
- **Recommendations and Improvements:** Providing recommendations for improvement in future initiatives based on the experience and evaluation.
- **Highlighting Achievements:** Showcasing successes and projects achieved by participants.
- **Documenting Lessons Learned:** Including lessons learned from the program and using them to improve future programs.
- **Reviewing the Report:** Ensuring that the report is comprehensive and accurate, and then submitting it to the relevant authorities.



# NATIONAL PROJECT "LAMEA"



An interactive training program aimed at creating national cadres and leadership teams from distinguished elite youth, focusing on their development, motivating them to improve their performance and capabilities both professionally and personally, and enabling them to participate in various events and projects that align with the directions of the Lamea Association, which falls under the Ministry of Youth Affairs.

## Country

Kingdom of Bahrain

## Implementing Entity Name

Ministry of Youth Affairs

## Relevant Minister / Head of Entity

H.E. Rawan Bint Najeeb Tawfeeqi  
Minister of Youth Affairs

## Duration of the Initiative

Filtering process: Three months  
Training phase: Four months

## Objectives

1. Preparing distinguished youth that contribute to the advancement of the Kingdom of Bahrain.
2. Motivating youth to enhance their professional skills.
3. Creating a fair and open competitive environment for all youth.
4. Strengthening bonds of cooperation and teamwork among the youth elite.

## Positive Impact

- More than 100 young men and women joined the association where continuous learning, development, and networking opportunities are provided.
- More than 65% of graduates have received promotions or new job opportunities.
- Building the internal capabilities of the association, where graduates were able to fully manage the national Lamea project since 2024.
- More than 20 social programs.
- More than 15 lectures and training workshops.



## Stages Of Implementing The Initiative

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### Filtering Phase and Timeline

The filtering phase will involve the selection of eligible participants based on predetermined criteria. The timeline will outline specific deadlines for registration, application review, interviews, and final selection.

### Identifying Partners

Priority will be given to existing partners, followed by outreach to institutions interested in community partnerships.

### Structure of Organizing Committees

The organizing committees are handled by board of directors of the youth entity which is also overseen by the Ministry of Youth Affairs.

### Media Plan

The media strategy will involve a mix of advertising on Instagram through both the Association's page and the Ministry of Youth Affairs' page. In addition, local newspapers will be used intermittently, along with paid advertisements to maximize reach.

### Identifying Necessary Resources

Resources will be assessed based on the costs of previous sessions, while also taking into account any potential expansion or changes. All required resources will be outlined in the program's budget document.

### Conditions for Participation in the Program

- The candidate must be 35 years old or younger.
- The candidate must hold a bachelor's degree and possess at least 3 years of practical experience.





*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

### **Program Registration Stages**

The process includes a digital form, feasibility study, personal interviews, intelligence and psychometric tests and a group work challenge.

### **Initiative Management**

Continuous collaboration with the knowledge partner ensures joint development of content. Each unit's challenges are explained by the program administration, and participants' performance is tracked by documenting their scores. Behavioral observations are also recorded during the training, and follow-up activities are enhanced through group performance questionnaires and creative writing exercises.

### **Documentation**

The association documents all performance questionnaires, creative writing pieces, and participant scores on a Google Drive file, with periodic updates to ensure accuracy and completeness.

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

### **Evaluating the Initiative**

This process takes place in two stages. First, participants provide feedback during the program through creative projects related to each unit. After the program concludes, a comprehensive questionnaire is administered to gather more detailed feedback.

### **Preparing the Final Report**

The report summarizes all steps taken to manage the program, the lessons learned throughout its execution and insights on how these lessons will inform the management of future iterations of the program and then the report is submitted to the governing body "Ministry of Youth Affairs".





# MASARI PROJECT

Masari is a project launched in 2022, designed to empower, develop, and refine exceptional talents through a variety of specialized tracks. These tracks include strategic partnerships that provide young people with outstanding opportunities, such as scholarship programs, training with global companies, international exchange programs, external activities, outbound travel for adventure experiences, and job shadowing across various institutions.



## Country

Kingdom of Bahrain

## Implementing Entity Name

Ministry of Youth Affairs

## Relevant Minister / Head of Entity

H.E. Rawan Bint Najeeb Tawfeeqi  
Minister of Youth Affairs

## Duration of the Initiative

Annual program.

## Objectives

1. Providing high-quality opportunities to develop the capabilities of young people.
2. Accelerating the process of refining young people’s capabilities through practical experiences.
3. Increasing and improving job skills among young people.
4. Supporting the educational process in Bahrain.

## Positive Impact

The outcomes of the first and second editions of the Masari project have been significant, with over 300 youth joining the Masari Association. These individuals are provided with continuous opportunities for learning, development, and networking, helping them build valuable skills and connections for their future careers.



## Stages Of Implementing The Initiative

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Organizing meetings with relevant stakeholders.
- Planning data collection on available opportunities and organizing the initiative.
- Identifying suitable opportunities and updating the database accordingly.
- Promoting opportunities through the “Eshabab” mobile application and Instagram.

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Implementing guidance and registration processes for interested individuals in the initiative.
- Communicating with applicants to provide comprehensive information.
- Ensuring the completion of registration requests and offering support as needed.

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Reviewing the performance of the initiative and analyzing the results to enhance future operations.
- Monitoring the progress of accepted applicants in both academic and practical training opportunities.
- Engaging with relevant stakeholders to foster future collaboration and improve initiatives.





## “EMPLOY BAHRAIN”

Creating a supportive environment for young people to acquire employment skills and start a successful career path.

A series of developmental workshops, training and mentoring sessions, interview preparation, and access to job opportunities.



### Country

Kingdom of Bahrain

### Implementing Entity Name

Hope Talents

### Relevant Minister / Head of Entity

H.E. Ayman bin Tawfeeq Al-Moayyed  
“Hope Fund” Chairman

### Duration of the Initiative

Ongoing initiative.

### Objectives

1. Enhancing employment skills among Bahraini youth.
2. Linking young people with suitable job opportunities available in the local and regional market.
3. Instilling hope in the hearts of young people.

### Positive Impact

- Successfully employing 300 Bahraini youth in the labor market.
- Creating a network of young people with high potential and ambition to develop their skills and experiences.
- Reaching young people with high potential and nominating them to lead many national initiatives and memberships in youth councils.



## Stages Of Implementing The Initiative

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### **Defining Objectives and the General Plan**

- Defining the main objectives of the initiative and formulating a comprehensive action plan.
- Setting a timeline that includes all activities from registration to training, then engaging in job opportunities.

### **Designing Activities and Training Workshops**

Focusing on developing employment skills through workshops and guidance/mentoring sessions.

### **Selecting Partners**

Choosing partners from supportive local entities, international bodies, and experts in various fields to ensure the necessary support.

### **Identifying Cooperating Entities for Employment**

- Local companies and institutions that offer job opportunities to participants were selected, based on their needs and the requirements of available jobs.
- These entities were negotiated with to clarify their role in the initiative and how they support participants in employment.

### **Determining Necessary Resources**

- Allocating the necessary budget to cover the costs of training programs and workshops.
- Providing a digital platform to facilitate the registration and follow-up process.

### **Opening Registration and Selecting Participants**

- Registration through the electronic platform with forms for providing personal information and skills.
- Conducting interviews and tests to determine the level of linguistic and social skills.

### **Guidelines for Participants**

- Providing clear guidance on the program's objectives and expectations for active participation.
- Selecting participants based on their career aspirations, skills, and potential, ensuring that ambitious Bahraini youth are targeted.

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### **Registration and Participation**

- An electronic registration mechanism was implemented, with participant applications received through detailed forms that included skills, experiences, and ambitions.
- Personal interviews and tests were organized to determine the level of linguistic and social skills.



### **Implementation of Activities**

- Workshops and training courses were implemented that focused on developing employment skills such as resume writing, interview preparation, and professional communication.
- Individual and group mentoring sessions were held with experienced mentors to support participants and guide them towards the best opportunities.

### **Documentation and Follow-up**

- The progress of participants was tracked through periodic reports.
- A database was created to document all activities and interact with participants to provide ongoing support.

### **Phased Evaluation**

- Periodic evaluations were conducted for participants to measure their progress in acquiring skills and their readiness for the labor market.
- Activities and workshops were tailored to meet the needs of participants based on their feedback and continuous evaluations.

### **Referral of Participants to Cooperating Entities in Employment**

- Participants were linked with cooperating entities based on their skills and career aspirations, and their personal files were sent to be evaluated by these entities.
- Interviews were coordinated between participants and employers to ensure compatibility between job skills and market needs.

### **Conducting Interviews and Evaluating Participants**

- The cooperating entities conducted personal interviews and skills assessment tests to determine the suitability of participants for the available jobs.
- Participants were followed up during this process to ensure that the necessary support was provided.

### **Employment of Participants**

Based on the results of the evaluations and interviews, the cooperating entities employed the participants who successfully passed these stages.





*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

### **Performance Evaluation**

- A comprehensive evaluation of the results was conducted based on the employment of participants, the skills acquired, and the job opportunities reached.
- Feedback was collected from participants and partners to determine the level of satisfaction and the impact of the initiative on their career path.

### **Preparing the Final Report**

- A final report was prepared outlining the outputs of the initiative, the challenges, and the impact of the initiative on the participants and the cooperating entities.
- Recommendations for improvements in future initiatives were included based on the current experience.

### **Continuity and Development**

- Mechanisms were identified to improve future programs based on feedback.
- Comments were collected and analyzed from participants and employers to improve future initiatives and ensure the development of followed strategies.
- Work was done to create a sustainable community of participants to continue supporting them in their career paths.

### **Post-Employment Support**

- Continuous follow-up was provided to the participants who were employed to ensure their integration into the new work environment.
- Feedback was collected from companies and participants to measure the success of the employment process and identify any challenges that new employees may face.





## DEBATE LEAGUE

The Ministry of Sports "Debate League" program aims to foster a thoughtful youth community that is aware of sports and cultural issues and capable of engaging in constructive dialogue. By promoting a competitive environment, the program enhances critical thinking, creativity, and respect for intellectual diversity, while shedding light on issues that contribute to societal development.



### Country

The Kingdom of Saudi Arabia

### Implementing Entity Name

Ministry of Sports - Agency of Sports and Youth Affairs, represented by the General Department of Youth Activities

### Relevant Minister / Head of Entity

His Royal Highness Prince Abdulaziz bin Turki Al Saud, Minister of Sports

### Duration of the Initiative

Four days.

### Objectives

- Enhancing participants' knowledge and skills in the art of debate, enabling them to apply these abilities efficiently and professionally.
- Familiarizing participants with the essential elements of debate, including rules, conditions, etiquette, and fostering a scientific approach.
- Enriching participants intellectually and culturally throughout the program.
- Training and preparing university students to actively engage and excel in the competition.

### Positive Impact

#### Outcomes:

- Enhancing participants' debate skills, with a focus on developing their ability to build and support strong arguments.
- Expanding program reach by increasing participation by 1,500 young people and offering more programs across various regions of the Kingdom.



## Stages Of Implementing The Initiative

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Preparing and planning for the successful implementation of the Debate League, including organizing workshops for participants.
- Defining the league's objectives and developing a comprehensive program plan.
- Creating training content on the art of debate and its rules.
- Selecting and training trainers and facilitators to effectively manage the sessions.
- Conducting workshops to enhance debate techniques and argument-building skills.
- Announcing the league and facilitating participant registration.
- Preparing the necessary tools and materials for the debates.
- Selecting judging committees to evaluate the competition.

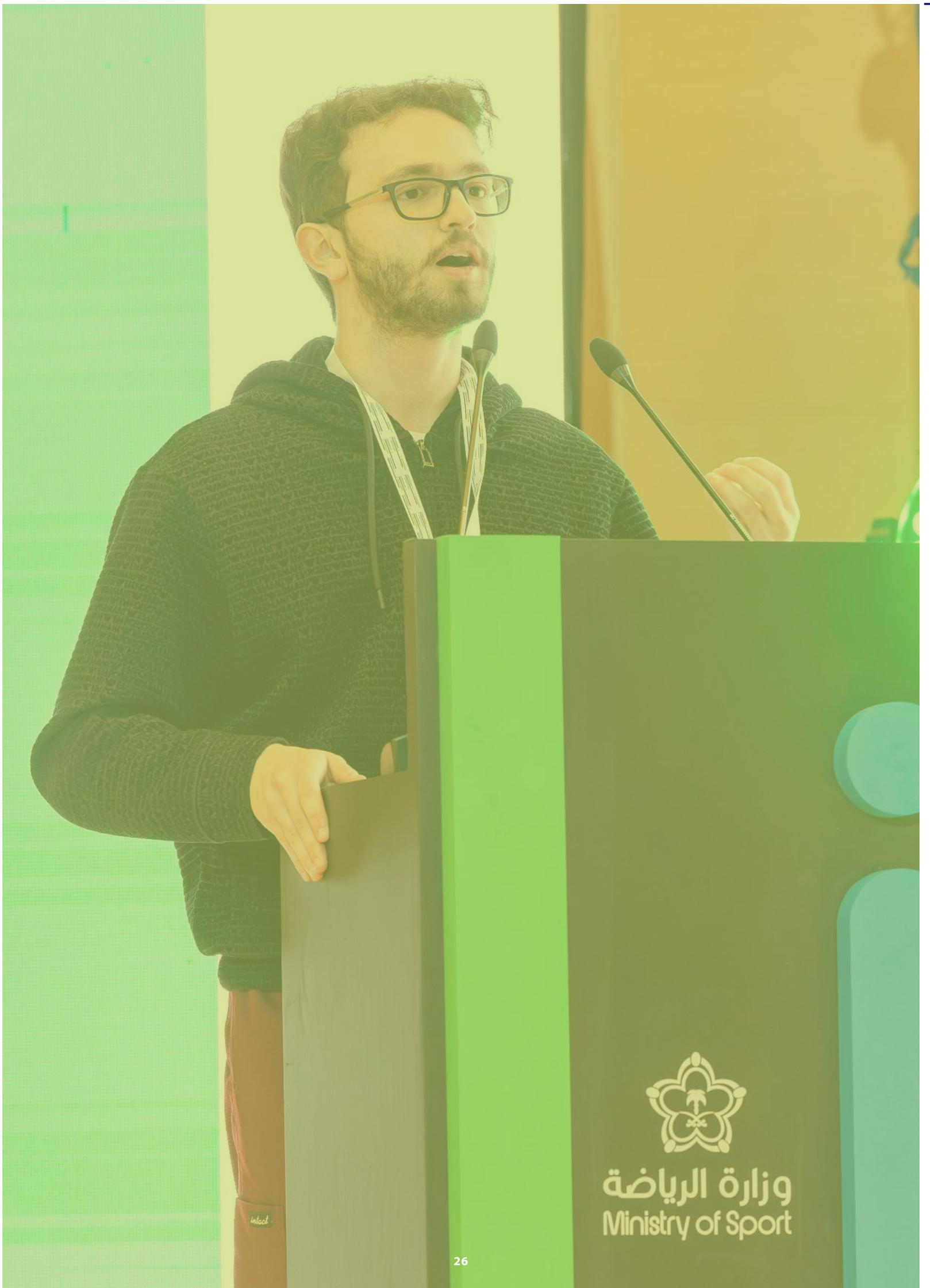
### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Conducting training workshops and competitive debate rounds for participants.
- Kicking off the program with an introductory session on the league's objectives and structure.
- Organizing competitive rounds between teams based on a set schedule.
- Hosting the final rounds and determining the top three winners.
- Providing constructive evaluations and feedback to participants to help improve their performance.

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Evaluating the impact and success of the initiative, and applying lessons learned to improve future programs.
- Collecting feedback from participants and trainers to assess the program's effectiveness.
- Preparing a comprehensive report on performance, outcomes, and future recommendations.
- Following up with program graduates and offering opportunities to participate in national and international debate competitions.







# WORLD YOUTH FESTIVAL

To foster international youth cooperation and build a shared future—one that is just, multipolar, and rooted in collaboration and the pursuit of a balanced exchange of interests.



