



AFRICAN YOUTH FOUNDATION
Afrikanische Jugendhilfe e.V.
Fondation de la Jeunesse Africaine

ORGANISATIONAL

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PLAN OF ACTION (DRAFT)

This Strategic Plan is still in DRAFT form and as such, we would be pleased to receive any feedback on the document. Comments are very much welcome.

I. INTRODUCTION

1. This document focuses on the challenges that the AYF (African Youth Foundation, Afrikanische Jugendhilfe e.V.) will address in the period from 2006 until 2008. The AYF is determined with this plan, to contribute to the global youth policies implemented, especially those in Europe for the inclusion of disadvantaged African youth. The challenges to the Organisation and the strategies for addressing each have been detailed in this strategic plan.
2. The key functions of the strategic plan include:
 - a. *Signalling* projects to all stakeholders; the plans for the administration and organisation of the project especially in the promotion of intercultural dialogue and understanding in a spirit of respect for diversity;
 - b. *Identifying* new areas frameworks for problem-solving, including strategy models, branding approaches and crisis leadership models, which will be the subject of specific attention during the plan period;
 - c. *Setting* goals against which the AYF and partner organisations will report;
 - d. *Guiding* network in operational planning including:
 - i. Setting priorities: leveraging the very best influences on leadership to involve and empower businesses and political communities in Europe and Africa
 - ii. Allocating resources
 - iii. Performance monitoring
3. The Strategic Plan is meant to be a public statement of the AYF's shared vision, values and direction. It could be expanded to include:

- a. diasporas contributions and involvement in education, training, businesses and investments (human and financial) in European and African countries;
- b. regular consultation with external stakeholders, for example the Council of Europe on behalf of Diaspora Youth; and
- c. the ideas, suggestions and experience of AYF staff and experts;

II. BACKGROUND

4. The African youth in the Diaspora and in Africa are facing some interesting changes and challenges. Some of these result from external factors beyond their control and some from the need to review and streamline their mobilisation and resources, both human and financial.

5. Europe is experiencing strong human resource capacity while Africa is lacking such capacities. This challenge is particularly important to the African region that has quite a number of its Diaspora professionals contributing to the success of other continents, while the African continent lacks a critical mass of development planners to plan and implement projects and initiatives to the benefit of the continent.

6. The youth, both in the Diaspora and in Africa, should enter this period on a relatively sound footing after a period of change and restructuring at the national level, leading to the international level. We must be in a position to ensure that we can respond to increased demand and as such, there should be opportunities for Diasporas to be involved in development issues in both host and countries of origin.

III. YOUTH DEVELOPMENT POLICY

7. A Youth Development Policy (YDP), will be drafted which will outline the objectives in this area to encourage African youth in Europe/Diaspora, as well as specific youth programs to be the cornerstones of a long term plan, which it is believed, will result in an overall improvement in strengthening civil society in Europe through the promotion of training for democratic citizenship, in a non-formal educational context. Consideration will be given to funding resources and realistic timeframe for the implementation of the various elements of this plan.

8. In this process, clear career paths are important, for the young people. The current proliferation of excluding the African Youth in Diaspora's participation in European civil society at the disposal of the young people leads to talents being dissipated and the overall quality being reduced. Whilst the need for choice is recognised, this issue must be addressed.

9. A distinctive strategy which will help young African people, to find ways of meeting both the challenges facing them and their own aspirations, as well as support the development of youth policies in Europe and the provision of suitable legislation and structures, in keeping with the specific features of each country to seek ways of promoting African youth mobility in Europe is very necessary.

IV. ONE COORDINATED INSTITUTION

10. Form a Diaspora investment network within existing organisations like the AYF that can educate and inform people of projects that already exist and how to best invest in both Europe and Africa, for example: *African Business and Entrepreneurship Network (ABEN)*

11. This network, together with European and African governments, can hold annual Investments (human and financial) exhibitions to showcase projects, determine new strategies and support successful projects, as well as raise young people's awareness of and commitment to human rights and democracy;

12. This institution should meet with all stakeholders in the Diaspora and Africa regularly to report back on the progress made thus far, considering the ongoing analysis of national youth policies. This enables us to learn what is happening in other countries and learn from their successes and failures.

