I&D ROAD MAP DRAFT

SALTO

Driving more inclusion and diversity within the EU Programmes for youth (Erasmus+ youth and the European Solidarity Corps)

This I&D Road Map details the road we need to travel in the EU youth programmes to implement the Inclusion & Diversity Strategy for the Erasmus+ programme and the European Solidarity Corps. We can only reach our destination if all stakeholders contribute to inclusion and diversity in the youth sector.

INCREASE COMMITMENT AND BUY-IN
so that everybody is convinced that inclusion & diversity is important

ACTIVE OUTREACH
to have more young people with fewer opportunities in the EU youth programmes

REDUCE BARRIERS
to organising European youth projects involving young people with fewer opportunities

MAXIMISE THE IMPACT
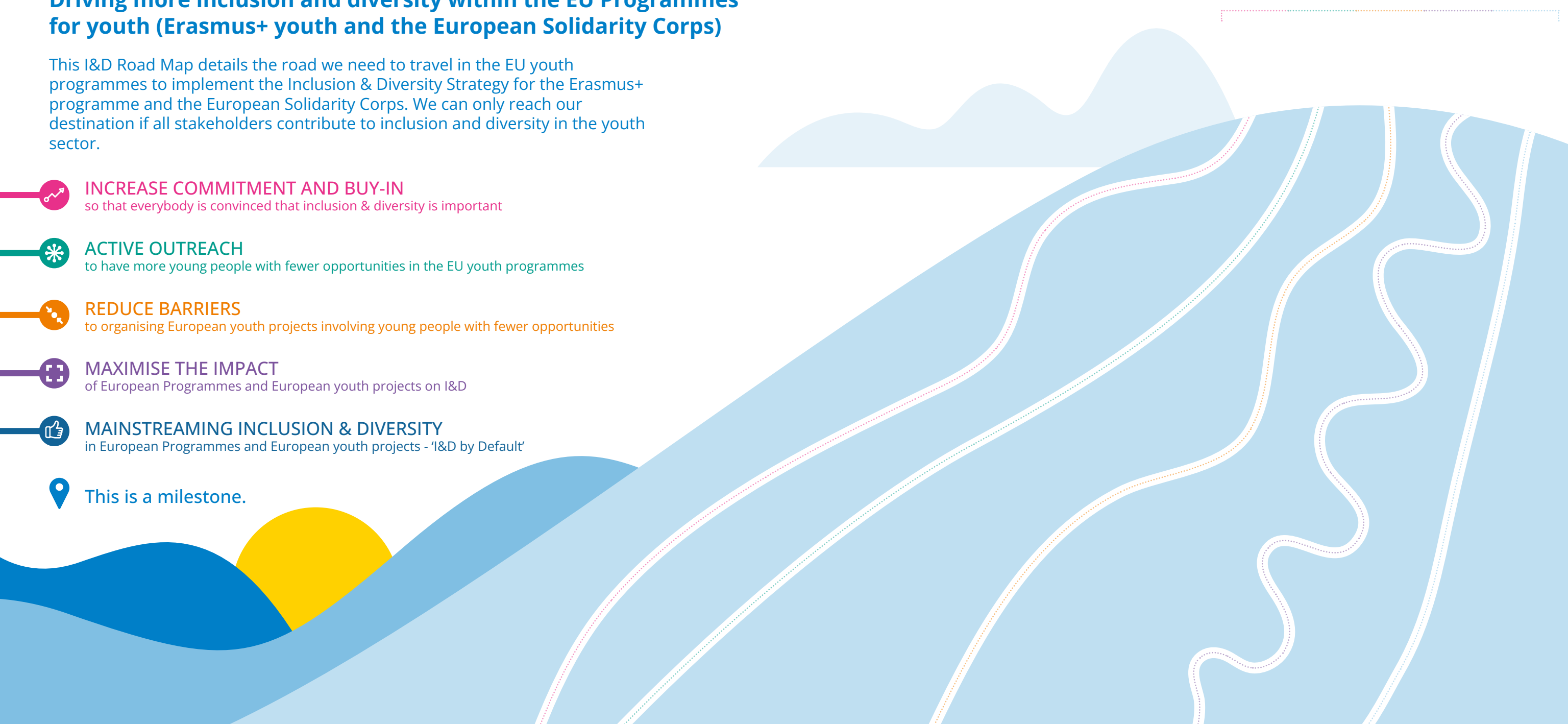of European Programmes and European youth projects on I&D

MAINSTREAMING INCLUSION & DIVERSITY
in European Programmes and European youth projects - 'I&D by Default'

This is a milestone.

SALTO

1. Increase commitment and buy-in

so that everybody is convinced that inclusion & diversity is important.

Through increased knowledge, awareness and understanding, people should feel inside themselves why I&D are so important and connect their beliefs to their attitudes and actions. Nobody should doubt that this is (one of) the priorities, that it is serious and needed. Everyone should be enabled to be a champion for Inclusion and Diversity, so with a positive attitude they can endorse the value of I&D for themselves and for others (solidarity) and advocate for them.

SALTO

A Arguments why I&D is important

ACTION 1

Collate arguments for I&D and make a business case out of it

ACTION 2

Make the arguments available

ACTION 3

Use the argumentaire

A

Arguments why I&D is important

ACTION 1

Collate arguments for I&D and make a business case out of it

YOUR NOTES:

• Use a mix of policy frameworks, research findings (evidence), emotional stories, rights-based arguments etc.

• Use reliable sources. Show great impact.

• Include testimonials promoting the difference that European projects/youth workers make to the lives of young people with fewer opportunities.

• Make the message(s) relevant to the reader – link it to their needs.

• This can be done on European level and on National level, together with different stakeholders.

OUTCOMES

> *Have unquestionable proof for the need and priority of I&D.*

> ***Specific examples available to quote, telling the story how young people have been impacted.***

> *The variety of arguments trigger a sensitive string in different persons with different roles.*

> *Argumentaire is easy to adapt and use to convince stakeholders for I&D work*

ACTION 2

ACTION 3

A

Arguments why I&D is important

ACTION 1

ACTION 2

Make the arguments available

• Everybody can access the arguments and use them in discussion with others

• Have the information in intuitive, shorter chapters and shareable formats, so the content can be easily shared with other to persuade (social media formats etc).

OUTCOMES

> *Relevant information compiled in one place.*

> *Have a re-useable shareable resource, creating efficiencies.*

> *Other stakeholders are empowered and connected through the shared use of a powerful resource*

> ***Information is shared easily, more often and more widely.***

YOUR NOTES:

ACTION 3

A

Arguments why I&D is important

ACTION 1

ACTION 2

ACTION 3

Use the argumentaire

• In meetings, trainings, workshops, debates, towards your boss, with other beneficiaries, with colleagues, with other actors in young people's lives (local council, sports club, schools etc). etc.

• Use the arguments for what the target group is sensitive to.

• This contributes to milestone 1 B: increased knowledge and awareness.

