



Formulating and Implementing National Youth Policies



A Commonwealth Handbook



Commonwealth Youth Programme
COMMONWEALTH SECRETARIAT



Formulating and Implementing National Youth Policies



A Commonwealth Handbook



Commonwealth Youth Programme
COMMONWEALTH SECRETARIAT

Whilst the information contained in this Handbook has been collated and expressed in good faith,
no guarantee can be given to its absolute accuracy.

This Handbook contains a number of extracts from various national youth policies in the Commonwealth.
Not all of these extracts use gender-inclusive language or accommodate gender concerns. Hence, whilst providing
useful general guidance for the preparation of policy material, this shortcoming should be corrected in any adaptation.

Prepared for the Commonwealth Youth Programme by Peter Kenyon and Simon White

IDEAS (Initiatives for the Development of Enterprising Action and Strategies)

Commonwealth Secretariat
Marlborough House
Pall Mall, London SW1Y 5HX
Britain

© Commonwealth Secretariat, May 1996

Designed, printed and published by the Commonwealth Secretariat

Copies of this publication can be obtained from:
Gender and Youth Division (GYAD)
Commonwealth Secretariat
Marlborough House
Pall Mall, London SW1Y 5HX
Britain

Foreword	5
Introduction	7
1	
The Concept of a National Youth Policy	10
2	
The Structure of a National Youth Policy	13
3	
Formulating a National Youth Policy	30
4	
Promoting a National Youth Policy	36
5	
Implementing, Monitoring and Evaluating a National Youth Policy	38
Conclusion	43
A Facilitator's Reading List	46
Bibliography	46

Commonwealth Ministers Responsible for Youth Affairs last met in Trinidad and Tobago in May 1995. As one of the three key strategic areas for action, they decided that all member countries of the association *should* formulate and implement specific national youth policies by the year 2000.

This handbook has been produced by the Commonwealth Youth Programme as a practical guide for achieving this aim. Its focus is the formulation, promotion, implementation, monitoring and fine-tuning of national youth policy. It stresses the need to consult young men and women throughout the process. It also emphasises the importance of addressing the needs and concerns of special groups – particularly of young women and girls, who are relatively deprived of education, health services, resources and access to decision-making fora.

The handbook forms part of a package of resource documents which comprises: a Commonwealth Youth Charter, outlining all the principles to be considered in ensuring the full participation of young women and men in national development; the handbook of guidelines; a series of information sheets, which illustrate practical ways to carry out certain elements of the policy establishment process; and a series of resource documents, which cover, for example, international charters of relevance to youth policy and other useful reference documents. Together these components form a Youth Policy Tool-kit.

The tool-kit will be circulated to Commonwealth member countries. On the basis of government requests, teams of consultants – trained in use of the tool-kit – will be commissioned to assist national officials and counterparts in the development of individual country policies for youth. Thus, the Commonwealth Youth Programme is providing a package of measures which includes resource documents, advocacy, technical assistance and capacity-building.

Our young men and women of today are destined to become the leaders, decision-makers, entrepreneurs and parents of tomorrow's Commonwealth. In order to ensure that sustainable growth is achieved by our membership, we must guarantee that, irrespective of gender, race, religion or caste, all Commonwealth young people have equal rights and equality and equity in opportunities to participate fully in their own self-development and that of their communities and countries. I hope that this handbook and the associated materials and assistance will provide a healthy stimulus to achieving that objective.

Sir Humphrey Maud
Deputy Secretary-General, Economic and Social Affairs
Commonwealth Secretariat
June 1996

There are only two lasting bequests we can hope to give our young people. One of these is roots; the other is wings.



Hodding Carter

For your country,
If you plan for a year – sow paddy
If you plan for a decade – plant trees
If you plan for a future – nurture youth



Proverb quoted in National Youth Policy of India, 1992

While young women and men are seen as beneficiaries of any national policies and initiatives, there is obvious merit and wisdom for any country to look at a wide range of issues and opportunities from the point of view of the particular needs, concerns and aspirations of their young people.

It is a practical response to the acknowledgment that young women and men, in the words of the Commonwealth Youth Charter:

- ★ *"form a significant proportion of most national populations (in some Commonwealth countries this exceeds 50 per cent);*
- ★ *need a supportive, participatory and informative environment to move successfully from the dependence of childhood to the autonomy and responsibility of adulthood;*
- ★ *have a unique contribution to make to national development due to their energy, enthusiasm, resilience and an ability to inject a fresh focus;*
- ★ *have had less life experience and often significantly less access to information, resources and power over their lives than older people, making them more vulnerable to neglect, abuse and exploitation; and*
- ★ *often represent the most "at risk" group in terms of the major socio-economic challenges including unemployment, low income, physical and sexual abuse, poor housing, substance abuse and a wide range of health issues including HIV/AIDS – with young women being most disadvantaged in these areas."*

It is the accepted responsibility of all Commonwealth countries and their governments to ensure young women and men are given every opportunity to reach their full potential, and to be active participants in national development.

It is easy to rhetorically state the important role of young men and women in national development. It is much more difficult, however, to design and implement the mechanisms to ensure its effective reality. Formulation and implementation of a national youth policy is seen as an essential element of this process. This is well summarised by the words of the declaration from the Commonwealth Youth Ministers meeting in Port of Spain, Trinidad and Tobago in May 1995:

"We propose that all Commonwealth governments should make a special commitment to youth development. This should take the form of the development, refinement and implementation of National Youth Policies as instruments of change ..."

“Possibly one of the greatest challenges facing our society is how to create the kind of environment that will allow for the mass flowering of our young people. The world is changing so rapidly and in such myriad directions that one needs to take the long view of all contemplated social action, especially those having to do with the complexities of sensibly integrating your youth into society. The latter task necessitates the development of a youth policy as the basis of immediate and distant social action”.

Introduction, Government of Guyana Youth Policy

In addition, the National Youth Policy Development 2000 project will provide:

- * Training and the development of resource materials to assist in building the capacity of member countries to formulate, promote, implement, monitor and review national youth policies and programmes.
- * Technical assistance through regional facilitators to Commonwealth governments wishing to formulate, promote and implement new national youth policies or to upgrade existing policies.

The creation of a national youth policy is an acknowledgment of the specific needs of young women and men, as well as a formal recognition of their unique contribution to national development. It provides a means and a symbol for society as a whole to declare, document and intensify their commitment to their young citizens, and an opportunity to determine appropriate priorities, goals and strategies. It provides an opportunity to give expression to a nation's understanding of values, rights and responsibilities as regards their young women and men.

As a document of national and historic significance, a national youth policy, with its associated action plans and programmes, will raise the profile and understanding in the wider community about young men and women, their potential and the constraints they face in realising that potential. Above all, a national youth policy will promote a framework for action for all agencies and organisations interested in the needs and contributions of young women and men.

This Handbook has been produced as a tool for designing and developing the processes necessary for youth policy formulation and implementation. It is recognised, however, that it is important to avoid the temptation to create a "model template" which simply encourages replication. Each national youth policy must be a reflection of the unique resources, needs and aspirations of young women and men in each country, and its special cultural, political and socio-economic realities.

The Commonwealth Youth Programme (CYP) has developed a plan and project, namely – National Youth Policy Development 2000 – which is designed to assist Commonwealth countries with the formulation, refinement and implementation of national youth policies. The production of this Handbook and accompanying Tool Kit represents the initial element of this assistance. The Handbook and Tool Kit seek to provide a collection of guidelines, information and tools for the effective formulation, promotion, implementation, monitoring, review and updating of national youth policies.

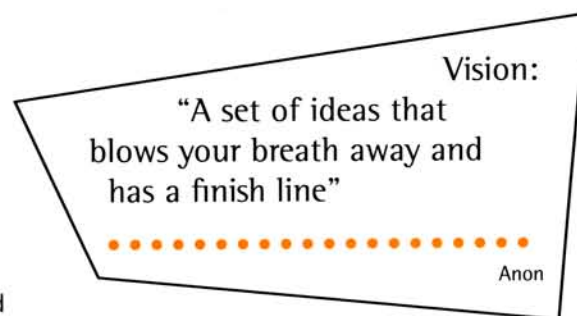
The Commonwealth Youth Charter (a copy of which is included in the Tool Kit) contains a recommended plan of action for member countries. The other forms of recommended action are inter-related with, and dependent upon, an effective national youth policy, namely:

- ① Formulation and implementation of a **national action plan** which explicitly accommodates the particular practical and strategic gender needs of young women and men.
- ② Nomination of a **lead agency** in government, holding responsibility for co-ordinating youth matters across government.
- ③ Creation of **co-ordinated government machineries**, including inter-ministerial and inter-departmental committees on youth affairs, and designated focal youth officers in each ministry.
- ④ Establishment of **consultative and participatory mechanisms** with young women and men.
- ⑤ Establishment of a **youth affairs collaborative mechanism** fulfilling the role of a National Youth Council.
- ⑥ Creation of an **annual gender-disaggregated youth budget**.
- ⑦ Development of **capacity building mechanisms** within the fields of training (including gender training) and development, professional networking and research.

Finally, as stated, a national youth policy should be a document of national and historic significance.

However, its eventual status will be judged against its ability to be:

- * a vision for youth development that gives young women and men faith in the future
- * a vehicle based on the idealism, commitment, energy and creativity of young men and women which offers them the opportunity to shape their own future, assume responsibility and play an active role in the life of their country and community
- * a statement of values and principles which is gender-sensitive and provides a holistic response to the needs and aspirations of both young women and men
- * a mechanism to address the traditional social relations between young men and women and contribute to the objective of gender equity and equality
- * an instrument to raise the profile of young women and men within the government and the wider community
- * a framework for future action and a statement of the relationship between young people and national goals
- * a catalyst for communication, cooperation and co-ordination between government and non-government agencies concerned with youth development
- * a document of relevance for all stakeholders concerned for, and involved with young women and men
- * a bench-mark to review youth policy and programme relevance and achievement



Quite a challenge! Hopefully this Handbook and Tool Kit will assist the accomplishment of a relevant, dynamic and useful national youth policy.

The Concept of a National Youth Policy

“A national youth policy provides broad guidelines, from which action programmes and services can be developed, to facilitate meaningful involvement of youth in national development efforts that will respond to their various needs and problems ... a source of guidance to planners, whether on micro or macro economic planning level or human resource development, health services or any development planning, whatsoever”.