13. There will be a need to set up a body of ambassadors and government officials (in the Diaspora and Africa) that is involved in such meetings and are mandated, as part of their portfolios, to attend such meetings, to exploit the involvement of the African Diaspora in projects and activities in both Europe and Africa. Emphasis should also be laid on representatives in the European region for the African youth in Europe who are not yet discovered.

V. SOCIAL AND ECONOMIC EFFECTS

14. The contribution to social cohesion, especially by combating exclusion, and the prevention of phenomena specifically affecting young African people, and some general factors effecting the plan period will be:

(a) Establishing broadly based revenue streams and developing financial support

15. The methods of funding projects must be addressed. The funding of youth projects cannot be considered in isolation or an issue for only European funding organisations. If the Organisation is to deliver, participants and activists must all be capable of delivering.

16. The membership system will be reviewed and a discussion document will be prepared advocating the introduction of a system of personal membership. This will be seen as a priority. Where possible, the AYF will work with third parties to deliver membership services and will ensure that a contribution from any revenue generated is returned to AYF where relevant.

(b) Technology and Communication

17. New technology and improvements in communication means that organisations are reviewing how they are structured. These changes offer the opportunity to operate more efficiently at reduced cost. Education, training or capacity building can be beneficial to the youth, but it can also develop conflicts between those who control the project and those seeking to exploit it. All training participants and project owners must face these issues to prevent loss of control.

VI. KEY RESULT AREAS

18. To support the AYF's objectives the following key result areas have been identified:

(a) Increasing Participation in all aspects of the training projects

19. Training is primarily a participation of education. We do not and may not have funding organisations to finance projects over a longer period. This may change in time, particularly as technology develops to enable us to better cover our programmes. Our structure presently will rely on the individuals that will be trained, as well as recognising the funders.

20. These objectives and priorities shall be implemented through the following methods:

- i. developing research into the problems of greatest concern to young people;
- ii. closer involvement of young people in decisions which affect them and in the management of programmes and resources;
- iii. a multidisciplinary and intercultural approach;

- iv. adapting and opening up programmes and structures to the changes in society;
- v. stimulating and supporting young people's creativity and critical sense.

(b) Improve information and communication networks

21. AYF will have in place an active and developing website which will give young people access to information and new information technologies; offer free space to members for the systematic exchange of information and good practices and submission of articles to be printed in our quarterly journals or newsletters. It is intended to develop this network over time linking to related organisations, teaching and training establishments.

(c)The Media

22. Involve the Western media in youth gatherings and use Diaspora journalists to promote positive African initiatives. Perhaps set up a Diaspora media or public relations body to promote this cause globally.

23. Form a newspaper that informs people about what is going on and the meetings before and when they happen to increase awareness and inform people on what AYF is up to at the global level.

VII. STRATEGIES

24. To support the key result areas, the following strategies are to be established:

25. Increase Participation in all aspects of the training projects by:

(i) the development of co-operation to stimulate a balanced development of youth structures in all member states by encouraging new forms of youth participation; combating of racism, xenophobia, intolerance and all movements aiming to undermine democracy;

(ii) promoting an image of training projects as one which is easy to learn, relatively inexpensive and accessible to all participants;

(iii) targeting specific market sectors particularly in the training projects, and developing specific promotions and programs to reach these audiences, including working with existing organisations which represent, or have contact with, the target sectors;

(iv) co-ordinating the development of consistent training and other programs, for delivery by the youth, NGOs and training establishments, which will ensure those new to the programme to have an enjoyable, safe and rewarding initial experience and a desire to continue;

(v) fostering co-operation between all participants involved in the ongoing delivery of training projects particularly, related organisations, sponsors and other providers, to ensure that the activities offered to existing participants are attractive and relevant and will help to ensure diverse on going involvement;

(vi) working with other organisations in training young people to assume responsibilities which will benefit greater participation in the training projects as well as ensuring that the promotion and delivery of programmes are properly planned, funded and co-ordinated.

