

Strategic Participatory Planning for Organizational Development



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In case you are wondering if you should read this...

This guidebook is designed for non-for-profit practitioners interested in becoming involved in the participatory initiatives to bring positive changes **in their organizations**. This manual is designed to assist managers and people within organizations to gain better insight concerning organizational matters, and be more effective in planning, elaborating and implementing training interventions aimed at developing organizations. This manual cannot substitute for the relevant background and experience of those who will read it. It is intended to build on their knowledge and experience and supplement them with knowledge gained through this project: “DO it for the Youth! – Organizational Development starting from the grassroots!”

Project coordinator

The “**Alături de Voi**” Romania Foundation (ADV) is a non-governmental organization, established in February 2002 by Holt International Children’s Service USA, whose mission is *the insertion of HIV-positive people and from other groups at risk*.

For over 15 years, **ADV Romania** developed over 70 projects/programs through the financings offered by international organisms, local authorities and own funds. The programs are developed at local, regional, national and trans-national level and are mainly in the social field and in the field of social economy. In time, we developed innovative services oriented towards the inclusion and employment of groups at risk, especially of young people. In parallel, we developed the component of lobby and advocacy for supporting the NGO sector, for promoting and defending the rights of our direct beneficiaries. Furthermore, we developed the

component of assistance for development – so far, we have worked with NGOs from the Republic of Moldova, Ukraine and Nigeria.



Just a short roadmap of what you can find

The Origins

The WHY into more details

Defining the concepts

Defining process and methods

Lessons learned

The origins...

Why

Youth NGOs are often subject to different challenges:

- Challenges related to personnel;
- Challenges related to funding;
- Challenges related to technology and new social-economic trends.

How can we support the growth of our NGO while tackling all these issues? This is the question that we have tried to answer during our project.

How

We have developed a project financed by the European Commission through the Erasmus Plus Programme that tackles organizational development through a planned strategic intervention: “DO it for the youth! – Organizational Development starting from the grassroots!”

With whom?

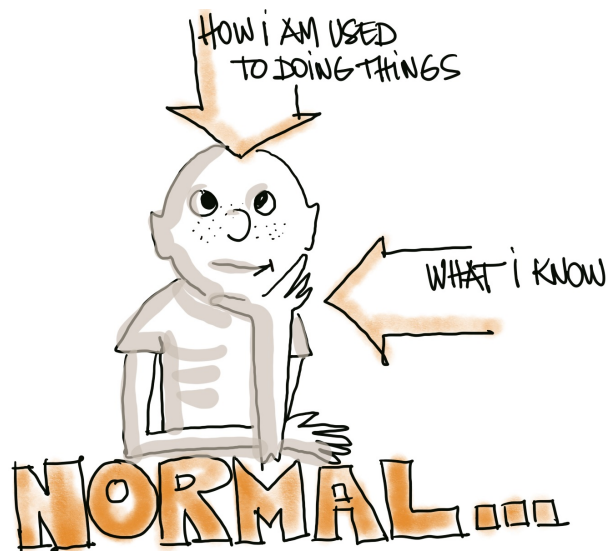
ADV has partnered up with 7 other organizations to submit a project proposal for the Erasmus Plus Programme / KA1 Mobility of Youth Workers: YMCA Gabrovo (Bulgaria), YMCA Baia Mare (Romania), YMCA Bitola (Macedonia), H2O (Portugal), Institute for African Studies (Slovenia), The Renaissance Institute (Turkey), Consilium Development and Training (UK) and MMS Association (Poland).

The WHY into more details

The moment the project idea came up was particularly challenging for the partner organizations: most of them “old”, well established in their ways, but feeling the need to innovate to become more appealing to both funders and their beneficiaries.

We have looked in detail as to why it is needed to change even when things seem stable, why it is needed to innovate constantly.

Organizations stay where they are because their members think it is ‘perfect’, or it is ‘normal’, or it is ‘the only possible solution’, etc. People tend to think in a way that remains within the limitations of what they “know” and how they are “used to doing things”. They are trapped in mental boxes or mindsets – but often fail to see these boxes. Under certain conditions individual mindsets become a kind of organizational mindset – certain dominating ideas, statements, preconceptions, attitudes, cultural norms, etc. – create organizational “boxes”, where the collective thinks certain things, or does not think other things, tolerating differences where little space for difference is possible and seeking uniformity where no uniformity is actually needed.



This multitude of ‘evident truths’ and elements of ‘common sense’ may seem hard to digest. To change the way organization lives, one must change the way it thinks about its organizational life. The initial spark may be organized in the form of a ‘training intervention’. What people in an organization understand (or believe) and what they can do (know how or have the skills) – these are the main resources for development.