YOUR NOTES:

OUTCOMES

> *A wider audience is persuaded about I&D.*

> *Wider and stronger networks are established of people convinced about the priority of I&D and ready to champion and endorse it.*

> *Peer support between committed organisations (nationally / internationally) to keep momentum and push change forward together.*

> *There are sufficient funds, focus and time to work on this, as gatekeepers/managers are persuaded of the benefit/need for I&D and are committed themselves, so prioritise resources.*

B

Increased I&D knowledge & awareness for all stakeholders:

ACTION 4

Develop training for I&D

ACTION 5

Get to know I&D in practice

ACTION 6

Increase information sharing about I&D

ACTION 7

Put I&D on the agenda

ACTION 8

Develop training for I&D

ACTION 9

Share tools for I&D

B

Increased I&D knowledge & awareness for all stakeholders:

ACTION 4

Develop training for I&D

YOUR NOTES:

- Increase I&D competences (knowledge, skills, attitude and values) using non-formal education approaches, also for personal development (not just professional).

- Combine theory/knowledge with practice.

- Connect to wider topics to show how other issues relate to diversity and inclusion (eg intersectionality, gender equality, human rights, power dynamics, poverty reduction, decolonisation etc).

- Provide recognition/certification for the training, to show that staff from that organisation has followed the inclusive learning.

- Ensure sustainability/embedding of the learning through commitment to action in their role afterwards.

OUTCOMES

> *Stakeholders know and feel that I&D is important.*

> *They are more confident about taking action for more I&D in the programmes.*

> *Awareness is raised about a wide variety of needs and how to cater for them (it's understood that inclusion is not only about disability).*

> *I&D is everyone's business, not an add-on or after-thought.*

> *Different stakeholders have a good nose for I&D projects.*

ACTION 5

ACTION 6

B

Increased I&D knowledge & awareness for all stakeholders:

ACTION 4

ACTION 5

Get to know I&D in practice

YOUR NOTES:

• Encourage monitoring visits / contact between programme stakeholders and beneficiaries that do inclusion work.

• Bring the stakeholders together at different I&D meetings, seminars, conferences.

• Show I&D practices (e.g. in videos, at conferences, social media etc.).

OUTCOMES

> *A better (or shared) understanding of inclusion & diversity. Demystify the concepts and create contacts.*

> *I&D efforts (in the country, in the youth field) are better known.*

> *The I&D priorities are transparent, shared between stakeholders and ambitious.*

> *People see why (and how) the programmes focus on I&D.*

ACTION 6

ACTION 7

ACTION 8

ACTION 9

B

Increased I&D knowledge & awareness for all stakeholders:

ACTION 4

ACTION 5

ACTION 6

Get to know I&D in practice

YOUR NOTES:

- Share regular updates between different stakeholders, information about I&D sector and (European youth) projects with YPFO.

- Use different media to spread info, best practices, (European youth) project examples to different audiences (newsletters, social media, etc)

OUTCOMES

> *Wider circulation of I&D information.*

> *People know where to find information about I&D. Expertise and resource people are clear – people know who to turn to.*

> *Different stakeholders all have access to updated information.*

> *Different stakeholders are aware of priorities / policies / needs related to I&D.*

> *People see why (and how) the programmes focus on I&D.*

ACTION 8

ACTION 9

B

Increased I&D knowledge & awareness for all stakeholders:

● **ACTION 4**

● **ACTION 5**

● **ACTION 6**

ACTION 7

Put I&D on the agenda

• Make I&D a regular topic and approach, often discussed and used for inspiration.

YOUR NOTES:

— —

OUTCOMES

> *I&D is incorporated as a transversal topic across many different areas.*

> *There is an I&D reflex at different meetings, activities, sectors.*

● **ACTION 8**

● **ACTION 9**

B

Increased I&D knowledge & awareness for all stakeholders:

ACTION 4

ACTION 5

ACTION 6

ACTION 7

ACTION 8

Make I&D a thing of the whole of the National Agency/organisation

• Involve all colleagues in all roles - in supporting organisations working on I&D, with YPFO

OUTCOMES

> *(Newcomer) I&D organisations get just as much a positive interaction with the receptionist as from a Programme Officer.*

YOUR NOTES:

ACTION 9

SALTO

B Increased I&D knowledge & awareness for all stakeholders:

ACTION 4

ACTION 5

ACTION 6

ACTION 7

ACTION 8

ACTION 9

Share tools for I&D

• Make it easier for non-specialised stakeholders to work with YPFO.

• e.g. like SALTO I&D's practical and educational tools (and others).

YOUR NOTES:

OUTCOMES

> All stakeholders know all the tools we have to make I&D happen, and how they can be active in stimulating I&D.Officer.

C

Turn commitment into action

ACTION 10

Give/show opportunities for action

ACTION 11

Create an enabling context

ACTION 12

Increase ownership and shared responsibilities

ACTION 13

Influence policy

C

Turn commitment into action

ACTION 10

Give/show opportunities for action

• At the activities of milestone 1A, or the use of the arguments of milestone 1B, show what could be a next step for active involvement (in the NA's working group on I&D, in volunteering with YPFO, etc).

YOUR NOTES:

OUTCOMES

> *People join or support the I&D related activities, groups, (European youth) projects.*

> *People take I&D further, in their role / organisation / actions.*

ACTION 11

ACTION 12

ACTION 13

Turn commitment into action

ACTION 10

ACTION 11

Create an enabling context

• Making it easier for people to focus on I&D in their activities & work e.g. sufficient funding and time, hierarchy approves, ….

OUTCOMES

> *People feel supported in their I&D efforts.*

> *Necessary resources are made available for it.*

> *Youth workers can use the resources to support individual young people who have different needs and questions.*

YOUR NOTES:

ACTION 12

ACTION 13

C

Turn commitment into action

● **ACTION 10**

● **ACTION 11**

ACTION 12

Increase ownership and shared responsibilities

• Encouraging each person to play their part, to be accountable for change, to work together towards shared goals of inclusion and diversity.

YOUR NOTES:

OUTCOMES

> *Effort for change is shared and contributed equally by different roles*

● **ACTION 13**

C

Turn commitment into action

ACTION 10

ACTION 11

ACTION 12

ACTION 13

Influence policy

YOUR NOTES:

• Any gaps or structural weaknesses in the above milestones have an established resourced system to identify them and evaluates options for policy change. (If there is something wrong, policy can be changed to improve it).

• Policy (at local, regional, national, European levels) visibly promotes I&D for different stakeholders.

OUTCOMES

> *Policy is informed by the needs of Practice and the evidence of Research.*

> *Policy is visible, acted on, and reflects the needs and reality of youth work.*

> *Policy is used as an instrument to enforce and encourage more ID in youth work and (European youth) projects.*

SALTO

2. Active outreach

to have more young people with fewer opportunities in the EU youth programmes

It is not enough to just say 'we are open to all' but there should be some active effort to appeal to and reach out to (organisations working with) specific (underrepresented/disadvantaged) target groups. Going the extra mile – not just waiting for them to come. It is about promotion to specific organisations/networks that represent young people with particular needs.

But we also need to take the Inclusion & Diversity message to mainstream organisations/other potential beneficiaries, and encourage them to have an inclusive approach, to widen the participation of young people with fewer opportunities in their activities. The relationship between the programme and the beneficiaries, with all the institutions and agencies in between, should be positive and trustful.

C Interconnection with others

(networks, third parties, etc)

A A conscious outreach (I&D) process

Tools
- Shaping Inclusion (SALTO I&D)
- Customer Journey (SALTO P&I)

B Better/Adapted communication

Tools
- Shaping Inclusion (SALTO I&D)
- Customer Journey (SALTO P&I)

A conscious outreach (I&D) process

A

ACTION 14

Collect evidence, inform yourself

ACTION 15

Select your target group(s) to focus on

ACTION 16

Get to know your target group(s)

ACTION 17

Define your plan of action for reaching out (or for I&D)

A conscious outreach (I&D) process

ACTION 14

Collect evidence, inform yourself

• Map who you are reaching and who not.

