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KA210-YOU - Small-scale partnerships in youth
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START the YOUTH ORG

Support the start of youth organization



aide JOVEN
ALIANZA INTERNACIONAL PARA EL DESARROLLO DE LOS JÓVENES

EPeKa
Slovenia

both social

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MODULE 1 – HOW TO START A YOUTH ORGANISATION

APS-ETS Let's Keep Learning (Italy)



What is and what does a youth association do in Italy

Article 18 of the Italian Constitution provides that "*Citizens have the right to associate freely, without authorization, for purposes that are not prohibited to individuals by criminal law*."

Furthermore, according to Article 17 of the same Constitution, "*Citizens have the right to assemble peacefully and without arms. No notice shall be required for meetings, even in places open to the public*."

The association is one of the aggregative forms recognized by the law that protects their constituent freedom and activities. Associations are nonprofit entities and together with other associative structures with which they share the principles of social promotion and operation in the territory they are part of the Third Sector. In summary, we could say that associations are freely constituted groups of people who carry out their activities mainly through personal or patrimonial services of their

adherents (members). The association is, therefore, the result of a contract between a plurality of subjects by which the parties undertake, through a stable organization, to pursue a common purpose.

Third Sector refers to all private nonprofit entities such as:

- voluntary organizations
- social promotion associations
- philanthropic entities
- foundations
- social enterprises (including social cooperatives)
- membership networks
- Mutual Aid Societies.

These entities have civic, solidaristic and socially useful purposes and promote and carry out activities of general interest through forms of voluntary and gratuitous action or mutuality or the production and exchange of goods and services.

Associations define, within their articles of incorporation, their areas of activity and are divided into various types:

- **Generic or cultural association**

It is the simplest and most widespread form of associationism; it carries out its activities mainly in the cultural or artistic field. (Legislative reference: art. 36 et seq. of the Civil Code)

- **Social promotion association (APS)**

Carries out socially useful activities for the benefit of members or third parties, non-profit and with full respect for the freedom and dignity of members; may provide for the remuneration of member-operators for carrying out the institutional activity, although with certain limitations. (Legislative reference: Legislative Decree No. 383/2000)

- **Volunteer association (AdV)**

Carries out activities aimed at the achievement of social, civil and cultural purposes and is characterized by absolute gratuitousness of the services provided by volunteers in a personal and spontaneous manner and also by the absolute prohibition of remuneration of the operators-members of individual associations. (Legislative reference: Legislative Decree No. 266/1991)

- **Amateur Sports Association**

It is the most widely used form of conducting amateur sports activities, due to the fact that it can be formed easily and cheaply and has significant tax and management advantages. The Internal Revenue Service has developed the guide on ASDs with guidance on their establishment and management. (Legislative reference: Legislative Decrees No. 289/2002 and 398/1991)

The regulations on associationism in Italy and the third sector

The association is formalized in a contract composed of two distinct but, legally of a unified nature, which are:

- **Memorandum of Association:** a document that sanctions the birth of the association and manifests the common purpose, ideal in nature, of the two or more persons forming the association.
- **Articles of Incorporation:** lays down the basic rules for the internal life of the association and the organization of future activities

With the articles of incorporation, the promoting members of the association fix the amount of assets, the name, the headquarters and proceed to appoint the first directors. A statute is then attached to the articles of incorporation, which sets out the purpose of the association, the rules governing its internal life, administration, deliberative bodies (members' meeting and board of directors), the dissolution of the association and the consequent liquidation and devolution of residual assets.

The bylaws are a kind of "identity card" for the association and are supplementary to the articles of incorporation and therefore subsequent to it: in fact, with the articles of incorporation, the elements characterizing the new subject of law are identified; with the bylaws, its life is regulated.

The articles of incorporation contain references to:

- absence of profit-making purposes and prohibition of dividing any profits that may be generated
- democratic nature of the structure
- electivity and gratuitousness of the associative offices
- gratuitousness of services provided by members
- criteria for the admission and exclusion of members, as well as their rights and duties
- obligation to draw up a balance sheet, which must show the assets, contributions or legacies received, as well as the manner of its approval by the assembly of members
- procedure and manner of extinguishing the association
- clause of devolution of assets to similar bodies in case of dissolution of the association.

In order to take advantage of the various tax benefits, it is advisable that from the time the bylaws are drafted, the guidelines contained in Article 148 of the Consolidated Income Tax Act (TUIR) are adopted and, with the entry into force at the end of 2018 of the Third Sector Reform, the association registers with the Single National Register.

Once the documents have been drawn up, it is necessary for the legal representative of the association, which usually coincides with the president, to go to an office of the Internal Revenue Service to apply for the issuance of an association tax code.

Immediately afterwards, one can proceed with the registration of the statutes and deed, again at the Internal Revenue Service, an operation that requires the payment of 200 euros of registration tax.

In order to proceed with registration, it is necessary to equip oneself with revenue stamps, which must be purchased on a date prior to the date that appears on the articles of incorporation, i.e., the date of incorporation of the association.

Once the registration procedure is completed and a copy of the articles of incorporation and bylaws endorsed by the Internal Revenue Service is obtained, the association is officially incorporated.

Within 60 days from the date of incorporation, it is mandatory to download, fill out and send electronically (using an accountant, CAAF or downloading independently the necessary software, available on the Agency's website) the Associative Entities Form (EAS), with which associations report tax-relevant data. With the entry into force of the Third Sector Reform, it is no longer necessary to fill out the EAS form. Generally, the form is sent only after the registration of the documents for the establishment of the association.

How an association is organized:

1. **Governing bodies**: members' meeting, board of directors, president
2. **Associative offices**
3. **Members**
4. **Contributors**

1. **Governing bodies: members' meeting, board of directors, president**

An association is mandatorily organized into the following bodies:

Membership Assembly

It is the main body of the association. It is attended with voting rights by all members in good standing. The Assembly approves budgets, amends the bylaws if necessary, and establishes the association's program of activities.

Board of Directors

It is elected by the Assembly from among member persons who are 18 years of age or older, and holds office for a term established in the bylaws. The Executive Board is the executive body of the association.

President

He or she has the legal representation of the body in dealings with third parties and in court; supervises its smooth administrative performance, ensuring compliance with the bylaws; convenes and presides over the meetings of the Board of Directors and the Members' Assembly, ensuring the execution of their decisions. The president is elected by the Assembly or the Board of Directors, as specified in the bylaws. The names of the founding members and the date of founding must be given when the association is established.

There is often provision for a supervisory body, the composition, duration and operation of which are defined in the articles of incorporation/statutes.

2. Associative Offices

The articles of incorporation or bylaws may provide for optional offices such as Vice President, Secretary/Secretary, Treasurer, and Councilor(s).

- The Vice President: performs the duties of the or the President if the latter cannot.
- The Secretary-The Secretary: takes the minutes of the meetings of the Board, which are to be endorsed by the or the President, and supervises the effective implementation of decisions made.
- The Treasurer: shall keep the cash accounts, make and supervise the collection of receipts, and make payments as mandated by the Council or the President.
- The Counselor-The Councilors: make up the rest of the Board of Directors and usually have no special duties or assignments.

Optional membership offices must be renewed periodically.

The Members' Meeting provides for re-election, by majority vote, and the result of the vote is recorded in the minutes of the meeting.

Each association determines the term of office for its offices (usually not to exceed three years) and the number of terms for which the same person may be re-elected to the same office consecutively (usually not to exceed three terms).

In a nonprofit association, it is not possible to establish requirements on the basis of which someone can be granted or prevented from becoming a member. Only if the person applying for membership has committed serious acts against the association itself, membership may not be granted by the Board of Directors.

3. Members

Members all have equal rights and equal duties. To become a member it is necessary to:

- fill out the membership application, in which the person reports his or her personal data, which must then be entered in the membership book once the Board of Directors has ratified his or her membership
- pay the membership fee established by the Members' Meeting.

It is essential that there be a single, equal and, if desired, symbolic membership fee, which members pay when they join the association, so that it can be unequivocally distinguished who is a member (and thus has the right to vote at the meeting) from who is not.

4. Contributors

An association may also have external and occasional (nonmember) collaborating figures to rely on to run its activities.

If, on the other hand, it decides to use its members to carry out a particular task, they must be paid on a casual basis.

They may not be employees, since this would imply receiving a regular monthly salary from the association, but casual collaborators or self-employed workers with a VAT number, who can then issue an invoice in the association's name.

To avoid accusations of indirect profit (i.e., unreported sharing of profits among members), it is advisable that those who are members receive nothing more from their association than a kind of

financial recognition of their commitment and skills, and that in any case the amount of time for which they are paid is less than the amount of time they volunteer to the association.

For the preparation of the final and budgeted financial statements in which to account for membership dues income and expenditures for occasional salaries, you can consult the fiscal management information.

Associations: registered office and operational headquarters

The registered office of the association is the one included in the articles of incorporation, bylaws, and certificate of tax identification. It is the address of reference for all communications and official acts. At the registered office all documents and acts referable to the management of the entity must be kept. It can still be the residential address or the home address of the president or one of the members.

The operational headquarters, on the other hand, is the place where the association carries out its activities and may not coincide with the registered office. Usually associations, if they are not subject to special limitations, may also have several operating offices, spread throughout the territory. To change the registered office, an extraordinary meeting of the members must be called, which usually must be attended by at least half of the duly registered members. The proceedings of the meeting must be recorded in special minutes signed by all those present. The association's representatives will then have to notify the Internal Revenue Service of the change by updating the certificate of allocation of the tax code and VAT number, if any. If necessary, the change will have to be communicated to the special registers to which the association is registered (non-profit registry, CONI registry, voluntary association registry, APS, etc.). In such cases, since the address of the registered office of the association is a fundamental piece of information, which results from the associative acts, it is advisable to register at least the minutes of the meeting that changes the office (through the procedure "Registration of private acts" at any provincial office of the Internal Revenue Service). Otherwise, modifying or changing operating locations does not involve any bureaucratic procedure.

The tax regulations

For tax purposes, associations fall into the category of noncommercial entities, i.e., among those entities, public or private, other than companies, whose exclusive or main purpose is not to engage in commercial activities (Article 73 Presidential Decree 917/1986-TUIR).

Based on the provisions of Article 143, paragraph 3 of TUIR, for nonprofit cultural associations, income from:

public fundraising activities - including through offers of goods of modest value or services - as long as they are carried out occasionally as part of celebrations, anniversaries and awareness campaigns;

activities with social purposes carried out in accordance with institutional purposes if under an agreement or accreditation regime with the public administration.

attendance fees for activities carried out in direct implementation of institutional purposes paid by its members, by those of other associations affiliated with the same national body (e.g., Arci, Acli, Aics, Libertas).