The Honourable Pendukeni Iivula-Ithana, Namibian Minister of Youth and Sport

Ⓐ Definition and Scope

According to the *Concise Oxford Dictionary* (Oxford University Press) a “policy” is “an agreed position, and/or a course of general plan of action to be followed by government, party or individual”.

A national youth policy represents a practical demonstration and declaration of the priority and directions that a country intends giving to the development of its young women and men. A national youth policy specifically represents a gender-inclusive statement that encapsulates the elements of vision, framework and realistic guidelines from which strategies and initiatives can be developed to facilitate meaningful youth participation and development within a country.

One African worker with young people attending a CYP Africa Centre youth policy formulation workshop (Windhoek, 1993) summarised it well when he stated

“a national youth policy is a statement outlining our vision, the values and principles that guide us, the issues that challenge us and the initiatives, programmes and delivery mechanisms being planned and implemented to improve the socio-economic well being of our youth”.

Since they lack an explicit gender dimension, the following general quotations from around the Commonwealth, whilst helping to clarify the definition and scope of a national youth policy, should be modified in any adaptation to incorporate gender equity and equality:

“a National Youth Policy represents a basis and framework for youth development within a country, a starting point for all groups seeking to be relevant to the needs and aspirations of young people”.

Dr. Richard Mkandawire, Regional Director, CYP Africa Centre

“this policy document is intended to induce young people and their organisations, government and other authorities in the country to take a more active role in the construction of the present and future of our society”.

National Youth Policy, Malta

“the purpose of this policy document is to establish formally, clearly and firmly, the identity and status of the Malawian youth as a distinct sector of government policy, and to create a direction for youth activities and programmes for various interest groups”.

National Youth Policy, Republic of Malawi

"the purpose of a national youth policy ... is to establish a national framework to meet the needs of all young Australians. It will ensure better co-ordination of youth policy development and programmes and service delivery across agencies. The statement encourages recognition of young people and the contribution they make to the community".

National Youth Policy, Australia

"the enunciation of youth policy is a manifestation of political will and commitment of the nation to the cause of all-round development of youth and their integration with other sections of the society. While it addresses major concerns and issues crucial for young people, it provides validity and direction to youth programmes and services and spells out the strategy and broad guidelines for their planning and implementation. It also incorporates suitable measures for channelling the energies and potential of youth for national development".

CYP Asia Centre, Regional Policy Consultation Statement, 1992

Ham and Hill have also provided some useful statements in clarifying the concept of a "policy", namely:

- *"a course of action or inaction rather than specific decisions or actions".*
- *"a web of decisions and actions that allocate values".*
- *"a set of inter-related decisions concerning the selection of goals and the means of achieving them within a specified situation".*
- *"a stance which once articulated, contributes to the context within which a succession of future decisions will be made".*

Ham, C. and Hill, M. *The Policy Process in the Modern Capitalist State*, 1984, p11

Ⓑ Purpose

In response to the question "why do we need a national youth policy?", the resulting summary of responses emanating from a United Nations Economic and Social Commission for Asia and the Pacific workshop on Youth Policy Formulation in 1981, remain very relevant today. A national youth policy:

- ★ *"Provides Parliament with an effective means of declaring to the nation the importance of youth in national development.*
- ★ *Acts as a sign and symbol of the commitment of the nation to the priority it attaches to youth.*
- ★ *Provides a rallying point, a means of challenge and appeal to the youth generation to mobilise their resources and participate effectively in national development.*
- ★ *Provides an appeal to all citizens to give priority attention to youth concerns, to generate a new spirit of cooperation between young and old.*
- ★ *Demonstrates the distinctive and complementary roles of governments, NGOs and youth groups in youth development – a framework for common goals and the development of a spirit of cooperation and co-ordination.*
- ★ *Provides a call for a concerted effect by all Ministries and departments of government to promote youth needs and responses.*
- ★ *Identifies the priority needs and aspirations of youth.*
- ★ *Provides through both the processes of formulation and subsequent discussion, an example for how youth can engage in the decision-making process of the country".*

In addition, other benefits have been identified by countries who have engaged in the process of formulating and adopting a national youth policy, namely:

- ★ communication of a nation's vision for its young men and women – clear directions and priorities;

- ★ a basis for equitable distribution of government resources to meet the needs of young women and men, particularly those most disadvantaged where young women are often over represented;
- ★ a collective strategy to address problems and issues affecting young men and women;
- ★ an opportunity to main-stream youth policies into other sectional ministries;
- ★ provision of a basis and mechanism for monitoring and evaluation of youth policies and programmes;
- ★ raising of the national profile of young women and men, their needs, concerns and aspirations, and those agencies specifically committed to their development; and
- ★ encouragement of strategic and forward planning.

Finally, it is important to realise that a national youth policy is not necessarily about spending more money - it is about trying to ensure that services and programmes (government and non-government) affecting young women and men are provided appropriately, effectively, efficiently and equitably.

In summary, a national youth policy represents a nationally agreed and gender-inclusive formula to meeting the needs, potential and aspirations of young women and men.

The Structure of a National Youth Policy

The essential features of a national youth policy were summarised by participants in a CYP Asia Centre Regional Policy Consultation in Islamabad, Pakistan in 1992, when they noted the following points:

- ① "a manifestation of political will and commitment of the nation to the cause of all-round development of youth and their integration with other sections of the society".
- ② "establish a clearly discernible linkage between the development of youth and the overall national development plan".
- ③ "based on an objective and realistic assessment of the existing as well as prospective areas of concern and issues of development for youth, in particular, and the nation, in general ...".
- ④ "must provide for critical and objective review of the policy from time to time so that it remains consistent with the changing scenario in youth work and ground realities of the country".
- ⑤ "must fit qualitative as well as quantitative targets to be achieved within a specified period of time ...".
- ⑥ "should spell out only broad parameters of work and general outline of action so that the implementing agencies, especially the NGOs, have adequate scope and freedom to evolve their own programmes and activities on the basis of their philosophy of work, objectives, needs of the beneficiary groups and position of resources".
- ⑦ "in the process of development of youth policy, it will be desirable to consult all sections of the community, most importantly youth ...".
- ⑧ "identify specific youth groups, for priority attention ...".
- ⑨ "an integrated approach in the development of youth forums one of the cornerstones of youth policy ..".

"... in short, a national youth policy should be concerned with all aspects of youth integration into society and with its participation in all sectors of development both as contributors and as beneficiaries".

.....
Youth Policy Proposal for Swaziland

The Working Group on Youth Policy Development at the recent Commonwealth Youth Ministers Meeting in Trinidad and Tobago (May 1995) specifically recommended the following key considerations about gender-inclusive youth policy formulation and implementation:

- ① All member governments of the Commonwealth should have their national youth policies formulated or updated by the year 2000, demonstrating their full commitment to the young people of their country. This political commitment is absolutely essential if implementation of the youth policies is to be ensured. It will also help to put youth issues on the national agenda.
- ② The parameters and the scope of the national youth policies should be determined by each country, as a response to its specific political set up, social situation and cultural ethos.
- ③ Young people should be fully involved not only in the formulation of national youth policies but also in their implementation. It must, however, be ensured that all sections of the youth populations are represented in this process.

- ④ It is not enough to formulate national youth policies. What is more important is their implementation. It is therefore necessary that member governments should develop national plans of action for youth, consistent with the policies. Resources should also be made available to ensure that this plan of action is fully implemented.
- ⑤ There is a need for constant review of national youth policies to ensure that they continue to address the needs and concerns of young people.
- ⑥ Youth Ministries should be strengthened, in terms of resource allocation and status.

The above two sets of elements provide useful checklists. Each country will need to make its own decisions on actual structure and components of their national youth policy. For guidance, the following summary of common ingredients is provided. However, this structure is not meant to be prescriptive, and in no way should limit the imagination or national/cultural imperatives regarding format and what should be included or excluded.

Ⓐ Preface

This is usually written by the appropriate Minister Responsible for Youth Affairs, the Head of Government or Head of State, and provides a brief overview of the document, highlighting its national importance, its purpose, and usually emphasises the significant roles young women and men must play in national development.

Ⓑ Introduction

This section provides the opportunity to explain:

1 Background and purpose/rationale

In this part, an explanation is given as to why a policy is being introduced which targets young women and men and what it is intended to achieve. For example:

"Due to historical and contemporary challenges, facing the young people, the Government of the Republic of Namibia has deemed it necessary to bring together, all young men and women of this country, irrespective of their colour, ethnic origin, religious background or political affiliation, to hammer out a policy guideline for themselves. This Policy will provide an operational framework with a set of realistic guidelines, from which action programmes and services can be developed, to facilitate meaningful involvement of youth in national development efforts and to respond to their various needs."

KEY HEADINGS OF A NATIONAL YOUTH POLICY INCLUDE:

- A Preface
- B Introduction
 - ① Background and purpose/rationale
 - ② Definition of youth
 - ③ Youth profile
 - ④ Historical and contemporary issues impinging on young women and men
 - ⑤ Background to the development of youth services in the country
 - ⑥ Reference to other relevant policies and documents
 - ⑦ Principles and values underlying the national youth policy
- C Goal(s) and vision statement
- D Policy objectives
- E Rights, responsibilities and obligations of young women and men
- F Key strategy areas
- G Priority target groups
- H Implementation mechanisms
- I Conclusion

2 Definition of youth

There is no generally agreed Commonwealth or worldwide youth age definition. It is important for each country to establish its own definition appropriate to national circumstances. Obviously there is a variety of positions as illustrated by the following definitions:

Commonwealth Youth Programme	16 – 29 years	Mozambique	14 – 35 years
United Nations	15 – 24 years	Western Samoa	15 – 35 years
Swaziland	12 – 30 years	Malaysia	15 – 40 years
		Bahamas	5 – 25 years

See *Information Sheet No. 1* in Tool Kit for a summary of definitions of youth age, the age of maturity, and the age of the right to vote in Commonwealth countries.