(a) Continue to develop AYF's competitiveness by

- (i) *establishing* and promoting clear career paths for the youth by supporting specific initiatives, workshops, creating milestone events and associated training programs,
- (ii) *encouraging* all aspects of training, particularly those courses in Information technology, leadership and entrepreneurship, which would build specific knowledge and skills transferable to a variety of young people;
- (iii) *identifying*, supporting and promoting key events, to encourage a high training standard;
- (iv) *Setting up* an effective database to promote the networking and collaboration between the youth and youth organisations in the Diaspora and Africa, e.g Euro-med networking group.
- (v) *Developing and proposing* practical strategic approaches and programmes for the inclusion of youth in the Diaspora that will educate them on the importance of contributing to their communities and more importantly, equip them with the knowledge on how to effectively invest in training and development projects.

(b) Ensure appropriate delivery networks by

- (i) *working* with AYF and other stakeholders to clearly define the roles and responsibilities of all organisations involved in the delivery of training;
- (ii) *offering* youth education programs and, in collaboration with AYF, forums which provide opportunities to discuss and develop "best practices".
- (iii) *improving* the standards of living for the youth by establishing and promoting programs to encourage and educate young people.

(c) Protect the interests of participants by

- (i) *ensuring* the proper measures for the youth by developing regulations through the relevant framework, including the funders and AYF Constitutions and training regulations;
- (ii) *monitoring* proposed regulations and other developments that may affect the programme, considering the implications of such regulations and, where appropriate, lobbying to ensure that no action is taken which will adversely affect funders or AYF's statute;
- (iii) *liaising* with statutory and other organisations on matters which may generally affect the implementation of training such as workshops, seminars etc.

(d) Establish broadly based revenue streams and develop financial support by

- (i) *Advertising* relevant commercial opportunities to third parties, securing direct financial or value-in-kind support for programs and activities and ensuring that the programs and associated benefits are delivered in accordance to the contract and to the satisfaction of all parties;

- (ii) *developing* activities, where possible in conjunction with third parties, particularly where demand exists;
 - (iii) *continuing* to monitor other funding sources and actively seeking such funding as it becomes available, either directly or by bringing to the attention of the AYF Board, any sources of funding which are identified.
- (e) **Improve information and communication networks by**
- (i) *establishing* a strategy for use of information technology, focused on the continued development of a network and the use of mailing lists to improve the flow of information and reduce the cost of communication;
 - (ii) *linking*, as soon as funding permits, AYF's future offices through a dial-in or similar system to allow the maintenance of a central database by remote users, and ensure consistent records and information maintenance;
 - (iii) *building*, partly a database of those involved in the programme in partner countries, to allow direct contact with individuals, as well as a database of associations and other relevant organisations, to be circulated both electronically and by mail;
 - (iv) *creating* a public relations and communications plan, which will ensure projects receives the appropriate media profile in the build-up from year 2007 and beyond, and which provides information to the media and other interested parties.

VIII. KEY OBJECTIVES

26. The Key Objectives listed below are based on the Strategies outlined above. A detailed working plan will be produced for the period based on the agreed key objectives by partners and stakeholders.

- (a) to develop educational and employment measures which will open up new prospects for young people in their countries, awareness and participation of citizenship for those in the European regions, spare them the hardships associated with migration, and avoid the difficult problems of integration in countries taking in refugees.
- (b) to offer youth an opportunity for personal development through training courses, which will benefit them a national and an international level type of education;
- (c) to help alleviate unemployment and poverty by encouraging young people to consider entrepreneurship as a career option, improve leadership skills and problem solving experiences, to encourage the transfer of learned skills into positive civic action in the countries of youth participants.

27. The final strategic paper will be presented to some institutions and organisations for partnership and support, including:

1. Council of Europe
2. European Youth Foundation
3. European Commission Youth Programme
4. Centre for Technical and Development Assistance
5. United Nations Development Programme
6. Commission for Africa
7. United Nations Commission for Africa
8. NEPAD Council
9. African Union