## Country

Russian Federation

## Implementing Entity Name

Federal Agency for Youth Affairs (Rosmolodezh)  
ANO "World Youth Festival Directorate"

## Relevant Minister / Head of Entity

H.E. Gurov Grigoriy Aleksandrovich  
Head of the Federal Agency for Youth Affairs

## Duration of the Initiative

Long-term project.

## Objectives

1. To introduce Russian and international youth to the wide array of opportunities the country has to offer.
2. To share the best of Russian values and culture, while also learning about the interests and aspirations of youth from other countries.

## Positive Impact

WYF 2024 brought together 20,000 young leaders from 190 countries around the world.



## Stages Of Implementing The Initiative

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### Program vision

The World Youth Festival, held in 2024, aimed to foster international youth cooperation between Russia and other countries. The Festival’s program was centered around a set of traditional values. Young people from around the world were invited to reflect on these values together and exchange ideas on how to build a future that is comfortable for all. The program included not only discussions and lectures but also an exhibition program, cultural exchanges, sports competitions, group workouts, volunteering activities, and group trips.

The idea for the Festival was inspired by the traditions of youth and student festivals held multiple times in Russia—in 1957, 1985, and 2017—each time bringing together tens of thousands of participants from across the globe.

### Organizational Committee & Identifying partners

President of Russia, Vladimir Putin, signed a decree to hold the World Youth Festival in 2024 and approved the composition of the organizing committee for the event’s preparation. Sergei Kiriyenko, First Deputy Chief of Staff of the Presidential Executive Office of the Russian Federation, served as the Chair of the Organizing Committee.

The general partners of WYF-2024 included the Russian Society “Znanie,” Rostelecom, Sberbank, VK, Russian Railways, Aeroflot, Sibur, and Rosseti. Official partners included Gazprom Neft, Tatneft, Avtovaz, Sovcombank, the Russian Environmental Operator, the Renova Charitable Foundation, and Transneft.

### Identifying Necessary Resources

The government has been tasked with making all the necessary arrangements for the event, including determining the location, logistics, and sources of funding. Additionally, 5,000 volunteers from all regions of Russia were involved in organizing the Festival.

### Timeline

- February 29 - March 1:** Participants’ arrival at the Sirius Federal Territory.
- March 1 - 7:** Main program of the Festival.
- March 8 - 17:** Regional program, with foreign participants visiting 31 Russian cities.

### Channels of Communication

- Official website
- Mass media
- Social media
- Email mailing list
- Special projects
- Bloggers



## Participation criteria for the program

20,000 young leaders from various fields, including business, media, education, science, international cooperation, culture, volunteering, charity, sports, and more, were invited to participate in the World Youth Festival, including 10,000 international participants.

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

## Program Registration

International and Russian youth had to register on the official website WYF 2024. Individuals between the ages of 18 and 35, as well as teenagers aged 14 to 17, regardless of their country of residence could apply.

As part of the preparations for the World Youth Festival, ***National Preparatory Committees (NPCs) have been established.*** The tasks of the Committees included the selection of foreign participants, the formation of foreign delegations, as well as the popularization of the festival in the participating countries. In addition, after the World Youth Festival, the NPCs have become the basis for the formation of an active international youth movement in the participating countries.

## Managing the Initiative and Monitoring Performance

The Federal Agency for Youth Affairs (Rosmolodezh) was the organizer of the World Youth Festival, with the World Youth Festival Directorate serving as the operator for the WYF 2024.

## Documentation

**Regulatory Documents:** Agreement to the processing of personal data; Organization Charter

**Information and Reference Documents:** Participant Code of Conduct; Participant Handbook.





*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

## Evaluating the Initiative

Following the instructions of the President of the Russian Federation, the World Youth Festival (WYF) will be held in Russia every six years. Every six years, 10,000 young people from around the world will gather at the International Youth Festival, and in the interim, international themed events and gatherings will take place under the auspices of the WYF. Various festival events will also be organized annually in Russia.

In line with the President’s instructions on preserving and developing the legacy of the Festival, the World Youth Festival Directorate continues to work on strengthening international youth cooperation.

As a result, the World Youth Festival has become a permanent platform for fostering international collaboration among young people.

## International Friendship Clubs

International Friendship Clubs (IFCs) are associations for active young people from around the world, established through the Cultural Partnership program of the World Youth Festival in 2024.

IFCs serve as a platform for the implementation of international youth initiatives, fostering cooperation and strengthening friendly ties between Russia’s regions and foreign countries.





## NETWORK PROJECT - YOUTH, SKILLS AND JOBS

The 12 Hubs serve as both physical spaces for open, free-sharing environments, designed to highlight local strengths and provide tangible growth opportunities, and virtual spaces accessible online from anywhere in Italy. With the support of tutors and expert consultants, the Hubs assist young people in person or remotely with training, job searching, starting a business, and organizing internships both in Italy and abroad. All orientation and training activities offered by the Hubs are free of charge.



### Country

Italian Republic

### Implementing Entity Name

Presidency of the Council of Ministers

Department for Youth Policies and the Universal Civic Service

### Relevant Minister / Head of Entity

H.E. Andrea Abodi  
Minister for Sport and Youth

Michele Sciscioli  
Head of the Department for Youth Policies and the Universal Civic Service

### Duration of the Initiative

Ongoing initiative.

### Objectives

The project aims to build a bridge between young people, educational institutions, universities, and the business world. It supports young people in their transition from education to employment, facilitates their entry into the workforce, and helps them develop business ideas while accessing incentives provided by Italian regulations for creating and growing productive activities. Additionally, it promotes and supports training experiences by offering 6-month internships in Italy or abroad.

### Positive Impact

The first five Hubs that opened are located in Nuoro, Verona, Salerno, Novara, and Brindisi. Additional Hubs will soon be established in Palermo and L'Aquila. A dedicated website has been launched, providing young people with access to information about available opportunities and allowing them to register for orientation and training programs. In the near future, they will also be able to apply for internships both in Italy and abroad. Since 2023, approximately 19,000 young people have participated in 2,031 initiatives.



## Stages Of Implementing The Initiative

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

The “RETE” project engages young people aged 16 to 35 in training and career guidance programs to facilitate their entry into the business world. The project ensures the active involvement of various public and private actors, particularly businesses, in designing interventions aligned with the needs of a constantly evolving labor market while also addressing the specific needs of businesses located in different areas, such as local authorities, schools, universities, third-sector organizations, businesses, incubators, and development accelerators.

Each hub has a leading partner (a public entity such as a Municipality, Chamber of Commerce - CCIAA, University, etc.), which offers the physical space where activities are conducted in collaboration with the Department, involving local businesses and other public and private entities. A dedicated website has been created through which young people can not only access information about available opportunities but also register for orientation and training courses and, soon, apply for internships in Italy and abroad (<https://rete.giovani2030.it/>).

The project also promotes and supports training experiences for young people by offering 6-month internships in Italy or abroad. The Department will finance 1,000 internships, with a contribution of €10,000 for each internship. A call for companies willing to host young interns for six months was launched in October, and 721 Italian companies applied, offering additional internship experiences in Italy and France. Of these, 615 companies decided to further contribute to the internship costs by co-financing a total of approximately €870,000, which will be added to the contribution provided by the Department.

Starting in February, interested young people will be able to apply for internships through an open call. Applications will be carefully evaluated to select the most suitable profiles.

The project was launched in 2022 during the European Year of Youth, with funding planned through 2026.





*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

Since 2023, approximately 19,000 young people have been involved in 2,031 initiatives carried out both in the HUBs and throughout the national territory, with activities organized in schools, universities, and online. Specifically:

- **Training initiatives:**  
9,649 participants
- **Career guidance and one-to-one meetings:**  
2,237 participants.
- **Animation initiatives:**  
6,463 participants.

Additionally, since June 2024, 309 young people have registered on the online platform for skills assessment, with 87 having completed the course.

From February to July 2024, 4,700 university students participated in training seminars on entrepreneurial skills and soft skills as part of the “Entrepreneurship Lab,” an initiative for university student teams designed to foster the development of an entrepreneurial culture. The initiative took place across 30 universities, involving 4,700 students. Rome hosted the final event in September, where 16 teams participated. Of these, 5 teams received a cash prize and will continue to be supported by the RETE HUBs to develop their entrepreneurial ideas and participate in an experience tour at an incubator/accelerator within the Invitalia Startup system.

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

The project is still ongoing, and no final report has been prepared yet. Upon completion, a satisfaction questionnaire will be created, and data will be compiled on the number of internships activated and the number of young people employed following these internships.





# REVITALIZED NATIONAL YOUTH SERVICE

The primary aim of the NYS program is to mobilize young people to become active citizens of the country's democracy, while earning an income and increasing their employability.



## Country

Republic of South Africa

## Implementing Entity Name

National Youth Development Agency

## Relevant Minister / Head of Entity

H.E. Sindisiwe Chikunga

Minister of Women, Youth and Persons with Disabilities

## Duration of the Initiative

One year.

## Objectives

Driving active citizenry and youth employability through youth service.

## Positive Impact

National youth service program can trigger a ripple effect of positive outcomes that extend far beyond its initial scope. By nurturing skills, fostering community engagement, and promoting personal growth, such programs contribute to a more prosperous, interconnected, and socially conscious society.



## Stages Of Implementing The Initiative

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### **National Youth Service (NYS)**

- Aims to mobilize young people as active citizens, providing income and increasing employability.
- Community service should be valuable, delivered through youth organizations, prioritize excluded youth, benefit a target group, enhance service delivery, and create social networks.
- Active community engagement increases the likelihood of employment and income generation.

### **Partner Identification**

- Partners should integrate youth development principles into community service delivery.
- Proposals should demonstrate how the applicant will:
  1. Identify youth challenges and opportunities.
  2. Engage youth in understanding and addressing their barriers.
  3. Precisely describe community service activities and performance standards (e.g., trained and supervised lay counselors for peer counseling).
  4. Engage youth beyond tasks to improve agency.
  5. Monitor, report, and provide auditable evidence.
  6. Deliver complementary education or training.
- Priority community service activities include surveys/digital mapping, sports/recreation, arts/culture/entertainment, learner support, social support, solidarity/care, early childhood development, food security, community works/revitalization/greening.

### **Organizational Structure and Resources**

- A project governance structure exists with defined roles: Project Sponsor (NYDA CEO), Program Director, Steering Committee (NYDA members), and Project Team.
- The NYDA has strong governance and accountability structures, evidenced by clean audits and high-performance plan achievement.
- The NYDA's organizational structure includes oversight from the Presidency and Executive Authority, an Accounting Authority (Board of Directors), HR, ICT, Corporate Investments, Corporate Strategy and Planning, Financial Services, and Program Design, Development, and Delivery units.

### **Timeline**

Projects are 1 year long, with 6 months of support for young people. This allows time for recruitment/onboarding, service work, and close-out activities.

### **Participant Selection Mechanism**

- Bids/proposals are evaluated based on functionality, including:
  1. Organization's experience managing large development programs (20 points).
  2. Project manager/team experience (10 points).
  3. Experience working with smaller NGOs (20 points).
  4. Access to youth database (15 points).
  5. Capacity to implement (35 points), including a recruitment plan, sourcing platforms, program content, evaluation framework, stipend payment systems, partnership agreements, and an example evaluation report.



### **Program Participation Criteria**

- Programs must:
  1. Be led by an NPO/NPC.
  2. Target youth aged 18-35.
  3. Provide at least 64 hours/month of community service.
  4. Benefit the community and be completed to a high standard.
  5. Facilitate personal growth and citizenship.
  6. Recruit/enroll youth through SAYouth.mobi (free platform).
  7. Engage partners for transition opportunities.

### **Institutional Criteria**

- A call for proposals is open to eligible NPOs.
- Successful applicants must:
  1. Be managed by experienced implementers.
  2. Engage 2,000 youth for 6 months (scalable). The 1-year agreement includes a 2-month inception phase, 7-month implementation phase, and 3-month close-out phase.
  3. Be able to enroll/onboard youth, ensure bank accounts, and monitor activities (manual and electronic).
  4. Have a monitoring and evaluation protocol.
  5. Allocate budget for monitoring and evaluation and report against standard indicators.
  6. Propose SMART indicators.
  7. Collaborate with other organizations (NPOs/NPCs, consortiums, private sector).

### **Lead Applicant Requirements**

- Must demonstrate capacity to engage 2,000 youth or manage a consortium.
- Must be a registered NPO/NPC.
- Must be compliant with administrative requirements (CSD status).
- Must demonstrate capacity for stipend payments.

### **Lead Applicant/Implementing Partner Requirements**

- Must have an existing budget for youth work and demonstrate past program implementation (3 years).
- Must have 3+ years of technical experience.
- Must provide program content.

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

### **Registration**

- Handled through the National Pathway Management Network (NPMN) via SAYouth.mobi, a free platform accessible to young South Africans (18-35).
- SAYouth.mobi allows registration, searching for opportunities, password retrieval, and applications.
- This system is part of the Presidential Youth Employment Intervention (PYEI), a broader effort to combat youth unemployment.

### **Management and Performance Monitoring**

- Implementing organizations (NPCs/NPOs) are responsible for staffing and program management, funded by allocated fees.
- Organizations must have robust monitoring and evaluation frameworks in place.
- Key performance indicators (KPIs) will be tracked:
  1. Indicator 1: Number of young people securing paid service opportunities (disaggregated by sex, age, disability, race, location, program type, opportunities secured, and stipend value). Verification will be done through timesheets, payroll reports, biometric databases, and affidavits.



1. Indicator 2: Number of young people completing planned service activities (disaggregated similarly to Indicator 1, plus priority service area). Verification will be through service completion documents, certificates, signed service plans, and biometric data.
2. Indicator 3: Number of young people transitioning out of the National Youth Service (NYS) into other opportunities (disaggregated similarly to Indicator 1, plus reason for leaving and type of opportunity secured). Verification will be through electronic de-registration information on the National Pathway Management Network.
  - Data will be reported monthly and quarterly by contracted partners and tracked by the National Pathway Management System.
  - Each project must submit a close-out evaluation report and an independently commissioned audit report after the 6-month implementation period.

### **Documentation**

- Several essential documents are required, including:
  1. Standard Bidding Documents (SBDs) in original hard copy and PDF format.
  2. Proof of registration with the Department of Social Development/CIPC.
  3. Certified copies of directors' IDs (less than 3 months old).
  4. Central Supplier Database (CSD) report or pin.
  5. Current Tax Pin Status.
  6. Current B-BBEE Affidavit/Certificate.
  7. Latest Annual Financial Statement or management accounts (3 years).
  8. Proof of business location.

### *Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

Applicants or prospective partners should have robust monitoring and evaluation frameworks in place, and it is expected that all initiatives will be tracked and evaluated to ensure feedback loops for program improvements and encourage evidence-based policy making across related government initiatives. Each applicant is expected to show that they have in place/demonstrate the ability to establish a suitable evaluation framework and budget for all related activities (over and above basic monitoring activities covered under the Service implementation costs line item stated above). At the end of the 6-month implementation period, each project will be required to submit: (1) a close out evaluation report/ self- evaluation report, and (2) independently commissioned close out audit report.

### **Project Results**

Expected Impact on Beneficiaries at an individual level participants have:

- Formed an identity as a working person: Importance of having obtained 'work' (being paid) and providing an 'introduction to the world of work.'
- Enjoyed financial benefits, which for the majority was the first time they had a bank account or earned an income.
- Greater self-reliance and self-confidence/ increased assertiveness.
- Service satisfaction from doing meaningful work

At community level, NYS participants have demonstrated agency and patriotism towards their community wellness and being part of change. Economically, participants use their stipend money to contribute to the local economy by buying from local vendors and increasing the demand and supply for goods and services in their communities.

### **Multiplier Effects**

- Skill Development and Employability: As young participants engage in various service activities, they can acquire a diverse set of skills, including teamwork, leadership, problem-solving, and communication. These skills enhance their employability, making them more attractive to potential employers and increasing their chances of securing meaningful employment.