It may be appropriate for a policy to also clarify a degree of flexibility in their definition. For example, the Malawi National Youth Policy includes:

"This Policy defines youth as all young people, female and male, from the age of 14 to 25 years. However, it is recognised that youth is not only a chronological definition, but also a term commonly used to describe roles in society ascribed to the young. This Policy, therefore will be flexible to accommodate young people under 14 years and over 25 years depending on their social and economic circumstances. The age definition, despite its limitation, offers certain statistical utility as well as the practical convenience of a definitive social group which has its own specific problems and needs."

Similarly, the Draft National Youth Policy of Botswana states:

"The National Youth Policy is directed toward young males and females who are aged from 12 to 29 years. Young people in this age group require social, economic and political support to realise their full potential. This is a time when most young people are going through dramatic changes in their life circumstances as they move from childhood to adulthood. It is recognised, however, that there may be some people who fall outside this age range, but who may experience similar circumstances to other young people (eg: there may be 10 year olds who are not engaged in full-time education). Thus, this definition is intended to indicate the primary target group, without excluding those who may share similar circumstances!"

3 Youth profile

Usually a brief statement is included within most national youth policies to provide a profile picture of the country's young men and women. Such a section often outlines the relationship between young women and men and the key socio-economic parameters. It should include both:

- * Quantitative information disaggregated by age and gender. For example, reference to:
 - overall youth population figures and proportion of total population;
 - urban/rural and regional distribution;
 - rate of growth (especially in relation to general population groups);

family structures;
ethnicity;
health status
literacy and education levels;
labour force participation and occupations;
income levels;
migration trends;
religious affiliation and participation;
recreation activities.

★ **Qualitative gender-focused information.** For example, reference to:

specific gender issues relating to disadvantages such as, illiteracy, lack of educational opportunity, unemployment, health problems, sexual abuse and physical violence, drug abuse, and crime; and findings of attitudinal surveys of young men and women reflecting on their needs, concerns and preferences.

Summarising this information usually provides insights and comparisons into the following basic questions about the country's young women and men:

- ★ who are they?
- ★ where are they?
- ★ what are they doing?

For sake of the brevity and flow of text, some policies contain the major proportion of profile information as an appendix or as a separate, but accompanying document.

4 Historical and contemporary issues impinging on young men and women

Historical and contemporary issues usually provide an overview of the issues which have contributed to the above youth profile. In particular, the identification of key issues and challenges facing young women and men are often summarised as part of a situation analysis. Such an analysis may cover trends over time as well as interpretations across disaggregated groups of the youth population. Hence, situational analysis is of fundamental importance in determining the specific components of national youth policies and the nature of associated programmes. The policy should list barriers and issues that young women and men face in accessing opportunities and fully participating in national development.

5 Background to the development of youth services in the country

A brief outline of the development of youth services in the country may help to provide a useful context.

6 Reference to other relevant policies and documents

The policy context of a national youth policy will often require it to make reference to other relevant policies and documents. These may be broad development or fundamental policies such as the national constitution, national development policy; or they may be sectoral policies such as the labour code and national education and vocational training policy.

7 Principles and values underlying the national youth policy

Any national youth policy is strengthened by the inclusion of a section on cultural values, principles or rationale which underpin the policy. The following examples from Namibia, Australia, Malaysia and Botswana respectively, illustrate this:

- * "respect for the principles of democracy and basic human rights as expressed in the Namibian Constitution.

promotion of national unity including a commitment to non racialism, non sexism.

respect for human dignity and a respect for the culture and values of Namibian tradition.

promotion of the total well-being of youth including physical, mental, spiritual and cultural aspects.

provision of equitable opportunities for the development of the full potential of all Namibians.

pursuit of the highest standards by all involved in working with youth.

active involvement of youth in decision making and national development programmes."

National Youth Policy of Namibia

- * "The development and implementation of youth policy and programmes should be based on the following principles:

Equity – recognition of the rights, and associated responsibilities, of all young people to equality of opportunity and equitable distribution of services and resources.

Participation – recognition that young people are participants in society and as such have a role and responsibility in making decisions which affect their lives.

Access – access to adequate and appropriate programmes and services by all young people regardless of gender, geographic location, social, cultural or economic circumstances."

A National Youth Policy – A Statement of Principles and Objectives – Australia

- * "Youth development in this country is based on the following principles:

to practice the Principle of Rukun Negara (National Principles)

to inculcate the spirit of solidarity, voluntarism and practise autonomy

to nurture leadership qualities

to encourage involvement in national building

to have high moral and positive attitudes towards personal health and fitness

to be highly knowledgeable."

In addition, there may be reference to key international documents which the country is a signatory and considers of relevance to the national youth policy.

Examples could include:

- * The Commonwealth Youth Charter*.
- * Commonwealth Plan of Action on* Gender and Development.
- * The Charter of the United Nations.
- * The World Programme of Action for Youth to the Year 2000 and Beyond.
- * UN Convention on the Rights of the Child*.
- * ILO Resolutions concerning young men and women.
- * The Beijing Declaration (Fourth World Conference on Women).
- * International Charter of Physical Education and Sport (UNESCO).

* Copies of these documents are included within the Tool Kit.

- ★ *"The National Youth Policy has been established within the broader frame work of national development for Botswana which is embodied in the four national principles, being:*

Democracy Puso Ya Batho Ka Batho

Development Ditiro Tsa Dit I Habololo

Self reliance Bol Pelego

Unity Popagano Ya Sochaba

The National Youth Policy provides the Government of Botswana with the opportunity to promote these principles amongst young people. Thus, the Policy expresses:

- ① *appreciation of the precious qualities and talents of young women and men in Botswana;*
- ② *acknowledgment of the aspirations and needs of young people in preparing for adult life and employment; and*
- ③ *Recognition of the services, facilities and programmes that are required on a national basis to encourage and enable the achievement and potential contribution of all young people".*

Draft National Youth Policy of Botswana

Key documents for reflection about the principles upon which a national youth policy should be formulated include the Commonwealth Youth Charter, Declarations which have emanated from Commonwealth Heads of Government (Harare in 1991 and Auckland in 1995) and the principles of the UN World Programme of Action for Youth. The report of the Commonwealth Youth Ministers Meetings (Trinidad and Tobago in 1995) is also an important resource. Some of these documents are included in the Tool Kit.

Finally, Commonwealth countries as members of the United Nations have agreed to work towards achievement of the purposes and principles of the Charter of the United Nations which enable young men and women to enjoy full participation in the life of society. Such Charter principles include:

- ★ *"attainment of an educational level commensurate with their aspirations;*
- ★ *access to employment opportunities equal to their abilities;*
- ★ *food and nutrition adequate for full participation in the life of society;*
- ★ *a physical and social environment that promotes good health and protection from disease and addiction and that is free from all types of violence;*
- ★ *human rights and fundamental freedoms without distinction as to race, sex, language, religion or any other forms of discrimination;*
- ★ *participation in decision-making processes;*
- ★ *places and facilities for cultural, recreational and sports activities to improve the living standards of young people in both rural and urban areas".*

Ⓒ Goal(s) and vision statement

When formulating a national youth policy, it will be important to provide an overriding statement of the broad aims of the policy, setting out what the policy is intended to do and achieve. Goal statements are:

- ★ an expression of the desired future and desired outcomes for the country's young women and men
- ★ general and qualitative statements, ie. they describe what is being hoped for without a quantitative measure of it – quantitative statements come later when specific objectives are set

For some countries, their goal statement is as simple as

"the youth policy seeks to develop the full potential of young men and women, and promote their active participation in national development".

Ideally objectives should be SMART.

S pecific

M easurable

A chievable

R ealistic, and to a

T imetable

Often national youth policies contain more than one goal. A review of national youth policies illustrated that goal statements often incorporate the following types of themes:

- ★ **Involving young men and women in national development and social responsibility**
recognition of the importance of actively involving young women and men fully in all aspects of national and community life, and organised to assume their legal, social and personal responsibilities.
- ★ **Facilitating a co-ordinated response**
recognition of the need for the co-ordination of efforts in securing the needs of young men and women by government, non-government organisations, their families and communities.
- ★ **Fostering economic well-being**
recognition of the need for young women and men to be able to access education, training and employment opportunities.
- ★ **Developing supportive families and communities**
recognition that positive and supportive relationships between young men and women and their families and others in the community are crucial to development and growth, including protection from exploitation.
- ★ **Achieving social justice**
recognition that there may be certain groups of young women and men who have specific needs and may require special services and attention.
- ★ **Ensuring gender equity and equality**
providing the opportunity for all young men and women to have a sustainable life.
- ★ **Promoting healthy lifestyles and personal well-being**
recognition of key health issues where young men and women are especially at risk as well as the importance to encourage young people to participate in the arts, sport, recreation and cultural development activities.
- ★ **Encouraging positive perspectives toward global issues and international understanding**
recognition of the need for young women and men to be a global citizens.

The following examples of national youth policy goal statements illustrate the diversity of style and focus:

- ★ *"we the people are committed to creating an environment in which young people will be encouraged and facilitated to develop their full mental, social, spiritual and physical potential through the provisions of economic and training opportunities to enable them to become responsible and productive citizens. This environment will be achieved through the collaborative efforts of the youth, government, private sector and the community".*

★ *"the National Youth Policy strives to:*

- ① *Recognise and promote the participation and contribution of young women and men in Botswana's socio-economic development.*
- ② *Develop a co-ordinated and holistic response by all stakeholders involved in youth development programmes and activities to the major issues facing young people in Botswana.*
- ③ *Develop families and communities that are supportive of young people, presenting positive role models and promoting social justice and national pride."*

Draft National Youth Policy of Botswana

★ *"the National Youth Policy has the following goals:*

- ① *National Integration – to extend the social knowledge and skills of young people and open up more avenues for them to develop a national identity.*
- ② *Community Advancement – to link young men and women effectively into processes for community advancement and decision-making.*
- ③ *Participation – to maintain a strong and autonomous National Youth Movement helping to shape development aims and strategies.*
- ④ *Productive Action – to ensure that young men and women are productively contributing to the National Development strategy".*

The National Youth Policy of Papua and New Guinea

★ *"the National Youth Policy is directed towards the following goals:*

- ① *Seeking to address the needs and problems of all categories of youths.*
- ② *Setting specific objectives with regard to youth development within the context of the national politico-socio-economic realities as spelt out from time to time in the National Development Planning Strategies.*
- ③ *Guaranteeing the involvement and participation of youths in overall national policy formulation, programme planning and execution, supervision, co-ordination and evaluation".*

The National Youth Policy of the Gambia

④ Policy objectives

It is necessary to incorporate a set of policy objective statements within the national youth policy to indicate the means by which the goal(s) of the policy are to be achieved. Policy objectives seek to identify exactly what will be achieved, how it will be done and when it will be accomplished.