At the same time, what they are used to thinking and what they accustomed to doing – these may be the main barriers for development. Training intervention is a collective learning event, conducted by a trainer that is designed and implemented to address and change dominating patterns of thinking and habits of doing things in an organization. Consequently - it can change the organization. Although a training intervention may be extremely effective.

Therefore, the idea of a capacity building program that challenges existent perception on organizational wellbeing and provides the needed capacity to ask questions differently, was built upon during this project. Erasmus Plus Programme, more specifically KA1 Mobility of Youth Workers, were the perfect opportunities to plan such a capacity building program and challenge the way partners organizations think / feel about themselves and unlock relevant resources within their staff, members and volunteers.

Step 1: Defining the concepts

The first step that we need to take is to define the concepts that we will be operating with: planning, strategic, participatory and organizational development.

So... what is planning?

Planning is a decision-making process through which we analyze the Present (where we are), design the desired Future (where we want to be) and find the Ways to go there.

What is Action Planning? What is Strategic Planning?

The Planning processes are defined by:

- The time frames they cover
- The degree of specificity, detail and clarity with which Present, Future and Solutions are described
- Proximity in time to the problems of the present or the desired situations of the future increases the clarity with which we can see what road to take to go from where we are to where we want to be.

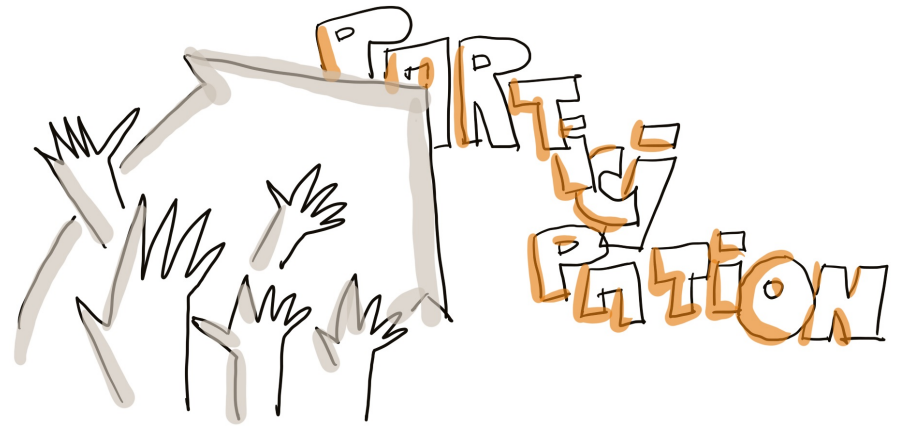
Action planning includes short-term time frames and specific actions to solve immediate problems and achieve clear, detailed objectives or results.

Strategic planning includes long-term or medium-term time frames and more general activities to solve complex problems and achieve less specific, less detailed visions or strategic objectives.

What is Participation?

Participation is the process by which individuals and groups having diverse expertise, representing diverse interests and/or acting for the good of those affected, are involved in the planning process or in the implementation of the solutions.

It can be individuals from the organization (staff) or volunteers, beneficiaries that enjoy the services and products that the organization is providing. They could also have an important input on what needs to be changed/ improved.



Who is identifying those who will participate?

The initiators of the planning processes, the management team or the board, are the ones responsible to identify the individuals, interest groups or organizations to be involved and participate.

Who will participate?

We call them “stakeholders”. They are persons, groups or organizations representatives, who have an interest in, or are affected by, the planning process results. Stakeholders can be different in the different stages of the planning process and they can have different types of power with which they can influence (in a positive or negative way) the planning process and its results.

What are the advantages of participatory planning?

- Improves the flow and quality of information
- Builds trust among community members and local authorities
- Produces better decisions
- Has as result a greater commitment toward the implementation of what has been decided, meaning an easier, quicker implementation

When is participatory planning appropriate to be used?

- Many parties are involved, but no one person or organization has the complete responsibility for solving the problems
- The problems are complex and negotiable
- Parties are willing to participate
- Time is available, timing is right

When is participatory planning not appropriate to be used?

- There is an emergency situation
- A principle is the focus of the problem or legal clarifications are needed
- The community is too polarized
- Parties believe they have a better option to solve their problems alone, than being included in the planning process
- Time is not available, timing is not right