- **Social Capital and Networks:** Through their involvement in service activities, young people can build networks with peers, mentors, and community leaders. These connections can be valuable assets in terms of personal and professional growth, opening doors to future collaborations and opportunities.
- **Innovation and Entrepreneurship:** Participants have an opportunity to identify unmet needs within their communities while working on service projects. We have seen this spark innovative solutions and even inspire some participants to pursue entrepreneurial ventures that address these needs, fostering economic innovation.
- **Health and Well-being:** Engaging in service activities can have positive effects on mental and emotional well-being. Participants often report increased satisfaction and a sense of purpose, which can contribute to improved mental health and overall life satisfaction.
- **Positive Public Perception:** A well-executed youth service program can enhance the image of the government or organization sponsoring it. By showing a genuine dedication to helping young people and making communities better, it can create a positive view of that entity and build trust among the people it serves.

In summary, it is evident that a national youth service program can trigger a ripple effect of positive outcomes that extend far beyond its initial scope. By nurturing skills, fostering community engagement, and promoting personal growth, such programs contribute to a more prosperous, interconnected, and socially conscious society.





# NATIONAL YOUTH DEBATE (NYD)

Empowering youth with critical thinking and public speaking skills through structured debate sessions on national and global issues.

### Country

Kingdom of Cambodia

### Implementing Entity Name

Ministry of Education, Youth and Sport

### Relevant Minister / Head of Entity

H.E. Dr. Hang Chuon Naron  
Minister of Education, Youth, and Sport

### Duration of the Initiative

Annually (Ongoing since 2020).

### Objectives

1. Enhance youth’s analytical and communication abilities.
2. Promote civic engagement and awareness of societal issues.
3. Build a culture of constructive dialogue and respectful discourse.

### Positive Impact

- Engaged over 5,000 youth nationwide.
- Improved participants’ public speaking and reasoning skills.
- Strengthened youth awareness of social and political issues.

### Target Group

High school students in the eleventh grade from public and private schools across 25 provinces in Cambodia.





### Stages Of Implementing The Initiative

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

#### **Program Vision**

Develop a clear agenda reflecting national priorities and global issues such as sustainable development, digital transformation, and governance.

#### **Identifying Partners**

school rector, provincial officials, NGOs, debate clubs, and private sector sponsors to provide resources and expertise.

#### **Organizational Committee Structure**

Establish teams for logistics, training, evaluation, and media relations.

#### **Timeline**

Step-by-step plan covering registration, training sessions, preliminary rounds, and the final debate.

#### **Media Plan**

Use diverse channels such as social media, print media, and community outreach to maximize visibility and participation.

#### **Resources**

Secure funding for venue rentals, participant materials, travel subsidies, and awards.

#### **Participant Selection Mechanism**

Introduce an online application platform with detailed guidelines to ensure fairness and inclusivity.



*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

**Program Registration**

Launch a nationwide call for participants, targeting high schools.

**Managing the Initiative**

Provide intensive workshops on debate formats, critical thinking, and rebuttal strategies led by experienced trainers.

**Monitoring Performance**

Employ judges and mentors to track participant progress and provide constructive feedback.

**Documentation**

Record key moments, participant testimonials, and judges’ observations for reports and promotional content.

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

**Evaluating the Initiative**

Conduct comprehensive assessments through participant surveys, stakeholder interviews, and post-event reviews.

**Preparing the Final Report**

Compile a detailed report featuring outcomes, challenges, and future recommendations.

**Follow-up**

Develop an alumni network, organize regular meetups, and provide mentorship opportunities for participants.





# COMPETENCE FRAMEWORK AND TRAINING PROGRAM FOR YOUTH WORKERS



The core idea of the training program is to provide a clear and actionable competence framework that helps youth workers acquire the necessary knowledge, skills, and attitudes required to support the development of young people effectively.

## Country

Republic of Türkiye

## Implementing Entity Name

Ministry of Youth and Sports

## Relevant Minister / Head of Entity

H.E. Osman Aşkın Bak  
Minister of Youth and Sports

## Duration of the Initiative

Two months.

## Objectives

The program aims to define and enhance the competencies that youth workers should possess. It focuses on the continuous professional development of youth workers, ensuring that they can engage with young people more effectively and contribute to their personal and social growth. The training emphasizes experiential learning with theoretical knowledge put into practice through tasks and real-life applications at youth centers.



## Stages Of Implementing The Initiative

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

The vision of the **Competence Framework and Training Program** for Youth Workers is to define, develop, and enhance the knowledge, skills, attitudes, and behaviors required of youth workers, making youth work more effective, conscious, and sustainable. The program was carried out in partnership with the Department of Youth Centers under the Directorate General of Youth Services of the Ministry of Youth and Sports (MoYS) and the affiliated youth centers.

A **Program Committee** was established to coordinate and prepare the program content. The initiative, from its inception to implementation and conclusion, was under the responsibility of the Program Committee. Initially, the program coordinator worked on conducting a needs analysis, examining best practices, and creating and developing training content.

During this process, internationally recognized competence frameworks were reviewed, and best practices were identified. The program was designed to be implemented using non-formal education methods, with communication established with experts in this field. To develop training content and implementation strategies, the trainer team worked closely with the program coordinator. The Program Committee also included specialists from the Ministry.

A team consisting of performance evaluation and reporting specialists was formed to establish evaluation criteria, conduct surveys, and ensure the necessary arrangements for reporting. The Program Committee was responsible for effectively managing and overseeing all processes throughout the training program.

The program's timeline for implementation spanned over two-months period. Initially, the needs analysis was completed, followed by the inclusion of participants (youth workers) and the commencement of modular training. A detailed schedule was created for each module and shared with both participants and trainers. To enhance the visibility of the training program and reach a broader audience, a comprehensive media plan was prepared. Significant moments

and success stories from the training process were published as digital content.

The necessary human, financial, material, and technical resources for the training were meticulously identified and secured. Non-formal education trainers and the Ministry's experts were appointed to oversee and conduct the training. The Ministry's premises, Youth Camps were utilized to host the training program including accommodation of the youth workers, throughout the program. The official transportation and logistical arrangements were made by the Ministry.

The required digital tools and materials were also prepared in advance. Training materials were planned prior to the training with a material list obtained from the expert trainer team.

As the first stage of the program, training was firstly introduced to the newly recruited youth workers of the MoYS. At the second stage of the program, the training is planned to be introduced incumbent youth workers within MoYS.





*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

Since the program was designed for youth workers employed under the Ministry of Youth and Sports, they were not subjected to a selection process for participation as it was designed as a compulsory training. A detailed information package outlining the training content, objectives, and schedule was prepared and shared with the youth workers one week prior to the training.

The training was composed of 6 terms in total. During the training process, youth workers from Türkiye's seven regions were grouped into sessions with a maximum of 30 participants for each term (7x30 for a single term of training). Before joining the training program, participants were given a pre-test to measure and evaluate their competencies. This pre-test included questions aimed at assessing the competencies covered in the training modules.

When establishing the program committee, special attention was paid to forming a system that included the program coordinator, Ministry experts, trainers, and evaluation specialists. Throughout the entire process—from the design and implementation of the program to its conclusion—all stages were monitored and supervised by the program committee.

The program coordinator worked on ensuring the smooth execution of all planned activities, including training modules and logistical arrangements. Trainers and program coordinators collaborated to monitor the progress of participants during the training.

Performance evaluation teams developed criteria and tools such as surveys and feedback forms to assess the effectiveness of the training. Feedback from participants was gathered informally during the sessions to ensure the content met their expectations and addressed their needs.

A comprehensive guidebook, "Youth Worker's Handbook," was distributed at the end of the program, summarizing key competencies and training content.

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

The evaluation of the initiative was a comprehensive process aimed at assessing both the effectiveness of the training and the development of youth workers' competencies. Performance evaluation teams developed criteria and tools such as surveys and feedback forms to assess the effectiveness of the training.

At the end of the training, a post-test was administered to measure the development of participants' competencies and to assess whether the training content was sufficient. The post-test results were compared with the pre-test to evaluate individual and group progress.

Quantitative data from the pre- and post-tests were compiled and analyzed to demonstrate participant progress. Metrics such as participation rates, engagement levels, and competency improvement percentages were calculated.

Program Committee provided written evaluations of the program's execution, including any challenges and successes.

**A final report was prepared by evaluation specialists; the structure is as follows;**

- **Introduction:** Purpose, scope, and objectives of the program.
- **Methodology:** Description of the training process, including the evaluation framework.
- **Findings-** Results from pre- and post-tests, participant feedback and satisfaction levels, as well as, trainer evaluations and observations.
- **Conclusion:** Summary of key achievements and areas for improvement.



## PILLARS OF HOPE

Professional Training and Qualification of Recent Graduates for the Labor Market

### Country

State of Libya

### Implementing Entity Name

Ministry of Youth  
Department of Youth Projects and Initiatives

### Relevant Minister / Head of Entity

H.E. Fathallah Abdul Latif Al-Zani  
Minister of Youth

### Duration of the Initiative

Eight weeks for each stage.

### Objectives

1. Providing practical experience to university graduates.
2. Creating suitable job opportunities for them.
3. Reducing unemployment rates.

### Positive Impact

Out of 126 participants, 73 graduates successfully completed the program, with 31 outstanding individuals securing job opportunities in both the private and public sectors.





## Stages Of Implementing The Initiative

### Program Overview

The program's agenda was developed by identifying target universities and focusing on key specializations for vocational training, which include:

1. Accounting
2. Architecture and Interior Design
3. Electronic Networks
4. Translation (English)
5. Car Electricity and Mechanics

### Partners

1. Technical Partner: Universities, which provide graduate data.
2. Strategic Partner: Kia Libya, which supplied facilities, equipment, and real-world training experience.
3. Specialized Syndicates: Oversee training quality and accredit certificates for successful trainees.

### Organizing Committees

1. Trainer Selection Committee
2. Coordination and Communication Committee (with trainees)
3. Logistics Committee
4. Media Committee
5. Quality Follow-up Committee

### Program Timeline (13 Weeks Total)

- 4 weeks for planning
- 8 weeks for implementation
- 1 week for final report and closing ceremony

### Media Plan

1. Animated video introducing the initiative, aired on local media and social media.
2. Press conference with ministry representatives and partners.
3. Registration link shared on ministry and partner social media pages.
4. Motivational videos featuring trainers and their CVs.
5. Regular publications on event launch and progress (twice a week, including photos and videos).
6. Live broadcast of the closing ceremony.

### Resources Required

- Human Resources: Needed for each organizing committee, with specific roles and responsibilities.

### Financial Resources:

- Facilitating funds: 5,000 Libyan dinars (approx. 1,000 USD) for unexpected expenses.
- Trainer Rewards: 15,000 USD for all trainers.
- Publications: Estimated at 5,000 USD for materials like advertisements, and roll-ups.
- Catering: 5,250 USD for coffee breaks for trainees and committees.

### Material Resources

- 7 laptops for organizing committees (3 for the media committee).
- Desktop computers for trainees.
- Fully equipped training rooms for at least 25 trainees.

### Selection Mechanism

1. Registration: Via the provided website link.
2. Data Comparison: Cross-referencing with university records.
3. Personal Interviews: For those provisionally accepted.
4. Notification: Accepted candidates are informed via email, and those not accepted are notified as well.

### Terms of Acceptance

1. Graduation Years: 2021-2024
2. GPA: Preference will be given based on GPA.
3. Eligible Universities: Must be graduates of universities involved in the initiative phase.





# LEADERS OF HOPE

Creating a generation capable of making decisions and effecting change .



## Country

State of Libya

## Implementing Entity Name

Ministry of Youth  
Department of Youth Projects and Initiatives

## Relevant Minister / Head of Entity

H.E. Fathallah Abdul Latif Al-Zani  
Minister of Youth

## Duration of the Initiative

Ongoing initiative.

## Objectives

1. Honing the skills of young people and developing their leadership and creative abilities.
2. Strengthening the values of positive citizenship and national belonging among young people.
3. Raising awareness among young people about issues of social and cultural development.
4. Motivating young people to actively participate in community activities to become leaders of hope and makers of positive change.

## Positive Impact

- Training more than 5,000 young men and women on leadership and teamwork skills.
- Developing educational awareness programs to enhance national and social awareness.
- Creating a network of young leaders that contributes to supporting future youth initiatives.
- Strengthening social ties between young people from different regions, which enhances the spirit of national unity.



## Stages Of Implementing The Initiative

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Conducting an analysis of the current situation of youth across the country through a SWOT analysis.
- Forming a technical committee of experts to study these results and convert them into objectives that are prioritized and organized based on importance, opportunity, and feasibility.
- Setting a group of objectives for the initiative.
- Classifying the objectives into areas.
- Developing a vision that translates the set of objectives in order to achieve them.
- Developing a comprehensive training package and obtaining approval from the Prime Minister of the Government of National Unity.

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Forming a technical committee to oversee the implementation of the initiative.
- Developing the fixed and detailed programs for the initiative.
- Issuing the necessary decisions for the implementation of the initiative.
- Providing the material and human resources.
- Booking accommodation for the camps of the National Program for Hopeful Leaders.
- Implementing youth camps in several centers capable of accommodating the equivalent of (10,000) young men and women.

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Creating a database for all participants.
- Forming committees to sort talents and interests.
- Forming teams, on the basis of which offices and branches of the Ministry of Youth and its affiliated bodies and institutions are formed.
- Sorting out distinguished young people and targeting them in internal and international travel programs.
- Refining talents from the outputs of those camps.
- Supporting personal initiatives resulting from the presentation of projects in the camps





# ENTREPRENEURSHIP



## "MASHROO3I" PROGRAM

The Mashroo3i program is designed to foster entrepreneurship among Bahrainis by helping individuals with strong business ideas turn them into sustainable ventures. It offers training, workshops, and hands-on learning to refine business concepts, develop essential skills, and gain access to funding and networking opportunities. The program focuses on providing the tools and knowledge needed to succeed in the startup world



### Country

Kingdom of Bahrain

### Implementing Entity Name

Labor Fund "Tamkeen"

### Relevant Minister / Head of Entity

H.E. Maha Abdulhameed Mofeez  
"Tamkeen" Chief Executive

### Duration of the Initiative

The initiative is held annually and includes 2-3 groups per year.

The duration of the initiative for one group (10 weeks) is divided as follows:

- Idea Development Camp (3 weeks)
- Idea Acceleration and Consulting Camp (7 weeks)
- Demo Day (1 day)
- Mentorship and Consulting Program after graduating from the initiative (10 months).

### Objectives

- Develop competencies and skills in entrepreneurship.
- Encourage and support innovation and marketing of ideas.
- Provide consulting services to early-stage startups for market validation and risk reduction.
- Create pathways for startups to access venture capital and incubators.
- Promote the emergence of new industries in the local market.
- Increase the number of local companies to stimulate economic development in Bahrain



## Positive Impact

- Transform approximately 20 out of 60 entrepreneurial ideas per group into registered companies within 10 months, totaling 60 ideas per year.
- Provide financial and advisory support from the Labor Fund to help reduce startup challenges during launch.

### Indicators and Positive Impact:

- Increase the number of promising startups, boosting the private sector's contribution to Bahrain's GDP.
- Promote the growth of innovative companies across various sectors.

## Stages Of Implementing The Initiative

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

### Program Conception

- Objectives & Outcomes: Define the initiative's purpose, expected impact, and participant goals.
- Target Audience: Identify eligible participants (e.g., startups, entrepreneurs) and selection criteria.
- Agenda & Stages: Structure the program into key phases such as workshops, mentoring, and final presentations.

### Partnerships

- Needs & Objectives: Determine partnership areas (e.g., funding, expertise, logistics).
- Selection Criteria: Assess partners based on reputation, alignment, and added value.
- Engagement & Evaluation: Communicate with potential partners, negotiate agreements, and monitor effectiveness.

### Organizing Committees

- Define roles, responsibilities, and job descriptions.
- Assign team members and align expectations through meetings.

### Program Timeline

- Structure the program into clear stages with defined timeframes.
- Develop a detailed schedule, ensuring logical progression and dependencies.