Youth informal groups

An ‘'informal group’' is a spontaneous aggregation of a minimum of 3 to a maximum of 5 members, aged between 18 and 35, who are interested in forming a third sector entity to carry out project initiatives, local and/or national in nature, aimed at responding to social challenges considered fundamental for young people.

It differs from associations in that it is not created to last, it is a spontaneous aggregation that does not offer opportunities for social confrontation beyond what is necessary to manage activities, so it does not need so much a mechanism of timely decision-making as a system of mere execution: for these reasons, it does not have a board of directors and does not need a president; in fact, it does not have bylaws establishing governing bodies. As a matter of representability to third parties, it has only one legal representative with the function of spokesperson while decisions are entrusted to the members present in the discussions, which are conducted in simple assembly mode.

It is established by a private writing in which the participants and activities of common interest are recalled along with other details that may be useful for management (name of legal representative, expense sharing systems, clarifications on the conduct of activities). The private writing is not strictly necessary but is useful for keeping track of the establishment while it is mandatory if a tax code is to be acquired.

Economic management is limited to the keeping of an income and expenditure sheet on plain paper in the form of the common first note, accompanied by all receipts of expenditure to which is added the preparation of a summary of income and expenditure in the form of the common statement to be represented to the other members by the end of April of the year following the year to which the statement refers.

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EPEKA (Slovenia)



How to start an NGO in Slovenia

Minimum Requirements: to establish an NGO in the Youth Sector, you need at least three legally competent individuals or legal entities.

Restrictions: economic companies cannot establish NGOs with activities similar to their own. Foreign NGOs can operate in Slovenia through a registered branch. An association of NGOs (a federation) requires at least two member NGOs.

Naming the NGO: the name of the NGO must be in Slovenian, unique, and not misleading or offensive. In areas with Italian or Hungarian communities, the name must be in both languages. The name must include "association," "club," "society," or similar terms. Additional elements can be in foreign or historical languages if they describe the activity or are part of an international association's name. The name cannot include "Republic of Slovenia." Permission is needed to use names of government bodies, local authorities, companies, or famous personalities.

Founding the NGO: you need to hold a funding meeting to decide on the establishment, adopt the statute, and elect a representative.

The statute must include:

- The name, any abbreviations, and the location.
- The purpose and objectives.
- The activities and tasks (including commercial activities if applicable).
- The membership conditions and termination.
- The rights and obligations of members.
- The management structure.
- The representation details.
- The financing and property management.
- The transparency measures.
- The amendment procedures.
- The dissolution process and asset disposition.

Registration: to operate legally, register the NGO with the local administrative unit. Foreign NGO branches must use their own and the parent NGO's name, and the parent NGO is liable for the branch's obligations. Any changes in the foreign NGO branch's name, address, or representative must be registered within 30 days.

Policies in the youth sector

An overview of the key youth policies in Slovenia, aimed at supporting young people in their personal, social, and professional development:

1. Act on the Public Interest in the Youth Sector (ZJIMS, 2010)

This act formally recognizes youth work as an organized, goal-oriented activity that helps young people integrate into society, develop their competencies, and contribute to community development. It highlights the voluntary participation of youth in various forms of youth work, irrespective of their interests or backgrounds.

2. National Programme for Youth 2013-2022

This program was designed to address the needs and challenges faced by young people across several areas:

- Education and Training: Enhancing the quality and accessibility of education and vocational training.

- Employment and Entrepreneurship: Promoting youth employment and entrepreneurship through various initiatives and support measures.
- Health and Well-being: Improving the physical and mental health of young people through targeted health programs and services.
- Participation and Volunteering: Encouraging active participation in civic and political life and promoting volunteerism.
- Culture and Creativity: Supporting cultural and creative activities among youth.
- Social Inclusion and Equality: Addressing social inclusion, equal opportunities, and combating discrimination.

Labour regulations for youth in Slovenia

Minimum working age: the minimum working age in Slovenia is 15 years. However, young people between the ages of 13 and 15 can engage in light work, provided it does not interfere with their education, health, or development. This work must be approved by the Labour Inspectorate.

Working hours and rest periods: for young workers (under 18), the working hours are restricted to 8 hours per day and 40 hours per week. Young workers are generally not allowed to work between 10 PM and 6 AM. Exceptions are made in certain sectors like culture, art, sports, or advertising, provided that safety and health protections are ensured. Young workers must have a rest period of at least 12 consecutive hours in each 24-hour period and two days off each week, which should be consecutive if possible.

Health and safety regulations: employers must ensure that the workplace is safe for young workers. This includes:

- Conducting risk assessments specifically addressing the hazards that might affect young workers.
- Providing appropriate training and supervision.
- Ensuring that young workers are not exposed to harmful substances or dangerous machinery.
- Special attention is given to the physical and psychological capacity of young workers when assigning tasks

Student work: in Slovenia, student work is a regulated form of employment that allows students to gain work experience and earn income while studying. This type of work is governed by specific regulations ensuring that it does not interfere with the students' education. Students can work up to 20 hours per week during the school year and full-time during holidays. The employment conditions for student work include minimum wage protections, contributions to pension and disability insurance, and health insurance coverage for work-related injuries and illnesses. This system provides students with valuable opportunities to develop skills, build professional networks, and support themselves financially during their studies.

BOTH SOCIAL (Netherlands)

Note: The Netherlands is one of the countries were starting an association, Informal group, business, and organization is very easy and simple. There are rules which anyone can easily meet and follow.



There are various subjects and themes that you can address in order to start an association. These subjects can be achieved by a given objective where like-minded people from different social, geographical, and political background can come together to make a difference in society to subjects such as Sports, music, environment, climate change, cooking, humanitarian and etc. To do so the best option is to create your own legal entity, it can be in form of association or in the form of Dutch a ‘vereniging’.

An association is an organization with a primary objective that does not revolve around profit-making. The focal point of most associations lies in the coordination of social activities. In the event an association generates profits, such financial gains are obligated to be reinvested back into the association, with no provision for distributing profits among its members.

For an association to function, it must have a minimum of two members. The apex authority within the association is the "ledenvergadering" or meeting of members. Each member holds the right to exercise a vote, and it is within the ledenvergadering's purview to appoint the Committee, comprising, at a minimum, a chairperson, secretary, and treasurer.

Unlike entities with shareholders, associations source their financial resources through contributions from members, encompassing donations and fundraising activities.

In the Netherlands, associations are broadly categorized into two types:

- Association with Full Legal Capacity (volledige rechtsbevoegdheid): This type enjoys equivalent rights and responsibilities as a public entity. Notably, it can engage in financial transactions such as taking out loans and possesses the capacity to own and inherit registered property. Associations with full legal capacity are the only ones eligible for subsidies.
- Association with Limited Legal Capacity (beperkte rechtsbevoegdheid): In this scenario, both the association and its members bear private liability. The establishment of an association with limited legal capacity does not necessitate the involvement of a civil-law notary.

Setting up an association in the Netherlands requires mandatory registration in the Business Register, particularly if the association possesses 'full legal capacity.' Until this registration is complete, individuals involved remain personally liable. Typically, a civil-law notary facilitates the registration process, but it is advisable to seek confirmation.

Establishing a vereniging (association) with 'full legal capacity' (volledige rechtsbevoegdheid) absolves individuals of personal liability for the association's obligations. To formalize this, a civil-law notary is necessary to draft a deed, outlining the creation of the vereniging and enumerating its articles of association. These articles should encompass key details such as the association's name and address, purpose (excluding profit-sharing for members), member requirements, procedures for convening general meetings, rules for appointing and removing committee members, and the allocation of surplus after dissolution.

It is important to note that any amendments to the association's articles of association require the involvement of a civil-law notary. Additionally, associations often have house rules, which govern day-to-day practical affairs and do not necessitate the intervention of a civil-law notary.

A legal entity, including an association, is obligated to conduct a general meeting of members at least once a year. This meeting serves as the forum for making final decisions and approving financial statements. Notably, as of January 1, 2025, associations have the option to organize fully digital general meetings, supplementing the existing choice of a partially digital (hybrid) meeting.

You do not need a civil-law notary to set up an association with limited legal capacity. Nor do you have to list the association in the Dutch Business Register. You can, however, limit the liability of members by Listing your association in the Dutch Business Register. None of the members are then liable with their private assets for possible debts.

Costs

"In the establishment of an association, there is no obligatory minimum starting capital requirement. Instead, a one-time registration fee for the inclusion of your association in the Business Register. The associated expenses for engaging a civil-law notary typically range between €400 and €800.

Furthermore, it is imperative to account for ongoing costs for record keepings. Associations engaging in commercial activities are obliged to submit financial statement ('jaarrekening') based on their annual turnover. The specific information required for submission is contingent upon the scale of the organization. On average, the annual administrative costs are estimated to be between €600 and €1,800."

Filling Financial Statements

"If your association has recorded an annual turnover exceeding €6 million in the preceding two financial years, it becomes obligatory to submit financial statements to the Netherlands Chamber of Commerce (KVK)."

Taxes

It is noteworthy that not all associations are obligated to pay corporate income tax (vennootschapsbelasting, vpb). Specific criteria for exemption are outlined, and further details can be accessed to ascertain the eligibility of an association. For more information read, exempt.

Additionally, the obligation of an association to pay and charge Value Added Tax (VAT) hinges upon its unique circumstances. For comprehensive information on VAT obligations and exemptions, it is advisable to refer to the official Belastingdienst.nl website.

Public benefit organization status

"In accordance with Dutch regulations, associations have the opportunity to acquire a 'public benefit organisation' (PBO) status, known as Algemeen Nut Beogende Instelling (ANBI) or Sociale Belang Behartigende Instelling (SBBI) status in Dutch. Achieving this status provides specific tax advantages. To initiate the process of obtaining an ANBI or SBBI status, organizations can submit a formal request to the Dutch Tax and Customs Administration."

Liability

In accordance with the legal framework governing associations in the Netherlands, it is imperative to recognize that the association, as a legal entity, typically shields its committee members from personal liability for any incurred debts. Nevertheless, exceptions to this immunity exist, notably in cases of

mismanagement, negligence, or a failure to duly register the association with the Dutch Business Register.

It is incumbent upon associations to promptly notify the Chamber of Commerce KVK of any changes in committee membership within a span of 8 days. The omission of such notification may expose former committee members to potential liability, particularly if their names persist in the Dutch Business Register beyond their tenure.

In instances where an association possesses limited legal capacity, members assume personal liability with their private assets. However, this liability can be mitigated by appropriately registering the association with the Dutch Business Register, thereby fortifying the legal status and safeguarding the personal assets of its members.