• Look back at previous outreach efforts and learn from that.

• Check research for I&D information that can support your choice of target groups.

OUTCOMES

> *Decision making is data and fact-based.*

> *Overview of blind spots is created. Understanding of who exactly are the underrepresented YPFO.*

> *An idea of what works and doesn't.*

YOUR NOTES:

ACTION 15

ACTION 16

ACTION 17

ACTION 14

A

A conscious outreach (I&D) process

ACTION 14

ACTION 15

Select your target group(s) to focus on

• All means none. Decide on a limited number of target groups and a time-frame.

• Consult with stakeholders which target groups are important (funders, national authorities…).

• Decide on the numbers (specific targets) you want to reach.

OUTCOMES

> *Target groups (one or two) chosen that you want to focus on.*

> *Buy-in and support received from the stakeholders.*

> *Measurable targets are set- you know where you are heading*

YOUR NOTES:

ACTION 16

ACTION 17

A

A conscious outreach (I&D) process

ACTION 14

ACTION 15

ACTION 16

Get to know your target group(s)

YOUR NOTES:

- Connect to representatives from that group. Work together with them as experts or resource persons. Have young people as advisors in meetings/strategy development. Talk with them not about them.

- Research the reality of your target group. Find out their needs and motivations and how the EU youth programmes could fit to that and the possible obstacles to take part

- Create a persona profile of the target group.

OUTCOMES

> *Clear understanding of the enablers and blocking factors to get the target group on board.*

> *Understanding of the needs and reality of the target group.*

> *Communication and actions based on current research of needs and motivations.*

ACTION 17

A

A conscious outreach (I&D) process

ACTION 16

ACTION 17

Define your plan of action for reaching out (or for I&D)

- Develop a plan of actions that will help the target group to get on board (and go international).

- Address the needs, use the motivation and help overcome the obstacles.

- Involve people that can help you with this (from the target group, role models, etc).

- Allocate resources for the implementation of the plan of action. It takes time and resources to do outreach correctly. This should be funded.
  Eg. Change the mobility tool to track and measure how much outreach is done, and the time/resources spent on it.
  Eg. Don't reinvent hot water. Expand the capacity of existing youth information networks to match ambition of promotion (eg. Eurodesk . 5 x more outreach, means 5 x more funding).

OUTCOMES

> *An approach that is shared between many roles in the NA/organisation*

> *An approach that fits the needs.*

> *Wider diversity of participants can be included as resources/time are planned ahead (organisations have enough lead-in time for outreach and support for 'different' participants).*

> *External expertise received - you don't have to do it alone.*

> *More outreach is done to more groups more successfully.*

> *Access to information and mobility of information is improved, to more places and people.*

> *Resources needed for outreach are proven through evidence.*

YOUR NOTES:

SALTO

B

Better/adapted communication

ACTION 18

Adapt your message to the target group

ACTION 19

Go where your target group is

ACTION 20

Involve the target group

ACTION 21

Testimonials and storytelling

ACTION 22

Upskill for outreach and communication

B

Better/adapted communication

ACTION 18

Adapt your message to the target group

- Note that for NAs & SALTOs, the target group often is 'organisations', whereas for the beneficiaries the target is young people.

- Use content and arguments that the target group is sensitive to. Communicate from their perspective (what they need). Make sure they can positively identify themselves in the messaging.

- Adapt the language, visuals and examples to the target group. Don't talk in Key Actions. Show that it is for them, and how they can benefit.

- Make it appealing, easy to read (also for those with disabilities) and show/tell explicitly that the projects are also for YPFO.

OUTCOMES

> *Organisations/young people are triggered or convinced that these programmes are also for them.*

> *Positive impression received of the possibilities. Newcomers want to give it a try.*

> *(European youth) project organisers feel empowered to develop their own ideas with the opportunity of grants.*

> *Youth workers, managers, staff also feel targeted by the communication about European 'youth' projects.*

YOUR NOTES:

ACTION 19

ACTION 20

ACTION 21

B

Better/adapted communication

ACTION 18

ACTION 19

Go where your target group is

YOUR NOTES:

- Different groups use different (communication) platforms and tools. Upskill so you can use the ones used by your target group.

- Also check if there are virtual or in-person places where the target group gathers (e.g. conferences, schools, skate parks etc).

- Prioritise two-way face-to-face communication to bring potential participants from 'awareness' stage to the stage of 'interest and commitment' in the European youth project.

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OUTCOMES

> *Outreach is more successful.*

> *Response is more positive.*

> *Staff are upskilled in new/different communication approaches.*

ACTION 20

ACTION 21

ACTION 22

B

Better/adapted communication

ACTION 18

ACTION 19

ACTION 20

Involve the target group

YOUR NOTES:

- They know their sector/group best, so they can help you adapt your communication (and other outreach actions) e.g. sounding board

- Set up a pool of 'ambassadors' that can do peer-to-peer communication/outreach. Empower young people to do outreach themselves.

- Promotion done by the target group, not for them. Involve the (cultural) ambassador in different roles to get more people from their target group on board.

- Tip: Provide motivation/recognition / incentives /recompense for the ambassadors to give 'free' support to others.

- Connect experienced beneficiaries together (Europeers, Alumni networks, etc.)

OUTCOMES

> *A pool is built of knowledgeable resource persons from the target group*

> *Advice and promotion given from experienced resource persons with communication that the target group connects to.*

> *Confidence is increased in newcomers, encouraged by recognisable and relatable role-models: increase the "that could be me!" factor.*

ACTION 21

B

Better/adapted communication

ACTION 18

ACTION 19

ACTION 20

ACTION 21

Testimonials and storytelling

YOUR NOTES:

- Go beyond factual information. Also tell a story, collect testimonials, have previous project participants share their experience, etc.

- Give a clearer more honest picture 'from experience' of what such an European youth project entails, both positive and negative.

OUTCOMES

> *More 'lived' information, from experience, from peers is more convincing*

> *A clearer picture is given. More trust is built. A feeling of 'I can do it too' is encouraged in the target audience.*

ACTION 22

B

Better/adapted communication

ACTION 18

ACTION 19

ACTION 20

ACTION 21

ACTION 22

Upskill for outreach and communication

YOUR NOTES:

• Nobody's perfect. Get trained about outreaching and communicating with specific target groups (whether this is organisations or young people).

• Or get external expertise in (e.g. specialised communication agencies)

• Provide guidelines for youth workers to promote programmes to others in an inclusive way.

OUTCOMES

> *More confident and skilled staff.*

> *More efficient and effective outreach to target groups.*

C

Interconnection with others

ACTION 23

Encourage networking for I&D

ACTION 24

Work with other sectors

ACTION 25

Widen participation

ACTION 26

Build a trustful positive relation with the public / target group

SALTO

C

Interconnection with others

ACTION 23

Encourage networking for I&D

YOUR NOTES:

• Provide events and spaces for dialogue, offline and online.

• Create and promote more and better opportunities for networking on regional, national and international level.

• Encourage networking between orgs that work with same/different target groups.

• Connect to other agencies and institutions and other programmes around the holistic needs and life of young people. This includes regional and bilateral programmes.

• Encourage experienced beneficiaries to promote programme opportunities to others– give recognition and incentive to do that.