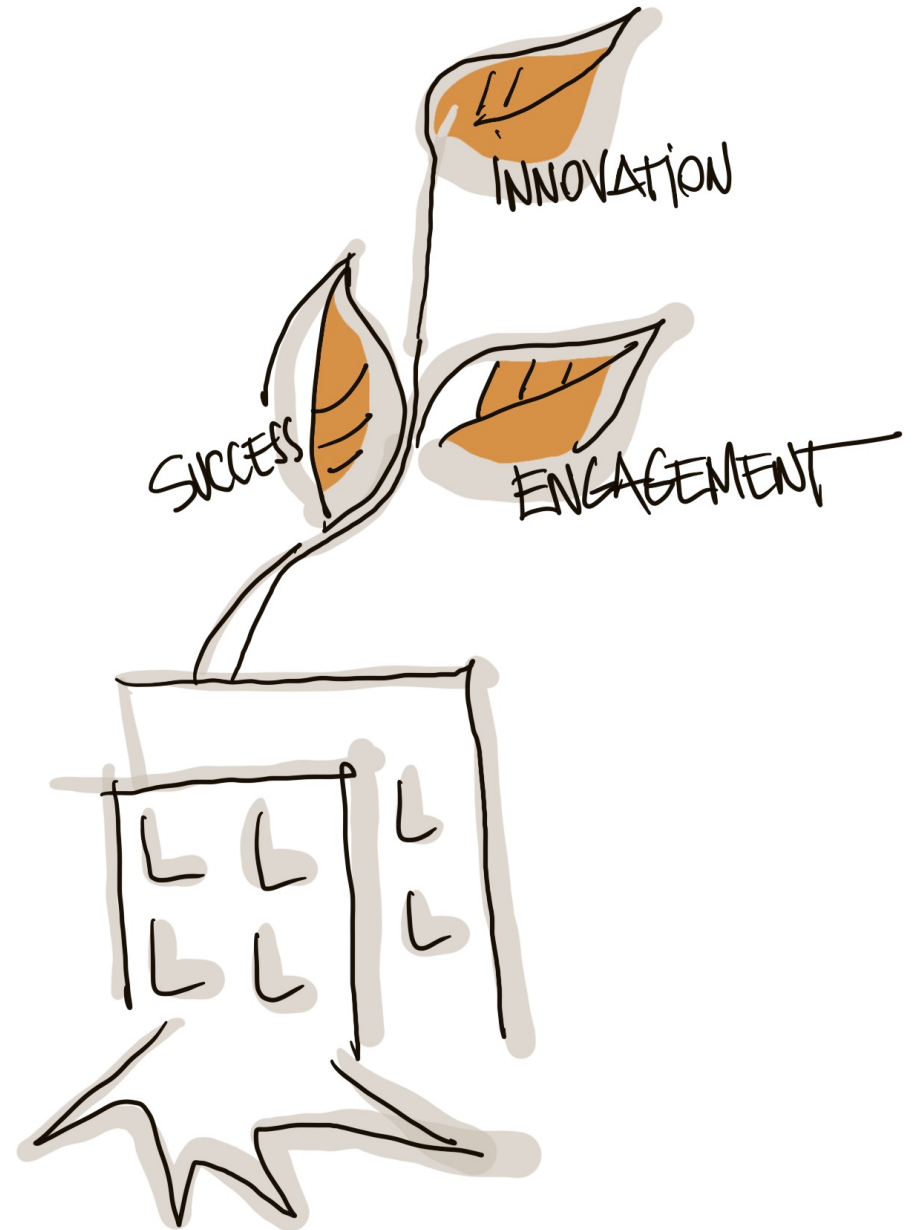
What are the characteristics of a successful strategic planning process?

- Includes all major stakeholders
- The main stakeholders participate in the process design as well as in the preparation of the solutions
- Stakeholders arrive to a common understanding and definition of the problems, objectives and solutions
- Decisions are made by consensus whenever possible
- The authorities leading the process act as facilitators and are committed to the participatory process
- Attention is paid to building positive relations among those involved
- Parties focus on interests and not on positions
- Implementation responsibilities are clearly identified

What is organizational development?

Any organization, being a living organism, is in the process of continuous change. Nobody can stop this process. No specific action is needed for changes to happen. Some changes in organizations may be considered positive; then it is common to use the term 'development'. Which changes are deemed 'positive' – that depends on the desired direction of development.

Other changes may be undesirable and when they take place may be referred to as 'deterioration'.



Somebody may be in charge to determine a preferable direction – staff, volunteers and/ or beneficiaries or any kind of owners or sponsors. Somebody may only be in charge to ensure that only desirable change takes place. Both the development and deterioration of an organization may be more or less sustainable; it depends the change impacts the initial causes or impetus for the change.

When the change depletes limited and non-renewable resources - thus diminishing the possibility of a similar move in a future - the process is not sustainable.

When the change affects the cause in a way that increases the possibility for continuing progress in the same direction – then the process is sustainable.