In summary, policy objectives enable a country to:

- ★ Set out very clearly what it intends to do for young men and women
- ★ Check progress during implementation – and take necessary remedial action
- ★ Evaluate results – in order to learn for the future

POLICY OBJECTIVE STATEMENTS ARE:

- ★ the means by which goals are realised
- ★ derived directly from the goal(s)

Some examples of policy objective statements utilising the goal themes above include:

★ **Involving young men and women in national development and social responsibility**

"To facilitate youth leadership in all socio-economic and cultural spheres".

Guyana

"Mobilisation of Namibian youth in urgent tasks of national reconstruction and development".

Namibia

"To inculcate in young people the spirit of national identity".

Swaziland

"To instill in the youth a deep awareness of and respect of the principles and values enshrined in our Constitution and a willingness to further the rule of law, with an abiding commitment to national integration, non-violence, secularism and socialism".

India

"To involve young people at the planning, decision making and implementation levels of development programmes.

Botswana

★ **Facilitating a co-ordinated response**

"To encourage effective co-ordination of youth work in Zambia at both Ministerial and Departmental levels, encompassing youth in the formal and informal sectors".

Swaziland

"To provide a co-ordinated and collaborative approach to the development and implementation of sectoral programmes affecting the youth".

Zambia

"To recognise the roles and promote the functions of NGOs in Youth Development".

Swaziland

"To design a comprehensive, multi sectoral response to the major problems and needs of young people in Botswana".

Botswana

★ **Fostering economic well-being**

"To provide opportunities for young people to develop work and life skills which help them become responsible and self reliant members of the community".

Namibia

"To ensure that young people are aware of their rights and responsibilities as young workers".

Australia

"To provide more opportunities for the youth to develop and acquire employable vocational skills".

Malawi

★ **Developing supportive families and communities**

"Provision of opportunities for young people to develop relevant life and work skills which will help them become responsible and self reliant members of the community".

"To provide for youth protection against abuse".

Zambia

"To promote safe and supportive family and community environments in which young people are protected from violence, neglect and discrimination".

Australia

*** Achieving social justice**

"To provide proper and relevant training facilities and rehabilitation for young people who violate the laws of the land or are in conflict with society".

Swaziland

"To cater for the needs of the youth with disabilities".

Zambia

"To discourage sexism in our society".

Guyana

*** Ensuring gender equity and equality**

No examples were found of any national youth policy which expressly stated this objective. However, it is fundamental in a gender-inclusive policy and should be stated along the lines:

To ensure that all young men and women have the opportunity for a sustainable life.

*** Promoting healthy lifestyles and personal well-being**

"Promotion of healthy lifestyles amongst youth, with special focus on the dangers of alcoholism, unwanted pregnancy, HIV/AIDS, drug abuse and other social problems through family life education".

Namibia

"Develop appropriate programmes to address the problems of substance abuse".

British Virgin Islands

*** Encouraging positive perspectives toward global issues and international understanding**

"Enable youth in Malta to develop a mature, world-vision that transcends insularity".

Malta

"Development of national, regional and international cooperation, enabling exchange of ideas and experiences with other young people and youth organisations".

Namibia

"To make the youth aware of international issues and involve them in promoting world peace, understanding and a just international economic order".

India

*** Developing positive attitudes and actions toward the environmental issues at local, national and international levels:**

"stimulation of environmental awareness and responsibilities towards environmental protection among young people".

Namibia

"to instill in our youth a concern for the environment".

Guyana

Ⓔ Rights, responsibilities and obligations of young women and men

Several countries within their national youth policies have stressed the importance of the inclusion of themes which emphasise the rights and obligations of young men and women. For example:

- ★ *"The National Youth Policy recognises the rights of the youth which shall be founded on the sanctity of human life and human dignity as follows:*

freedom of expression.

protection from any form of exploitation, discrimination and abuse.

representation by fellow youth in decision making bodies affecting the youth.

access to all benefits of citizenship such as education, training, employment, legal services, health care, recreation, etc.

right to individual and collective ownership of property.

right to good parental care.

freedom to form lawful association of their own".

National Youth Policy of Malawi

- ★ *"The National Youth Policy recognises the duty of all Namibian youth to make an active and positive contribution to the development of society, in particular:*

to promote the policy of national reconciliation.

to take initiative and actively participate in the national development process by acquiring skills that enable them to become productive citizens.

to promote and defend democracy through active participation in the democratic process at all levels.

to protect and conserve the environment for future generations.

to respect senior citizens and to be courteous to those who are disabled.

to honour and respect the Namibian State Symbols".

National Youth Policy of Namibia

- ★ A Working Party on Youth Policy Formulation in Hong Kong provided an overview of the areas related to the rights of their young people which they believed a national youth policy should elaborate:

"... equal opportunity; freedom of opinion; freedom of thought, conscience and religion; freedom of association; protection from abuse and neglect; access to appropriate information; the right of handicapped children to special care; the right to leisure, play and participation in cultural and artistic activities; protection from engaging in work that constitutes a threat to their health, education and development; protection from drug abuse and sexual exploitation ..."

Countries like Malawi also considered it important to include a complimentary section entitled *"The Roles of Adults with the Youth"*.

- ★ *"The National Youth Policy recognises the important role of adults in guiding the youth as follows:*

to be role models.

to provide for the physical, emotional, mental, moral, spiritual and economic well-being of the youth.

to accept the youth, recognise and acknowledge their potential contribution to the society.

to cooperate with the youth in all development programmes".

- ★ Similarly the National Youth Policy of the Republic of Seychelles underlines the importance "*ascribed to adults in the development, guidance and training of young people and which confers upon them the obligation to:*

act in an exemplary manner and put into practice the values and laws upon which Seychelles society is based.

support emotionally, psychologically, morally and economically the young people under their charge whether form legal, parental or professional responsibility.

accept young people, not only in respect to their potential to be of service to society but also with regard to their differences, preference and particular needs.

help the young to develop responsibility for themselves and to assume the capacity to stand on their own in a context of social harmony.

cooperate in development programmes aimed at the youth and offer to share skills, knowledge and enthusiasms voluntarily for the benefit of young people and the community in which they live.

be sensitive to young people and their difficulties, enter into dialogue with them, suggest solutions, exchange views, and develop understanding and communication.

be willing to work on committees or advisory groups in partnership with young people to achieve the aims and objectives set out in the National Youth Policy".

In preparing statements on rights, it is important to specify that young women must be able to enjoy all rights offered to young men. The Convention for the Elimination of all forms of Discrimination Against Women (CEDAW) and the Vienna Declaration on women's rights as human rights are useful source documents.

Finally, there is a wealth of international declarations and commentaries which provide important starting points in the formulation of statements on rights and responsibilities. In particular, the following (some of which are contained in the Tool Kit) are invaluable sources:

- ★ Harare Commonwealth Declaration – emanated from the Commonwealth Heads of Government meeting in October 1991;
- ★ United Nations Declaration on Youth provided by the Centre for Social Development and Humanitarian Affairs;
- ★ Relevant ILO resolutions concerning young men and women;
- ★ Indicators to monitor the Implementation of the International Law of Youth Rights: 1995 – 2000;
- ★ United Nations Convention on The Rights of the Child; and
- ★ Vienna Declaration on Human Rights (1993).

Some national youth policies have combined values, rights and obligations/responsibilities under the general theme of "Principles".

(F) Key strategy areas

Whilst recognising there are a wide range of issues which impinge upon young women and men, national youth policies should identify key strategy areas that must be addressed through specific sub policies, programmes, actions and services. Such a set of priority strategy areas will be unique to each

country, and usually emerge through the formulation processes of consultation and study outlined below (see Part 3 of this handbook). However common gender-disaggregated areas emerging across countries include:

- * education and training*
- * youth employment*
- * health and population*
- * poverty*
- * youth involvement and participation*
- * gender discrimination
- * environment
- * culture
- * science and technology
- * arts, recreation, sports and leisure*
- * communication and the media
- * civics and citizenship*
- * drug abuse*
- * juvenile delinquency*

Those areas of action marked with an asterisk (*) were identified by the international community through the UN. statement 'World Programme of Action, for Young Men and Women to the Year 2000 and Beyond' as top priorities.

The Youth Research Centre in Melbourne (1989) has provided a useful framework for categorising youth issues which have relevance to youth policy formulation, namely:

- * Pathways – issues related to structural pathways/which young men and women require in the transition from dependence to adult independence (eg. education, training, employment, etc).
- * Personal issues eg. health issues, drug dependence, leisure options, etc.
- * Public participation – issues of citizenship, empowerment and participation in societal decision making.

Societies may differ in their social, economic, political, legal, religious, educational and cultural institutions, but they are all largely premised on a patriarchal ideology which allocates young women and men differential access to power, knowledge and prestige. This discussion can be both global and country or region specific, in the context of the structural ways in which societies promote or deny access by young women and men to power, knowledge and prestige.

Attention should be given to strategies which promote greater gender equality. The Beijing Platform for Action identifies a number of issues of concern with regard to "the girl child", which in fact is an elaboration of the specific ways in which societies have structured young women unequally and inequitably. A number of key areas of discrimination against the girl child are contained in the Beijing Platform for Action, including:

- * all practices which result in fewer girls than boys surviving to adulthood in some societies;
- * stereotyping of gender roles of girls and boys;
- * gender-biased educational processes, including curricula, educational materials and practices, teacher's attitudes and classroom interaction;

There are a number of specific gender issues that a national youth policy should incorporate, including:

- * **POWER** – autonomy, manifested in self-reliance, freedom from coercion, freedom of physical mobility, participation in household and community decision-making, and mobilisation for group action;
 - * **KNOWLEDGE** – includes specific skills, general knowledge (literacy, numeracy, vocational skills, etc.) and an understanding of the interplay of socio-economic and political forces at the level of the household, community and wider society; and
 - * **PRESTIGE** – self-esteem, the belief in one's value as a person; the esteem of others in the community and society.
- * inequality of educational opportunities between young women and men;
 - * discrimination against young girls/women in access to nutrition and physical and mental health services;
 - * motherhood at a very young age which is an impediment to improvements in the educational, economic and social status of women;
 - * the vulnerability of young girls/women to sexual violence and sexually transmitted diseases; and
 - * the additional barriers faced by young girls/women with disabilities.