• Map the actors in the field to provide visible overview and accessible network to others. Widen the circles that know about opportunities and can spread information to others.

OUTCOMES
> *Mutual support for I&D and European youth projects.*

> *More people are better connected.*

> *Organisations get to know each other.*

> *Networks strengthened and social capital built.*

> *Awareness of European Programme opportunities is increased in a wider audience.*

ACTION 24

Interconnection with others

ACTION 23

ACTION 24

Work with other sectors

- Connect to (non-youth) organisations or sectors that have contacts with the target group. Connect to existing networks on local/regional/national level, or build a new network if it doesn't exist yet.

- Join forces based on common interest (inclusion, better opportunities for specific target groups, employment, education,...).

- Work with them to promote programme opportunities. Information to be spread more widely in decentralised way.

- They can also help you with Milestone 2A and 2B.

OUTCOMES

> *Access to the target group is widened.*

> *Combined efforts for I&D, more efficiency and effect.*

> *Spill-over effect between (international) youth sector and other sectors.*

> *Promotion and recognition of non-formal education / E+ / ESC.*

YOUR NOTES:

ACTION 25

ACTION 26

C

Interconnection with others

ACTION 23

ACTION 24

ACTION 25

Work with other sectors

• Stimulate mainstream organisations to include more diverse participants. Make mainstream projects accessible for all (who use wheelchairs, are unemployed etc). Provide training and support for orgs to do this.

• Provide specialised support to create more hosting organisations who are skilled and willing to focus on specialised target groups.

OUTCOMES

> *Upskilled organisations.*

> *More opportunities for more diverse young people to participate.*

YOUR NOTES:

ACTION 26

C

Interconnection with others

ACTION 23

ACTION 24

ACTION 25

ACTION 26

Build a trustful positive relation with the public / target group

YOUR NOTES:

• To reduce reticence, National Agencies and organisations need to work on their relationship and reputation to the public. Have a more welcoming approach and positive encouraging attitude to beneficiaries.

• Analyse how the NA/organisation comes across for external stakeholders.

• Create a list of areas and actions to improve the reputation and positive relation.

• Have a wider campaign to promote non-formal education and increase public knowledge/recognition of it.

• Build on that reputation to encourage contact and communication from different groups. Including parents and wider community.

OUTCOMES

> *Self-awareness is increased*

> *Trust is increased*

> *Improved relationship with target audience*

SALTO

3. Reduce barriers

to organising European youth projects involving young people with fewer opportunities

Take away as much as possible all obstacles – and if not possible, support beneficiaries to overcome the obstacles, either by upskilling them and increasing confidence and know-how, or with structural support. Give the (potential) beneficiaries the tools/skills to make it happen. Aim towards a system for the programmes that is flexible enough to accept and support all people with different needs, not asking the individuals to adapt to a system.

C Upskill the beneficiaries

if tools/applications are not easy, we can upskill the youth workers to get better at it and hand in quality applications.

B Support for overcoming obstacles

At some stage, the programme is what it is, and obstacles will remain. For inclusion groups, there should then be the necessary support so that they are motivated to deal with them.

A More accessible Programme design & tools

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SALTO

A   More accessible Programme design and tools

ACTION 27

Facilitate closer connection between Programmes and youth work reality

ACTION 28

Have a bigger variety of European youth project formats

ACTION 29

Use easier language and concepts

ACTION 30

Simplify procedures

ACTION 31

Tackle legal obstacles

ACTION 32

Adapt the application/report forms

A

More accessible Programme design and tools

ACTION 33

Allow different types of applications/reporting

ACTION 34

Make IT tools more user-friendly

ACTION 35

Develop I&D tools for assessors

SALTO

A

More accessible Programme design and tools

ACTION 27

Facilitate closer connection between Programmes and youth work reality

YOUR NOTES:

- Increased communication, connection and support between European programmes that fund youth projects and the current needs of youth work.

- More coherence between the format of grant funding opportunities and the everyday reality of youth work.

- Collate the needs of young people and organisations to influence the structure and opportunities offered by the programmes.

- Recognise, support and fund the work needed before and after an international project with YPFO. Increase funding for prep, coordination, support and follow-up.

- Signpost EU programme beneficiaries to structural funding in their context.

- Adjust the programmes to follow the reality of project logic, not vice versa.

OUTCOMES

> *European Programmes cater better for the reality of youth work.*

> *European youth project formats better aligned with everyday youth work, so less 'extra' work to do for beneficiaries, to comply with administrative demands.*

> *European Programmes that support Inclusion & Diversity are run in an inclusive and diverse way.*

ACTION 28

ACTION 29

A

More accessible Programme design and tools

ACTION 27

ACTION 28

Have a bigger variety of European youth project formats

YOUR NOTES:

- Make project formats easier for young people to participate in, and even run themselves. Have more 'small scale partnerships' and 'short term volunteering' options that are easier to initiate and participate in, especially for newcomers.

- Have quick ready-made European youth projects, with pre-prepared timelines and application templates, and with shorter processing times, for specific disadvantage target groups who are volatile (eg. Homeless, unemployed etc).

- Allow European youth projects to be developed from the initiative and ideas of young people, not restricted to a programme framework.

- Provide training on how to translate Programme project formats into grant opportunities for young people's initiatives (instead of a youth worker struggling with/pleasing the application forms).

- Provide funding for young people to sustain or extend European youth projects under their own initiative (similar to the old 'Future capital').

OUTCOMES

> *Newcomers encouraged to try internationalism for the first time with 'entry-level' project formats.*

> *Administration reduced allowing easier participation.*

> *Ownership of process by young people increased.*

ACTION 29

More accessible Programme design and tools

ACTION 28

ACTION 29

Use easier language and concepts

YOUR NOTES:

- Explain the opportunities in terms and phrases the target audience understands.

- Communicate from the target group's perspective, give examples, make it visual.

- Make the applications more user-friendly. Reduce: length of application form; overlap in meaning of questions; number of questions; complexity of language in questions.

- Have target group give feedback on the design of the application form to adjust it to reality of youth work.

- Get the language tested by focus groups of young people, including those with learning difficulties.

- See also milestone 2B.

- Translate into national languages (or languages that the target group speaks) and relate to familiar concepts.

OUTCOMES

> *Understanding of the programme opportunities is improved.*

> *Less explanations and convincing needed.*

> *Better reputation for the NA/organisation and the programme.*

> *Reduce the risk of 'application skill' becoming a currency.*

ACTION 30

More accessible Programme design and tools

ACTION 29

ACTION 30

Simplify procedures

• Make an application less daunting, shorter waiting times, take away hurdles (PICs, Portals etc).

• Develop alternative ways of applying e.g. video, presentation by the young people, etc.

• Allow alternatives for written language. Encourage other forms of expression.

YOUR NOTES:

OUTCOMES

> *Less resistance from beneficiaries: easier convincing, less support needed.*

ACTION 31

ACTION 32

ACTION 33

A

More accessible Programme design and tools

ACTION 30

ACTION 31

Tackle legal obstacles

YOUR NOTES:

- Lobby for change of national law for visa requirements, allowing refugees to participate in European youth projects.
- Cooperate with public bodies to simplify procedures related to ID and passports for more young people to be able to participate in European youth projects.