Signing Authority

In accordance with the guidelines set forth by the Netherlands Association, the committee possesses collective authorization for signing purposes. This signifies that committee members are empowered to either collectively or individually execute contracts and undertake legal responsibilities on behalf of the association, including the submission of changes to the Business Register. The specific parameters of these authorizations are outlined in the articles of association..

Moreover, the committee retains the option to delegate power of attorney to an appointed representative. This designated individual is then vested with the authority to act on behalf of the association. It is advisable to officially register this appointed representative in the Business Register, enhancing transparency for business partners by clearly indicating who is authorized to represent the association.

Personnel

Associations in the Netherlands have the option to engage personnel, necessitating compliance with payroll taxes and social contributions on behalf of their staff. Initial recruitment of an employee mandates registration as an employer with the Dutch Tax and Customs Administration, with simultaneous reporting obligations to the Netherlands Chamber of Commerce. Detailed guidance on this process can be found in the checklist titled "Employing Staff in the Netherlands."

In the context of associations, individuals serving under the authority of the general meeting of members may be considered employees if they undertake labor on behalf of the association and receive compensation for their services. It is imperative that the compensation aligns proportionately with the

nature of the work performed. Notably, associations holding an ANBI status are restricted from employing their members, with compensation typically limited to reimbursement for incurred expenses.

Social security and national insurance contributions

In accordance with the regulations set forth by the Netherlands Association, members engaged in employment under the association's purview are automatically enrolled in applicable employee insurance schemes. In the event of non-employment, members have the option to opt for voluntary insurance. Additionally, for those without formal employment, the opportunity exists to independently establish and contribute to a personal pension plan. This approach allows members to proactively build their pension reserves.

Ending an association

An association may undergo dissolution through a resolution passed during a general meeting of its members, the absence of any remaining members, or a declaration of bankruptcy. The guidelines and processes for the dissolution of an association are explicitly outlined in its articles of association. It is crucial to recognize that the termination of an association carries significant implications for various matters. Notably, this may lead to the cessation of access to the association's business bank account. Compliance with the specified rules and procedures is paramount to navigate such consequential actions in accordance with the regulations of the Netherlands Association.

AIDEJOVEN (Spain)



In the present, the stake active of the youths in the society HE ha converted in a crucial element for community development and the construction of a future sustainable. In this context, youth associations and informal youth groups are a fundamental tool for achieving the common goals of our communities, channeling the energy, creativity, and commitment of this constantly evolving segment of the population. In This document will mainly address youth associations, exploring what they are and how they can be created, as well as the characteristics of informal youth groups, analyzing the aspects they have in common and their differences, highlighting the importance of grasp both structures in he panorama youth for understand which of them will be able to help us best achieve our goals according to he context social, political and cultural environment in which we find ourselves. Ultimately, they will be addressed the policies public juveniles in Spain and the Community of Madrid, highlighting the importance of a regulatory framework that supports and promotes the active participation of youth in decision-making and in the construction of a society further inclusive and equitable. Through this exploration, we seek to provide a comprehensive vision that inspires and guides those interested in contributing to the empowerment of youth and the strengthening of society as a whole.

What is and what does a youth association?

A youth association is an organization made up of young people who share common interests, goals, or activities. The primary purpose of these associations is to encourage active youth participation. in the society, promoting he development of their skills and abilities. These associations, therefore, represent the ideal space for collective expression and action by the youth, So as the defense of their interests and fundamental rights. Youth associations can address a wide variety of topics and activities within areas such as culture, sport, environment, education, defense of the rights of both individuals and vulnerable groups… Of the same In this way, its objectives may include aspects such as promoting citizen participation, volunteering, social inclusion, training or healthy leisure, among others. The functions and activities of a youth association may vary depending on its specific objectives, but generally include:

1. **Organizing events and activities**: youth associations often organize events, workshops, conferences, competitions, and other activities to engage young people and encourage the exchange of ideas.
2. **Promotion of participation**: it is very common that are associations seek to promote the active participation of young people in collective decision-making, whether at the local, regional or national level, turning the interests and concerns of its members into action.
3. **Rights advocacy**: some associations focus on defending the rights of young people, advocating for policies that benefit this segment of the population.
4. **Solidarity actions and volunteering**: many youth associations promote volunteering and participate in solidarity and social aid projects.
5. **Training and development staff**: offer programs of training, training and personal development to empower young people and improve their skills.
6. **Cultural promotion and artistic**: some associations HE center in the promotion of cultural, artistic and recreational activities to enrich the cultural life of young people.
7. **Participation in youth policies**: they collaborate with government institutions and other organizations to influence public policies related to youth.

It is important to highlight that youth associations they can have structures and very different approaches, but, generally, their main aim is provide a space where young people can actively participate in society, express their ideas, develop skills and contribute to the common good.

How to create a youth association?

There are a series of legal requirements that must be met in order to form, put on the go, activate and keep a association youth. These requirements change depending the country, the region, the community

autonomous either, even to times, he municipality and HE collect in A series of documents that constitute the legal framework. Below, we provide an overview of the tax, labor, and third-sector regulations affecting youth organizations in Spain, and more specifically in the Community of Madrid.

Regulations of the third sector

Third sector organizations do not pursue profit-making goals like private companies or are linked to the government as the institutions public. The Youth organizations, working for the common good, are included in this sector. In Spain, The regulations cover aspects as he regime fiscal, he right of association, he volunteering and taxes on non-profit corporations. To consolidate a Youth Organization, it's vital to consider the legal framework and follow certain steps.

Youth organizations must be governed by the Law on the Right of Association, which regulates the creation and operation of associations, including youth associations. The first step in formalizing an association is to draft its bylaws, which must contain:

- **Denomination of the entity**: Which is he name of the organization?
- **Purposes:** That goals wants reach?
- **Home and scope territorial**: In where are located? and Which will be he place of acting?
- Rules for the admission and withdrawal of members: What requirements must members have? partners to be admitted to the organization? What will be the procedure? for unsubscribe members?
- **Economic and property regime**: According to the laws of the tax regime for non profit entities and the tax incentives for patronage, and the corporate tax, it will be necessary to determine which paragraphs and specifications the association will adhere to in each case.
- **Governing and representative bodies**: What is the organization's organizational chart? Who holds each of the association's management positions?
- **Method of deliberation and adoption of agreements**: How often will meetings be held and how will new agreements be approved within the association?
- **Requirements for amending bylaws**: What are the steps to amend any of the points outlined above?

This regulation provides tools for the creation and consolidation of youth associations in Spain. It is essential to understand it. and apply it for he effective growth of your organization:

- Law 49/2002, of 23 of December, of Regime Fiscal of the Entities without Profit Purposes and Tax Incentives for Patronage.

- Law Organic 1/2002, of 22 of March, regulatory of the Right of Association.
- Law 27/2014, of 27 of November, of the Tax about Societies.
- Law 6/1996, of 15 of January, of the Volunteering.
- Law 50/2002, of 26 of December, of Foundations.

Regulations fiscal

According to Spanish regulations, youth associations are "voluntary groups of natural persons over fourteen years of age and under fourteen years of age." thirty, whose purpose sea the promotion, training, social integration, or entertainment of youth, without profit motive." These may be established under their own rules established in the statutes mentioned in the previous section. Once the statutes have been approved by the assembly, registration must be carried out in the National Registry of Youth Associations, which depends on the Institute. of the Youth. The application of registration has to go accompanied of the certification of the assembly that certifies the approval of the statutes and a copy of the same. Regarding tax issues, the General Tax Law is the one that establishes the basic rules that govern the system. tax in Spain. In how much to the organizations youth, the Law on Non Profit Entities and Tax Incentives for Patronage should be taken as a reference when establishing incentives for donations and collaborations with other organizations. Likewise, the Corporate Income Tax Law and Regulations regulate exemption from corporate income tax, provided certain requirements are met, and tax benefits for donations made.

Legislation Labor

Regarding labor legislation in the country, there are a wide variety of regulations included in the Labor and Social Security Code, of which is important stand out Law 16/1976, of April 8, Relations Labor. This law establishes the rules basic rules that regulate the employment relationship between employers and employees, although in the case of youth organizations, the relationship between their members or collaborators will not always be considered a traditional employment relationship. Another law that there is that have in account to the hour of grasp in depth the different relationships labor that can have the Organization Youth is the Law 45/2015 of 14 October, which regulates the nature and connection of volunteers to different organizations.

What are the groups informal of youths?

Informal youth groups are those that form spontaneously and do not necessarily follow a formal organizational structure. These groups HE They are characterized by developing naturally and

voluntarily, without an official designation or clear hierarchical structure. Some characteristics common of the groups informal of youths:

- ✓ Spontaneous formation: These groups usually arise spontaneously due to common interests, friendships, shared activities or simply geographical proximity.
- ✓ Absence of formal structures: Unlike formal organizations such as clubs, associations or societies, informal groups do not usually have hierarchical structures or strict rules.
- ✓ Shared interests: Members of these groups often come together because they share similar interests, whether in sports, music, recreational activities, or any other topic that they find attractive.
- ✓ Flexibility: Informal groups are flexible and can easily change in size, composition, and objectives according to the needs and preferences of their members.
- ✓ Social Functions: In addition to sharing interests, informal groups often serve important social functions, providing an environment where young people can socialize, share experiences and make personal connections.
- ✓ Independence: These groups generally No depend of a structure external to their existence and functioning. They do not have formal leadership and can be autonomous in their decisions and activities.

Main differences between the groups informal and the associations juveniles

Although groups formed by young people are usually motivated by shared interests, associations go a little further, being a more representative figure of youth identity, being able to participate in cultural, artistic, volunteer and/or social activism activities aligned with the concerns of the group, making it more or less formal depending on the level of organizational involvement of the leaders. This gives it the character of a social movement and below we will mention the main differences and similarities between a Association Youth Formal and an Informal Youth Group.

Characteristics	Association Youth Formal	Cluster Youth Informal
Estabilished legal and organisational structure	✓	✗
Training spontaneous	✗	✓
Flexibility	✗	✓

Internal regulations, following statutes	✓	✗
Participation and social political influence	✓	✗
Activism	✓	✓
Training and professional development	✓	✗
Socialization between peer	✓	✓

Policies of youth in Spain

In Spain, youth policies are guided by the Youth Institute (Injuve), which promotes the participation, equality, and development of young people in different areas of society. This body is regulated by Royal Decree 486/2005, May. Thus implementing one of the principles of the Spanish Constitution, Article 48 states that "the public authorities shall promote the conditions for the free and effective participation of youth in political, social, economic, and cultural development. " Injuve is an autonomous body attached to the Ministry of Youth and Children that promotes equality. of opportunities between the youth, promoting the stake free and effective participation of youth in political, social and cultural development, promoting collaboration with various ministerial departments and public administrations whose activities that impact this segment of the population. This will allow us to determine the priorities in the guidelines proposed by the European Union. for the youth according to the needs specific to the Spanish context. Alongside Injuve, there is the Youth Council of Spain (CJE), which is a platform to which youth entities from the autonomous communities and state youth organizations are affiliated, whose purpose major is be a protesting entity, criticism and representative of the youths in the decisions that them affect in the political, cultural and economic spheres. Under this framework of governing bodies of public youth policies at the national level national, different plans have been proposed to protect and promote the rights of young people, thus being able to improve their quality of life. These policies mainstream the youth reality in the areas of education, health, leisure, employment, entrepreneurship, family, etc., promoting a more equitable society. Some of the most representative programs of public policies of youth, are the youth card and the international mobility programs for students or researchers, which respond to specific needs such as education, he leisure, the culture and openness to global citizenship.