### Media & Outreach Plan

- Pre-registration: Social media campaigns, paid ads, email marketing, and outdoor ads.
- Program Launch: Press releases, influencer marketing, workshops, and events.
- Demo Day (Closing): Live media coverage, networking opportunities, and investment pitches.

### Resource Allocation

- Human: Identify key roles (managers, mentors, trainers) and assess staffing needs.
- Financial: Review budget, expected costs, and financial sustainability.
- Material & Technical: Procure necessary equipment and digital tools to support program delivery.

### Participant Selection Process

- Define clear eligibility criteria and application procedures.
- Implement a structured evaluation system for fair selection.
- Notify selected participants and provide onboarding support.



*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### Program Registration

- Define selection criteria and required participant information.
- Develop registration questions (personal details, project idea).
- Select a suitable registration platform (e.g., Typeform, Google Forms, Airtable).
- Create and launch the registration form.

### Initiative Management & Performance Monitoring

- Establish Key Performance Indicators (KPIs) to track success.
- Develop an action plan with activities, timelines, and assigned responsibilities.
- Conduct weekly review meetings and evaluations to monitor progress.
- Track participant performance through assignments and direct feedback.

### Documentation

- Define monitoring and evaluation requirements.
- Ensure compliance with internal standards for data management.
- Identify key documentation areas (e.g., project plans, attendance records, training materials).
- Develop data collection tools for analysis and reporting.

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### Evaluating the Initiative

- Assess key areas: training content, quality, program structure, and organization.
- Design evaluation forms to gather feedback from participants and mentors.

### Preparing the Final Report

- Identify data requirements and build the report structure.
- Collect, organize, and analyze relevant data.
- Assign writing and analysis tasks with clear deadlines.
- Draft, review, and approve a comprehensive final report summarizing results and lessons learned.





## "BEBAN" TV SHOW

Beban is an entrepreneurial-themed show that provides diverse entrepreneurs the opportunity to pitch their business concepts to a panel of investors for immediate investment.



### Country

Kingdom of Bahrain

### Implementing Entity Name

Hope Ventures

### Relevant Minister / Head of Entity

H.E. Ayman bin Tawfeeq Al-Moayyed  
"Hope Fund" Chairman

### Duration of the Initiative

24 Episodes, 3 Seasons aired  
Ongoing project

### Objectives

- Provide a platform for Bahraini entrepreneurs to showcase their ideas and projects to local and regional investors, opening doors to investment and development opportunities.
- Enhance transparency in investment processes by presenting discussions and negotiations between investors and entrepreneurs directly to viewers, offering a deeper understanding of decision-making in investments.
- Support ambitious entrepreneurs by offering investment and development opportunities that help expand their businesses within Bahrain and beyond, while fostering a culture of entrepreneurship in the Kingdom.
- Participants are carefully selected based on growth indicators and scalability potential for each project. Additionally, they are provided with an intensive training program before filming to help them refine their ideas and skills.



## Positive Impact

### 1. Investment Facilitation:

- Over its first two seasons, "Beban" facilitated investments exceeding USD 10,440,000 into over 30 businesses, showcasing its effectiveness in connecting entrepreneurs with investors.

### 2. Entrepreneurial Exposure:

- The show highlighted a total of 103 entrepreneurs from Bahrain and the UAE, providing them with a platform to present their ventures to a broader audience and potential investors.

### 3. Regional Investor Engagement:

- "Beban" featured over 28 investors from the private sector across Kuwait, Oman, Saudi Arabia, and Bahrain, fostering a collaborative investment environment.

### 4. Business Development Support:

- Participants received over USD 320,000 worth of perks from 21 value-add partners, including services in marketing, PR, bookkeeping, and sales, enhancing their business operations.

### 5. Educational Initiatives:

- Entrepreneurs benefited from an intensive training bootcamp delivered by industry experts, preparing them effectively for pitching and subsequent business growth.

### 6. Innovative Investment Platforms:

- The introduction of 'Beban Crowdfunding,' an equity-based platform, allowed real-time investments from viewers, making "Beban" the world's first interactive reality TV show with a crowdfunding element.

### 7. Providing Cost-Effective Investment Opportunities:

- Offering alternative and low-cost investment opportunities for business owners, enabling growth and sustainability.

### 8. Supporting the Entrepreneurship Sector in Bahrain and the GCC:

- Strengthening the entrepreneurship ecosystem in Bahrain and the Gulf region by providing an effective platform to accelerate the growth of startups

### 9. Highlighting Local and Regional SMEs:

- Showcasing local and regional small and medium enterprises (SMEs) by providing them with exposure to a wide audience of investors and opportunities for growth.





## Stages Of Implementing The Initiative

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### **Program Vision**

Beban aims to spotlight and empower regional entrepreneurs by providing them with a unique platform to pitch their businesses to investors, secure investments, and gain exposure for strategic growth. It also promotes cross-border collaboration and positions the GCC as a hub for innovative entrepreneurship.

### **Identifying Partners**

Strategic partnerships are essential for the program, involving government entities, private investors, media outlets, and corporate sponsors. These partners support funding, mentorship, and marketing efforts to amplify the program's reach.

### **Organizational Committee Structure**

The committee includes representatives from Hope Ventures, investors, and strategic partners, ensuring effective program management, participant selection, and alignment with the program's vision.

### **Timeline**

Planning begins a year before airing. Key stages include the application period, bootcamp selection, pitching sessions, and production. Each season spans several months, concluding with the airing and post-show campaigns.

### **Media Plan**

A comprehensive strategy ensures high visibility through digital platforms, regional TV networks, press releases, and influencer collaborations. The campaign emphasizes program milestones, participant success stories, and sponsor visibility.

### **Necessary Resources**

- Program coordinators, mentors, production teams, and marketing specialists.
- Funding for bootcamps, production, and marketing.
- High-quality production equipment, studio spaces, and digital platforms for streaming and crowdfunding.

### **Participant Selection Mechanism**

Entrepreneurs apply through an online portal, and a rigorous screening process evaluates their business potential, scalability, and alignment with the program's goals.

### **Participation Criteria**

- Revenue-generating businesses with market traction.
- Strong founders with a commitment to growth.
- Clear investment goals and potential for scalability.



*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### **Program Registration**

Applications are open to entrepreneurs from across the GCC, promoted through partner channels and media campaigns. The registration process is streamlined through an online portal.

### **Managing the Initiative and Monitoring Performance**

Bootcamps are conducted to prepare participants for pitching, focusing on business development, financial management, and storytelling. Participant performance is monitored through evaluations and mentorship sessions.

### **Documentation**

Extensive documentation includes business profiles, investment memorandums, and marketing materials. These are prepared during the bootcamp and updated throughout the initiative to track progress and outcomes.

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### **Evaluating the Initiative**

Impact is assessed based on key performance indicators, such as the amount of investment raised, audience reach, and participant growth. Feedback from participants, partners, and viewers informs future improvements.

### **Preparing the Final Report**

The final report consolidates all data, including media metrics, participant outcomes, and investment statistics. It highlights the program's achievements and provides recommendations for scaling future seasons.





# UPSHIFT

Economic and Social Integration of Youth.



## Country

Republic of Tunisia

## Implementing Entity Name

Ministry of Youth and Sports  
(General Directorate of Youth)

## Relevant Minister / Head of Entity

H.E. Sadek Mourali  
Minister of Youth and Sports

## Duration of the Initiative

Ongoing initiative.

## Objectives

- Developing life skills for young people.
- Encouraging youth to take initiative, launch projects, and pursue self-employment.
- Training 2,400 young men and women on developing and presenting project ideas for funding opportunities.

## Positive Impact

By December 2024, after the completion of 24 training courses with the participation of 600 young men and women, 240 viable project ideas were developed.





## Stages Of Implementing The Initiative

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

In alignment with the National Youth Strategy, approved by the Tunisian Prime Ministry in May 2024, the youth sector's focus has been directed towards its key areas, particularly the third objective: the social and economic integration of young people. In this context, the project was launched to encourage youth to take initiative and launch projects through UPSHIFT technology. The target group consists of young people outside all NEET systems (not in education, employment, or training), estimated at over one million in Tunisia. The second phase involved identifying key partners, resulting in an agreement with UNICEF to support the initiative

#### **The action plan for the project included the following steps:**

- Organizing 4 training courses for 100 young instructors in UPSHIFT technology.
- Coordinating with regional youth administrations to select trainees for summer 2024, focusing on the NEET youth category.
- Delivering 12 training courses for 600 young men and women between July 9 and August 9, 2024, with 25 participants from each governorate.
- Developing 120 viable project ideas.
- Selecting the top 12 project ideas for the final round, to be held from August 11 to 15, 2024.
- Choosing the top 3 projects for future support and financial backing.
- Holding an evaluation meeting from October 8 to 12, 2024, with all youth trainers to assess strengths and weaknesses and plan improvements for upcoming training courses in December 2024.
- Organizing 12 additional training courses for 600 young people between December 19 and 31, 2024.
- Developing another 120 project ideas.
- Selecting the top 12 project ideas for the final round in February 2025.
- Choosing the top 3 projects for future support and financial backing.

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Young people wishing to receive training register for this program by contacting their nearest youth center.
- The performance of trainers is monitored daily by specialists in initiative and project launching from a company in Morocco. They attended all the training courses and submitted detailed reports on their observations and assessments.
- All program details are documented through regular posts on the program's Facebook and Instagram pages, as well as through extensive press coverage that highlighted the program's achievements.

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Evaluating the impact and success of the initiative, and applying lessons learned to improve future programs.
- Collecting feedback from participants and trainers to assess the program's effectiveness.
- Preparing a comprehensive report on performance, outcomes, and future recommendations.
- Following up with program graduates and offering opportunities to participate in national and international debate competitions.



# SERVICES



# YOUTH PASSPORT

The Ministry of Youth, Culture, and Communication (Youth Sector) introduced the Youth Passport project as part of the government's program. The project is implemented through an electronic application managed by the ministry, aimed at providing young people aged 16 to 30 with access to a variety of national services, programs, and activities. These services are offered either free of charge or at discounted rates by the state, public institutions, local authorities, or private sector entities. The only requirement for eligibility is being within the age range of 16 to 30 years.

The services provided through the Youth Passport encompass several areas, including culture and arts, entertainment, sports, transportation, tourism, shopping, healthcare, vocational training and skills development, employment opportunities, scientific research and innovation, banking services, technology, and digital platforms, among others.



## Country

Kingdom of Morocco

## Implementing Entity Name

Ministry of Youth, Culture, and Communication (Youth Sector)

## Relevant Minister / Head of Entity

H.E. Mohamed Mehdi Bensaid  
Minister of Youth, Culture and Communication

## Duration of the Initiative

Ongoing initiative.

## Objectives

1. Foster the economic and social integration of young people.
2. Digitize youth-targeted services.
3. Centralize efforts into a unified digital platform that offers a diverse array of services and activities.
4. Make culture more accessible to youth.

## Positive Impact

The Youth Passport app was officially introduced in a pilot phase in 2023, initially launched in the cities of Rabat and Salé. During this trial period, the services provided focused on transportation, culture, and sports. The primary goal of this phase was to test the app's technical performance, evaluate its ability to handle a high volume of registrations, and address any queries or complaints from users. As of January 20, 2025, the initiative had successfully reached 250,000 active accounts across the country, marking the occasion with a nationwide launch event.



## Stages Of Implementing The Initiative

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Designing the overall program concept.
- Establishing the “Youth Passport Cell.”
- Drafting the necessary legal documents related to the project.
- Securing approval from the National Committee for the Protection of Personal Data, as obtaining the Youth Passport requires downloading it for free from both the Play Store and the App Store, with an automated, secure application process in compliance with Law No. 08.09 regarding the protection of personal data.
- Scheduling the pilot phase from 2023 to January 2025, with a nationwide launch on January 20, 2025.
- Developing and launching the electronic application for the project.
- Promoting the project through social media, TV channels, and other platforms, alongside organizing relevant informational meetings.
- Forming a team with diverse expertise, and allocating financial and technical resources for the project’s success.
- Defining the target age group as 16 to 30 years, including both Moroccan youth and foreign nationals legally residing in Morocco.

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Developing and testing the program, while setting up necessary mechanisms to support youth throughout their use of the app.
- Ensuring seamless integration between the digital platforms of partners and the Youth Passport app.
- During the trial phase, the Ministry focused on enhancing the app’s technical services, continuously updating it to improve the overall user experience.
- Coordinating and communicating with regional councils, public entities, and institutions to prepare a calendar of various offers and services available to youth.
- Establishing a call center to address queries related to the project and gather valuable feedback on service quality, as well as suggestions from youth.



### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Expanding the “Youth Passport” project nationwide and diversifying the range of services offered.
- Seeking partnerships with various stakeholders, including public institutions, ministries, companies, local councils, and the private sector.
- Continuously evaluating the services provided to ensure their relevance and effectiveness.

# NATIONAL YOUTH CARD

The Card is a free digital tool that provides easy access to a wide range of goods, services, sports activities, experiences, and other opportunities, including those related to education and employment. These benefits are made possible through partnerships with numerous public and private entities. Additionally, the Card is part of the network of cards from European countries associated with the European Youth Card Association (EYCA), offering reciprocal benefits across participating countries.



## Country

Italian Republic

## Implementing Entity Name

Presidency of the Council of Ministers

Department for Youth Policies and the Universal Civic Service

## Relevant Minister / Head of Entity

H.E. Andrea Abodi  
Minister for Sport and Youth

Michele Sciscioli  
Head of the Department for Youth Policies and the Universal Civic Service

## Duration of the Initiative

Ongoing initiative.

## Objectives

The project aims to enhance the quality of life for younger generations by offering discounted access to psychological support, fostering personal growth, and promoting opportunities for cultural, sports, and recreational activities.

## Positive Impact

More than 3 million individuals between the ages of 18 and 35 use the National Youth Card. The card is affiliated with over 150 partners, offering approximately 150 opportunities and discounts.



**Stages Of Implementing The Initiative**

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

The National Youth Card is a free digital tool available to all young people aged 18 to 35 residing in Italy. It provides facilitated access to goods, services, sports activities, experiences, and other opportunities, including educational and professional ones. Launched in March 2022 during the European Year of Youth, the initiative aims to improve the quality of life for younger generations by offering psychological support under favorable conditions, supporting their growth, and promoting opportunities for participation in cultural, sports, and recreational activities.

The National Youth Card is accessible through the IO APP, a free application developed and managed by PagoPA S.p.A., designed to facilitate access to public administration services for all Italian citizens. As a public access system, the IO APP uses the public digital identity system (SPID), which allows users to authenticate and access services with a single digital login.

The initiative is promoted by the Department for Youth Policies and the Universal Civic Service, in collaboration with the Minister for Sport and Youth. An annual budget of 5 million euros has been allocated for administrative and commercial management, as well as the development of the card, over a three-year period.

Additionally, the National Youth Card is part of the European Youth Card Association (EYCA),

a network that includes over 30 countries and more than 7 million young people (ages 14-30). This association provides mutual benefits and opportunities across various aspects of youth social, cultural, sports, economic, and educational life.

The National Youth Card's opportunities are also listed on a dedicated webpage (<https://giovani2030.it/iniziativa/carta-giovanazionale/>) as well as on the card's Instagram and LinkedIn accounts.

Currently, there are over 150 partners affiliated with the National Youth Card, offering approximately 150 opportunities and discounts. Partners benefit from visibility through the app, which is accessible to over 3 million users of the IO APP.

The Department publishes calls on the institutional website for both public and private operators interested in becoming partners of the card. These operators can submit an Expression of Interest and present proposals for new opportunities and benefits, which are then evaluated by the Department.

The selection criteria for proposals include: alignment with the nature, objectives, and national scope of the National Youth Card; clarity of the proposal's content; effectiveness and benefits for the target beneficiaries; and accessibility of the proposed benefits to the beneficiaries.