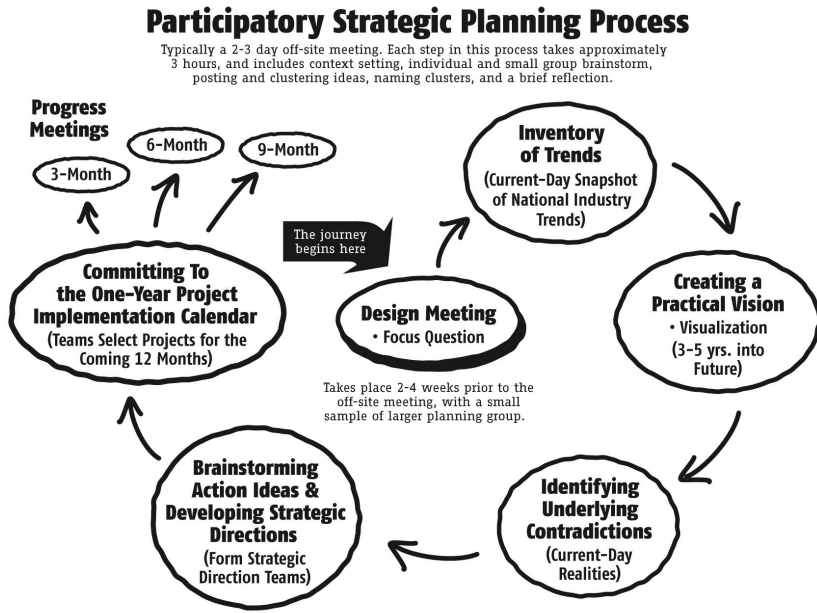
The process is ongoing. Sound complicated? In fact, it is just as simple as life itself. It would be much more difficult to imagine life as a kind of primitive combination of clearly defined, fixed, and predictable things (such 'life' would never appear and could never exist). Organizations need management to control all these intricate factors and to ensure that the overall process goes in the direction that best promotes effective and efficient fulfilment of the mission. In order to survive, an organization must do the right things in the right way. In order to do things in the right way, activities must be organized in the right way. Organizational development is merely the process of development as applied to an organization.

Our subject is organizational development, not as an academic discipline, but more particularly like a job for a manager and trainer. The actual changes in any organization depend on numerous factors: technological, psychological, social, environmental, cultural, etc. Some factors may be related to information systems, others to professional skills; some may be directly linked to a market, some tied with quality and so on. Nobody can say what is most important for organizations and what is less significant. Under certain circumstances any factors may become crucial.

Smart consultants ask people in an organization – but they never have all facts and fine points. Thus, in many cases they are not able to give sound practical advice. What they can do is to enable an organization to find its own solutions to its own problems. People know best what their own problems are!

Step 2: Defining the process and methods

The participatory planning process components and tools



A. Where We Are: Understanding the Present

The Participatory Planning Process, as all planning processes is defined through its three main components, two questions are essential to understand the present:

- **Where We Are: Understanding the Present**
- **Where We Want to Be: Defining the Future**
- **How to Go There: Identifying the Solutions**

Problems are unfavorable circumstances/ obstacles which prevent us from getting from where we are to where we want to be, prevent us from achieving our desired future. Problems are situations we want to change. Instead of the word “problem” people often use other words. Some of them have negative connotations, such as difficulties or obstacles; others are more neutral such as issues or situations, and others even have positive connotations, such as challenges or opportunities.

Opportunities are favorable or advantageous combinations of circumstances that could help us getting from where we are to where we want to be in our desired future. Many problems can also be perceived as opportunities. An already used bottle of wine can be seen as half empty or half full! Identifying and defining the real problem is one of the most important (and difficult) steps in the planning process. For this purpose, we must:

- Avoid the risk of focusing on the symptoms because the real problems will persist
- Avoid the risk of focusing on the solutions because other useful solutions will be ignored or neglected

Defining the Problem

Two hikers are being chased by a grizzly bear. While on the run, one of the hikers reaches into his backpack and pulls out a pair of jogging shoes. The other hiker glances over and says: “Why bother? This bear can outrun you even with those on”. His partner responds with “I don't need to outrun the bear, I just need to outrun you”

In Search of Solutions, David Quinlivan- Hall and Peter Renner

Before getting into identifying the problems, we suggest to have a few moments of reflection on better understanding the environment...

Reflection moment no. 1

There is a big discussion centered on whether NGOs are really serving their purpose of solving a social problem or whether the large bureaucracies that exist in today's large NGOs have smothered their initial mission. There was lots of discussion on whether an NGO should have an exit

strategy that focuses on winding its activity down and closing itself after it has solved the particular social challenge it is attacking. Many feel that NGOs try to seek unsustainable solutions to the problems they are seeking to solve because they want to perpetuate themselves into the future. If they solve the problem too quickly they will no longer need to exist and many NGO jobs will cease to exist.

What do you think?

Reflection moment no. 2

There is talk about the smaller NGOs and social entrepreneurs being more efficient at finding effective solutions and less concerned and obligated to raise money to fund large overhead costs and exerting the extreme energy required to do so. Could this be a solution for the future?