Policies of youth in the Community of Madrid

As explained above, public policies are an articulated organism, that responds to the needs of the population by having established guidelines and objectives, continuously monitoring the actions taken to achieve these goals. An evaluation is then carried out to identify opportunities for improvement and thus build the foundations for a more just and equitable society. For this reason, the European community's public youth policies are replicated in the Injuve (National Institute of Youth), and these, in turn, are replicated in the autonomous communities. In this case, we will review the youth policy of the Community of Madrid. These multi-year strategies have been posing from he year 1988, chasing different objectives according to the needs of the historical-social-economic-political context of the moment. Initially, the focus was on the need for youth participation and a sense of belonging among young people in society. As progress progressed, they managed to get more people involved in volunteer activities, thereby achieving the proposed objectives. However, as the years went by, more needs and potential among this population group became evident. Therefore, the strategies for involving young people in these public policies began to cover more and more areas of development, mainstreaming interests and addressing concerns. By 2010, youth development strategies focused on in plans for educational continuity, thus enabling young people to enter the labor market with more tools. Likewise, he strengthening of the stake youth HE impulse to through of the associations the which is it, through initiatives own and they achieved he support by the Various organizations were able to carry out several plans that to day of today continue being relevant to European youth cooperation. In the multiannual plan from 2019 to 2027, the Community of Madrid mainstreams the action of public policies in education and training, employment and entrepreneurship, health and well-being, participation in civil society and democratic life, volunteering actions, social inclusion, creativity and culture and youth in he world. This allows young people to be socially and democratically involved, providing them with the skills and abilities to transition to adulthood, and connecting this global citizenship through cross-border mobility. All of these actions are based on the protection of human rights, with a special emphasis on inclusion, participation, equality, and non-discrimination. They promote civic and socio-educational activities with guarantees of social and democratic participation.

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MODULE 2: DIVERSITY AND INCLUSION

Once the youth organisation is constituted, the most effective way to achieve the objectives that have been set is through the development of projects. In this module, we will explain a methodology for designing, implementing, monitoring and evaluating projects that prioritise diversity and inclusion.

What do we mean by Diversity and why do we associate it with Inclusion?

In order to address projects that have a direct impact on *Diversity* and *Inclusion*, we must first know what each of these terms refers to and how they relate to each other, as it is essential to know what the starting point is in order to be able to intervene.

Diversity is the presence of people with different physical, social and personal characteristics in a group, organization or society. These characteristics include race, ethnicity, age, gender, sexual identity, religion, physical and mental ability, language, income and education. In principle, diversity is something positive for society that enriches our community and allows us to have different perspectives and experiences that can promote the innovation and creativity. Also the different points of view in a society can generate valuable ideas to solve different problems that we are facing nowadays. The diversity give us the opportunity to create a more tolerant and egalitarian society that promotes a human and personal development in all of us. However, in practice, the hegemonic culture constitutes stereotypes that make this diversity invisible and determines canons that hinder its recognition, which facilitates the increase of segregation and rejection, thus hindering socialization of minority groups.

Due to different social, political, economic, cultural, family and/or individual contexts, people are at risk of social exclusion. This is why when projects are developed taking diversity into account, it is related to inclusion so that the beneficiaries of such initiatives can build a more tolerant and egalitarian society.

In the following, we will detail concepts related to diversity that need to be reviewed in order to address them from a rights-based approach that protects people's dignity.



Related to diversity we have one key concept that we have to take into consideration before start thinking about the creation of projects related to that. This concept is “social exclusion”. Social exclusion is the direct consequence of failing to contemplate and take into consideration the inevitable diversity that exists in any group of people. Each individual is different, although there are certain similarities between people. Thus, people with similar traits tend to be grouped into social clusters, differentiating them from other groups on the basis of their distinctive characteristics. As result, majority groups usually end up excluding (more or less intentionally) minority groups from community life. This exclusion of minority individuals or groups from society is what we call ‘social exclusion’.

Social exclusion is difficult to measure, as it depends on many different factors, such as the person's environment, the resources at his or her disposal and the opportunities that he or she encounters in the course of his or her personal development. Therefore, in order to deal with this issue, it is more common to speak of ‘risk of social exclusion’, which indicates the manifest possibility that certain people are more likely than others to be socially excluded. There are a large number of factors that can increase the risk of social exclusion of a person or group, but some of the most common reasons are the following:

Disability refers to physical, mental, intellectual or sensory impairments that may prevent a person from participating fully and effectively in society. **Health problems,** on the other hand, are usually serious illnesses, chronic ailments and other physical or emotional health issues that can make it impossible for someone to participate in socialisation processes on an ongoing basis, no matter what stage of life they are in.

Those who, for various reasons, have not performed well in **education and training systems**, have dropped out of school, do not study, work or receive training, and low-skilled adults may face barriers to participation in society. These learning difficulties, which are also linked to other factors

such as personal circumstances, are often the result of education systems that create constraints and don't take into account the real and concrete needs of individuals.

Cultural differences may mainly affect those who have fewer opportunities. That is, they represent obstacles to the integration into society of people with a migrant or refugee background (including newly arrived migrants, people belonging to ethnic or national minorities, sign language users, or people who have difficulties with linguistic adaptation and cultural inclusion) because exposure to language and cultural differences may deter or limit them from the benefits of participating in society.

Social barriers, understood as difficulties in social adaptation, limited social competences, anti-social or high-risk behaviour, being a (former) offender, a (former) drug addict, a (former) alcoholic or a social outcast could directly affect the participation of these persons in society. Other difficulties that can be envisaged are: being the first person in the family to access higher education, having a child (particularly in the case of single-parent families), being a carer, being an orphan, being the main breadwinner of the family or having lived in a care institution.

On the other hand, **economic disadvantage** can also constitute an obstacle to proper participation in society. Here we refer mainly to those with a low standard of living (low income or welfare dependent), students who need to work to support themselves financially, those in precarious situations of poverty or long-term unemployment, and those who are homeless, in debt or in financial difficulty.

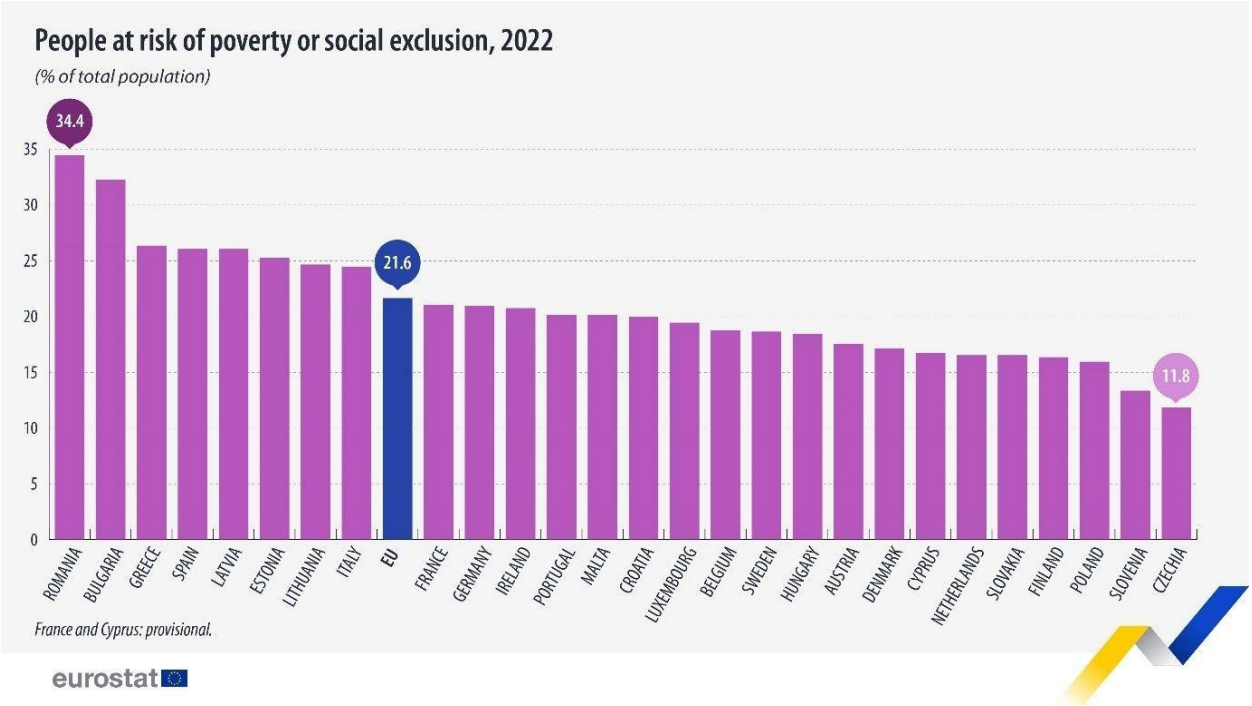
Discrimination linked to gender, age, ethnicity, religion, belief, sexual orientation, disability or intersectional factors can also be a barrier to participation in society.

Finally, living in remote or rural areas, on small islands, in peripheral or outermost regions, in urban suburbs, in poorly serviced areas or in underdeveloped areas of third countries is a **geographical barrier** to participation in society.