Ⓔ Priority target groups

Whilst a national youth policy is directed to the aspirations and needs of all young women and men, the policy should identify certain target groups specifically requiring special attention. These should be determined on the basis of social and economic realities.

The needs and aspirations of young women require special attention. It remains true, that in many Commonwealth countries, young women, half the youth population, remain most at risk in terms of educational opportunities, employment and health problems.

The reality for most women, especially young women, still falls considerably short of the vision expressed by Commonwealth Heads of Government in their Cyprus statement in 1993 of

"a world in which women enjoyed their full rights and were equal partners in shaping the economic, political and social development of their countries". One of the five key strategies endorsed by the Heads of Government in Cyprus was 'priority for women and girls!'

This position was also well described by UNICEF in 1994 with these words:

"Girls of today are women of tomorrow. If tomorrow's women are to become equal partners with men in social change and development, now is the time to accord the girl-child her rightful share of human dignity and opportunity. Yet there exists world wide discrimination and violence against girls that begins even before they are born and continue unabated through their lives. They have less access to nutrition, health and education, enjoy fewer rights, opportunities and benefits of childhood and adolescence than boys. They are subjected to sexual and economic exploitation, violence, and harmful practices such as female genital mutilation and early marriage. Their daily existence and long term aspirations are restricted by attitudes, structures and lack of resources that prevent their full participation. For a girl to develop her full potential she should be nurtured in an environment of opportunity and dignity where her needs are met and rights safeguarded"

Priority target groups examples could include:

- * young people with disabilities
- * rural young women and men
- * unemployed young men and women
- * out of school young women and men
- * students
- * street children
- * young women
- * young refugees and migrants
- * young men and women who are HIV positive
- * young drug addicts
- * indigenous young men and women
- * young offenders
- * young women and men in the informal sector
- * orphans

The national youth policy may need special reference to those factors and barriers which restrict young women from fully participating in socio-economic development and available opportunities.

At a recent Commonwealth Youth Ministers Meeting, (Trinidad and Tobago, May 1995) Ministers highlighted the fact that young women would only gain equitable access to resources and full, effective participation in decision making when gender issues were made explicit in national youth policies and programmes:

"Noting the special disadvantages and inequalities experienced by young women in decision-making, participation, education, health and access to resources where this exists in many parts of the Commonwealth, we recommend that youth policies and programmes should incorporate specific gender perspectives and especially target young women!"

Message to Commonwealth Heads of Government from Ministry Responsible of Youth Affairs, May 1995

Also in 1995, the new Commonwealth Plan of Action on Gender and Development was adopted. At its core is the determination to accelerate women's empowerment. It presents a vision in which

"the Commonwealth works towards a world in which women and men have equal rights and opportunities at all stages of their lives to express their creativity in all fields of human endeavour, and in which women are respected and valued as equal and able partners in establishing values of social justice, equity, democracy and respect for human rights".

Similarly, the recent UN. General Assembly Statement – 'World Programme of Action for Youth to the Year 2000 and Beyond' stated:

"Governments, youth organisations and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes in accordance with the results of the International Conference on Population and Development, the World Summit on Social Development, and the Fourth World Conference on Women". (p29)

The Beijing Platform for Action identifies specific actions to be taken by governments, inter-governmental organisations and NGOs in the following areas:

- * elimination of all forms of discrimination against the girl child;
- * elimination of negative cultural attitudes and practices against girls;
- * promoting and protecting the rights of the girl child and increasing the awareness of her needs and potentials;

- ✦ elimination of discrimination against girls in education, skills development and training;
- ✦ elimination of discrimination against girls in health and nutrition;
- ✦ elimination of the economic exploitation of child labour and protecting young girls at work;
- ✦ eradicating violence against the girl child;
- ✦ promoting the girl child's awareness of, and participation in, social, economic and political life;
- ✦ strengthening the role of the family in improving the status of the girl child;
- ✦ support for NGOs, particularly youth NGOs, in their efforts to promote the equality and participation of girls in society; and
- ✦ the promotion of women's rights as human rights.

(H) Implementation mechanisms

A national youth policy seeks to provide the framework for planning and action for all agencies and organisations involved with young women and men. This is well captured in the foreword of the National Youth Policy of Seychelles where Sylvette Frichot, Minister on Local Government, Youth and Sports states:

"This document seeks to provide the basis for integrated and collaborative efforts by all government agencies impinging on youth and the significant efforts of non governmental organisations and other groups committed to youth development".

A national youth policy should spell out only broad parameters of action, so that the implementing agencies, especially NGOs, have adequate scope to evolve their own initiatives based upon their goals, philosophy, the needs of targeted beneficiaries and available resources. Thus this section within the national youth policy should consider highlighting the following:

- ✦ The importance of a NATIONAL ACTION PLAN, as a companion document to the National Youth Policy, which provides a comprehensive statement about programmes and actions to achieve the policy directions. (See Part 5 of this handbook.)
- ✦ The SPECIFIC DEPARTMENT/MINISTRY RESPONSIBLE AS THE LEAD AGENCY for youth policy and programme implementation especially in terms of co-ordination and delivery of government initiatives and services.
- ✦ Initiatives to achieve a CO-ORDINATED AND HOLISTIC GOVERNMENT RESPONSE related to youth development issues. Examples may include:
 - designation of a particular Minister with responsibility for co-ordinating a whole of government approach
 - an inter-Ministerial committee which brings together youth relevant Ministers
 - an inter-departmental committee of senior government officers able to affect decisions at the departmental level
 - creation of focal youth officers in each ministry/department
- ✦ MECHANISMS TO ENSURE ONGOING CONSULTATION AND PARTICIPATION by young men and women. Examples may include:
 - a National Youth Forum
 - initiatives that acknowledge, enhance and reward the contribution of young women and men

- ★ MECHANISMS THAT ENHANCE COLLABORATIVE EFFORTS between various government Ministries, non-government agencies, young men and women, and the community. The creation of a National Youth Council is a popular initiative in many Commonwealth countries. Since these bodies often tend to be male-oriented, by nature, they (or alternative structures which are devised) should promote the participation of young women.
- ★ Publication of an ANNUAL GENDER DISAGGREGATED YOUTH BUDGET which outlines the total contribution of government towards youth development across all Ministries.
- ★ MEASURES TO STRENGTHEN THE CAPACITY, TRAINING AND PROFESSIONAL NETWORKING of workers with young women and men. Examples could include:
 - a Youth Development Workers Network or Association
 - tertiary youth work training courses
- ★ Procedures for the REGULAR REVIEW OF THE POLICY. It is vital to state the length of the life of the policy, and possibly the process or mechanism for review. Statements like, "The National Youth Policy shall be reviewed and up-dated from time to time as may be required" are far too vague!

Given the amount of detail, some of the above structures and mechanisms may be better described through the use of policy attachments or appendices.

① Conclusion

Policies often include a concluding statement that summarises its hopes, aspirations and ideals. For example:

"Youth today have rights and duties that are more complex than those of many other previous generations. They live in a society which is beset by constant change, with shifting ground and an increasing number of variables. On the other hand, they have a higher level of education, greater opportunities for exposure to different cultures through the international media and the facility of overseas travel. They are more inquisitive, asking more questions and requiring more detailed and convincing answers. They need to search and to experience. They need to involve themselves more in society as it moves from one situation to another, feeling an integral part of the process of decision-making and social development. This Youth Policy document seeks to give this important space for Maltese youth in our society, to bolster their values, to strengthen their voice, to combat consumeristic approaches and develop greater knowledge and appreciation of the long lasting cultural and historic patrimony entrusted to their generation".

National Youth Policy of Malta

② Additions

As mentioned, certain information may be best conveyed as appendices of the national youth policy eg. demographics and profile of youth activities, implementing mechanisms, etc.

In addition, documents may also be improved with the inclusion of an executive summary, abbreviations and acronyms page and a glossary of terms.

Formulating a National Youth Policy

“A call for action comes easily, but the analysis, development and implementation of a national youth policy do not”.

Guyana National Youth Policy

To achieve a credible and useful national youth policy will require a commitment to process, time and resources.

Ⓐ Process determination

The process for preparing a national youth policy needs careful consideration. The following tasks should be undertaken:

❶ Identification of co-ordinating agency

It is important that one agency take responsibility for co-ordination of the formulation and implementation process. Usually this will be the ministry responsible for youth affairs. This decision needs to be widely communicated to all stakeholders. The lead agency needs to appoint a team leader and allocate the necessary logistical supports (e.g. secretarial support, transport, communications).

❷ Achievement of broad based support

The importance of a national youth policy needs to be communicated widely. The formulation process must involve all the key players and achieve broad based consensus and commitment. Securing support from political, bureaucratic and youth affairs personnel is essential. The active support and encouragement of the Minister responsible for Youth Affairs is vital. The support from the highest political offices, e.g. President, Prime Minister, Leader of the Opposition Party), is also important. The value in achieving multi party support should not be underestimated. A national youth policy must also have an impact on all Ministries and NGOs whose services effect young women and men. Thus their awareness of the task and support from the outset, especially at the senior bureaucratic levels, must be achieved.

❸ Creation of a formulation reference group, task force or team

Many countries who have undertaken the design of a national youth policy state the importance of forming a national youth policy reference group, task force or team to oversee the formulation process. Experience has shown that it is ideal if such a reference group, task force or team should comprise representation from key ministries and agencies involved with youth affairs, as well as young women and men themselves. The allocation of person(s) to provide the “arms and legs” of servicing of the task force is essential to ensure the formulation exercise establishes and maintains momentum.