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

In 2024, a dashboard was developed to monitor key data related to user activities on the National Youth Card. Since 2022, approximately 3.4 million people aged 18 to 35 have been using the card. There are currently over 150 partners affiliated with the National Youth Card, offering around 150 opportunities and discounts. In March 2024, a new call for expressions of interest was published, aimed at expanding the pool of partners willing to provide young people with additional benefits, services, and opportunities.

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

At the end of 2022, the Department launched a questionnaire for young holders of the CGN. Over 210,000 young people responded, providing valuable insights for future developments. Concurrently, thematic roundtables were held with economic partners involved in the initiative to collaboratively explore ideas for expanding and improving the available opportunities, benefits, and services.



# CIVIC ENGAGEMENT

# YOUTH RETREAT 2024

The Youth Retreat is a crucial forum that brings together national leaders, decision-makers from both federal and local governments, specialized experts, and youth to discuss ideas and proposals aimed at empowering young people and helping them achieve their ambitions. It also serves to identify their priorities in order to activate their role in driving sustainable national development for future generations.

As an innovative dialogue platform, the Youth Retreat offers youth from diverse disciplines and backgrounds the opportunity to engage, anticipate the future, and work toward their goals. This event plays a key role in supporting and empowering the youth of the Emirates, reflecting their desire for change through participation in workshops, group discussions, motivational sessions, and various activities. Additionally, the retreat encourages youth engagement on social media platforms, where discussions focus on key areas shaping the country's development. Ultimately, the retreat aims to help achieve the dreams and future aspirations of young people.



## Country

United Arab Emirates

## Implementing Entity Name

Federal Youth Authority

## Relevant Minister / Head of Entity

H.E. Dr. Sultan bin Saif Al Neyadi  
Minister of State for Youth Affairs  
Chairman of the Federal Youth Authority

## Duration of the Initiative

One day.

## Objectives

Unifying national aspirations that would achieve the hopes and ambitions of young people, activating their role in the path of sustainable national development, finding new and radical solutions to the challenges and difficulties they face, and contributing to the design of the new phase of the Federal Youth Authority

## Positive Impact

- Implementing major transformational projects that enhance the quality of life for young people.
- Launching new policies and refining existing ones related to youth affairs.
- Designing services tailored to the needs and aspirations of youth.
- Developing initiatives and projects that support and empower youth, aligned with strategic priorities.



## Stages Of Implementing The Initiative

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

### **Program Conception**

Review contemporary youth issues, studies, competitive indicators, state aspirations, strategies, and best practices in the youth sector. Develop a comprehensive concept as a preliminary proposal, including all relevant data and details.

### **Identifying Partners**

Identify partners based on the program's themes, then reach out to relevant authorities for collaboration.

### **Organizing Committee Structure**

Establish the organizing committee based on the proposal, including a chairperson, vice chairperson, and general coordinator. Form sub-committees (e.g., retreat agenda, human and financial resources, youth communication, public relations, artistic design, etc.) to support initiative implementation.

### **Timeline**

Set a planning and implementation timeline at the beginning of the year, with a duration of two months or less to establish the initiative.

### **Media Plan**

Develop a media plan that includes promotional ideas and proposals for all available channels, in collaboration with relevant government authorities.

### **Identifying Necessary Resources (Human, Financial, Material, Technical)**

Assess and allocate necessary resources based on the scope and requirements of the initiative.

### **Participant Selection Mechanism**

The Federal Youth Authority team selects participants based on the identified themes, allowing young people to register by specialization, and age (18-35). Applicants must submit a CV detailing their experience and achievements, followed by virtual or in-person interviews.

### **Conditions for Participation**

Participants must be young adults (18-35 years old) with relevant qualifications in specific specializations related to the program's themes.

### **Initial Meeting**

The Youth Empowerment Department forms a work team to identify key points of the initiative and approve the team responsible for the project.

### **Engagement of Relevant Authorities**

Upon approval of the project proposal, invite relevant state authorities directly involved in the initiative's implementation to participate and collaborate.

### **Committee Structure Preparation**

Develop the structure of organizing committees based on event needs, detailing roles and responsibilities.



*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

### **Program Registration**

All participants, partners, invitees, speakers, and initiative organizers receive special entry permits. Their details are recorded in lists for coordination, follow-up, and attendance confirmation.

### **Management and Performance Follow-Up**

Managed by the work team and the Programs and Agenda Committee, in collaboration with the accredited partner. Discussions and dialogue sessions are tracked using a paperwork model that captures all session outputs for the designated topic.

### **Documentation**

The session recorder documents all key points raised during the dialogue session. This includes input from various participants:

- The relevant minister or state leader
- Selected youth participants
- An expert in the field
- The group recorder
- The session director
- An assistant member

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

### **Evaluating the Initiative**

A form is distributed to all attendees and participants to assess the initiative.

### **Preparing the Final Report**

The report includes all outcomes, recommendations, and evaluation results.





# YOUTH COUNCILS

A youth group, representing both institutional and geographical scopes, is accredited according to the standards set by the Federal Youth Authority, with legislation and decisions guiding its establishment. Through various initiatives and projects, youth councils work to implement the national youth agenda, driven by young individuals who bring boundless energy and skills



## Country

United Arab Emirates

## Implementing Entity Name

Federal Youth Authority

## Relevant Minister / Head of Entity

H.E. Dr. Sultan bin Saif Al Neyadi  
Minister of State for Youth Affairs  
Chairman of the Federal Youth Authority

## Duration of the Initiative

Every two years.

## Objectives

1. Forming national youth groups and investing their energy and capabilities for sustainable national development.
2. Developing national and global youth leaders who foster dialogue and openness, grounded in the principles of moderation and tolerance.
3. Strengthening the spirit of loyalty and belonging to the homeland and leadership, while consolidating its foundations for continuity.
4. Empowering youth with the tools to forecast the future and address harmful behaviors and external challenges.



## Positive Impact

The formation of youth councils has a significant positive impact, fostering youth involvement in comprehensive development. This initiative cultivates a youth environment that promotes positive change, encouraging active participation in society and enhancing both local and global quality of life. Several key indicators have been established to measure success:

### First: Increasing Youth Participation in Decision-Making

- The percentage increase in youth participation in councils, conferences, and related events.
- The level of youth influence in decision-making on local or global policies.

### Second: Enhancing Leadership and Communication Skills

- Improvement in leadership skills among youth involved in councils.
- Increased ability to work collectively and coordinate efforts between various stakeholders.

### Third: Increasing Interaction Between Youth and Decision-Makers

- The number of meetings and dialogues held between youth council members and government or private institutions.
- The number of reports or practical proposals implemented based on youth recommendations.

### Fourth: Developing Youth Initiatives and Projects

- The number of youth-led initiatives and projects across various sectors (e.g., economy, education, culture, environment).
- The success and societal impact of implemented projects.

### Fifth: Employing Technology to Support Initiatives

- Development of electronic platforms or apps dedicated to youth councils.
- Enhanced digital communication between youth and relevant parties.

## Outcomes

1. Enhancing Sustainable Development: Encouraging youth involvement in creating sustainable development strategies that align with their needs and aspirations.
2. Achieving Political and Social Empowerment: Enabling youth to propose solutions to local and global issues, strengthening their role in politics and society.
3. Raising Community Awareness on Youth Issues: Raising awareness about the significance of youth issues and their impact on development.
4. Enhancing Community Participation and Volunteerism: Promoting a culture of active participation and volunteer work among youth.
5. Training and Developing Youth Skills: Offering programs and workshops in leadership, communication, entrepreneurship, and more to boost youth skills.
6. Enriching Cultural Diversity and Interaction: Promoting understanding among Emirati youth from diverse cultural and geographical backgrounds.
7. Global Representation: Enabling Emirati youth studying abroad to represent the nation in global forums, fostering the exchange of knowledge and experiences.





## Stages Of Implementing The Initiative

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

Youth groups in the UAE represent both institutional and geographical scopes, accredited according to the Federal Youth Authority’s standards, which oversee the legislation and decisions for their establishment. These groups aim to strengthen partnerships among young people, promote the exchange of ideas, and coordinate efforts to support the government’s progress in sustainable national development. Their focus is on anticipating future global challenges and contributing to societal happiness, with young people leading the way through soft power that is leveraged across various sectors, empowering them to shape and actively participate in the development of future national strategies.

Youth councils supervised by the Federal Youth Authority include the Emirates Youth Council, local and sub-youth councils, global youth councils, sectoral youth councils, ministerial youth councils, and institutional youth councils. The organizational structure of each council consists of the Federal Youth Authority, the Youth Councils Department, the council’s chairperson, vice chairperson, financial officer, general coordinator, media officer, and members.

**Youth councils have a two-year term, after which they are reconstituted. Membership nominations follow specific criteria:**

- UAE citizenship.
- Age group of 18-35 years.
- A general interest and knowledge of local and global youth issues.
- Strong personal skills.
- A history of impactful contributions and initiatives.
- At least a high school diploma.
- Proficiency in Arabic and English (both written and spoken).

The selection process for members of ministerial and institutional councils follows the procedures and criteria of the respective entity. The Youth Councils Department is notified when an entity is interested in establishing a council, and then the relevant department nominates members. The Federal Youth Authority determines the best selection mechanism, and proposed members are submitted for approval. Once finalized, the names are officially registered, and the council is publicly announced through appropriate channels.



### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- **Pre-Formation Procedures:** Planning, marketing and communication, evaluation.
- **Member Selection and Council Formation:** Selection, introduction, follow-up.
- **Council Activation:** Evaluation, documentation.

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Proposing, planning, and tracking initiatives, along with monitoring progress and tasks.
- Evaluating initiatives and preparing progress reports, including a semi-annual review.



# NATIONAL VOLUNTEER PROGRAM

In line with the directives of His Majesty King Mohammed VI, may God assist him, to support youth and provide them with opportunities to participate and develop their skills for economic integration and social, cultural prosperity, the Ministry of Youth, Culture, and Communication launched the first cycle of the National Volunteer Program "Mutatawi" in 2023. The program was implemented in partnership with various government sectors and non-governmental institutions in a collaborative effort to support youth and engage them in sustainable development.

To ensure the continuity of the program, the Ministry launched the second cycle in 2024, targeting young people aged between 18 and 22.

The program is divided into two main phases:

1. **Civil Awareness and Citizenship Week:** This phase involves training youth through meetings with experts and specialists, creating platforms for dialogue, and expanding their knowledge in areas such as Morocco's history and heritage, participatory democracy, entrepreneurship, health, art and media, and modern technology. It also includes citizen participation evenings, offering a chance to exchange experiences with inspiring young leaders and build a network for social interaction and exchange.

2. **Practical Field Experience and Citizenship Weeks:** This phase, which lasts for two weeks (14 days), is implemented through partnerships with organizations providing practical field experiences for youth in various institutions, companies, cooperatives, and more. Participants receive hands-on training that complements the knowledge gained during the awareness and civic education week.

## Country

Kingdom of Morocco

## Implementing Entity Name

Ministry of Youth, Culture, and Communication  
(Youth Sector)

## Relevant Minister / Head of Entity

H.E. Mohamed Mehdi Bensaid  
Minister of Youth, Culture and Communication

## Duration of the Initiative

- One week for civil awareness and citizenship.
- Two weeks (14 days) for practical field experience and citizenship.

## Objectives

1. Develop youth's personal skills through training in different fields.
2. Enhance youth's social and economic integration.
3. Help youth acquire new practical skills to foster cooperation, solidarity, and active community participation.
4. Raise social awareness among youth.





**Positive Impact**

Through the participation of Moroccan youth from 12 regions across the country, the National Volunteer Program “Mutatawi” has helped this important segment of society develop their personal, leadership, and communication skills. It has also contributed to expanding their knowledge and providing experiences that help in both professional and personal life.

One of the key outcomes of the program is the creation of a database of trained and qualified volunteers ready to participate in local and national volunteer projects. The program also raises awareness about the importance of volunteering and its role in community development, improving youth competencies for their social and economic integration. Additionally, it promotes partnerships with diverse stakeholders, aiming to foster cooperation between government, non-governmental sectors, and institutions, contributing to positive results that benefit both the community and the youth.



In numbers, more than 22,000 young men and women from 12 regions of Morocco participated in this version of the program.

**Stages Of Implementing The Initiative**

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

To launch the “Mutatawi” National Volunteer Program and achieve its goals, several partnerships were established with government and non-government sectors, as well as institutions and agencies, to support the program by providing training in various fields and offering fieldwork experiences that help integrate youth into social and economic life. Some of the main partners include:

- Government sectors
- Public and private institutions
- Educational institutes
- Banks

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Coordinating with all involved parties to support youth throughout all stages of the “Mutatawi” program.
- Offering youth rich field experiences in institutions, including social centers, historical sites, health clinics, youth centers, cooperatives, and more, providing them with diverse learning opportunities.
- Participants receive specialized guidance to reinforce the knowledge gained during the civil awareness and citizenship week.

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Expanding partnerships with national and international organizations to provide logistical and technical support tailored to the needs of youth.
- Continuing the program and organizing new cycles.
- Enhancing the program’s effectiveness by offering more opportunities for volunteers and expanding the volunteer base, helping achieve broader community and developmental goals.



# UNIVERSAL CIVIC SERVICE

The Universal Civic Service (SCU) represents a voluntary opportunity for young people to dedicate several months of their lives to non-armed, non-violent homeland defense, education, peacebuilding, and the promotion of the fundamental values of the Italian Republic. This is achieved through actions undertaken for communities and territories. Projects are conducted both within Italy and abroad, encompassing both European Union and non-EU countries.

The main stakeholders involved in the Universal Civic Service include: volunteer participants, young individuals aged between 18 and 28 who choose to dedicate a period of their lives to the service; public and private organizations registered in the Universal Civic Service Register (Albo SCU) that promote relevant programs and projects; the Department for Youth Policies and Universal Civic Service, in collaboration with Regions and Autonomous Provinces; the consultative body known as the "National Council for the Universal Civic Service"; representatives of volunteers at both national and regional levels; and local communities that benefit from the implementation of Universal Civic Service projects.

The projects cover a wide range of sectors, including: assistance, civil protection, environmental heritage and urban regeneration; historical, artistic, and cultural heritage; promotion and education in cultural, landscape, environmental, sports, sustainable, and social tourism; agriculture in mountain areas, social agriculture, and biodiversity; the promotion of peace among peoples, nonviolence, and unarmed defense; the protection and promotion of human rights; international cooperation for development; the promotion of Italian culture and support for Italian communities abroad; and the enhancement of digital competencies.

## Country

Italian Republic

## Implementing Entity Name

Presidency of the Council of Ministers

Department for Youth Policies and the Universal Civic Service

## Relevant Minister / Head of Entity

H.E. Andrea Abodi  
Minister for Sport and Youth

Michele Sciscioli  
Head of the Department for Youth Policies and Universal Civic Service

## Duration of the Initiative

Eight to twelve months.

## Objectives

The Universal Civic Service is the main national volunteering program for the promotion of the values of solidarity, social issues and active participation of young people in projects carried out at local level in different sectors, lasting from 8 to 12 months. It represents an important opportunity for training and personal and professional growth for young people, who are an important resource for the cultural, social and economic progress of the country, as well as to support their entry into the world of work.



## Positive Impact

Since 2015, more than 375,000 young people have participated in the Universal Civic Service. The Legislative Decree that established the program outlines the quality standards and control procedures designed to ensure the program's quality, efficiency, and effectiveness. Public and private organizations that implement civic service projects must meet various requirements concerning organizational capacity. These include providing qualified staff and maintaining a minimum number of locations for project implementation.

Volunteer selection is conducted through public calls, adhering to the principles of transparency, equal treatment, and non-discrimination. The process is managed by dedicated commissions to ensure fairness and objectivity.

The Department for Youth Policies and the Universal Civic Service is responsible for overseeing several key activities. These include monitoring the management of activities carried out by civic service organizations, evaluating the impact of programs and projects on local territories and communities, and conducting on-site inspections to ensure compliance with volunteer selection and employment regulations.

As of 2023, 15% of the positions available in public competitions are reserved for volunteer operators who have completed their Universal Civic Service in accordance with the established guidelines.