Some data

According to EU statistics, 1 in 5 adults (in some countries 1 out of 3) living in the EU member states is at risk of poverty or social exclusion, as shown in the following graph from *Eurostat*. Some countries



According to the concepts seen previously, people who have some kind of variable that prevents them from fully developing in society are more exposed to social exclusion and the following statistics demonstrate this:

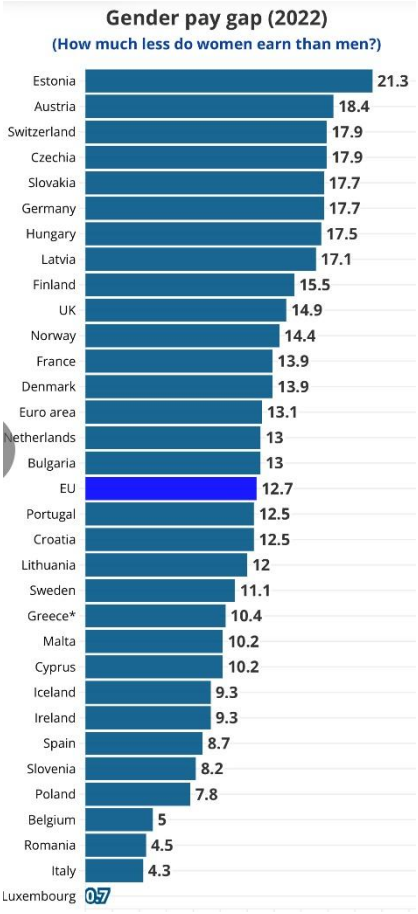
- People with disabilities face a much higher risk of poverty and/or exclusion than non-disabled people. A much higher risk of poverty and/or exclusion than non-disabled people. In 2022, 30%, i.e. almost one in three people with disabilities, is at risk of poverty and/or exclusion, while for non-disabled people the figure is 22.7% (THE STATE OF POVERTY REPORT 2023 PEOPLE WITH DISABILITIES).

- According to the study carried out in collaboration of universities in Spain, Germany and the Netherlands "In your face: a comparative field experiment on racial discrimination in Europe" having a black or Asian/Amerindian phenotype reduces the chances that the employer will be interested in the candidate by about 20% (average across the three countries in the study: Germany, Spain and the Netherlands), while having a brown-skinned Caucasian phenotype (widespread in North Africa) reduces these average chances by about

10%, compared to having a white Caucasian phenotype. This makes it difficult for 1 in 5 people with a black or Asian phenotype to access employment, which increases the risk of social exclusion for these groups.

- According to a survey make by the Eurostat more than half of respondents say there is widespread discrimination in their country on the basis of being Roma (65%), of skin colour (61%,) of ethnic origin (60%), of gender identity (being transgender, 57%) or sexual orientation (54%). Around one in five (21%) respondents say they have personally felt discriminated against or experienced harassment in the past 12 months.

- In 2022, the gender gap was 12.7% in the EU. This indicates that women earn on average 87.3 euros for every 100 euros earned by men.



- In certain countries, notably Cyprus, Italy and Austria, the hourly pay gap for foreigners is very high, at 42%, 30% and 25% respectively. In Finland it is 11%, lower than the average value, and in the EU as a whole it is almost 9%.

For all these reasons and many more, projects with a vision of protection and promotion of the rights of people at risk of social exclusion are necessary. The following sections will explain how to realise projects with strategic planning tools.

Strategic Planning: What is SWOT analysis?

In order to implement projects that intervene in social collectives, empowering the population through a rights-based approach, methodologies that promote people's participation must be used. These tools can be applied at different points in the development of the project cycle (design, implementation, monitoring and evaluation); however, the one presented below is initially designed for the first phase *of the design.*

SWOT analysis is an acronym for **Strengths**, **Weaknesses**, **Opportunities and Threats (SWOT)**, which refers to the own and external situations of the people or groups involved. This tool can be carried out individually, but where it has the greatest potential is in a group, defining collectively what are the positive characteristics or factors that affect the development of the project.

The main way to present this analysis in a matrix is as follows:



Some questions that can guide the development of the project to complete this analysis matrix would be:

- **Identify strengths:**
  - What resources and capacities does your social group have?

- What are the skills and experiences of the project team/people involved in the project?
- What advantages do they have over other similar projects?
- What positive aspects stand out in the mission and vision of your project?

- **Identifying opportunities**
  - What changes in the environment could benefit your social project?
  - Are there potential collaborations with other organisations?
  - What demands are not being met in the community that could be addressed by your project?
  - Are there external resources available, such as grants or volunteers, that could be tapped?

- **Identifying Weaknesses**
  - What constraints does your social project face?
  - What are the areas in which the team or collective lacks expertise or resources?
  - Are there internal problems that could hinder the progress of the project?

- **Identifying Threats**
  - What external factors could negatively affect your project?
  - Are there changes in legislation or policies that could have a negative impact?
  - What are the economic, social or environmental risks that could arise?

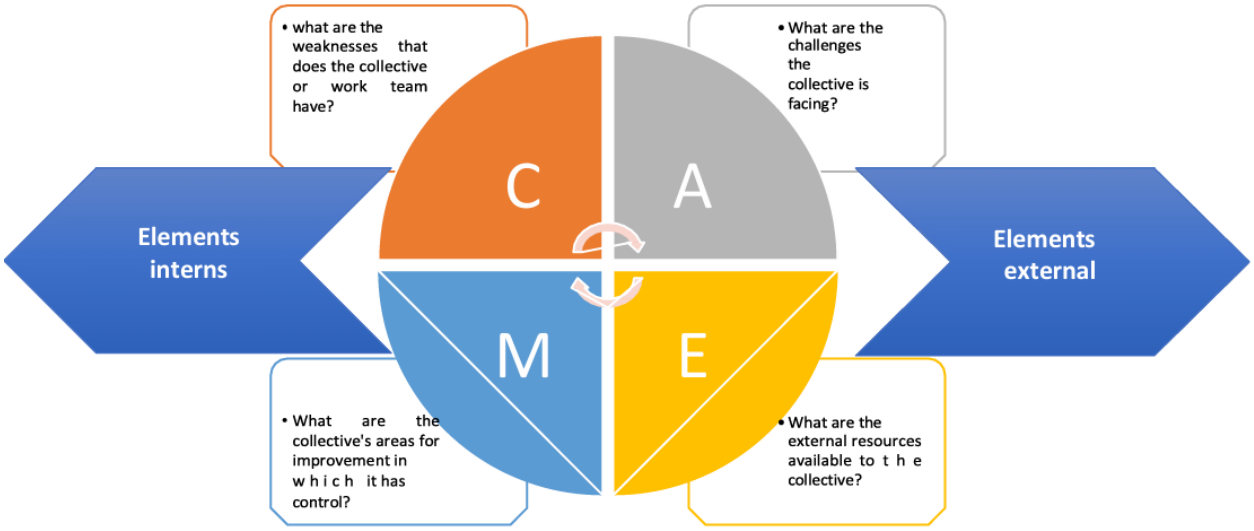
A thorough analysis of all these factors, whether positive, negative, internal or external, related to the project will help to define the priorities and the best way to address the situation, enhancing the *strengths*, working on the *weaknesses*, taking advantage of the *opportunities* and solving the *threats*.

Strategic Planning: What is the CAME matrix?

Once we have the initial analysis of the SWOT matrix, we will have to draw up an implementation plan, for which we have the *CAME matrix*, which is an acronym for **Correct**, **Address**, **Maintain**, **Exploit.** Each of these items corresponds to the categories analysed in the previous matrix, let's see

what each one means and how we can apply it to the intervention project:

- **Correct**: This stage focuses on identifying and addressing the *weaknesses* of our collective and/or team. It is crucial to prioritise the correction of anything that is not working properly in order to strengthen the operational base and prepare for future challenges.
- **Tackle**: Once we have identified the *threats* that could affect our project, we must proactively address them. This involves developing strategies to mitigate risks and respond effectively to external challenges, thus ensuring the resilience and continuity of the project.
- **Maintain**: Given that we already have *strengths*, it is essential to dedicate efforts to their maintenance and continuous strengthening. This involves protecting and enhancing the internal capacities and resources of both the collective and the team to maximise our performance in the project.
- **Exploit**: At this stage, we focus on making the most of *the opportunities* in the environment. This involves developing strategies to capitalise on potential collaborations and other external factors that can benefit the growth and positive impact of our project.



Once each of these items has been analysed, we will proceed to their analysis, understanding that not all projects will be approached in the same way, as they depend on their context and the objectives to be achieved in the intervention. This is why the **CAME** and **SWOT** matrix has four main ways to guide the project:

- **An offensive strategy**: This strategy aims to combine *strengths* and *opportunities in* order to quickly position yourself in the social market and differentiate yourself from the competition, thus maximising the positive impact of your project and contributing to the desired social change. The key to this is to be able to exploit 100% of the opportunities in the context, taking advantage of and making the most of the strengths of the collective and the work team.
- **A defensive strategy**: In this case, consider *strengths* and *threats*, designing a plan to protect and strengthen the project's mission and core values, thus ensuring its ability to cope with external challenges and promote positive change in society.
- **A reorientation strategy**: Here, *weaknesses* and *opportunities* should be reviewed in order to determine a new intervention path for the collective, so that constraints can be overcome and opportunities maximised to strengthen and improve the impact of the project.
- **A coping strategy**: This is an approach to proactively address the *weaknesses* and *threats* of the collective and/or team that could hinder the achievement of the project's objectives, thus ensuring resilience and long-term positive impact.

The two matrices presented above are complementary tools for designing projects in a strategic way; to understand more quickly what we need to do in project planning is:

- Correcting Weaknesses.
- Tackling Threats.
- Maintaining Strengths.
- Exploiting Opportunities.

Strategic Planning: Objectives S.M.A.R.T.

Once the information from the matrices has been detailed, analysed and the strategy for the project has been determined, the objectives to be achieved with the intervention must be determined, bearing in mind that the projects must have a determined duration, all activities must be documented and their impact must be evaluated in order to be able to replicate good practices in other similar contexts.

This is why the objectives that are drawn up following the strategic project design methodology should be SMART, an acronym that stands for **Specific**, **Measurable, Achievable**, **Realistic** and **Time-bound**.

S	Objectives should be clear and specific in terms of what they are intended to achieve in terms of diversity and inclusion.
M	It is important that objectives can be measured in order to evaluate their progress and success. This involves establishing quantifiable indicators to monitor progress towards the achievement of the objective.
A	Objectives should be realistic and achievable, taking into account the resources available, the capacities of the team and the context in which the project takes place.

R	It is important to ensure that the objectives meaningfully address the challenges and opportunities related to diversity and inclusion in the specific context of the project.
T	Objectives should have a defined time frame within which they are expected to be achieved. This helps to maintain a clear focus and establish a sense of urgency for action.

These tools (F.O.D.A., C.A.M.E., S.M.A.R.T.) presented above allow project leaders and managers to assess the current situation, identify critical factors, and develop specific action plans to achieve set objectives.

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MODULE 3: SUSTAINABILITY AND ENVIRONMENTAL RESPONSIBILITY

In today's world, where environmental concerns such as climate change, pollution, and resource depletion loom large, embracing sustainability is not just an option but a necessity. For our youth organization, committing to sustainability and environmental responsibility means taking proactive steps to ensure that our actions today do not compromise the ability of future generations to meet their needs.