What do you think?

Here are a few trends that affect NGOs as we are speaking and that could inspire you to see perspectives that you haven't tackled before:

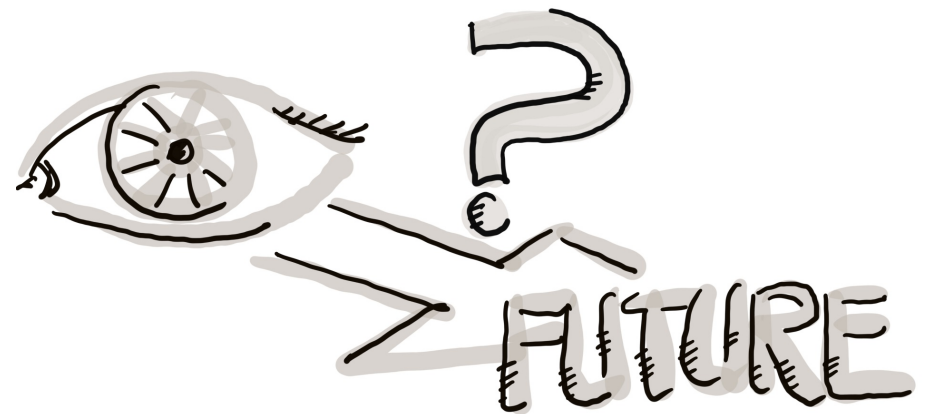
- **Decline in northern government influence:** The economic stagnation and relative loss of political influence among countries whose governments supported and helped build the NGO sector of today (the United States, United Kingdom, etc) has these countries looking inward to address their own economic challenges. As a result, they no longer have the same ability to support NGOs by providing core funding and influence to tackle global sustainability issues.
- **Rise of the global South:** Countries in the global South, particularly China, are gaining economic and political influence, which is changing the landscape of all NGO types in crucially important ways. The changing geopolitical stage will pave the way for more locally relevant southern NGOs to emerge and mobilize people using bottom-up approaches, just as we saw during the Arab Spring. It appears unlikely that these southern NGOs will mirror their northern counterparts when it comes to brand power, size, or operating structure. Instead, the South is starting to see the birth of social ventures and technology-enabled advocacy groups such as the Awaz Foundation in India and IBASE in Brazil.

- **The social network effect:** Following the Arab Spring, there is growing interest in using social networks to generate funds and grassroots support for NGOs, particularly in the wake of institutional funding drying up. However, opinions are mixed about whether social networks will amplify or erode the power of NGOs.
- **The era of hyper transparency:** Over the next decade, universal data accessing the emergence of new reporting standards (such as the Global Reporting Initiative for NGOs) will force NGOs to achieve parity with business and the public sector on transparency standards.
- **The convergence of wicked problems:** In the next 10 years, the links between climate events, growing population, and unsustainable consumption patterns will be made clearer and give rise to food shortages, water wars, mounting land-use concerns, and growing inequality between the haves and have-nots. Given the magnitude of these problems, NGOs will be forced to work together on systemic solutions.
- **A move from confrontation to collaboration:** The most successful NGOs already recognize that real change requires campaigning against *and* collaborating with companies—and this hybrid approach is likely to intensify.
- **More selectivity around partnerships:** In general, both businesses and NGOs are expressing fatigue about gathering for the sake of a conversation, and many NGOs have been skeptical about the overall impact of NGO-company partnerships to date. Going forward, successful NGO-corporate engagements are likely to be time bound and focused on specific outcomes, and partnerships in general are likely to be scrutinized more.
- **An increase in social ventures:** In the South, particularly in India, China, and Brazil, the increasing number of social ventures funded by newly emerging, high net worth individuals and social entrepreneurs will spur innovative solutions (such as the ones we have already seen in clean tech) that also demonstrate a clear return on investment.

- **More pressure on multi-stakeholder initiatives:** The impasse on climate change and ongoing challenges with human and labor rights have created a sense that some multi-stakeholder initiatives need to sunset, while others need to develop a greater clarity of purpose and accountability, including a tie-in to regulation or other hard instruments
- **More collaboration between NGOs:** Historically, NGOs have operated in silos based on their programmatic or priority issue areas. Given the complexity and interconnectedness of sustainability issues, however, savvy NGOs will increasingly collaborate with one another to, for instance, bring the human dimension and the cost of displacement into climate conversations.
- **Rise in virtual campaigns:** To date, most NGOs have used social networks as a communications tool. In the next decade, business should expect to see savvy NGOs moving from communication to mobilizing the public with viral and compelling campaigns that break human stories on the ground in a faster, more connected way.

Visioning engages peoples' analytical skills, as well as their feelings and intuition, by using different ways to portray the possible future. A Vision statement should include big thoughts in carefully chosen, inspiring words. A Vision statement can be shorter or longer, depending of what you need. Short Visions are in the form of slogans, few words and/or images that people can easily remember; long Visions are texts that inspire!