The formulation and adoption of a policy involves a series of key stages. Experience has shown that the following six stages are vital:

- A Process determination
- B Review of youth policy documents from other countries
- C Identification of needs and resources
 - ① Social profile of young people
 - ② Youth needs and attitudes study
 - ③ Survey of resources, programmes and services
 - ④ Gender analysis
 - ⑤ Consultation with key stakeholders
 - ⑥ Consultation with young women and men
 - ⑦ Formulation and dissemination of discussion paper(s)
- D Participatory planning workshops
- E Draft policy preparation and review
- F Adoption of policy

④ Determination of key tasks and a time-line

Agreement on the essential elements, tasks, responsibilities and time-line needs to be achieved from the outset. In addition, a budget will need to be allocated with key expenditure priorities established.

Ⓑ Review of youth policy documents from other countries

A number of countries (including 15 Commonwealth countries) have undertaken a national youth policy formulation exercise, and to benefit from their experiences and document output is sensible. The CYP Regional Centres and pan-Commonwealth Office, and UN Agencies like UNESCO, can assist in the provision of documents and appropriate contacts. However, some words of caution. Firstly, most existing policies fail to effectively accommodate gender considerations. Secondly, no national youth policy will be directly transferable from one country to another. Youth and cultural issues, needs, circumstances and expectations will vary. The essence of any “leapfrogging” exercise on the experiences of other countries is to “translate” not “transplant”; to “adapt” rather than “adopt”; and to engender rather than accept.

Besides national youth policies, it is vital that key international documents relevant to youth issues and needs should be studied. Important documents are included as Resource Documents within the Tool Kit.

Ⓒ Identification of needs and resources

A national youth policy is more likely to have long term effects if it is based on an understanding of the broad socio-demographic gender characteristics of the country, the expressed needs of its young men and women, and the resources available in the country to meet those needs. It is simply an exercise where a country catalogues their resources, deficits, opportunities and options.

John Ewen (1996) has identified five principal types of data useful in youth policy formulation, namely:

- ★ existing gender-disaggregated quantitative data e.g. census material;
- ★ existing gender-focused qualitative data e.g. reports, commissions, books, papers;
- ★ newly created gender-disaggregated quantitative data (gap filling);
- ★ newly created gender-focused qualitative data e.g. through use of surveys; and
- ★ information obtained through consultative processes.

The following two activities are essential:

- ① Review of other significant development documents in the country. A national youth policy must establish clear links between the development of young women and men and the overall national development plan.

An example of the bibliography used in the formulation of the National Youth Policy in Botswana is included within the Tool Kit as *Information Sheet No. 2*.

- ② Active consultation with, and participation by, young men and women.

The Commonwealth Youth Programmes document *Approaching Youth Policy* states clearly the importance of this stage:

“What all policies will need, though, is to be grounded firmly and unequivocally in a national understanding of the position of young people. For only in this way will it be possible to create policies which have any chance of success for the young people concerned. If they are not successful by that criteria, can they be successful by any other?” (p36)

There is a temptation to just consult adults about young people, rather than to directly consult young men and women. Similarly, special effort should be made to consult on a wider basis than just articulate young women and men who are easy to reach.

This stage of the formulation process needs to include the following tasks:

1 Social profile of young people

Any determination of need must be viewed within the context of the overall socio-demographic characteristics of the country. Thus the preparation of a social profile may be a useful first step, if one does not already exist. As indicated in Section 2 above, a social profile should contain both quantitative and qualitative information. It could make gender-disaggregated quantitative reference to:

- * overall youth population figures and proportion of total population;
- * urban/rural and regional distribution;
- * rate of growth;
- * family structures;
- * ethnicity;
- * literacy and educational levels;
- * labour force participation and occupations;
- * income levels;
- * migration trends;
- * religious affiliation and participation;
- * recreation activities.

It could make qualitative assessment in terms of specific gender issues relating to disadvantages such as, illiteracy, lack of educational opportunity, unemployment, health problems, sexual abuse and physical violence, drug abuse, and crime.

The profile should highlight the information as it relates to young men and women in general, and to specific youth population groups.

2 Youth needs and attitudes study

This usually involves the use of one or more of the following research methods:

- * questionnaires
- * formal and informal consultation with young women and men (see below)
- * literature search on youth issues
- * collection of statistical information (see social profile above)

3 Survey of resources, programmes and services

The identification of current resources related to youth development in the country is a vital part of the needs assessment and the overall policy formulation process. It involves:

- * An inventory of services and resources

This represents a comprehensive statement of services, programmes and resources which are potentially available to young women and men in the country. When compared with the needs of young people, the gaps in programme/service provision and lack of access to programmes and services becomes clear. The preparation of an inventory may provide the basis for the production, publication and dissemination of a “*Directory of Services, Programmes and Resources for Young Women and Men*” – a useful resource document for other stages of the youth policy formulation and implementation processes.

The following types of information are often contained within such a directory:

- * description of programme/service;
- * target groups;
- * contact reference;
- * activities offered;
- * hours of service;
- * funding source(s);
- * planning for new services;
- * professional or voluntary leadership;
- * relationship to other services/programmes.

See *Information Sheet No. 3* within the Tool Kit for an example of a document for collecting such information.

* Service mapping

Service mapping is a means of compiling information on such issues as:

- geographical spread of facilities/programmes across country;
- location in relation to target groups;
- location in terms of access by transport;
- location of services in relation to other services.

4 Gender analysis

It will be important for special consideration to be given to a gender analysis of the roles, influences, opportunities and expectations that young women and men face in their society. Within the context of the country and its society, special attention should be given to:

- * the specific roles of young people;
- * access to resources; and
- * gender needs.

5 Consultation with key stakeholders

An effective national youth policy statement must have an impact on all services affecting young women and men. Thus the importance of consultation and liaison with those agencies (government and non-government) which have the potential to be affected and influenced by the national youth policy cannot be underestimated.

The concept of consultation is best understood from the following definitions:

- ✦ *"deliberate discussions between those proposing courses of action and those likely to be affected by them ..."*
- ✦ *"a process facilitating open discussion, deliberation and effective conference..."*
- ✦ *"making for deliberation, discussion or decision"*

A national youth policy is not just a policy statement for the lead youth ministry in the country. As stated earlier, a national youth policy must serve as a starting point for all groups seeking to be relevant to the needs and aspirations of young men and women.

6 Consultation with young women and men

The direct participation of young people in the process of policy formulation is vital. Therefore, any formulation process must structure opportunities for young women and men to be involved through formal and informal consultation and decision making sessions. The Tool Kit provides two useful Information Sheets to assist in structuring effective participation and consultation activities with young men and women.

The aim of any consultation phase is to ensure one's "listening net" is as wide as possible. It is important that contact and dialogue is not just established with "reachable" young men and women i.e. those young people found with traditional youth organisations, political parties and formal settings. Within such bodies, young men are often over-represented owing to the hierarchical nature of the organisational structure. It is important that the consultation process connects with unattached, alienated and marginalised young men and women. It is vital to utilise strategies that reach out to such groups. In order to ensure the full participation of young women, it may be necessary to develop non-traditional consultative structures.

7 Formulation and dissemination of a discussion paper(s)

Based upon outcomes from the above consultations and review, several countries have found it useful at this stage to prepare and distribute a discussion paper(s) incorporating the following:

- ✦ rationale, purpose and aims of a national youth policy
- ✦ demographics and activity profile of young men and women
- ✦ expressed needs and aspirations of young women and men
- ✦ major issues of concern
- ✦ current strategies, services and resources
- ✦ options for future policy, programme and co-ordination directions/mechanisms

Such a paper(s) should be distributed widely for reactions, and can be a valuable resource for the next stage. As part of this exercise, some countries have distributed a simple statement on youth issues and realities.

The above activities are interrelated and if carried out simultaneously will provide a source of thorough and conclusive information. Obviously the extent of available resources for the youth policy formulation exercise will determine the depth to which each task can be utilised.

D Participatory planning workshop(s)

Such an event(s) provides an opportunity for personnel from relevant agencies and ministries, and young women and men to come together to reflect upon the consultation and review stages, respond to the discussion paper(s), and discuss, debate and prioritise the key components of a national youth policy.

The quality of such an event(s) will often determine the eventual ownership and implementation of the final policy.

Such an event(s) ideally requires two to four days. As part of the workshop phase, a number of countries have benefited from the use of an outside resource person.

Access to such facilitators is possible through CYP's 'National Youth Policy 2000' initiative.

(E) Draft policy preparation and review

Following a planning workshop, a draft policy should be prepared and distributed for comment. Following such feedback, and with due consideration to presentation and format, a final version is usually submitted to the Minister responsible for Youth Affairs.

A pro forma response sheet is provided within the Tool Kit as Information Sheet No. 6 as a useful means to solicit comments from relevant agencies on the draft national youth policy.

(F) Adoption of policy

The significance of a national youth policy requires its adoption by the Parliament of the country. In most countries this has involved presentation to the Parliament by the appropriate Minister.

Facilitating the process

The process of national youth policy formulation will often require some degree of facilitation. This may include the following roles:

- * creating an atmosphere of energy and excitement
- * optimising the knowledge and expertise of participating individuals and groups
- * providing a brokerage role in terms of identifying and accessing relevant experiences and resources
- * encouraging collaborative efforts between relevant groups and networks
- * mediating between stakeholders
- * managing the process



Promoting a National Youth Policy

“Formulation of the National Youth Policy is the easy stage in national youth development. Promotion and implementation of the document and its themes is much more difficult, and requires the design and use of clear and specific strategies”.

Planning Document, Ministry of Labor and Home Affairs,
Government of Botswana

There is a great danger that a national youth policy document remains “on the shelf”, unknown and unread by the broader community and especially by young men and women. To avoid this scenario, attention must be given to publication details and promotion strategies

(A) Publication details

It is vital that a country’s national youth policy is read, studied and discussed by as many organisations and individuals as possible, especially by those involved in youth development activities. It is essential that young women and men find the document attractive and easy to read in style, language and layout. It is important that the

document does not appear as another typical government publication!