## Stages Of Implementing The Initiative

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

The Universal Civic Service is implemented through a three-year Plan, which serves as a programmatic document outlining the general guidelines, objectives, priorities, sectors of intervention, and quality standards. While the Plan spans three years, it is subject to annual updates to reflect any changes or developments. Each year, several calls for the submission of "intervention programs" are published on the Department's website. Registered organizations in the Universal Civic Service Register (Albo SCU) are eligible to submit their proposals. These intervention programs are made up of individual projects, which may be carried out both in Italy and abroad, and are designed to achieve one or more objectives stated in the three-year Plan. The projects must also align with the quality standards outlined and contribute to the global goals set by "Agenda 2030."

Proposals are structured according to general criteria set by law, which include mandatory and optional elements. The mandatory elements include detailed information about the organizations involved, a description of the project, certifications of skills and competencies, specific training provided for the volunteer operators, measures to support the participation of young people with fewer opportunities, and the overall relevance of the project. Following submission, the Department appoints a

commission to evaluate the programs. The evaluation process, which lasts up to 180 days, is conducted in several stages, starting with a formal preliminary check followed by a quality assessment. The evaluation includes scoring programs and individual projects to be implemented in Italy and abroad. Factors such as the organizations involved, the project's characteristics, the skills that volunteers will acquire, and specific training provided are all considered when awarding scores.

Once the evaluation and selection phases are completed, the Department publishes the ranking of approved programs on its website. The list also includes the expected number of volunteer operators eligible for funding. Subsequently, a call for the selection of volunteer operators is published on the Department's dedicated website. To apply, young people must choose a Universal Civic Service project they wish to join.

Projects generally last between 8 and 12 months, with volunteers working 25 hours per week spread across five or six days. Organizations also use their websites, social media, and other communication channels to inform the public about available programs and projects.

The selection process for candidates is managed by the organizations themselves. A commission evaluates each candidate's qualifications,



curricular experience, and conducts interviews. After the interview, the commission fills out a form for each candidate, assigning scores and publishing a ranking. Successful candidates sign a contract with the Department, which specifies the monthly allowance for the volunteer service, approximately 507.00 euros.

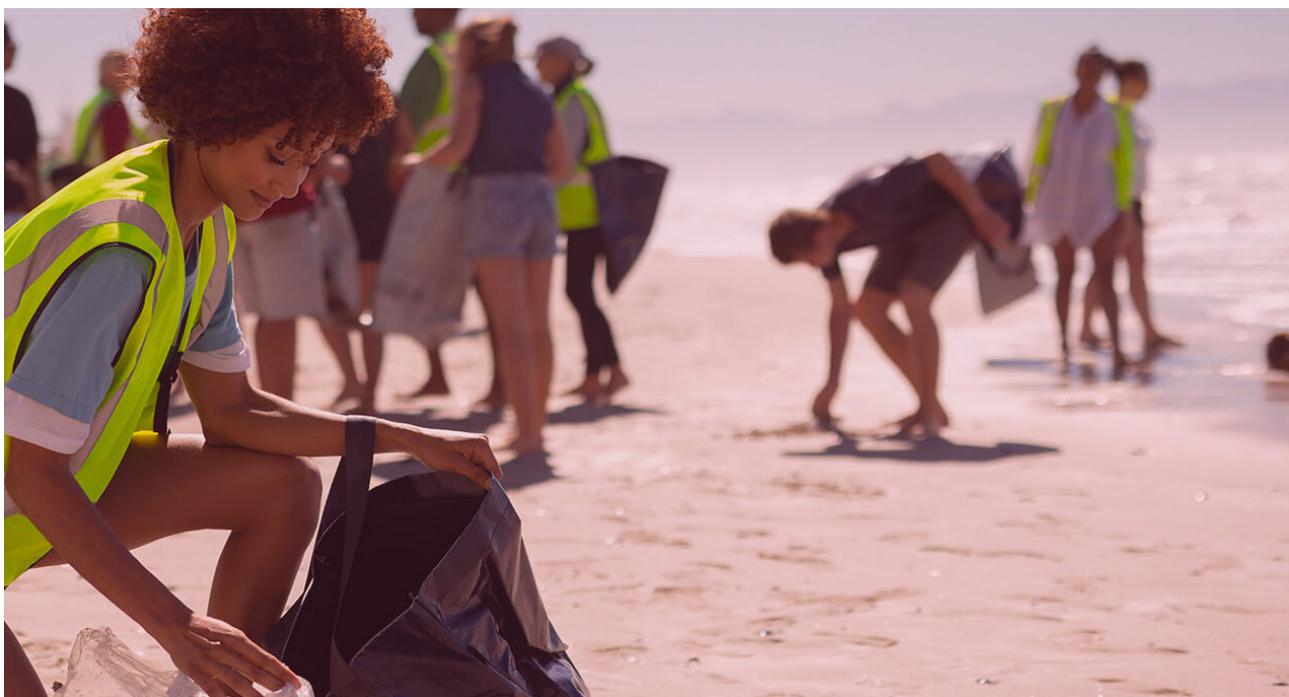
The Universal Civic Service is funded through a dedicated National Fund established by law, managed by the Department for Youth Policies and the Universal Civic Service. In addition to national resources, the Fund also receives European funding from the National Recovery and Resilience Plan (NRRP).

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

During the implementation phase, volunteer operators receive comprehensive support to ensure the quality and effectiveness of their service. This support includes both general and specific training, totaling a minimum of 80 hours, aimed at equipping the volunteers with the necessary skills to provide high-quality services to the beneficiaries of the program and the community. Additionally, volunteers benefit from up to three months of tutoring to assist with their transition into the job market, particularly for placements within Italy. Volunteers also receive a monthly allowance, along with an additional daily allowance for those participating in projects abroad. Other benefits include training credits, a certificate of participation in civic service, certification of acquired skills, and contributions to the pension fund.

Each organization involved in the program designates a Local Project Operator (OLP), who is a qualified and experienced staff member responsible for overseeing the activities of the volunteer operators. The OLP serves as the main point of contact for the volunteers during the implementation of the project and is available on-site for at least 10 hours per week. The Local Project Operator must undergo training, as specified in the “Training System” outlined by the organization when registering with the Universal Civic Service Register (Albo SCU).

Additionally, a national and regional representation of volunteers has been established to ensure ongoing communication and dialogue between volunteers and the Department. The organizations responsible for managing the programs and projects are in constant contact with the Department, reporting any developments or challenges encountered during implementation. The Department is tasked with authorizing any requests related to changes in project locations or activities. As part of its oversight responsibilities, the Department conducts on-site visits to monitor the proper implementation of programs and ensure the effective integration and utilization of volunteer operators.





*Preparation Phase* ..... *Implementation Phase* ..... **Post-Initiative Phase**

At the conclusion of each project, the Department distributes a questionnaire to both the volunteer operators and the organizations responsible for the projects in order to assess their experience with the Universal Civic Service. Based on the data and feedback received, the Department compiles a comprehensive report, which is then published on its official website. Additionally, every year, the Department prepares an annual report detailing the organization, management, and performance of the Universal Civic Service. This report is submitted to the Italian Parliament and provides an overview of the activities carried out during the year. It also outlines the key issues addressed by the Department and includes a summary of the initiatives executed by the Regions and Autonomous Provinces.



# CIVIC SERVICE

Civic Service is a voluntary commitment, where participants (civic servants) receive a monthly financial compensation, aimed at serving the general public interest. It is open to all young people aged 16 to 25, regardless of qualifications, and extends to individuals up to the age of 30 for those with disabilities. Civic Service can be carried out within associations, local authorities (such as town halls and regional governments), or public institutions (such as museums and schools), for a period of 6 to 12 months, either in France or abroad. Participants are required to dedicate at least 24 hours per week to their service. The missions are focused on 10 key sectors: solidarity, health, education for all, culture and leisure, sport, environment, citizenship, international development and humanitarian action, emergency crisis intervention, and European citizenship.



## Country

The French Republic

## Implementing Entity Name

Ministry of Sports, Youth and Community Life

## Relevant Minister / Head of Entity

H.E. Marie BARSACQ  
Minister of Sports, Youth and Community Life

## Duration of the Initiative

Civic Service, established in 2010, remains active today. Each mission is limited to a duration of 12 months for each civic servant.

## Objectives

Civic Service is based on eight core principles: general interest, citizenship, diversity, accessibility, complementarity, initiative, careful supervision, and respect for the law. Its aim is to provide young people with the opportunity to serve the public interest and contribute to social cohesion by strengthening the role and actions of local public stakeholders.



## Positive Impact

### Main quantitative indicators:

- 535,000 volunteers since 2010, with a consistent year-on-year increase since 2015, reaching 150,000 in 2023.
- Over 7,000 available opportunities and 11,000 different host organizations currently.
- 53% of former volunteers choose to continue their commitment after completing their civic service.

### Main qualitative outputs:

- Youth engagement in the general interest and citizenship.
- Youth empowerment and capacity-building (training to upgrade practical and theoretical skills, access to the labor market...).
- Contribution to social ties and national cohesion.
- Complementarity, assistance, and labor force are provided to public interest and non-profit local organizations.

## Stages Of Implementing The Initiative

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### Program Vision

Offering young people the opportunity to serve the general interest and engage in social cohesion and citizenship.

### Identifying partners

Finding strategic partners (130 in 2023) and host organizations (9,500 in 2023): local, decentralized, and public institutions in key sectors such as the environment, public service, culture, and national heritage.

### Organizational committee structure

The Civic Service Agency was established in 2010 to implement the initiative

- 1 President (nominated by the President of the French Republic)
- 1 General Director (nominated by the Minister of Sports, Youth, and Community Life)
- 1 Cabinet
- 1 General Secretariat (comprising a legal department and a communications and partnership department)
- 1 Board of Directors (11 members from various public agencies linked to the Ministry)
- 1 Strategic Committee (11 members of the Board of Directors, 46 members from partner host organizations, 4 parliamentarians, 2 qualified experts, 12 members from the College of Volunteers)
- 1 Erasmus+ National Committee (Erasmus+ Youth & Sports program)
- 1 Erasmus+ Permanent Committee (Erasmus+ national agencies)
- A network of regional and decentralized delegates of the agency (around 100)

## Timeline

The creation of Civic Service results from a mix between the national legacy of the military service under the 5th Republic, and the desire to improve social cohesion in the mid-2000s. Indeed, the National Service (16-month military or civil service) was created in 1965, and replaced in 1997 by a Defense and Citizenship Day when the professionalization of the French military was completed. The idea behind the modern Civic Service emerged after the 2005 riots in the Paris suburbs, to improve social cohesion in the national territory. The current form of the Civic Service was among the propositions offered by President Nicolas Sarkozy in his program during the 2007 presidential elections. After his election, the initiative was supported by former Minister of Youth and Education Luc Ferry in a Special Report. This led the then-High Commissioner for Active Solidarity and Youth Martin Hirsch to conduct parliamentary consultations on the project in 2008, which would be finally implemented two years later with a legal act approved almost unanimously by the members of the Parliament. Overall, Civic Service was created over a 5-year timeline from the conception of the program to its legal and effective implementation.

## Media plan

Civic Service quickly proved to be successful, even without a major media campaign, by building on pre-existing forms of volunteering and public initiatives that it unified under a single program and status. Today, the program is supported by an online platform (<https://www.service-civique.gouv.fr/>) that functions as a search engine, listing all available opportunities. Additionally, the program gains visibility through regular activity on its social media accounts: X (17k subscribers), Instagram (25k), Facebook (316k), LinkedIn (22k), and YouTube (5k). Promotional campaigns dedicated to Civic Service are also regularly broadcast on national television and radio.

## Identifying necessary resources (human, financial, material, technical)

An initial investment of €40 million, along with the creation of a dedicated agency, supported the launch of the initiative in 2010. In 2011, an additional €98 million was allocated for the creation of 15,000 opportunities, with a further 25,000 offers added the following year. After his

election in 2012, President François Hollande set the target of reaching 100,000 offers by 2017 and increased the dedicated budget in 2015 to expand to 350,000 opportunities within three years. By 2024, a €518.8 million budget was allocated to the development of Civic Service, which required a total workforce of 117.8 FTEs in 2023. In 2024, Civic Servants received a monthly compensation of €619.83.





## Participant selection mechanism

The agency advises applicants to visit its dedicated website to learn more about the criteria, status, and various details related to Civic Service. Afterward, applicants can use the online platform to explore available opportunities across a wide range of fields, utilizing filters, keywords, etc. Once the candidate selects an offer to apply for, they must complete the specific online form, which includes a series of questions and a cover letter to better understand the applicant’s personality (the procedure does not require a résumé or diploma). This first phase of the application will be processed within one month. If the application is not rejected, the candidate will be invited for a motivation interview. Once officially selected, the candidate will sign their Civic Service contract, which outlines all the details of their mission. They will also be assigned a mentor who will guide them throughout their mission. At any stage of the application process, the candidate can receive assistance from dedicated services and organizations such as La Mission Locale and Le Réseau Info Jeunes.

## Participation criteria for the program

Civic Service is open to all young people aged 16 to 25, regardless of qualifications, with an extension to 30 for young people with disabilities. Applicants must align with the republican values common to all Civic Service missions. The service can be carried out over a period of 6 to 12 months, either in France or abroad, with a minimum of 24 hours of duty per week.

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

## Program Registration

In the case of Civic Service and if we consider “program registration” as the first step of the implementation phase of the initiative, it emerges from a top-down political approach in compliance with the national legal processes, and has to translate into the creation of a relatively autonomous and dedicated public agency with a precise status and its own budget and resources.

## Managing the initiative and monitoring performance

The organizational structure and governance of the entity in charge of the initiative is autonomous in the management and the pursuit of the assigned objectives. Its composition is diversified in order to ensure balance and transparency. Its performance is monitored through quantitative and qualitative public reports to ensure accountability. In accordance with its specific legal status, accountability is also ensured through the dependance of the agency upon the budgetary decision proposed by the government and approved by the Parliament.

## Documentation

Through its different internal departments, the agency is able to provide documentation in the form of annual reports, online articles, newsletter, performance reviews and press kits. In the case of the Civic Service, all those resources are public and available online directly on the agency’s website.

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

## Evaluating the initiative and Preparing the final report

The aforementioned quantitative indicators and qualitative outputs facilitate the evaluation of the initiative. As shown above, the overall results of the initiative in the case of Civic Service are very positive and likely to keep on following this successful trajectory.



# VOLUNTEER FOR MY COMMUNITY (VMC)

Promoting youth volunteerism to address community needs and foster social responsibility.



## Country

Kingdom of Cambodia

## Implementing Entity Name

Ministry of Education, Youth and Sport

## Relevant Minister / Head of Entity

H.E. Dr. Hang Chuon Naron, Minister of Education, Youth, and Sport

## Duration of the Initiative

Ongoing initiative.

## Objectives

1. Engage youth in community development projects.
2. Cultivate leadership, teamwork, and empathy.
3. Address social, educational, and environmental challenges.

## Positive Impact

- Engaged over 10,000 youth volunteers.
- Completed more than 300 impactful community projects.
- Strengthened youth leadership and enhanced social cohesion.

## Target Group

High school students and out of school youth across 25 provinces in Cambodia.



## Stages Of Implementing The Initiative

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

### **Program vision**

“Volunteer for My Community” (VMC) program is to cultivate a vibrant, empowered community where every citizen actively contributes their time and skills to address local needs, fostering a sense of ownership and positive change through widespread youth volunteerism, ultimately building a more resilient and socially responsible society across all demographics.

### **Key elements of this vision include:**

- 1. Empowering Youth Leadership:** VMC aims to equip young people with the necessary skills and confidence to identify community issues, initiate projects, and lead positive change within their neighborhoods.
- 2. Inclusive Participation:** Creating a welcoming environment where individuals from diverse backgrounds and abilities feel encouraged to contribute their talents and perspectives to volunteer initiatives.
- 3. Community-Driven Projects:** Fostering a culture where volunteer activities are directly aligned with local priorities and needs, addressing issues like education, environment, health, and social welfare.
- 4. Sustainable Impact:** Building a network of engaged volunteers who not only contribute actively but also inspire others to become involved in long-term community development efforts.
- 5. Skill Development:** Providing opportunities for volunteers to gain valuable skills in project management, leadership, communication, and critical thinking through their participation in VMC programs.