This module aims to introduce the foundational concepts of sustainability and explore how we can integrate environmental responsibility into our projects and daily practices. We will discuss the global and local environmental challenges that impact us directly and indirectly, emphasizing why a sustainable approach is crucial for the health of our planet and the well-being of its inhabitants.

Through strategic planning, community involvement, and educational initiatives, we will equip our members with the knowledge and tools necessary to become stewards of the environment. Our goal is to foster a culture that values and practices sustainable living, ensuring that we make a positive and lasting impact on both our local community and the world at large.



Understanding Sustainability and Environmental Responsibility

Sustainability in the context of our organization refers to practices and decisions that ensure the long-term health and viability of natural systems and human communities. It means engaging in activities that meet present needs without compromising the ability of future generations to meet their own needs. Environmental responsibility involves taking action to benefit the environment, recognizing our duty to prevent harm to ecological and human health. Together, these principles guide our operations and strategic planning, ensuring that we contribute positively to the world around us.

The importance of sustainability and environmental responsibility cannot be overstated. Environmental degradation—ranging from pollution and deforestation to widespread loss of biodiversity—poses serious risks to the health of the planet and all its inhabitants. The impacts include but are not limited to:

- ***Climate change*** accelerating extreme weather events and sea level rise.
- ***Pollution*** compromising air, water, and soil quality.
- ***Biodiversity loss*** destabilizing ecosystems that support life on earth.

Engaging in sustainable practices is not only an ethical choice but a strategic one, essential for maintaining the balance upon which all life depends. As an organization, adhering to these principles ensures resilience and adaptability in a rapidly changing world.

Global and Local Context

Globally, the challenges of climate change, pollution, and biodiversity loss are interconnected and require comprehensive and coordinated responses. Climate change exacerbates weather extremes and alters natural cycles, pollution affects the health of global populations and ecosystems, and biodiversity loss reduces nature's resilience to environmental stresses.

Locally, the implications of these global issues can be directly observed and are often felt most acutely. For example:

Climate Change: increases in local temperatures can lead to more frequent and severe heatwaves, affecting human health and agriculture.

Pollution: local water sources may become contaminated, affecting drinking water supplies and aquatic life.

Biodiversity Loss: the disappearance of local species can disrupt ecosystems services like pollination, which directly impacts agriculture and food security.

Our organization can address these challenges through targeted local actions that also contribute to global solutions. For instance, implementing energy efficiency measures reduces carbon footprint and operational costs; promoting sustainable land use supports biodiversity and enhances ecosystem resilience; engaging in community education raises awareness and fosters a culture of environmental stewardship.



Principles of Sustainable Development

Sustainable development is based on three interconnected pillars: environmental, economic, and social sustainability. Environmental sustainability aims to conserve natural resources and minimize ecological impacts, ensuring long-term ecological health. Economic sustainability promotes economic growth alongside environmental health and social welfare, fostering industries and innovations that provide sustainable economic opportunities without depleting natural resources. Social sustainability focuses on maintaining social well-being and equity, ensuring fair access to

resources and opportunities for all community members, which supports overall societal resilience and integrity. Ethical considerations in sustainability emphasize intergenerational equity, which requires judicious management of natural resources to prevent compromising the future generations' ability to meet their needs. It also stresses the importance of transparency, accountability, and inclusivity in decision-making processes, ensuring that sustainability policies are shaped by all stakeholders, particularly including marginalized and vulnerable groups.



Environmental Challenges and Their Impact

Environmental challenges are deeply interwoven with the geographic and socio-economic contexts in which an organization operates, necessitating a focused approach to identifying and addressing specific environmental issues. Among the primary concerns are waste management, deforestation, and water scarcity. Improper disposal and management of waste contribute to severe pollution and health hazards, while deforestation disrupts ecosystems, affects carbon sequestration, diminishes biodiversity, and leads to the loss of habitat for countless species. These actions also disrupt the services that ecosystems provide, such as clean air and water, which are crucial for the livelihoods of

local communities. Additionally, overuse and pollution of water resources lead to scarcity that affects not only wildlife but also human populations, reducing agricultural productivity, heightening competition for water, and increasing vulnerability to climate variability.

The impact of these environmental challenges on local communities and ecosystems is profound and multifaceted, underscoring the urgency of addressing them. Communities face direct health risks from contaminated water sources, soil, and air due to inadequate waste management, and the destabilization of their economic foundations due to the loss of natural resources. Effective strategies to combat these issues include adopting sustainable resource management practices, enforcing strict environmental regulations, and actively engaging communities in conservation efforts.



Navigating Sustainability and Environmental Responsibility in 2023

Consumer Perceptions and Economic Barriers - recent data reveals that while 64% of global consumers express concern about climate change, 41% identify cost as the primary barrier to adopting sustainable practices. This statistic underscores the critical challenge of aligning consumer values with sustainable behaviors in an economically feasible manner. As organizations strive to bridge this

gap, understanding the economic barriers to sustainable consumption is essential for developing targeted interventions that promote environmental responsibility while also being accessible and affordable.

Corporate Sustainability Trends - in the current business landscape, integrating environmental, social, and governance (ESG) criteria into corporate strategies has become increasingly important. However, this shift is not without its challenges. Companies are navigating a complex terrain of increased litigation risks related to sustainability actions—or inactions—as well as the potential accusations of greenwashing. This dynamic environment underscores the need for transparent and accountable business practices that genuinely reflect their sustainability commitments without compromising their ethical obligations.

Climate Adaptation and Resilience - the increasing physical risks associated with climate change—such as severe weather events and their economic impacts—are driving stakeholders to invest significantly in adaptation and resilience strategies. Despite advancements in disaster management reducing climate-related fatalities, the frequency of climate-related disasters has nearly quintupled compared to fifty years ago. This trend highlights the urgent need for continued investment in technologies and strategies that enhance societal and ecological resilience to climate impacts.



Implementing Sustainability Projects

Project Planning and Execution

Deep Dive into Project Planning

When planning sustainability projects, it's crucial to begin by identifying the specific environmental issues that your project aims to address. This could range from immediate concerns like waste management and water conservation to broader, long-term goals like promoting renewable energy or protecting biodiversity. Start by conducting a thorough needs assessment to understand the environmental challenges within the community or area of focus. This involves gathering data, consulting with experts, and engaging with stakeholders, including local communities, to ensure the project is relevant and impactful.

Designing the Project

Once the needs are clearly defined, the next step is to design the project. This involves setting clear objectives that align with both immediate and long-term sustainability goals. For example, a project focusing on waste management might aim to reduce landfill waste by a certain percentage within a specific timeframe, while also educating the community on recycling practices to ensure sustained environmental responsibility. Key components of the project design should include:

Key Elements	*Description*
Goals and Objectives	Clearly define what the project intends to achieve, both in the short term and in the long term.
Scope and Deliverables	Outline the scope of the project, including what will be delivered at each stage.

Timeline	Establish a timeline that includes milestones and deadlines for each phase of the project.
Resources and Budget	Identify the resources needed, including personnel, materials, and funding. Ensure that the budget aligns with the project's scope and objectives.
Risk Management	Anticipate potential risks and develop contingency plans to address the

Execution Phase

During the execution phase, it is important to maintain close oversight of the project to ensure that it stays on track. This involves regular monitoring of progress against the timeline, budget, and objectives. Effective communication among team members and stakeholders is key to navigating challenges and making necessary adjustments in real-time. Tools such as project management software can be extremely useful for tracking progress and maintaining transparency.

Incorporating Case Studies and Examples

Incorporating case studies and examples of successful projects can provide valuable insights and serve as inspiration for your project. For instance, a case study of a community-driven water conservation project might illustrate the importance of local engagement and education in achieving long-term sustainability. Highlighting these examples helps to showcase practical applications of the concepts discussed and demonstrates how theoretical planning translates into real-world success.

Evaluation and Continuous Improvement

After the project is executed, the final step is to evaluate its success. This involves assessing whether the project met its objectives, stayed within budget, and adhered to the timeline. Evaluation also includes measuring the environmental impact of the project through metrics such as reduced waste, improved water quality, or increased community participation in sustainability practices. Feedback from stakeholders should be gathered to understand the broader impact of the project and to identify areas for improvement. This feedback loop is essential for refining future projects and ensuring that they continue to meet the evolving needs of the community and the environment.



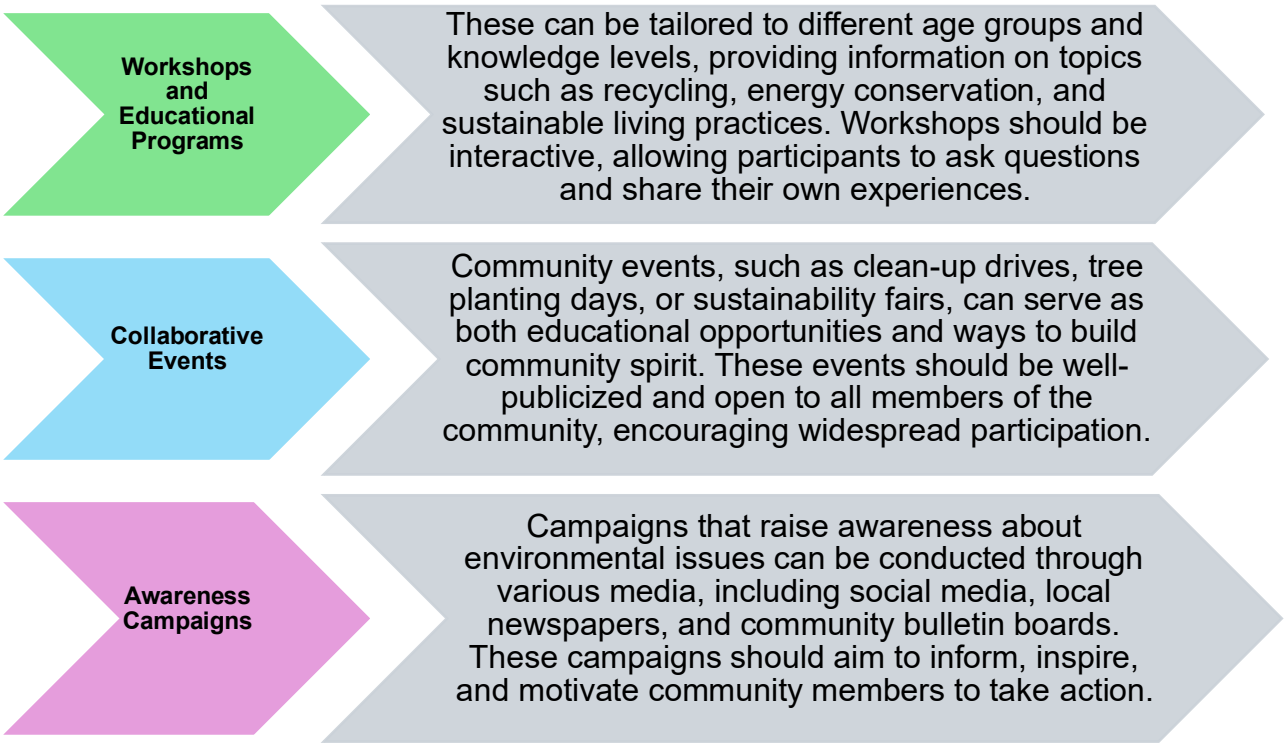
Community Engagement and Partnerships

Amplifying Impact Through Community Engagement

Community engagement is a cornerstone of successful sustainability initiatives. By actively involving the community, projects can benefit from local knowledge, build trust, and create a sense of ownership among community members. This engagement can take many forms, from organizing workshops that educate the public on environmental issues to hosting collaborative events that bring together different stakeholders to work on shared goals. When communities are directly involved in the planning and execution of sustainability projects, the likelihood of long-term success increases, as people are more likely to support and sustain efforts that they have helped shape.