OUTCOMES

> *Improved legal systems that reflect current reality and young people's needs.*

> *More young people have better access to participate*

ACTION 32

ACTION 33

ACTION 34

A

More accessible Programme design and tools

ACTION 31

ACTION 32

Adapt the application/report forms

YOUR NOTES:

• Change the questions asked in the forms to provide more detail and measurable data.

• Adapt questions with check boxes on the forms. Use open questions on the forms to allow for the difficulty and situation of the YPFO / organisation to be described.

OUTCOMES

> *Guidance given on how to approach & report on I&D.*

> *Diverse ways of presenting different realities are accepted as equally valid.*

ACTION 33

ACTION 34

ACTION 35

A

More accessible Programme design and tools

ACTION 31

ACTION 32

ACTION 33

Allow different types of applications/reporting

- Have a more creative process for applicants e.g. to create more space for involving young people, people with disabilities, etc

- Plan steps to implement a radical shift for reporting. Have a more flexible reporting process that includes qualitative observation and feedback as constructive tools to measure change. Don't demand that all outcomes results and impact fit the pre-designed boxes on the report form.

OUTCOMES

> *Young people's involvement increases.*

> *Impression of programmes is more positive.*

> *Programme actively supports diversity through its structure*

YOUR NOTES:

ACTION 34

ACTION 35

SALTO

A

More accessible Programme design and tools

ACTION 34

Make IT tools more user-friendly

- Self-explanatory intuitive interface. Interlinked databases, no need to repeat information. Fewer tools that are less complicated.

- Create a smooth customer journey with less technical obstacles. The tool needs to follow the youth work, instead of other way around.

- And if not possible:

- Provide support for youth workers who are youth workers – not IT experts. Workshops and step-by-step infographics on how to use the EU programme tools.

- See also milestone 3B (below).

OUTCOMES

> *Frustration and obstacles are reduced.*

> *Support by NA is less needed.*

> *Better reputation of the Programme.*

> *European Programmes' IT systems support and complement the daily work of youth workers. They are a resource, not a hindrance.*

> *More newcomers and I&D organisations on board.*

YOUR NOTES:

ACTION 35

A

More accessible Programme design and tools

● **ACTION 32**

● **ACTION 33**

● **ACTION 34**

● **ACTION 35**

Develop I&D tools for assessors

YOUR NOTES:

- To understand I&D and how to score European youth projects, taking into account the priorities, proportionality and transparency. Project themes and target groups are disconnected.

- Encourage sharing between assessors on national and international level to provide benchmark comparisons for scoring.

- See also milestone 1A.

OUTCOMES

> *More I&D European youth projects (with YPFO) are granted.*

> *More transparency and equity between countries in the scoring.*

> *Programmes have diversity of participants and diversity of project themes. Young people's individual intersectionality is respected*

SALTO

B Support for overcoming obstacles

ACTION 36

Show the support for I&D projects

ACTION 37

Provide tools for first steps, 'off the starter blocks'

ACTION 38

Ensure more opportunities for YPFO

ACTION 39

Deliver coaching for European youth project applicants

ACTION 40

Have a supportive approach & access to help

ACTION 41

Increase self-confidence of the newcomer beneficiary.

B

Support for overcoming obstacles

ACTION 36

Show the support for I&D projects

YOUR NOTES:

• Communicate the aspects of the programme that help it be more inclusive:
Adapted European youth project formats (short term volunteering), Money for special needs, mentoring, support staff, Show that European programmes are different from other structures that have previously failed NEETs – more trust, integration, inclusion.

• Be transparent about what is needed to apply (timing, workload, mandatory elements of the form etc.).

• Promote the programme as a tool to use with diverse groups (not as a prize for some of the best students).

• Communicate it in an adapted format and easy language (see milestone 3A)

• Use messages easily transferable, so beneficiaries can connect it to their other work and persuade their managers (see also milestone 1B)

OUTCOMES

> *Positive overview of the extra I&D measures is detailed. There is a feeling of support.*

> *Expectations are realistic.*

> *Trust in programmes increases.*

> *Management/ colleagues are convinced the programme is for them.*

> *More newcomers and I&D organisations on board.*

ACTION 37

B

Support for overcoming obstacles

ACTION 36

ACTION 37

Provide tools for first steps, 'off the starter blocks'

YOUR NOTES:

• Provide tools/ways to increase abilities of first-time applicants (especially those working with young people with fewer opportunities) to be able to start a European youth project:
English language offer, buddy-system, team up with experienced organisation (tandem), step-by-step approach (start small and local European project types and grow through the programme with longer term larger projects, coaching (e.g. by trainer) – see below, Project/financial management training, infographics 'how to get started' or 'how to register on the IT tools' or 'what answer the application questions are really looking for', Provide a mapping of national/international networks to plug in to. Use networks to find creative enabling approaches to learn from., Provide info and step-by-step guidance about the barriers that exist, and possible ways to overcome them (eg visas for refugees etc)., Work with families and community leaders to inform about opportunities so they are a support for (not a barrier to) the young person's involvement

OUTCOMES

> *Accessible and supportive tools are provided.*

> *Potential beneficiaries are empowered to take next steps.*

> *More newcomers join the programmes.*

ACTION 38

B

Support for overcoming obstacles

ACTION 37

ACTION 38

Ensure more opportunities for YPFO

- More hosting places providing wider choice for diverse needs/abilities.

- More opportunities for youth workers with fewer opportunities. Create a system for ypwfo to grow into, to become youth workers themselves.

- Work with national policy structures to implement the European Council Recommendation (due end of 2021) to remove obstacles for cross-border solidarity activities

OUTCOMES

> *More choice for young people with fewer opportunites.*

> *Increased capacity for organisations.*

> *Wider pool of expertise to share practice and increase quality.*

YOUR NOTES:

ACTION 39

ACTION 40

B

Support for overcoming obstacles

ACTION 38

ACTION 39

Deliver coaching for European youth project applicants

YOUR NOTES:

- Especially for first time I&D applicants (as done in the Strategic Partnership for Inclusion), coaches help to get the ideas clear, to find partners, to develop a good programme, how to write a good European youth project application.

- Connect potential beneficiaries to coaches with experience from grass roots organisations, so the reality and practice can be easily understood and shared.

OUTCOMES

> *Support for newcomers given, motivation increases.*

> *Better quality projects are developed.*

> *New I&D organisations are on board.*

> *Increased networking between individuals and organisations.*

> *Trust in the programmes increases.*

ACTION 40

ACTION 41

B

Support for overcoming obstacles

ACTION 39

ACTION 40

Have a supportive approach & access to help

YOUR NOTES:

- Access to the NA, for feedback on European youth project ideas, on draft applications, on rejected applications.

- Have an intensified help desk/live-chat/ online tools (especially at peak periods). Allow enough time for feedback-loops and reworking before deadlines.

- This also contributes to milestone 2D.

- Personalised communication e.g. about training, info sessions (can also be done by coach).

- Upskill NA staff on the daily reality and actual needs of (youth) organisations, including how they are resourced and how they function, so support can be given in a tailored way.

OUTCOMES

> *Support for newcomers given, motivation increases.*

> *Better quality projects are developed.*

> *New I&D organisations are on board.*

> *Reputation of the NA /organisation improves.*

> *Understanding of youth work reality increases.*

> *Trust in the programmes increases.*

ACTION 41

SALTO

Support for overcoming obstacles

B

ACTION 39

ACTION 40

ACTION 41

Increase self-confidence of the newcomer beneficiary.