### **Identifying partners**

school rector, provincial officials, NGOs, debate clubs, and private sector sponsors to provide resources and expertise.

### **Organizational committee structure**

Establish teams for logistics, training, evaluation, and media relations.

### **Timeline**

Step-by-step plan covering registration, training sessions, preliminary rounds, and the final debate.

### **Media plan**

Use diverse channels such as social media, print media, and community outreach to maximize visibility and participation.

### **Resources**

Secure funding for venue rentals, participant materials, travel subsidies, and awards.

### **Participant selection mechanism**

Introduce an online application platform with detailed guidelines to ensure fairness and inclusivity.



*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

**Program registration**

Create both online and offline registration channels to ensure accessibility.

**Managing the initiative**

Organize training sessions to equip volunteers with the skills needed for their projects.

**Monitoring performance**

Implement a system to track progress, address challenges, and provide real-time feedback to volunteers.

**Documentation**

Capture impactful moments through high-quality photos, videos, and participant stories.

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

**Evaluating the initiative**

Use surveys and focus group discussions to measure project effectiveness and volunteer satisfaction.

**Preparing the final report**

Document successes, lessons learned, and recommendations for scaling the program.

**Follow-up**

Maintain engagement through recognition events, mentorship programs, and new volunteering opportunities.





# NATIONAL JAMBOREE OF SCOUT IN CAMBODIA



Bringing together Rover Scouts from across Cambodia for a large-scale event to foster unity, skill-building, and cultural exchange.

## Country

Kingdom of Cambodia

## Implementing Entity Name

Ministry of Education, Youth and Sport

## Relevant Minister / Head of Entity

H.E. Dr. Hang Chuon Naron  
Minister of Education, Youth, and Sport

## Duration of the Initiative

Annually (ongoing since 2018).

## Objectives

1. Strengthen bonds among scouts from different regions.
2. Enhance skills in leadership, teamwork, and environmental stewardship.
3. Promote cultural diversity and national pride.

## Positive Impact

- Increased cross-regional collaboration and cultural exchange.
- Enhanced scout skills in outdoor activities, environmental conservation, and disaster preparedness.

## Target Group

Rover scout across 25 provinces in Cambodia.



### Stages Of Implementing The Initiative

*Preparation Phase ..... Implementation Phase.....Post-Initiative Phase*

**Program vision**

Plan an engaging and inclusive agenda focused on scouting principles and community service.

**Identifying partners**

Collaborate with local governments, international scout organizations, and NGOs.

**Organizational committee structure**

Form committees for event management, logistics, safety, and program design.

**Timeline**

Establish milestones for participant registration, venue preparation, and activity coordination.

**Media plan**

Promote the event through scout networks, schools, and public media.

**Resources**

Secure funding for travel, camping equipment, and program materials.

**Participant selection mechanism**

Encourage participation from scouts across all provinces, ensuring diverse representation.





*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

**Program registration**

Facilitate registrations through local scout councils and online platforms.

**Managing the initiative**

Organize workshops, team challenges, and cultural exchange activities.

**Monitoring performance**

Supervise activities to ensure safety and engagement.

**Documentation**

Capture key moments through photos, videos, and daily reports.

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

**Evaluating the initiative**

Collect feedback from participants, leaders, and partners.

**Preparing the final report**

Document outcomes, challenges, and lessons learned.

**Follow-up**

Encourage participants to share experiences in their communities and plan for the next jamboree.



# LOCALIZING YOUTH INITIATIVES

Building a conscious and proactive generation that effectively contributes to community development and achieves sustainable development.

## Country

Hashemite Kingdom of Jordan

## Implementing Entity Name

Ministry of Youth

## Relevant Minister / Head of Entity

H.E. Engineer Yazan Al-Shadifat  
Minister of Youth

## Duration of the Initiative

Localizing and supporting initiatives periodically and continuously throughout the year through committees formed for this purpose, by creating a section within the organizational structure of the Directorate of Youth Initiatives and Volunteer Work concerned with localizing youth initiatives.

## Objectives

- Regulating the work of youth initiatives.
- Providing logistical and technical support.
- Achieving community development.
- Strengthening active citizenship.
- Providing support and guidance.
- Networking and cooperation.

## Positive Impact

### The positive impact:

- Youth empowerment.
- Enhancing community development.
- Expanding the scope of active youth participation.

### Indicators:

- Number of localized youth initiatives.
- Youth participation rate.
- Impact of the initiatives on society.
- Sustainability of the projects.

### Outcomes:

- Institutional youth initiatives.
- Training of youth leaders.
- Creative youth initiatives that contribute to addressing community problems.
- Creating a collaborative environment that brings together the government, civil society, and the private sector to support initiatives.
- Promoting a culture of volunteerism.

### Achievement:

- More than 140 youth initiatives have been localized so far.





**Stages Of Implementing The Initiative**

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

- Defining the foundations, criteria, and mechanisms for considering and selecting community, entrepreneurial, and innovative initiatives.
- Forming technical committees in the Ministry Center for:
  - Localization: Sorting localization requests, studying requests, approving or disapproving.
  - Financial Support: Sorting support requests according to support categories and in accordance with the financial instructions issued in this regard.
- Defining criteria for localizing youth initiatives.
- Defining criteria for evaluating a youth initiative (video) prior to localization.
- Preparing forms:
  - Youth Initiative Localization Request Form.
  - Youth Initiative Support Request Form.
  - Youth Initiative Support Form specific to the Youth Initiatives Support Committee.

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

- Circulating the localization criteria and the foundations of financial support in an official letter to all relevant administrative units.
- Announcing the launch of the initiative with a ceremony or a mini press conference, along with launching the electronic links.

*Preparation Phase ..... Implementation Phase ..... Post-Initiative Phase*

Submitting periodic progress reports through the Youth Directorate to which the initiative belongs.





# GLOBAL CONNECTIONS

GLOBAL  
CONNECTIONS



# YOUTH, PEACE AND SECURITY INITIATIVE

During his chairmanship of the open discussion session at the UN Security Council, His Royal Highness Crown Prince Al Hussein bin Abdullah II initiated a significant effort that led to the unanimous adoption of Resolution 2250 on Youth, Peace, and Security. The resolution underscores the vital role young people can play in promoting global peace and security. It emphasizes that youth are not only victims of conflict but also active agents who can contribute to conflict prevention and peacebuilding.

## Country

Hashemite Kingdom of Jordan

## Implementing Entity Name

Ministry of Youth

## Relevant Minister / Head of Entity

H.E. Engineer Yazan Al-Shadifat  
Minister of Youth

## Duration of the Initiative

A unit dedicated to youth, peace, and security has been established within the organizational structure of the Ministry of Youth.

## Objectives

1. Strengthening the role of youth in achieving peace and security, both locally and internationally.
2. Protecting the rights of young people.
3. Promoting youth participation in decision-making processes.
4. Preventing and countering violent extremism.
5. Enhancing conflict prevention strategies.





## Positive Impact

- Strengthening the role of youth in peacebuilding.
- Reducing youth involvement in extremist or violent activities.
- Enhancing youth representation in institutions.
- Empowering youth through education and training.
- Indicators for the Crown Prince's Initiative on Youth, Peace, and Security:
  - The number of young people in leadership positions.
  - The number of participants in peace processes.
  - Youth representation in local and international organizations.
  - The number of programs targeting the reintegration of youth affected by violent extremism.
  - The number of institutions or organizations supporting youth activities within the framework of peacebuilding and security.
  - The number of media or awareness campaigns focusing on the role of youth in promoting peace and reducing violence.

### Outcomes of the Crown Prince's Initiative on Youth, Peace, and Security:

- Greater youth participation in decision-making processes.
- An increase in youth-led peace initiatives.
- Sustainability of security and peace in communities.
- Improvement in the social and economic status of youth through the provision of education and employment opportunities.

## Stages Of Implementing The Initiative

*Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

1. Recognizing the challenges youth face in conflict zones.
2. Preparing studies and reports.
3. Global and regional dialogue on youth and peace.
4. Dialogue with the youth themselves.
5. Working to allocate an international initiative.
6. Preparing for the drafting of the resolution in coordination with member states.

Adoption of Resolution 2250: Resolution 2250 was unanimously adopted by the UN Security Council on December 9, 2015.





*Preparation Phase* ..... **Implementation Phase** ..... *Post-Initiative Phase*

- The Amman Declaration on Youth, Peace, and Security.
- Formation of the Jordanian National Coalition for Youth, Peace, and Security 2250, which includes youth members and organizational members, covering both local and international organizations as well as UN agencies under the umbrella of the Ministry of Youth.
- Approval of the Administrative Organization System for the Ministry of Youth No. 63 of 2023, which established a special organizational unit within the Ministry's structure dedicated to Youth, Peace, and Security (Resolution 2250).

**Development of national and regional strategies:**

- Working on the draft of the Jordanian National Action Plan (JONAP) for Resolution 2250 on Youth, Peace, and Security.
- The Hashemite Kingdom of Jordan chaired the technical committee for the development of the Arab Strategy on Youth, Peace, and Security (2023-2028).
- The National Youth Strategy (2019-2025) includes a key focus area, which is Axis 6 on Youth, Security, and Social Peace.
- The High-Level International Forum on Youth, Peace, and Security, held in Amman from August 28-29, 2024, on the sidelines of the launch of the Arab Strategy on Youth, Peace, and Security.

*Preparation Phase* ..... **Implementation Phase** ..... *Post-Initiative Phase*

- The Youth, Security, and Social Peace axis from the National Youth Strategy (2019-2025) has been incorporated into the Ministry of Youth's plans through youth centers, and the implementation of activities related to this axis is monitored through the Activity Bank mechanism in the Directorate of Achievement Follow-up and Institutional Performance Development.
- Localization of follow-up and evaluation related to the Jordanian National Action Plan in the Directorate of Achievement Follow-up and Institutional Performance Development when developing and finalizing the Jordanian National Action Plan.







# SUCCESS STORIES



## YOUTH STORIES

The event will feature inspiring stories and memorable sports experiences, with each of the 14 speakers allotted a maximum of 18 minutes to share their insights. In addition, an accompanying exhibition will showcase a series of awareness corners focused on promoting sports and health culture, aiming to foster a vibrant and active society.



### Country

Kingdom of Saudi Arabia

### Implementing Entity Name

Ministry of Sports - Agency of Sports and Youth Affairs, represented by the General Department of Youth Activities

### Relevant Minister / Head of Entity

His Royal Highness Prince Abdulaziz bin Turki Al Saud, Minister of Sports

### Duration of the Initiative

Two days.

### Objectives

Young people will have the opportunity to learn about sports experiences and explore new games, while also enhancing their health culture through inspiring stories designed to motivate them to practice sports and discover new hobbies

### Positive Impact

Young people will have the chance to explore different sports and discover new, diverse interests to make the most of their free time. The program also aims to increase participation by 300 young people, expand the range of programs offered, and reach more regions across the Kingdom.

## Stages Of Implementing The Initiative

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Conducting comprehensive planning and preparation to ensure the event's successful implementation and availability of all necessary resources.
- Defining the initiative's objectives and identifying the key themes for the inspiring stories.
- Selecting accomplished athletes as speakers and coordinating with them to prepare their presentations.
- Organizing the accompanying exhibition and determining the awareness corners to be featured.
- Creating promotional and media materials to effectively market the event.
- Ensuring the availability of necessary tools and technologies to support storytelling.

### *Preparation Phase* ..... ***Implementation Phase*** ..... *Post-Initiative Phase*

- Implementing the scheduled activities and programs, encouraging engagement with attendees.
- Opening the initiative and welcoming participants.
- Introducing the speakers and sharing their inspiring stories, with each speaker allotted a maximum of 18 minutes.
- Organizing attendee visits to the awareness corners in the accompanying exhibition.
- Facilitating interaction and discussions between the speakers and the audience.

### *Preparation Phase* ..... *Implementation Phase* ..... ***Post-Initiative Phase***

- Evaluating the impact of the initiative and drawing conclusions to guide future development.
- Collecting feedback from participants and speakers through questionnaires and short interviews.
- Analyzing data to assess the level of interaction and the achievement of objectives.
- Preparing a final report with results and recommendations for improving future editions.
- Following up with participants to maintain their ongoing engagement with sports and health activities.





## MOROCCO YOUTH AWARD

A project dedicated to fulfilling the dreams of young people, giving them the opportunity to showcase their creativity, accompany their ambitions, and support their projects across various fields. The award was launched for the first time in 2024 under the high patronage of His Majesty King Mohammed VI.



### Country

Kingdom of Morocco

### Implementing Entity Name

Ministry of Youth, Culture, and Communication  
(Youth Sector)

### Relevant Minister / Head of Entity

H.E. Mohamed Mehdi Bensaid  
Minister of Youth, Culture and Communication

### Duration of the Initiative

An annual award.

### Objectives

1. Strengthen social cohesion and foster a sense of belonging.
2. Support youth initiatives and enhance their capacity for creativity and innovation.
3. Acknowledge the essential role of youth in social development.
4. Create programs and platforms for communication between youth and the state.

### Positive Impact

- Provide mechanisms and opportunities to empower youth, enabling them to achieve their potential and actively participate in political, social, and economic life for development purposes.
- Develop an electronic platform allowing interested youth to submit their projects digitally, ensuring transparency and ease of service.



- Establish a committee to evaluate nominated projects, determine winners, and rank them in each category based on merit, in accordance with Article 10 of Decree 2.23.361. The specific criteria are detailed in the internal regulations discussed below.
- Financial prizes for the winners were set as follows, per Article 4 of the decree:
  - 200,000 MAD for first place.
  - 100,000 MAD for second place.
  - 50,000 MAD for third place.
- The number of applications submitted in each category was as follows :
  - Scientific Research: 64
  - Technological Innovation: 104
  - Entrepreneurship: 116
  - Artistic and Cultural Creativity: 160
  - Volunteering: 120

## Stages Of Implementing The Initiative

### *Preparation Phase* ..... *Implementation Phase* ..... *Post-Initiative Phase*

- Issued Decree No. 2.23.361 on October 18, 2023, creating the Morocco Youth Award (Official Gazette No. 7244 dated November 2, 2023).
- Developed a dedicated electronic platform for the award.
- Defined the award's fields:
  1. Scientific Research
  2. Technological Innovation
  3. Artistic and Cultural Creativity
  4. Volunteering
  5. Entrepreneurship
- Established candidate eligibility criteria, including:
  1. Applicants cannot submit entries in more than one category.
  2. Applicants who have won the award in the previous four years are not eligible.
  3. Members of the judging panel are not eligible to apply.
  4. Submitted work must not have won other national or international awards.
- Appointed expert Moroccan professionals and specialists to the judging committees as per Ministerial Decision No. 783.24 of March 27, 2024.
- Set the application period from August 15 to September 30, 2024.
- Prepared a media plan utilizing television, radio, and social media platforms.
- Formed a dedicated project team.
- Outlined the submission process and required documents.