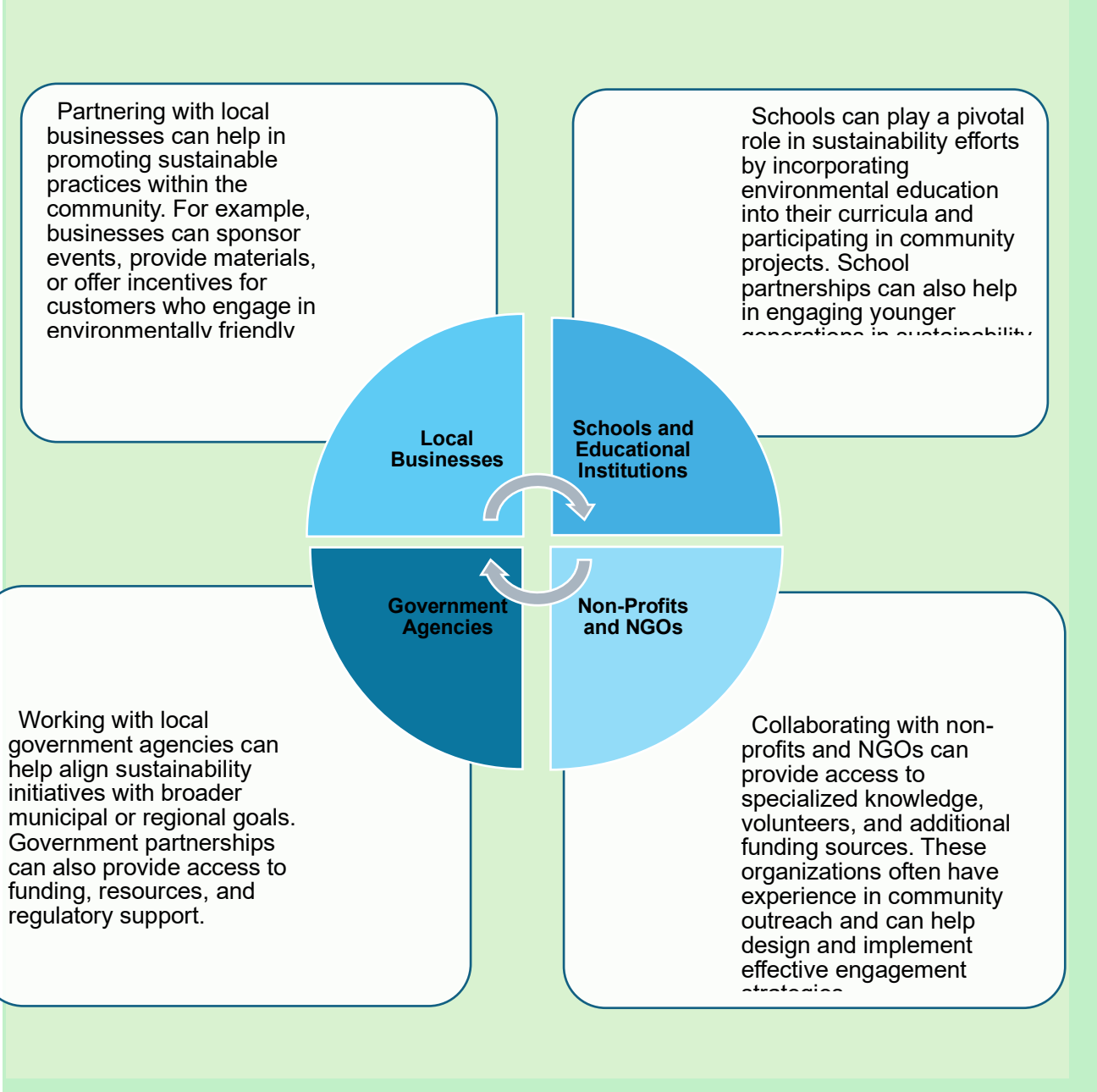
Strategies for Effective Community Engagement

To effectively engage the community, it's essential to employ a variety of strategies that cater to different groups within the community:



Building Partnerships for Greater Impact

Forming partnerships with other organizations can significantly amplify the impact of sustainability initiatives. These partnerships can include collaborations with local businesses, schools, non-profits, and government agencies. Each partner can bring unique resources, expertise, and networks to the table, allowing for a more comprehensive and effective approach to sustainability.



Inclusivity and Representation

A key aspect of community engagement and partnerships is ensuring that these efforts are inclusive and representative of the entire community. This means making a conscious effort to include marginalized and vulnerable groups in the planning and decision-making processes. These groups often face disproportionate environmental impacts and have unique perspectives and needs that should be considered in sustainability initiatives. Inclusivity can be achieved by:

- Proactive Outreact: Reaching out to underrepresented groups through targeted communication and inviting them to participate in discussions and events.

- Removing Barriers: Ensuring that events and workshops are accessible to everyone, including those with disabilities, by providing necessary accommodations.

- Listening and Responding: Creating safe spaces for marginalized voices to be heard and taking their feedback into account when shaping initiatives.



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MODULE 4: DIGITAL TRANSITION

The Role of Technology in Youth Work within Erasmus+ Projects



Technology has reshaped the landscape of youth work, providing tools for effective communication, collaboration, and learning. Within Erasmus+ projects, technology enhances youth participation, skill development, and cross-cultural understanding, contributing to meaningful, sustainable impact. This part examines how technology facilitates Erasmus+ youth projects by structuring the analysis around three phases: before, during, and after the project. Each section will explore the technologies used, their impact, and the benefits and challenges involved.

The Role of Technology Before the Project

Defining Goals & Planning

Technology enables youth workers to clarify project goals and plan with unprecedented precision and collaboration. Tools like Google Workspace, Microsoft Teams, and Trello assist in setting clear, measurable objectives, outlining steps, and allocating responsibilities.

Communication and Collaboration Tools

Platforms such as Slack, WhatsApp, and Discord are commonly used in pre-project phases to establish a central communication hub. Youth participants, facilitators, and project leaders are able to familiarize themselves with each other, establish group dynamics, and even address language barriers.

Digital Platforms for Project Management

Platforms like Asana, Trello, and Basecamp allow project managers to divide tasks, track milestones, and set deadlines in an organized, transparent manner.

Here are five practical, free tools ideal for the planning and communication needs outlined in each subsection:

1. Trello: This is a user-friendly project management tool that uses boards, lists, and cards to organize and prioritize tasks. It's ideal for youth projects, offering free features like task assignment, due dates, and checklists. Youth workers can use it to outline steps, set deadlines, and visualize project milestones.

2. Google Workspace (Free Plan): Google Docs, Sheets, and Calendar are highly collaborative and available for free with a Google account. These tools facilitate simultaneous work on documents and spreadsheets, which helps in defining project goals, setting clear objectives, and planning schedules. Google Meet can also serve as a videoconferencing tool for initial meetings.

3. Slack (Free Plan): Slack provides a structured way to communicate through channels organized by topic, which is helpful for youth project teams needing clear, centralized communication. Its free version allows message threads, file sharing, and integrations with tools like Google Drive and Trello.

4. WhatsApp: This is a highly accessible, free messaging platform that’s ideal for informal communication, particularly in multilingual or international settings where participants may already be familiar with it. WhatsApp supports text, voice, and video calls, making it a flexible choice for smaller projects.

5. Miro (Free Plan): Miro’s digital whiteboard offers collaborative tools for brainstorming, organizing ideas, and visually mapping out goals. Its free plan includes three editable boards that can be used for planning sessions, group exercises, and idea-sharing, which can help youth teams visualize project goals and structures.

Each of these tools offers specific features for planning, organization, or communication without requiring a paid plan, making them suitable for budget-conscious youth work projects.

The Role of Technology During the Project

Facilitating Workshops and Learning Sessions

During the Erasmus+ project, workshops and training sessions are conducted, often using various digital tools to enhance engagement and interactivity. Presentation software such as PowerPoint, Prezi, and Canva allows facilitators to present information in an accessible way.

Utilizing Online Learning Tools and Interactive Applications

Online learning platforms such as Kahoot! and Quizlet can be used for interactive quizzes and assessments, enhancing retention and making learning enjoyable. Virtual Reality (VR) and Augmented Reality (AR) applications, while less commonly used, offer immersive learning experiences, allowing youth to explore cultural sites or participate in virtual skill-building exercises that align with Erasmus+ goals. Video editing apps, like iMovie or Adobe Premiere, empower participants to document their learning experiences creatively.

Social Media and Project Visibility

Social media platforms play a crucial role in Erasmus+ projects, offering visibility and providing real-time updates. Instagram, Facebook, and YouTube can showcase the project's progress, increasing its reach and impact. Social media also serves as a platform for youth participants to express their thoughts, share their experiences, and build a sense of accomplishment. Hashtags can aggregate project-related posts, creating a digital archive of the project that is accessible to the public and potential future participants.

Here are five free tools to support workshops, interactive sessions, and social media engagement during Erasmus+ youth projects:

1. Canva (Free Plan): Canva offers free templates and tools for creating visually engaging presentations, graphics, and videos. This is useful for creating workshop slides, social media posts, and participant handouts that look professional without needing advanced design skills.

2. Kahoot! (Free Basic Version): Kahoot! allows facilitators to create interactive quizzes and games, adding an element of fun to workshops and training sessions. The free version is sufficient for creating basic quizzes and surveys that enhance engagement and retention.

3. Google Jamboard: This free digital whiteboard is ideal for brainstorming, group discussions, and visualizing ideas during workshops. Participants can join remotely and contribute in real time, adding sticky notes, images, or sketches to foster collaborative learning.