YOUR NOTES:

- Create a 'Yes you can!' attitude. Support self-confidence of newcomer I&D organisations to overcome concerns and apply.

- Show that it is possible (e.g. testimonials, European youth project examples).

- Show the support/coaching/training available, be accessible to help, provide a coach (see also milestone 3A).

- Be empathetic. Listen to concerns and fears and offer support to deal with their concerns.

- Increase cooperation and trust between the organisations that connect to the potential participant(s). Connect the youth organisations with other structures in the young people's lives (school, sports clubs, family etc). See also Milestone 4B.

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OUTCOMES

> *Newcomers are convinced.*

> *Support to the young person/beneficiary from different directions and structures, when stepping into the 'unknown' to participate.*

> *More newcomers are on board.*

C

Upskill the beneficiaries

ACTION 42

Deliver training

ACTION 43

Provide support material

ACTION 44

Create networking opportunities / peer learning

ACTION 45

Develop competence profile for working inclusively

ACTION 46

Deliver inclusion training for trainers

Upskill the beneficiaries

ACTION 42

Deliver training

- Tailored for specific target groups / needs. Can be face-to-face, online, webinars, MOOCs, job shadowing, practice sharing. Involve experienced experts to give advice and tips for specific needs.

- For 'mainstream' youth workers: e.g. Inclusion Taster

- For 'inclusion' youth workers: e.g. Mobility Taster for inclusion organisations

YOUR NOTES:

OUTCOMES
> *Newcomers are trained and competences increased.*
> *Partners are found.*
> *Better I&D projects are developed.*

ACTION 43

ACTION 44

ACTION 45

ACTION 46

C

Upskill the beneficiaries

ACTION 42

ACTION 43

Provide support material

- Manuals, publications, apps, infographics, tips & tricks, guidelines, video tutorials, infographics, apps (e.g. QualityMobility.app).
- Adapt the format to the target group.
- Similar to milestone 3B.
- Good practice and support material for I&D projects should be available on accessible centralised platform on international level

YOUR NOTES:

OUTCOMES

> *Beneficiaries feel supported and more confident.*

> *Good practice for I&D projects is shared more widely.*

> *Same level of information and access to programme opportunities in all programme countries.*

> *Better I&D projects developed.*

ACTION 44

ACTION 45

C

Upskill the beneficiaries

ACTION 43

ACTION 44

Create networking opportunities / peer learning

YOUR NOTES:

- Create (online and offline) opportunities where beneficiaries can meet and learn from each other e.g. at inclusion fairs/seminars (national or international), team up experienced with less experienced, bring 'inclusion organisations' together with 'mainstream organisations' (see also milestone 3A)

OUTCOMES

> *Networks created and built for I&D.*

> *New partners found for future European youth projects.*

> *Better I&D projects developed.*

ACTION 45

ACTION 46

C

Upskill the beneficiaries

ACTION 42

ACTION 43

ACTION 44

ACTION 45

Develop competence profile for working inclusively

• So that people know what they are heading for if that is their vocation, with self-assessment tool (linked to the existing tools)

YOUR NOTES:

OUTCOMES

> *Framework for professional development/ training created.*

ACTION 46

C

Upskill the beneficiaries

ACTION 42

ACTION 43

ACTION 44

ACTION 45

ACTION 46

Deliver inclusion training for trainers

• Training people who can help spread the message and competences needed for I&D, multiplying the ideas above.

YOUR NOTES:

OUTCOMES

> *Trainers upskilled with a multiplying focus on I&D.*

SALTO

4. Maximise the impact

of European Programmes and European youth projects on I&D

When investing in I&D, how can we make sure the impact is as big as possible, both on the (young) people and organisations involved, but also beyond. What can we do for the impact to be LONGER (over time), WIDER (on more people/organisations), STRONGER (in intensity) and GREENER (sustainable)?

C **Improve follow-up Actions**

B **Embed the European youth project into the community**

A **Visibility and recognition of the benefits of the experience**

A
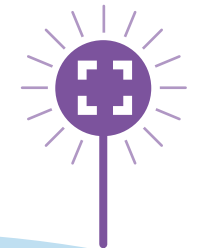
Visibility and recognition of the benefits of the experience

ACTION 47

Recognise participants' learning

ACTION 48

Plan for change/for impact with the projects

ACTION 49

Upskill beneficiaries to measure and evidence impact

ACTION 50

Document the impact of I&D projects

A

Visibility and recognition of the benefits of the experience

ACTION 47

Recognise participants' learning

• Document the young people's learning (and youth worker's), awareness of the competences gained.

• Adapt recognition tools and the language used within them to be more accessible and understood by a wider audience. Translate language used 'in the bubble' into other phrasing for the recognition to spread more widely (see Milestone 2B).

• Have a public campaign for the recognition of the benefits and impact of participating in Programmes.

• Help young people with fewer opportunities use the learning (and recognition of) to take next steps in their lives.

• Tool: e.g. Youthpass & resources

OUTCOMES

> *Awareness of outcomes is increased on personal level.*

> *Recognition tools are more used and understood by wider audience.*

> *Support for next steps given, improvement of conditions of YPFO.*

> *More trust created with I&D beneficiaries.*

> *A continuous critical eye given to I&D.*

YOUR NOTES:

ACTION 48

ACTION 49

A

Visibility and recognition of the benefits of the experience

ACTION 47

ACTION 48

Plan for change/for impact with the projects

YOUR NOTES:

• Use the I&D projects to generate change:

• Documenting the European youth project results (in a useful format for specific stakeholders)

• Sharing the results with others and get them used.

• Generating visibility and motivating others to do the same

• Tool: e.g. Making Waves (SALTO I&D)

— —

OUTCOMES

> *Visibility of outcomes (and programmes) is clear.*

> *Change/improvements for I&D in future are detailed.*

> *Others are motivated to work on I&D (European youth projects).*

ACTION 49

ACTION 50

A

Visibility and recognition of the benefits of the experience

ACTION 49

Upskill beneficiaries to measure and evidence impact

- Upskill practitioners in research methodologies. Increase competence in:

- observation and analysis.

- impact and how to measure change in a project, including different levels and types of impact (tangible and intangible)

- how to show evidence of impact of a European youth project.

- Include all stakeholders in the research approach (design, collation of data, evaluation of results etc) to make a difference systemically.

YOUR NOTES:

OUTCOMES

> *More and different evidence collected.*

> *An increase of qualititative and observational data collected.*

> *Professional skills of youth workers are developed.*

> *Closer connection between practice and research.*

> *Evidence proves impact.*

> *Power and resources are made available at organisation level, to implement required changes from the evaluated results.*

ACTION 50

A

Visibility and recognition of the benefits of the experience

ACTION 49

ACTION 50

ACTION 50

Document the impact of I&D projects

• Share good practices, resources and outcomes (in appropriate formats and platforms) and get them known.

• Differentiate between showcasing the impact on individuals/organisations and increasing visibility/promotion of the Programme.

• Research on the effects of participating in European youth projects (focus on YPFO). Track change in knowledge (and attitudes, beliefs and values) before and after participation in projects.

• e. g. RAY MON & RAY LTE

• Compare different data against other (national/European/international).