Suggestions for enhancing the relevance and attractiveness of a national youth policy as a publication include:

- ★ Publication of the national youth policy as an easy to read booklet with graphics and illustrations that appeal to young men and women.
- ★ Use of an attractive and compelling title. Some examples include “Making the Future Work for Young Women and Men”, “Our Stake in the Future”, “Youth Growing with the Nation”, “Youth – the Nation Today, the Nation Tomorrow”, “Youth: for a better tomorrow”...
- ★ Use of the term ‘youth’ only as a category or objective eg. youth sector, youth policy, etc. The preferred term ‘young women and men’ (alternated) should be used where possible, to describe individuals or groups.
- ★ Use of headings and point form.
- ★ Publication of the policy statement in all key national languages.
- ★ Careful consideration of type face, binding and colours.
- ★ Avoidance of gender bias language.
- ★ Attention to style and language. The language style should be clear, direct and simple. Language should be varied and fresh, including use of symbolic words and phrases. Correct grammar, punctuation and spelling are essential to reinforce an impression of competence, professionalism and national significance.
- ★ Use of ‘glossary of terms’ and ‘abbreviations/acronyms’ pages.

(B) Promotion strategies

Attention must be given to ensuring that the key themes of the national youth policy are disseminated throughout the country. Besides ensuring its distribution to all agencies and groups involved with young people, it is important that young women and men have the opportunity to consider its relevance to their own lives.

Upon the release of the policy, there is the need for some form of national campaign aimed at promoting a broad awareness and understanding of the document, and the roles that young women and men and all relevant agencies can play in achieving its objectives. This campaign should target young women and men, youth related agencies and the broader community (including the family, private sector, service clubs and chambers of commerce, etc.) and could include any or all of the following elements:

★ **The formation of a National Youth Policy Promotion Team, which would be responsible for:**

- ① co-ordinating a campaign to highlight the existence and content of the policy and the accompanying national action plan (see Part 5 of this handbook).
- ② conducting a series of regional workshops for representatives of relevant government ministries and local workers with young people.
- ③ popularising the policy amongst young men and women through the use of opportunities which offer direct contact with young people (e.g. schools, youth clubs, NGOs, informal gatherings of young people, and vocational settings).

Such a project should last a minimum of six months and provide the opportunity for the inclusion of young women and men as team members. Attention to the design and development of the appropriate support tools is essential, including the preparation of a set of attractive posters, overhead transparencies or slides, and display cards; selection of appropriate ice breaker exercises, idea generation activities, discussion material, use of music, etc.

★ **Design and implementation of a media promotional strategy which should consider the inclusion of the following:**

- ① Preparation and distribution of a press release from the most appropriate government leader (e.g. the State President or the Minister for Youth Affairs) to all media outlets. The press release needs to stress the national significance of the policy and provide a summary of the document.
- ② Organisation of a national launch, preferably involving the Head of State and supported by the relevant Minister for Youth Affairs. (Further provincial launches may also be required).
- ③ Electronic media, including video, for use at launch and subsequent promotional meetings.
- ④ The participation of the Youth Minister, key government officials in television and radio talk back programmes to explain and discuss the content and implications of the national youth policy.
- ⑤ Preparation of specific national youth policy statements for inclusion in key publications targeting young women and men, and workers with young people.
- ⑥ Preparation of short advertisements (depending upon the availability of funds and the possibility of sponsorship) which outline the key themes of the policy as well as providing contact details for those who wish to receive a copy of the policy.

Implementing, Monitoring and Evaluating a National Youth Policy

“It is not enough to formulate national youth policies. What is more important is their implementation. It is therefore necessary that member Governments should develop national plans of action for youth, consistent with the policies. Resources should also be made available to ensure that this plan of action is fully implemented”.

Working Group on Youth Policy Development,
Commonwealth Ministers of
Youth Meeting,
Trinidad and Tobago,
1995

Ⓐ Implementation structures

The national youth policy should outline a range of organisational mechanisms and activities required for effective implementation and co-ordination. These organisational arrangements need to be put into place as early as possible, with an appropriate budget allocation assigned to each. As discussed within Section 2 above, these mechanisms could include the following:

- ★ Lead agency responsible for youth affairs. The importance of this agency should be underscored through the endorsement of appropriate status, commensurate with the importance of young women and men in the life of the nation. *Information Sheet No. 7* in the Tool Kit provides the range of possible options.
- ★ Appointment and structures to ensure more effective co-ordination and collaboration, which could include any or all of the following:

designation of a particular minister with responsibility for co-ordinating a whole-of-government approach to youth issues;

Inter-ministerial committee on youth affairs;

Inter-departmental committee on youth affairs;

National Youth Council;

National Youth Forum;

Focal youth officers in each ministry;

- ★ Organisations to ensure more effective networking e.g. professional association or network or workers with young men and women.

“I keep six honest serving men, they taught me all I know. Their names are What and Why and When and How and Where and Who”.

Rudyard Kipling

Ⓑ Formulating a National Action Plan

A national youth policy should provide a focus and direction for all groups and individuals concerned with young women and men within the country. In addition, it seeks to provide a framework for action over a specific time-frame.

However, as a matter of priority it is important that a national action plan be developed to accompany the national youth policy. The national action plan should be designed as a cooperative expression of all key government and non government agencies concerned with youth development. The national action plan

should be gender sensitive and provide a practical statement on the implementation of the national youth policy, reflecting the directions, priorities and strategy areas of the policy.

A national action plan should build upon the goals and objectives of the national youth policy and demonstrate a holistic and synergistic response of all relevant agencies to the needs of young men and women. The plan should clearly define the specific actions that will be undertaken; when they will be undertaken and by whom. It should also indicate what resources will be required to effectively undertake these actions.

Such a document should clearly state expected outcomes and the performance indicators through which success will be assessed. The following structure for a national action plan is suggested:

1 Specific policy objective

Each policy objective in the national youth policy should be clearly identified with a specific set of actions (ie. programmes, projects or strategies) assigned to it. Thus, the policy objectives provide the rationale for each action.

2 Programmes, projects and strategies

Initiatives may take the form of formal programmes, individual projects or specific strategies. They represent a set of actions which, when implemented, will help achieve policy goal(s) and objectives. These should be described in detail to demonstrate how they will work to address objectives of the national youth policy.

3 Action steps

This involves a detailed description of the actual activities and tasks that will be undertaken to implement the programme, project or strategies. Action steps represent the 'to do' list regarding successful implementation of the strategy.

4 Target group(s)

Each action will be directed at a specific group. These groups need to be clearly identified (e.g. young women, the girl child, young people with disabilities, out of school youth).

5 Expected outcomes

It will be necessary to describe the outcomes that will be anticipated from these actions. That is, what will the action achieve.

6 Responsible agency

The agency responsible for the overall implementation and co-ordination of the action should be identified. This may be a government or non government agency.

7 Support agencies

Whilst one agency may hold responsibility for the co-ordination and implementation of the action plan, there may be a number of other agencies involved. These should be identified.

8 Time frame

It is necessary to indicate when the action will occur and over what period of time.

9 Resource implications

Each action will require resources, be they finance, personnel, equipment, support management, supervision or buildings. These will should be quantified.

10 Performance indicators

Each action should have a set of performance indicators that can be used to evaluate and monitor the degree of success. These indicators need to be measurable within the time period of the action.

© Key indicators of effectiveness

National youth policies are formulated and implemented to create positive outcomes. Identification of such outcomes as targets for success is vital.

The National Youth Policy of Jamaica clearly states the following major outcomes which that country expects to achieve as a consequence of the policy:

- ① *"An appropriate institutional framework which will effectively co-ordinate, promote and ensure implementation of approved policies and programmes.*
- ② *An education system and training opportunities that are relevant and sufficient to enable young people to fully participate in the socio-economic life and develop their optimum potential.*
- ③ *Adequate opportunities for employment, and/or gainful economic activity, including access to land and capital by all youth.*
- ④ *A youth population with positive self and societal values/attitudes, such as patriotism, discipline, selfless service and honesty.*
- ⑤ *Youth participating in a lead role in finding solutions to the main problems affecting their age group, and in providing leadership to the process of developing themselves and the society.*
- ⑥ *Unity of all youth and their organisations, regardless of class, race, gender, religion, political persuasion or disabilities, in creating or widening the opportunities for participation in their own development and that of the nation.*
- ⑦ *Adequate facilities and opportunities for leisure activities, inclusive of games, sports, cultural events and entertainment, to improve the psychological and physical development of young people.*
- ⑧ *Full participation of youth in all aspects of community and national life, and appropriate means of recognising such contributions."*

At a National Youth Policy and Programme Regional Consultative Meeting for Asian Commonwealth countries in Colombo, Sri Lanka (October 1995) the following were identified as key gender-disaggregated indicators of effectiveness for a national youth policy:

- ★ improvement in qualitative and quantitative indicators related to key priority strategy areas, e.g. unemployment, health, literacy;
- ★ greater degree of youth participation;
- ★ youth satisfaction levels as evidenced by such indicators as less anti social behaviour, greater youth usage of services, etc.;
- ★ stakeholder satisfaction level;
- ★ improved co-ordination and cooperation between stakeholders;
- ★ enhanced commitment by government as evidenced by:
 - greater financial commitment;
 - recognition of the importance of youth issues;
 - setting of targets;
 - greater awareness and resource allocation by various ministries;
 - creation of new institutions and services;
 - enhanced status for key lead youth agency;

- ★ improved equity and access for youth sub groups identified as disadvantaged, particularly by young women;
- ★ increased awareness in society of youth issues as evidenced by:
 - increased participation and support;
 - more media focus on young people;
 - recognition by international community and donors in terms of youth initiatives.

The above statements provide a useful basis for both defining performance indicators for each policy objective (see above) and for assessing overall policy outcomes.

④ Regular review

As stated in Part 2, it is important that mechanisms are designed for the regular review of the national youth policy. The Working Group on Youth Policy Development (Commonwealth Ministers of Youth Meeting, 1995) simply stated -

"There is a need for constant review of national youth policies to ensure that they continue to address the needs and concerns of young people."

Many policies incorporate a statement that outlines the processes of review, including a time scale. The following examples from Malta and Botswana illustrate good practice in this regard:

"The Ministry responsible for youth shall have the primary task to see to the implementation of the National Youth Policy. The Ministry shall constantly assess and periodically review this Policy, in consultation with the National Youth Council. In the course of this assessment and review, the Ministry responsible for youth shall, at least once every three years, call a national conference on youth policy and youth affairs. The National Youth Council shall be given the opportunity to be directly involved in the organisation and agenda-setting of the conference."