4. YouTube: YouTube is a powerful, free platform for documenting and sharing project highlights, workshops, and participant testimonials. Videos can be published for a global audience, and embedding YouTube content into social media posts or websites increases project visibility.

These free tools facilitate active learning, allow for interactive assessments, and increase project visibility to a wider audience, enhancing the overall impact of Erasmus+ youth projects.

The Role of Technology After the Project

Evaluation and Feedback Collection

After the completion of an Erasmus+ project, technology plays a central role in gathering and analyzing feedback. Survey tools like Google Forms or SurveyMonkey can collect feedback on participant satisfaction, learning outcomes, and areas for improvement. By analyzing this data, youth organizations gain insights into the effectiveness of their project, highlighting strengths and pinpointing areas needing improvement. Data analytics software can provide insights into participation trends, engagement levels, and knowledge retention.

Sharing Outcomes and Best Practices

To maximize the impact of Erasmus+ projects, outcomes and best practices are often documented and shared. Youth organizations can use website blogs, online repositories, or downloadable PDF reports to archive and share project outcomes with other organizations, stakeholders, and the broader community. Social media and websites like Medium can distribute articles or videos summarizing the project's impact, which can inspire other youth organizations to adopt similar practices.

Maintaining a Network of Collaboration

Technology allows former Erasmus+ project participants to stay connected, fostering a network that can be leveraged for future projects or initiatives. Platforms like LinkedIn, Facebook, and

professional networking apps allow alumni to continue collaborating, share job opportunities, or plan new Erasmus+ initiatives. Collaborative cloud platforms like Google Drive or Dropbox allow for a seamless exchange of resources, documents, and ideas, promoting a network of continuous learning and professional development.

Here are five free tools to support evaluation, sharing outcomes, and sustaining collaboration after Erasmus+ projects:

1. Google Forms: This is a widely accessible, free tool for collecting feedback through customizable surveys. Responses are automatically organized in Google Sheets, allowing for easy analysis of participant satisfaction, project impact, and areas for improvement.

2. Canva (Free Plan): Canva allows users to create visually appealing reports, infographics, and presentations to document project outcomes and best practices. These can be shared as downloadable PDFs or images on social media, ensuring that key insights reach a broad audience.

3. Medium: Medium is a free publishing platform that can be used to write and share articles about project results, lessons learned, and best practices. Articles can include photos, videos, and links, and they reach a larger audience through Medium's community and social media sharing.

4. LinkedIn: This professional networking platform enables project participants and leaders to stay connected and expand their network. LinkedIn groups or connections allow alumni to share resources, job opportunities, and future Erasmus+ collaboration ideas.

5. Dropbox (Free Plan): Dropbox provides a simple way to share project documentation, presentations, and resources with a wider network, allowing for the collaborative exchange of materials and best practices. A shared Dropbox folder can serve as an archive for project outcomes and templates for future projects.

These tools are well-suited for collecting insights, sharing results, and maintaining professional relationships, fostering a culture of continuous improvement and future collaboration within Erasmus+ projects.

Challenges and Recommendations

Digital Inclusion and Accessibility

Not all participants may have equal access to technology or the necessary digital literacy. Youth workers should take steps to ensure that the technology used is accessible, avoiding tools that may

exclude participants. Offering tutorials or guides on how to use specific platforms can support those who are less tech-savvy. It is essential for Erasmus+ projects to account for the digital divide, ensuring that all participants, regardless of their tech skills or internet access, can participate fully.

Managing Digital Well-being and Over-reliance

Over-reliance on technology can impact mental health and reduce in-person interactions, vital for personal development in youth work. Setting screen time limits, promoting breaks, and encouraging offline interactions can balance the advantages of technology with the benefits of in-person engagement. Erasmus+ projects should foster digital well-being, avoiding technology overuse while maintaining its advantages.

Conclusion

The role of technology in Erasmus+ youth projects has reshaped how goals are planned, implemented, and evaluated, contributing to impactful, well-organized, and accessible projects. It facilitates pre-project organization, provides valuable resources and methods during the project, and enhances post-project reflection, ensuring a lasting impact on all involved.

If you need more tools and inspiration, look at the website “Digital Youth Work Resources Hub” at https://www.digitalyouthwork.net/en.

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MODULE 5: THE EUROPEAN NETWORK

How to write and implement an Erasmus+ project



The Erasmus+ Programme, funded by the European Union, aims to support education, training, youth, and sport in Europe. Within the Youth sector, Erasmus+ promotes youth mobility, cooperation, and inclusion through Key Actions (KA1 and KA2).

Erasmus+ is also aimed at young people between the ages of 13 and 30, youth workers and all persons active in the youth sector and non-formal education of young people. Participation in the opportunities offered is through the submission of projects and application for a financial contribution by organizations, local authorities and informal youth groups, never by individual young people.



Source: French Agency for Erasmus+ / Education Training

- **KA1** (**Learning Mobility of Individuals**): focuses on mobility projects for young people and youth workers, including Youth Exchanges and Training & Networking activities.
- **KA2** (**Cooperation among Organizations and Institutions**): supports partnerships for cooperation, innovation, and sharing of good practices among organizations.

Understanding Key Action 1 (KA1): Youth Mobility Projects

KA1 projects are an excellent entry point for small and medium-sized organizations. They are easier to implement and have a strong direct impact on participants.

Types of Activities:

- **Youth Exchanges (KA152)**: young people from different countries meet to discuss topics and learn together through non-formal education.
- **Mobility of Youth Workers (KA153)**: training courses, study visits, or job shadowing to improve the quality of youth work.

Understanding Key Action 2 (KA2): Cooperation Partnerships

Key Action 2 of Erasmus+|Youth Partnerships for Cooperation in the Youth sector supports Partnerships for Cooperation projects, which provide an opportunity for participating organizations to gain experience in international cooperation and strengthen their capacities, while producing innovative results of high quality. Depending on the objectives of the project, the organizations involved, or the expected impact, Partnerships for Cooperation can vary in size and scope and thus be:

- **Cooperative Partnerships** (KA220), to increase the quality and relevance of the activities of organizations and institutions, to develop and strengthen networking and internationalization of activities;
- **Small-scale Partnerships** (KA210), for new organizations and/or those with less organizational capacity, in order to expand access to the Program and reduce barriers to entry.

In the Youth field, those projects that contribute to the three pillars of the EU Youth Strategy 2019-2027, namely Mobilizing, Connecting and Empowering Youth, have priority. Special attention is given to strengthening cross-sectoral cooperation that allows for greater synergies between different areas of action important to young people, promoting youth participation in various degrees and forms, and supporting the active citizenship of young people, particularly young people at risk of social exclusion.

The specific priorities of the Youth strand are:

- Promote active citizenship, young people's sense of initiative and youth entrepreneurship, including social entrepreneurship
- Increase the quality, innovation and recognition of youth work
- Strengthen youth employability
- Strengthen links between policy, research and practice

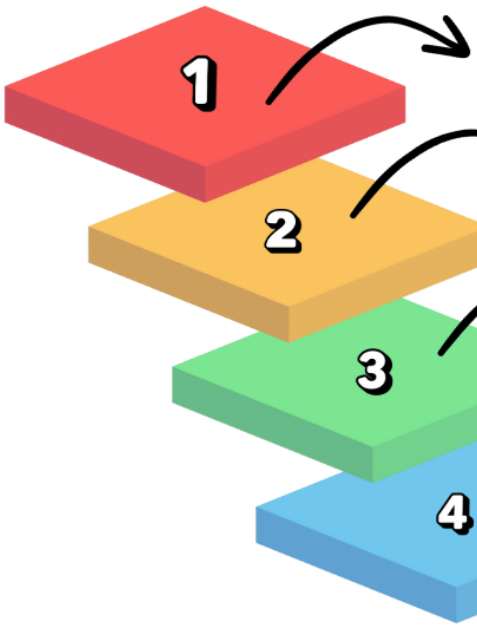
How to Write a Successful Erasmus+ Youth Project Proposal

A well-structured project is the key to a successful Erasmus+ application. Here's how to approach the process:

Step 1 DEFINE CLEAR OBJECTIVES	Step 2 BUILD STRONG PARTNERSHIPS	Step 3 DESIGN IMPACTFUL ACTIVITIES	Step 4 PLAN FOR DISSEMINATION
• What issue are you addressing? • Who are your target groups? • How will your project contribute to Erasmus+ priorities?	• Choose reliable partners with relevant experience. • Define clear roles and responsibilities. • Use tools like the Erasmus+ Project Results Platform or SALTO-YOUTH to find partners.	• Activities must match the objectives and expected results. • Focus on active participation, inclusion, and non-formal education. • Plan logistics, learning outcomes, and follow-up actions.	• Create a plan to share results locally and internationally. • Use websites, social media, press, and events. • Ensure materials are accessible and multilingual if necessary.

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The Application Process



Register Your Organization: obtain a PIC (Participant Identification Code) or OID (Organization ID) via the EU Login system.

Choose the Right Call and Form

- Use the Erasmus+ Application Portal (or National Agency websites).
- Select the correct form for KA1 Youth or KA2 Partnerships.

Fill in the Form Carefully

- Address all sections: relevance, design, implementation, impact, and follow-up.
- Be clear, consistent, and realistic.
- Use clear language and avoid jargon.

Budget Planning

- For KA1, budgets are based on unit costs (per participant, per travel distance).
- For KA2, budget includes management, implementation, transnational meetings, results, etc.

Implementing the Project

Step 1 PREPARATION	Step 2 EXECUTION	Step 3 EVALUATION	Step 4 DISSEMINATION AND SUSTAINABILITY
• Hold kick-off meetings with partners. • Assign tasks, set deadlines, and communicate regularly. • Prepare participants, especially for intercultural aspects and travel.	• Carry out activities as planned. • Ensure participant engagement and safety. • Monitor progress and adapt if needed.	• Collect feedback during and after activities. • Measure impact at personal, organizational, and community levels. • Use surveys, interviews, or focus groups.	• Share results widely. • Involve stakeholders and policymakers. • Plan how to sustain the project's outcomes over time.

Common Mistakes to Avoid



- Vague objectives or target groups
- Weak partnership or unclear roles
- Activities that don't match objectives
- Poor dissemination strategy
- Ignoring inclusion and environmental considerations
- Missing deadlines or submitting incomplete applications

Conclusion

Writing and implementing an Erasmus+ Youth project (KA1 or KA2) is a powerful way to promote learning, participation, and cooperation in Europe. With a solid structure, dedicated partners, and a focus on impact and inclusion, your project can make a lasting difference for young people and communities.

Take the time to plan, involve young people in the design, and be ready to learn and adapt throughout the journey. Erasmus+ is not just a funding programme—it's a movement for positive change.