OUTCOMES

> *More resources and inspiration easily available.*

> *Clear frame for promotion. Clear separate frame for explaining impact.*

> *Clear view given of what is the impact, which stimulates buy-in (see Milestone 1).*

> *Diverse ways of presenting impact and change are accepted*

YOUR NOTES:

B

Embed the European youth project into the community

ACTION 51

Involve more people

ACTION 52

Develop social capital

ACTION 53

Create synergies

SALTO

B Embed the European youth project into the community

ACTION 51

Involve more people

YOUR NOTES:

- Widen participation for more impact.
- Involve more people, organisations, services, families from the hosting and sending community in the preparations or activities.
- Provide input and resources to support beneficiaries on how to connect their European youth project with the community.
- Combine international and local level communities.
- Measure/document community impact. Celebrate (together) when milestones have been achieved.

OUTCOMES

> *Wider impact of European Programmes and projects.*

> *More people know about I&D projects.*

> *Commitment is increased (see Milestone 1).*

ACTION 52

ACTION 53

Embed the European youth project into the community

ACTION 51

ACTION 52

Develop social capital

YOUR NOTES:

- Reinforce networking, leverage opportunities through connections and interpersonal relationships. Bring people together and create contacts.
- Provide mapping (at local, regional, national, international levels) of the youth work field. Know your community.

OUTCOMES

> *YPFO and organisations increase their network/social capital.*

> *More (shared) resources available for more people in the community.*

> *Stakeholders are more visible and more 'accessible' for more people.*

> *Stronger interconnection between stakeholders.*

ACTION 53

Embed the European youth project into the community

B

ACTION 51

ACTION 52

ACTION 53

Create synergies

YOUR NOTES:

- Cooperate with other local public realities (policy makers, networks, charities, organisations, etc) to implement I&D projects.

- Share knowledge and commitment from Road 1 with these other stakeholders.

- Link international opportunities to the local level.

- Connect cross-sectorially (formal education, advocacy organisations, charity/third sector, sports, private social organisations, social enterprises etc) where appropriate.

OUTCOMES

> *Buy-in increases from local level and from other sectors.*

> *Stronger European youth projects with support from local/other stakeholders.*

> *Other sectors get to know EU youth programmes/your I&D work.*

C

Improve follow-up Actions

ACTION 54

Support participants' next steps

ACTION 55

Create future opportunities for organisations' next steps

ACTION 56

Invest in sustainability after the European youth project ends

C

Improve follow-up Actions

ACTION 54

Support participants' next steps

YOUR NOTES:

• Provide ongoing support / coaching / mentoring for young people (and youth workers where they are participants).
  Guide the YPFO in the next steps in their lives, based on the I&D project.

• Encourage young people (and youth workers) to grow into more and different projects after their experience.
  Provide structural support for this.

• Involve the target group in all the stages on return home from a European project, to maximise the impact, and
  keep it tailored and relevant to them.

• Eg. focus on smaller groups with specific needs so next steps can be adapted for them

• Support the young people in the use of their learning and Youthpass certificate.

• Create space for continued involvement for YPFO (next projects, Alumni organisations, Europeers, European
  Solidarity network)

• Make sure there are resources available for this.

OUTCOMES

> *Longer impact of experience on the individual, leading to better life.*

> *More European youth projects have more impact on community.*

> *Young people (and youth workers) become more active in organisation/ society.*

ACTION 55

Improve follow-up Actions

ACTION 54

ACTION 55

Create future opportunities for I&D organisations' involvement

- Provide possibilities for I&D organisations to stay active e.g. in NA I&D working group, in professional organisations, invite them as experts, future training/projects, etc.

- Link them to national and international I&D events.

- Share resources and opportunities between networked organisations.

- Make sure there are resources available for this.

OUTCOMES

> *Networks are built and strengthened.*

> *Connection and opportunities are maintained.*

YOUR NOTES:

ACTION 56

Improve follow-up Actions

● **ACTION 54**

● **ACTION 55**

● **ACTION 56**

Invest in sustainability after the European youth project ends

YOUR NOTES:

• Monitor the continuing impact on individuals and organisations.

• Consider other funding (local/regional/national/bilateral/ international) for how to make the European youth project more sustainable after project grant ends.

• Consider how resources can be re-used and recycled afterwards.

OUTCOMES

> *Long-term project management is encouraged.*

> *Participants and other stakeholders are kept on-board and connected for sustainable networking.*

SALTO

5. Mainstreaming Inclusion & Diversity

in European Programmes and European youth projects - 'I&D by Default'

All E+ youth & ESC projects should be 'inclusive with diverse participants' by default. In the ideal case, there should not be any special I&D projects anymore. The basic setup of all projects should cater for different needs and diverse backgrounds. It's not about 'normalising' the topics, but embracing it, making it 'every day' and encouraging for everyone and anyone to be 'within the circle'. PS however, sometimes there will be educational reasons why projects focus on a specific target group and this should be still possible.

C **Training and informing about mainstreaming I&D**

B **Tools to support mainstreaming of I&D**

A **Walk the Talk – living the values**

Walk the Talk – living the values

ACTION 57

Evolve towards more inclusive and diverse structures.

ACTION 58

Organise inclusive events / activities / resources / communication.

Walk the Talk – living the values

ACTION 57

Evolve towards more inclusive and diverse structures.

- Make sure organisations/NAs (boards, trainers, etc) are representative of the society and communities they work for (e.g. quota, positive discrimination)

- Put systems and checks in place to ensure meetings, decision-making, promotion, communication etc is done with inclusion and diversity in mind.

- Eg. Have refugees as European youth project writers, or on the advisory board.

OUTCOMES

> *NAs/organisations are more inclusive.*

> *More trust created with I&D beneficiaries.*

> *A continuous critical eye given to I&D.*

YOUR NOTES:

ACTION 58

Walk the Talk – living the values

ACTION 57

ACTION 58

Organise inclusive events / activities / resources / communication.

- Organise events and tools that are (as much as possible) barrier-free, catering by default for the needs of I&D target groups so that you don't need to make it a separate issue.

- This approach should be represented in the work/products of the NAs and organisations. (but still allowing for some 'inclusion specific' work, if the educational setup requires it)

OUTCOMES

> *Everybody can participate.*

> *More diverse participants included and diverse projects developed afterwards.*

> *People inspired by good I&D examples.*

YOUR NOTES:

Tools to support mainstreaming of I&D

ACTION 59

Ensure a shared understanding of I&D

ACTION 60

Collate or create practical tools

ACTION 61

Create an I&D checklist for project organisers/assessors

B

Tools to support mainstreaming of I&D

ACTION 59

Ensure a shared understanding of I&D

YOUR NOTES:

- Inclusion cannot be absolute. Identify a shared level of inclusion, and a shared framework of the concept of diversity. Make the level possible to attain within the resources available, that satisfies all stakeholders involved.

- Create a short explanation to explain 'what is mainstreaming' for us.

- Base the mainstreaming support tools on this frame.

- Adapt application forms, assessment process and report forms accordingly (see milestone 3 A).

OUTCOMES

> *A clear frame for inclusion and diversity work is clear to the public*

> *Values and understanding of concepts are shared openly between stakeholders.*

> *Realistic approach to I&D that is practical to implement.*

> *I&D is made as something achieveable that everyone can do, not something theoretical or unobtainable.*

ACTION 60

ACTION 61

B

Increased I&D knowledge & awareness for all stakeholders:

ACTION 59

ACTION 60

Collate or create practical tools

- Gather together quality resources and good practices from reliable sources. If there is a gap in the market for your needs, as defined in your I&D frame, create new tools.

- Decide which ones to use.