National Youth Policy of Malta

"The National Youth Policy requires periodic monitoring, review and assessment to ensure that it remains responsive to the needs, aspirations and capacities of young women and men, and the directions of Botswana's broader development objectives. With this purpose, a mechanism for Policy review will be created; one which involves those organisations involved in youth development and one which integrates with the country's development plans as articulated through the National Development Plan."

The Department of Youth Affairs, within the Ministry of Labour and Home Affairs, will be responsible for a periodic review of the National Youth Policy. This will occur every three years and will coincide with the period in which the National Development Plan is being revised, or undergoing its mid-term review. In this way, the National Youth Policy will remain complementary to the broader development objectives as outlined in each National Development Plan.

When conducting this review, the Department of Youth Affairs will work closely along side the Botswana National Youth Council so that the consultation with non-government youth

organisations is adequate. The Department will also utilise the proposed Inter-Ministerial Co-ordinating Committee on Youth Affairs to receive inputs from all relevant ministries into the review process."

Draft National Youth Policy, Republic of Botswana

The instigation of an Annual Youth Audit is another useful mechanism to monitor the implementation national policy and programme initiatives. Such an audit requires all relevant agencies to report on the success or otherwise of the implementation of the National Youth Policy and National Action Plan. Use of external evaluators is vital to ensure an objective approach.

In their message to Commonwealth Heads of Government, Ministers Responsible for Youth Affairs stated in May 1995 the importance of, and the necessary players required for, effective national youth policies:

"We propose that all Commonwealth governments should make a special commitment to youth development. This should take the form of the development, refinement and implementation of National Youth Policies as instruments of change. Representative young women and men should be actively involved in the process of policy formulation and implementation. We also recommend that youth NGOs as well as relevant arms of government be closely involved. We believe that this strategy must promote the necessary mainstreaming of youth concerns across ministries such as education, employment, health and social services ..."

"The day will come when the progress of nations will be judged not by their military or economic strength, nor by the splendour of their capital cities and public buildings, but by the well being of their peoples; by their levels of health, nutrition and education; by their opportunities to earn a fair reward for their labours; by their ability to participate in the decisions that affect their lives; by the respect that is shown for their civil and political liberties; by the provision that is made for those who are vulnerable and disadvantaged; and by the protection that is afforded to the growing minds and bodies of their children".

Jim Grant (Former Executive Director, UNICEF)

However, evidence to date shows firstly, that most Commonwealth countries are still to embark upon the above challenge. Hopefully, this Handbook and the accompanying Tool Kit will both act as a motivation and a source of guidance for this task. Secondly, experience so far in those countries with national youth policies demonstrates a number of potential pitfalls and limitations which need to be avoided and overcome, namely:

★ **Lack of political commitment**

it is vital that a national youth policy and national action plan are initiated and endorsed at the highest political level.

★ **A failure to incorporate gender considerations**

issues relating to gender imbalances which need to be redressed, particularly in the areas of employment, health, participation, as well as issues relating to the girl child, sexual abuse and violence against young women.

★ **Planning by the few for the many**

failure to adequately involve all relevant stakeholders, especially young women and men.

★ **Lack of organisation and process resource**

to undertake a thorough policy formulation exercise requires the commitment of financial and

technical resources. A national youth policy must be viewed as a document of national importance, and thus must be accorded priority in terms of resource allocation.

★ **Inappropriate language**

language used in the policy should be clear, concise, gender inclusive and easy to understand; phrases like "the nomothetic and ideographic role dimensions of their tasks and expectations in national development" fails to appreciate the need for a writing style that will capture the hearts and minds of young women and men. Reference to "youth" or "young people" can incorrectly imply that young women and men are a homogenous group.

★ **Confusion between a policy statement and action plans**

there is a temptation for lead youth ministries to use the policy document to state their programmes, services and intentions thus limiting its value as a guiding document for all agencies. The creation of a separate national action plan overcomes this problem, and allows a regular update of youth ministry role, activities and targets.

★ **Production of reports that remain on shelves**

this is usually due to a failure to give attention to:

- ① presentation, and ways to ensure the report appears attractive; and
- ② promotion and dissemination strategy which ensures all stakeholders (especially young men and women) become aware of the policy's content and intent.

★ **Using a statement to avoid action**

the production of a statement of intent is necessary, and relatively simple, but insufficient. Its translation into concrete initiatives and programmes is what really matters. Thus, the joint production of a national youth policy and a national action plan, and the determination of a regular process to monitor outcomes of the policy and plan are of central importance.

★ **Remains unknown by the majority of young women and men**

failure to communicate the existence, content and spirit of the national youth policy to its main audience.

It is the responsibility of each country to provide its young women and men with real opportunities to develop their skills, energy and enthusiasm; to reach their full potential; to exercise their individual rights and to encourage their full participation in community and national development. Young women and men are our present and our future.

The ultimate goal of a national youth policy is to provide guidance and a framework to achieve this vision. It should reflect the needs and aspirations of young men and women, and ensure the development of relevant strategies and actions. There is probably no more significant initiative in the development of meaningful work with youth, than the formulation and implementation of a national youth policy and accompanying national action plans.

Finally, the rationale and challenge for an effective and relevant national youth policy is captured and summarised by the words contained in the recent United Nation's statement, 'World programme of action for youth to the Year 2000 and beyond':

"Young people in all countries are both a major resource for development and key agents for social change, economic development and technological innovation. Their imagination, ideals, considerable energies and vision are essential for the continuing development of the societies in which they live. The problems that young people face as well as their vision and aspirations are an essential component of the challenges and prospects of today's societies

and future generations as well. Thus, there is special need for new impetus to be given to the design and implementation of youth policies and programmes at all levels. The ways in which the challenges and potentials of young people are addressed by policy will influence current social and economic conditions and the well-being and livelihood of future generations".

"If you want to build a ship, don't round up people, to gather wood and dish out work. But teach them desire for the wide, endless ocean".

A. de Saint-Exupery

A Facilitator's Reading List

- Berry, C.**, *Your voice and how to use it* (Happup, London, 1975)
- Bradley, B.**, *Fundamentals of speech communication - the credibility of ideas* (6th edition, William C. Brown, Dubuque, 1991)
- Bramson**, *Coping with Difficult People* (Anchor Press)
- Bryden, S. and Scott, M.**, *Between one and many - the art and science of public speaking* (Mayfield Publishing Company, California, 1994)
- Buzan, T.**, *The Mind Map Book* (BBC, 1991)
- Chapman, R.**, *Roget's International Thesaurus* (1992)
- Covey, S.**, *7 Habits of Highly Effective People* (The Business Library, 1991)
- D'Souza, A.**, *Leadership - A trilogy on leadership and effective management* (Better Yourself Books, Bombay, 1989)
- Hanks, K.**, *Motivating People* (One DLM Park, Allen, USA, Argus Communications, 1982)
- Humes, J.**, *The language of leadership* (The Business Library, USA, 1991)
- Larkin, T. and S.**, *Communicating change* (McGraw-Hill, New York, 1994)
- Lucas, S.**, *The Art of Public Speaking* (New York, Random House, 1995)
- Mackay, H.**, *Why People Don't Listen - Solving the Communication Problem* (Sydney, Pan Australia, 1994)
- McCarthy, P. and Hatcher, C.**, *Speaking Persuasively - How to Make the Most of Your Presentations* (St Leonards, Australia, Allen and Unwin, 1996)
- Maurus, J.**, *A source book of inspiration* (Better Yourself Books, Bombay, 1987)
- Maxwell, J.**, *Developing the Leader Within You* (Thomas Nelson Publishers, 1993)
- O'Connell, M.**, *Life's Little Tips for Better Meetings* (Sydney, Hale and Iremonger, 1995)
- Peasey, A.**, *Body Language: How to Read Others Thoughts by Their Gestures* (Camel Publishing Company, Australia, 1981)
- Rodenburg, P.**, *The right to speak* (Methuen Drama, London, 1992)
- Sirolli, E.**, *Ripples in the Zambezi* (Murdoch University, Western Australia, 1995)
- Smith, N. and Ainsworth, M.**, *Ideas Unlimited: The Mindmix Approach to Innovative Management* (Melbourne, Nelson, 1985)
- Stuart, C.**, *Effective speaking - the essential guide to making the most of your communication skills* (Pan Books, London, 1988)
- Successful Public Meetings: A Practical Guide for Managers in Government* (San Francisco, Jossey - Bass, 1992)
- Swets, P.**, *The Art of Talking So That Other People Will Listen* (Prentice Hall)
- Turk, C.**, *Effective speak*
- Valentine, N.**, *Speaking in Public* (Ringward, Victoria, Penguin Books, Australia, 1993)

Bibliography

- Angel, W., *The International Law of Youth Rights - Source Documents and Commentary* (Martinus Nijhoff Publishers, 1995)
- Commonwealth Secretariat, *A Commonwealth Vision for Women Towards the Year 2000 - The 1995 Commonwealth Plan of Action on Gender and Development* (1995)
- Commonwealth Secretariat, *Engendering the Agenda - A Guide to Gender Planning* (1995)
- Commonwealth Youth Programme, *Approaching Youth Policy*, (1990)
- Commonwealth Youth Programme, *In Common* (Journal)
- Commonwealth Youth Programme, *Africa Centre, Youth Policy Formulation - A Guide* (1994)
- Commonwealth Youth Programme, *Asia Centre, Youth Policy and Its Implementation* (1992)
- Commonwealth Youth Programme, *Towards the Year 2000 - Report of the Second Meeting of Commonwealth Ministers Responsible for Youth Affairs* (1995)
- Ewen, J., *Youth Participation - Concepts and Structures in Youth Studies Australia*, Spring 1994
- Ewen, J., *Coordination in Youth Affairs in Youth Studies Australia*, Spring 1995
- International Labour Office, *Youth, Report V, International Labour Conference 72nd Session*, 1986 (Geneva)
- Labour Administration Branch, *International Labour Office, Employment Services and Youth Schemes Introduction, Document N° 16* (Geneva 1994)
- Subrahmanian, R., *Investing in Young Women - Issues in Development* (Commonwealth Youth Programme, 1994)
- United Nations, *World Programme of Action for Youth to the Year 2000 and Beyond* (1995)

Youth

Policy 2000