Exercise



Close your eyes and imagine you are sitting in the office in ten years from now. What do you see?

How does your organization differ from what it was ten years ago?

What are people doing and how do they look like?

What positive changes have occurred?

What opportunities did you take advantage from?

Make a drawing of what you see...

B. Where We Want to Be: the Future Vision and Objectives

People can use visioning in order to create an image that can help and guide them in changing their organization for better. The visioning process has many benefits:

- Generates better communication and helps building consensus within the group by organizing collective thought and action.
- Creates a sense of ownership by giving to people opportunities to dream and express what they really want.
- Supports innovation and creativity by focusing peoples' minds on the desired future and not on the ways to getting there.
- Prepares ground for implementation, as participants will like to see their Vision become reality over a period of years.

The Objective also describes the desired future (closer in time or less complex than the Vision) when the problems are solved and /or opportunities are met. Objectives can be defined in two ways:

1. Starting from Problem definition: by turning the problem negative statement into a positive one, describing the desired situation when the problem was solved, the obstacle was removed or the opportunity was met.
2. Starting from Vision: by identifying specific fields in the Vision and making a more detailed description of these fields, as desired steps to be achieved on the way toward the Vision.

Depending on the degree of specificity and clarity, the Objectives can be Strategic Objectives, Program Objectives or Project Objectives that are all descriptions of the desired Future, closer and closer to the present time and, therefore more and more specific and clear.

In order to be effective, Objectives statements need to be, to the extent possible:



Specific
Measurable
Attainable
Relevant (or realistic)
Time bound

C. How to Go There: the Solutions Strategies: Programs, Projects, Activities

The Strategies define the routes to go from where we are to where we want to be in the future.

Strategies can be formed by:

- Sets of Programs that define how to achieve Strategic Objectives
- Sets of Projects that define how to achieve Programs Objectives
- Sets of Activities that define how to achieve Projects Objectives

A Program is composed of a series of Projects in order to achieve the Program Objective. Strategies to achieve Strategic Objectives are composed of sets of Programs.

A Project is composed of a set of Activities in order to achieve the Project Objective. Strategies to achieve Programs Objectives are composed of sets of Projects.

An Activity is a physical and/or intellectual work effort to be done in order to have an outcome (specific result). Strategies to achieve Projects Objectives are composed of sets of Activities.

Tools to generate ideas for Alternative Strategies:

1. SWOT Analysis
2. Force Field Analysis

In order to be implemented, a strategy, a program, a project or an activity should have:

- The commitment, support or acceptance of key stakeholders
- Access to specific resources: human, material, informational (technically and financially achievable)
- Time Schedule (duration, correlation with other strategies, programs, projects or activities)

1. SWOT Analysis

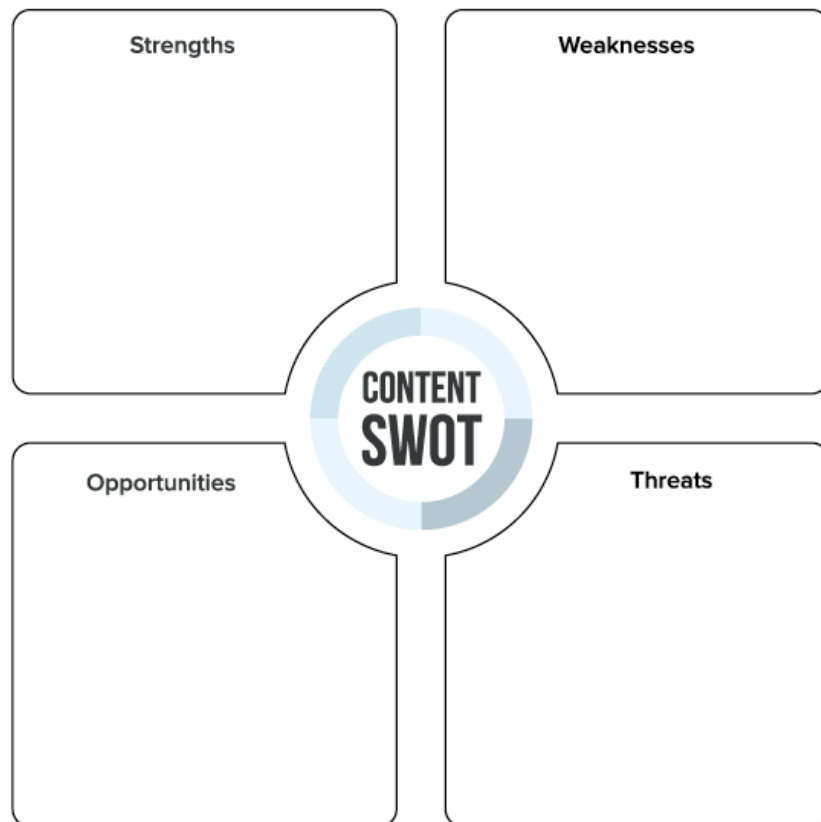
In order to elaborate Strategies to achieve the desired Future, you have to:

Step 1

Identify Internal and External Factors that help or hinder your achievement of the desired Future:

Internal Factors: that help (STRENGTHS) and that hinder (WEAKNESSES)

External Factors: that help (OPPORTUNITIES) and that hinder (THREATS)



Step 2

Elaborate Strategies by combining the SWOT Analysis results:

S-O Strategies: Strategies: How could we use our Strengths in order to meet Opportunities?

W-O Strategies: How could we overcome our Weaknesses by using Opportunities?

S-T Strategies: How could we use our Strengths in order to avoid Threats?

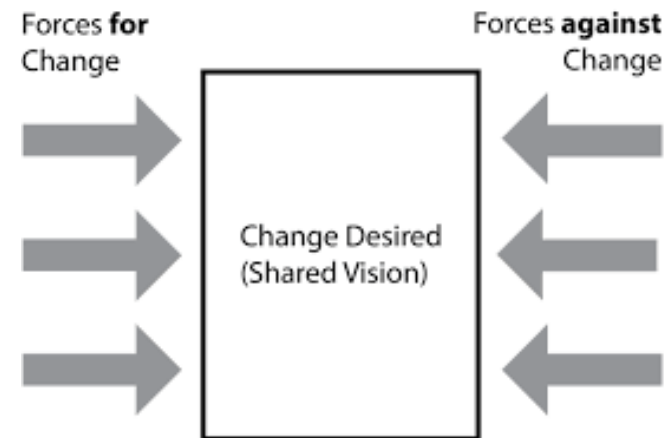
W-T Strategies: How could we minimize/ overcome our Weaknesses and reduce our vulnerability to Threats?

2. Force field analysis

Step 1

Identify Positive and Negative forces that will help you or hinder you in achieving the desired Future. Analyze these Forces by giving a percentage (the total should be 100%) based on the following criteria:

- Impact for achieving the objective
- The extent to which they are under your control and easy to influence



Step 2

Elaborate Strategies through which you influence the forces by:

- Strengthening the (+) forces
- Reducing or removing the (-) forces
- Changing the directions of the forces from (-) to (+)

And then, there is ... Appreciative Inquiry

Appreciative inquiry is an approach to organizational and community development that has been used successfully worldwide to cultivate hope, build capacity, unleash collective appreciation and imagination, and bring about positive change. It is based on the simple idea that human beings move in the direction of what we ask about. When groups query human problems and conflicts, they often inadvertently magnify the very problems they had hoped to resolve. Conversely, when groups study exalted human values and achievements, like peak experiences, best practices, and worthy accomplishments, these phenomena tend to flourish.

Appreciative Inquiry differs fundamentally from traditional problem-solving approaches. The basic assumption of problem-solving methodologies is that people and organizations are “broken” and need to be fixed. The process usually involves:

- (1) identifying the key problems;
- (2) analyzing the root causes;
- (3) searching for possible solutions; and
- (4) developing an action plan.

In contrast, the underlying assumption of appreciative inquiry is that people and organizations are full of assets, capabilities, resources, and strengths that can be located, affirmed, leveraged and encouraged. There are a variety of AI models that guide how Appreciative Inquiry is practiced but all of them are based on:

1. Choosing the positive as the focus of inquiry
2. Inquiring into stories of life-giving forces
3. Locating themes that appear in the stories and selecting topics for further inquiry
4. Creating shared images of a preferred future
5. Finding innovative ways to create that future.

Sample AI questions for Organizational Development:

Discovery:

- What do you love most about this organization? What first drew you here and what has most encouraged you to stay?
- What do you consider some of the most significant trends, events, and developments shaping the future of this organization?
- What has inspired you to get engaged as a change agent? What do you most hope you can contribute?
- As engaged members, there are inevitably high points and low points, successes and frustrations. What stands out for you as a high point when you were part of an outstanding organization effort?

Please describe what happened and who was involved.
What difference were you able to make working together?
Which of your strengths and talents were called upon?
What contributed most to the success of the effort?
What did you learn about organizational change?

Dream:

Imagine a time in the future when people look to our organization as an exceptional example of a thriving, attractive organization where members of all ages engage as leaders and see themselves as owners of the organization’s future.

- In this exciting future, how are people engaged in the organization?
- What is true of leaders? What is sustaining their dedication?
- What kinds of systems and structures are most encouraging people engagement?
- What are you most proud of having helped the organization accomplish?