- Share examples of how to do I&D to a good quality standard.

OUTCOMES

> *A library of I&D tools is collated.*

> *Quality is improved across tools.*

YOUR NOTES:

ACTION 61

B

Increased I&D knowledge & awareness for all stakeholders:

ACTION 59

ACTION 60

ACTION 61

Create an I&D checklist for project organisers/assessors

YOUR NOTES:

• What to take into account when organising a European youth project so it is I&D proof by default (for disability etc).

• Tips on using inclusion/ diversity as a learning element in the project.

• What support is available for this.

• Shared resource between those managing programmes, those developing projects and those assessing them.

OUTCOMES

> *Guidance/support given on how to do it.*

> *More conscious approach to I&D in every European youth project.*

Training and informing about mainstreaming I&D

C

ACTION 62

Training offer about mainstreaming I&D

ACTION 63

Promote the Programmes as an inclusive tool

Training and informing about mainstreaming I&D

ACTION 62

Deliver training offer about mainstreaming I&D

YOUR NOTES:

- For youth workers about how to be inclusive for all, a needs-based approach (rather than an exclusive approach), be sensitive for diversity and use it as a positive element in a European youth project.

- Reduce fear, increase self-confidence and encourage participation of people (youth workers and young people) with different needs. See milestone 3B.

- Train people to make it easier for them to manage diversity (as a standard element of their every day work).

- Base the training on tools from 5B.

OUTCOMES

> *Awareness increased for 'mainstream' (potential) beneficiaries.*

> *More projects with I&D mainstreamed, more accessible projects*

ACTION 63

Training and informing about mainstreaming I&D

ACTION 62

ACTION 63

Promote the Programmes as an inclusive tool

YOUR NOTES:

• Make explicit that the different European youth project types can cater for all (mainstreamed I&D), what measures are in place to do so.

• In accessible format and language (see also milestone 2B)

OUTCOMES

> *Understanding improved of the programmes and I&D in them.*

> *More inclusive European youth projects with I&D mainstreamed in them.*

> *Youth workers can use the resources to support individual young people who have different needs and questions.*

SALTO

I&D Road Map

driving more inclusion and diversity within the EU Programmes for youth (Erasmus+ youth and the European Solidarity Corps)

This I&D Road Map details the road we need to travel in the EU youth programmes to implement the Inclusion & Diversity Strategy for the Erasmus+ programme and the European Solidarity Corps. We can only reach our destination if all stakeholders contribute to inclusion and diversity in the youth sector.

This I&D Road Map is the fruit of consultations with National Agencies, inclusion experts and beneficiaries working with young people with fewer opportunities. It also includes elements of the Inclusion & Diversity Strategy for Erasmus+ and European Solidarity Corps, results of the SALTO ID Survey (2019) and collated good practice from SALTO publications and research. The aim is to have it ready by the I&D Forum in Ostend November 2021, so that it can guide our I&D work for the years to come.

Our destination: opportunities for all
- A European youth project international project can be a life-changing experience. We want to bring the EU programmes for youth within the reach of all young people.

- Actually, we need to go even a step further.

  We should not create 'equal opportunities', but make sure that young people with fewer opportunities (and the organisations working with them) have equal access to the opportunities (equity rather than equality).

- European funding should benefit all people in Europe, therefore it should be accessible to all, and especially to those young people that are at a disadvantage compared to their peers and usually do not access European youth projects.

Different roads to get there
To get to our final destination, we need to go different roads (areas of work). Some roads will suit you better than others, and some might be of higher priority or have more relevance for different national realities.

Important milestones along the road
To reach our destination, we need to achieve a number of milestones along the road. The I&D Road Map shows how to get there and what measurable, achievable concrete actions we need for that. For each action, we indicate the difference it will make (expected outcome).

The people in the driving seat
If we want to reach milestones, someone should be in the driving seat and carry out some of the actions to get there. The ID Road Map needs committed stakeholders to lead, coordinate, provide momentum and encouragement for the progress. Who is in the position of power or has the resources to make it happen?

Other people on board
But for many actions, you need other people on board too. This can be co-pilots (actively working with you) or passengers (going through the process). Who can contribute to achieving the milestone (co-pilot)? Who would have to be involved in your actions or benefit from them (passengers, target group)?

? How to use

1. Increase commitment and buy-in

so that everybody is convinced that inclusion & diversity is important

A. Arguments why I&D is important
1. Collate arguments for I&D
2. Make the arguments available
3. Use the argumentaire

B. Increased I&D knowledge & awareness
4. Develop training for I&D
5. Get to know I&D in practice
6. Increase information sharing about I&D
7. Put I&D on the agenda
8. Shared ownership of I&D between all roles
9. Share tools for I&D

C. Commitment turned into action
10. Give/show opportunities for action
11. Create an enabling context
12. Increase ownership and shared responsibilities
13. Influence policy

2. Active outreach

to have more young people with fewer opportunities in the EU youth programmes

A. A conscious outreach (I&D) process
14. Collect evidence, inform yourself
15. Select your target group(s) to focus on
16. Get to know your target group(s)
17. Define your plan of action for reaching out (or for I&D)

B. Better/adapted communication
18. Adapt your message to the target group
19. Go where your target group is
20. Involve the target group
21. Use testimonials and storytelling
22. Upskill for outreach and communication

C. Interconnection with others
23. Encourage networking for I&D
24. Work with other sectors
25. Widen participation
26. Build a trustful positive relation with the public / target group

3. Reduce barriers

to organising European youth projects involving young people with fewer opportunities

A. More accessible Programme design and tools
27. Facilitate closer connection between Programmes and youth work reality
28. Have a bigger variety of European youth project formats
29. Use easier language and concepts
30. Simplify procedures
31. Tackle legal obstacles
32. Adapt the application/report forms
33. Allow different types of applications/ reporting
34. Make IT tools more user-friendly
35. Develop I&D tools for assessors

B. Support for overcoming obstacles
36. Show the support for I&D projects
37. Provide tools for first steps
38. Ensure more opportunities for YPFO
39. Deliver coaching for European youth project applicants
40. Have a supportive approach & provide access to help
41. Increase self-confidence of the newcomer beneficiary

C. Upskilled beneficiaries
42. Deliver training
43. Provide support material
44. Create networking opportunities / peer learning
45. Develop competence profile for working inclusively
46. Deliver inclusion training for trainers

4. Maximise the impact

of European Programmes and European youth projects on I&D

A. Visibility and recognition of the benefits of the experience
47. Recognise participants' learning
48. Plan for change/for impact with the projects
49. Upskill beneficiaries to measure and evidence impact
50. Document the impact of I&D projects

B. European youth project embedded into the community
51. Involve more people
52. Develop social capital
53. Create synergies

C. Supported follow-up actions
54. Support participants' next steps
55. Create future opportunities for organisations' next steps
56. Invest in sustainability after the European youth project ends

5. Mainstreaming Inclusion & Diversity

in European Programmes and European youth projects - 'I&D by Default'

A. Walk the talk – living the values
57. Evolve towards more inclusive and diverse structures
58. Organise inclusive events / activities / resources / communication

B. Tools to support mainstreaming of I&D
59. Ensure a shared understanding of I&D
60. Collate or create practical tools
61. Create an I&D checklist for project organisers/ assessors

C. Training and informing about mainstreaming I&D
62. Deliver training offer about mainstreaming I&D
63. Promote the Programmes as an inclusive tool