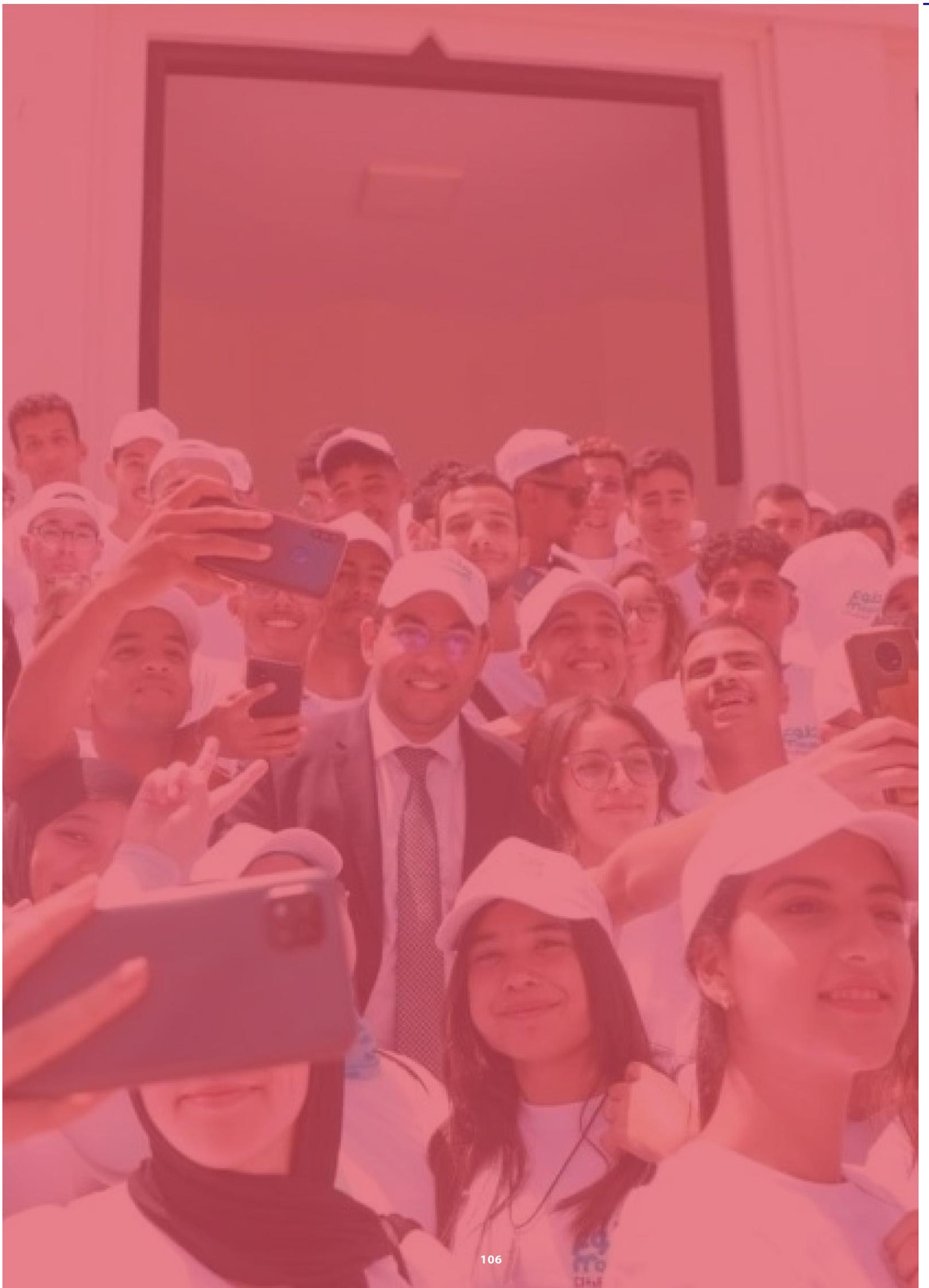
*Preparation Phase* ..... **Implementation Phase** ..... *Post-Initiative Phase*

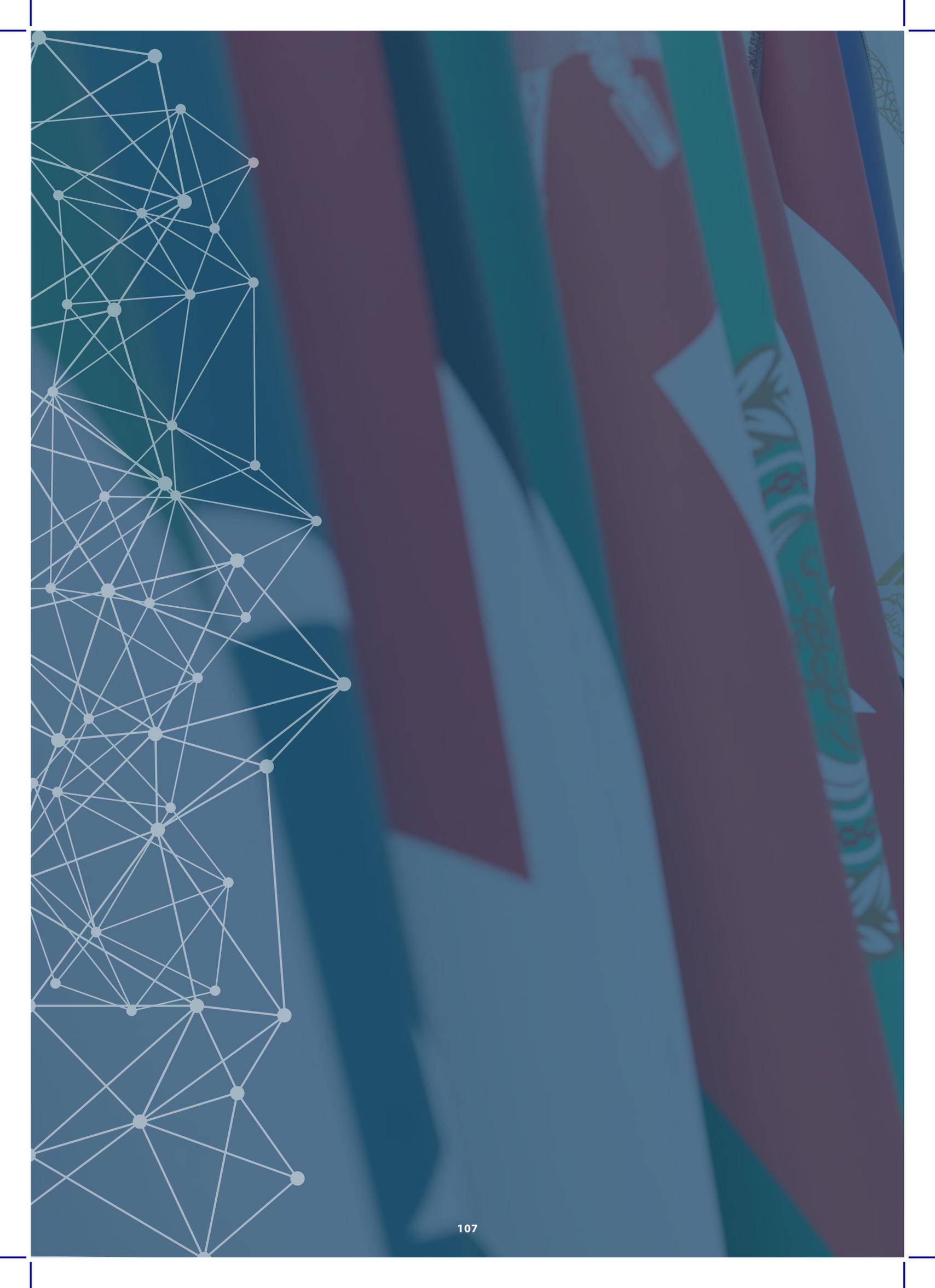
- Implemented the defined criteria on the electronic platform, enabling any Moroccan youth aged 18 to 35 to submit applications without restrictions. Applicants receive confirmation via email and a summary of their submission upon completion.
- Selected projects based on the decree's objective criteria and Ministerial Decision No. 782.24, submitting the shortlisted entries to the judging committees.
- Judging committees evaluated submissions electronically, assigning scores and comments. The ranking was finalized digitally.

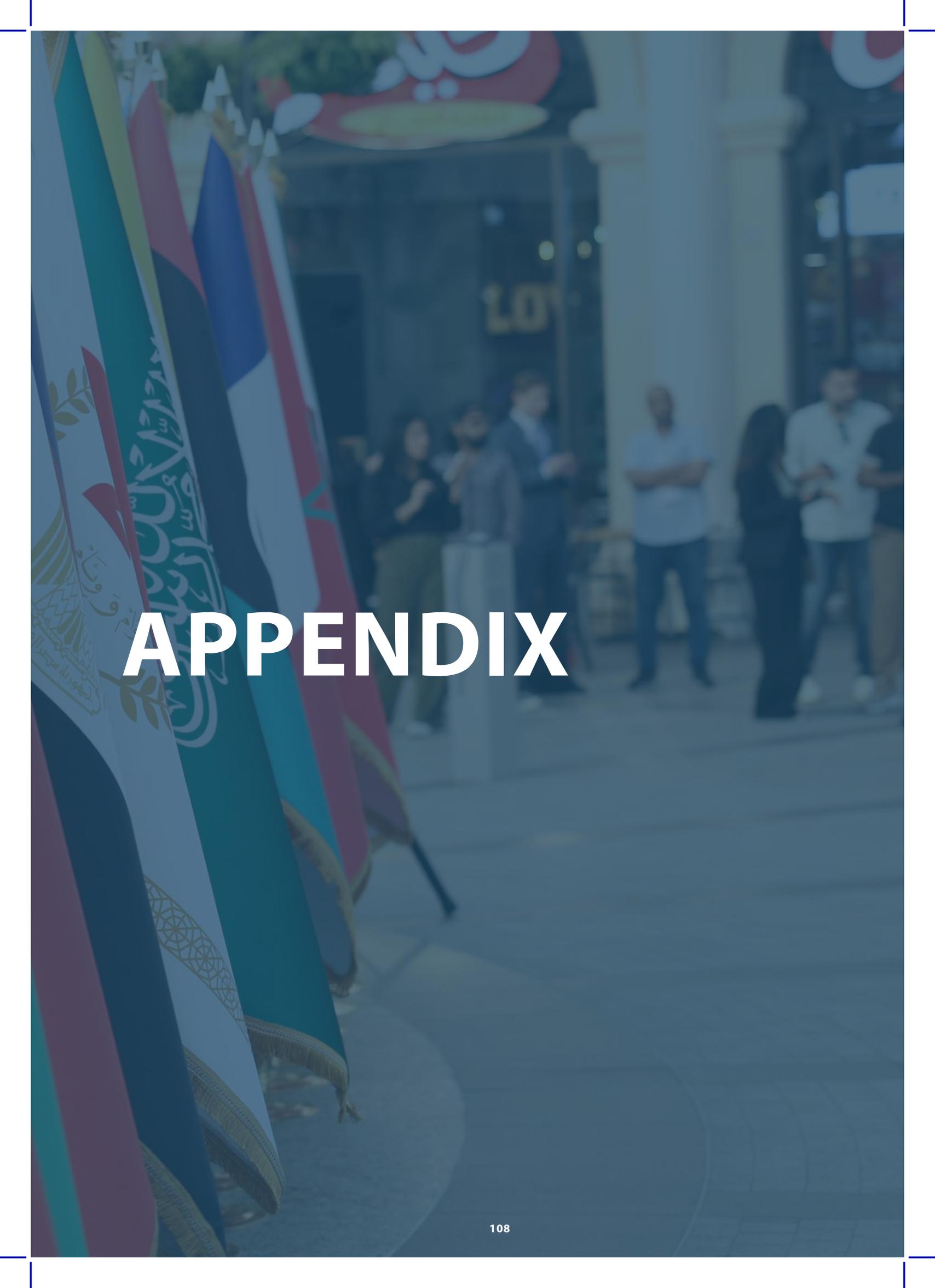
*Preparation Phase* ..... *Implementation Phase* ..... **Post-Initiative Phase**

- Organized an awards ceremony to honor winners in each category of the 2024 Morocco Youth Award.
- Hosted a dedicated forum featuring:
  - o An exhibition for young participants to showcase their projects.
  - o Thematic discussions with judging panel members and award winners.
  - o Panels on youth-focused topics, including "Youth in Service of the Moroccan Dream" and "Innovative Initiatives for Moroccan Youth."
  - o Musical performances.
- Initiated a follow-up process to monitor the progress of the winners' projects and assess any offers to support or adopt them, facilitated by a call center contracted by the ministry.
- The award introduced a new spirit, moving away from traditional approaches by focusing on three key phases:
  1. Preparatory Phase: Legislative groundwork, technical preparations, and media planning.
  2. Competition Phase: Hosting exhibitions, awarding winners, and fostering discussion.
  3. Follow-up Phase: Ensuring post-award project sustainability and impact.

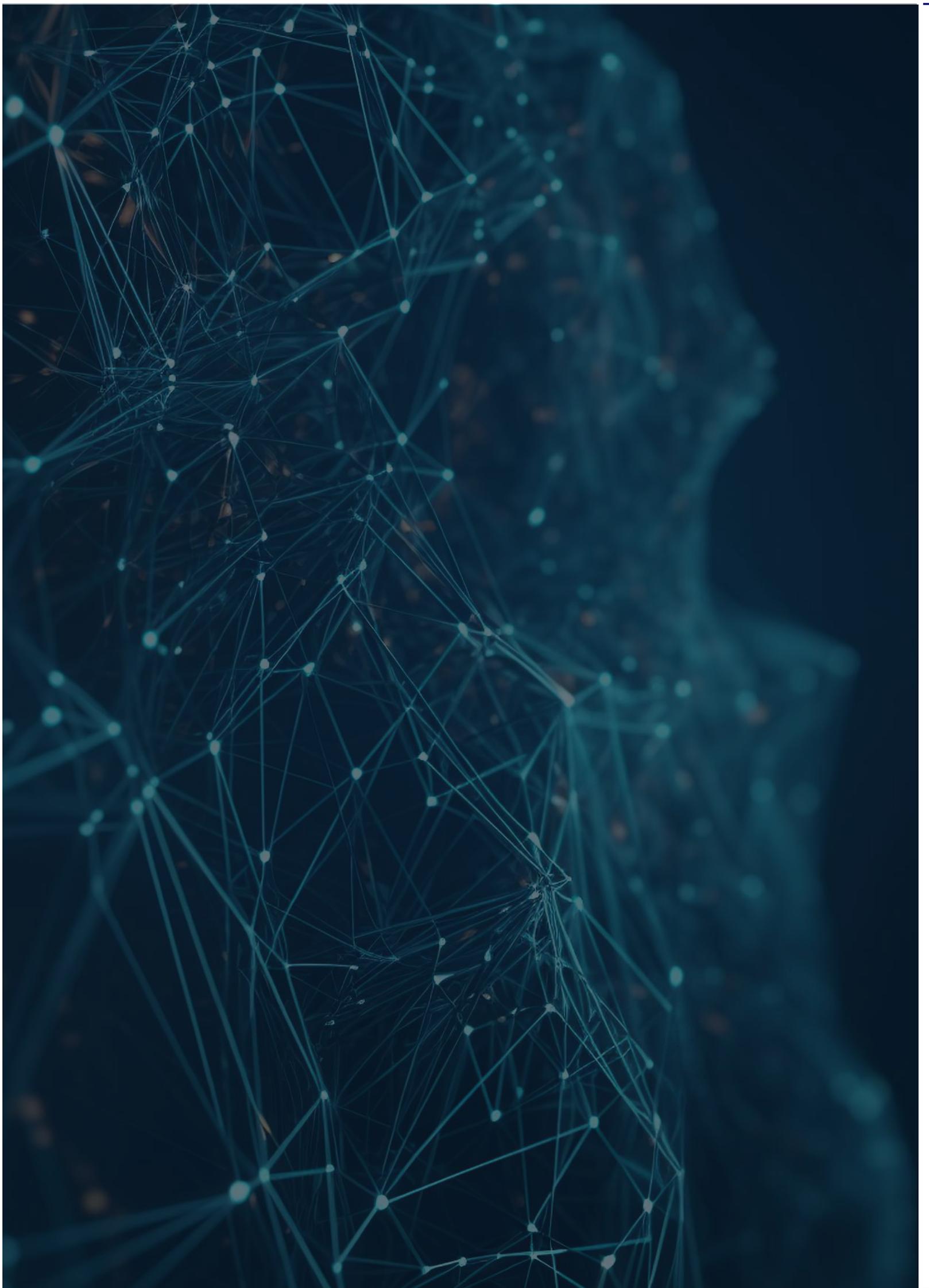








# APPENDIX



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