Design:

- What are the areas where you feel more people engagement could have the most impact on the life of the organization?
- As you reflect on successful ways people are currently engaged in improving the organization, what initiatives stand out as being exceptionally promising in expanding leadership and why?

Destiny:

- What small changes could we make right now that would really encourage more to get engaged with improving our organization?
- How would you personally like to be involved in expanding leadership and initiatives?

(redesigned based on Bliss Browne, Imagine Chicago)

6 Thinking Hats

In case you want to understand all the implications of a potential decision, explore all sides and build ownership for decision, then you might want to take into consideration this method!


Six Thinking Hats is the proven technique from Edward de Bono. Sometimes referred to as '**6 hats**' or '**the six hats of thinking**', these techniques focus on enhancing the structure of thinking so that group decision making and idea evaluation can be dramatically improved.

The Six Thinking Hats use parallel thinking as an alternative to (and not a replacement for) traditional ways of thinking. However, this way of thinking is often much more productive than adversarial thinking, discussion or debate. There are six different colored hats that can be put on or taken off to indicate a mode or strand of thinking. Only one hat is worn at any one time by the individual or group (in parallel) allowing more thorough, expansive thinking, increased creativity, and decision-making.



Six Thinking Hats is a time-tested, proven, and practical thinking tool. It provides a framework to help people think clearly and thoroughly by directing

their thinking attention in one direction at a time - white hat facts, green hat creativity, yellow hat benefits, black cautions, red hat feelings, and blue hat process.


It's a simple mental metaphor. Hats are easy to put on and to take off. Each hat is a different color which signals the mode of thinking. In a group setting each member thinks using the same thinking hat, at the same time, on the same thinking challenge.

	Blue Hat
	<ol style="list-style-type: none">1. The Blue Hat focuses on managing the thinking process2. symbolizes the Thinking about Thinking3. What thinking is needed?4. Planning for action.

Process

 <p>Facts</p>	<p>White Hat</p> <ol style="list-style-type: none"> 1. White hat thinking focuses on data, facts, information known or needed 2. Neutral and objective 3. What do I know? What do I need to find out? 4. How will I get the information I need?
 <p>Creativity</p>	<p>Green Hat</p> <ol style="list-style-type: none"> 1. Green Hat thinking focuses on creativity 2. Symbolizes Creativity 3. Ideas, Alternatives, Possibilities. 4. Solutions to 'Black Hat' problems

 <p>Feelings</p>	<p>Red Hat</p> <ol style="list-style-type: none"> 1. Red Hat thinking focuses on feelings, hunches, gut instinct and intuition 2. My feelings right now 3. Feelings can change 4. No reasons are given
 <p>Benefits</p>	<p>Yellow Hat</p> <ol style="list-style-type: none"> 1. Yellow Hat thinking focuses on values and benefits 2. symbolizes Positives, Plus Points 3. Logical reasons are given 4. Why an idea is useful

 Cautions	<p>Black Hat</p> <ol style="list-style-type: none"> 1. Black Hat thinking focuses on difficulties, potential problems, weakness 2. Why something may not work 3. Logical reasons are given 4. Spotting the risks and dangers
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We strongly recommend reading Edward De Bono’s book, “The 6 Thinking Hats” to understand in depth how this method works and you could better facilitate its usage in effective group processes.

Don’t hurry to try with others what you have tried yourself first!

Lessons learned

This has been a long learning journey for all the organizations involved in the applying and learning process. Not all of them pursued the deployment of a strategic planning process, but engaged into starting to ask relevant questions about:

- What could be the role of youth (volunteers and/ or beneficiaries) in defining services and products of NGOs? In influencing the way things are done?
- How can an organization engage with members towards social entrepreneurship?
- How do we know what programs to develop and/ or improve?
- How do we know what competences need to be built among members and staff in order to be able to contribute to organizational development?
- How do we, as an NGO, engage with business as partners and clients?

In doing so they have used various tools and methods explored during the capacity building program, such as Appreciative Inquiry, 6 Thinking Hats, energizers that were kindly shared by all partners. The answers were diverse leading to different conclusions and processes that were thus validated:

- Youth leaders are an important resource for the development of sustainable and engaging programs;
- Learning to speak the business language is a long-term process and it can only be done through direct communication with the native speakers- thus involving the business voice in the planning process;
- In working with youth, parents are an important resource for know-how, contact making and networking;
- New approaches generate new attitudes – participatory methods create a trusting and motivational state of mind;
- In some situations, it is better to engage with program changes instead of structural changes – show people what it could be like and then create a supportive structure.

If you want to learn more about our experiences, visit our Facebook page: Do it for the youth; Like it and write us a message!

You can also contact us should you be interested in developing a project on this topic. We would be happy to continue exploring and building together!

Thank you!