

السياسة الوطنية للطلّاع والشباب  
**The National Policy for Adolescents and Youth**

## **Introduction**

With the aim of creating an appropriate developmental environment that achieves the Palestinian people's aspirations and purposes, it is important for national policies and plans to adopt an orientation and methodology that take into consideration the diversity of points of view and ensure an integration for the good and benefit of the various age groups. Although young people (15-24) form a considerable proportion of the Palestinian society who have suffered greatly under Israeli occupation, they have been somewhat neglected by development planners and policymakers. We believe it is now time to give the youth more importance and space in national and sectoral development plans.

## **Concept of the "National Policy"**

The National Policy for the Youth and adolescents consists of guiding principles and actions (terms of reference) adopted by governmental and non-governmental organizations. This policy clearly defines the place and role of the youth in society in addition to their responsibilities and vision of their present and future, taking into consideration their needs, aspirations and problems in a manner that leads to their integration in the development process as partners and beneficiaries.

The proposed National Policy for the Youth and Adolescents will be based on the following:

- A practical declaration that the youth and adolescents are a priority in the development process.
- A commitment by all those concerned to youth development.
- Commitment to gender integration.
- Declaration of a clear vision on the youth, mechanisms of working with them and their roles, programs and activities.
- A framework for policy and institutional work.
- An understanding of the youth situation, rights, responsibilities and roles.

## **Project Objective**

- Preparation of a National Policy and a work plan for the Youth of Palestine (WBG)
- Enhancing awareness of youth and adolescent priorities, rights and fears.
- Lobbying with the decision makers to develop the living conditions of youth and adolescents.
- Building the capacities of the staff of the Ministry of Youth and Sports and other governmental and non-governmental organizations through their participation in the process of policy preparation.
- Activating the participation of youth and adolescents in all the stages of formulation of the policy.

The National Youth Policy will achieve a wide array of other benefits, including:

- Setting up the youth and adolescent priorities within a national framework in order to fulfill their needs and develop their programs.
- Building up a comprehensive and sectoral integrated view that examines the needs and problems of the youth and adolescents.
- Promoting citizenship with what it entails of rights and duties.

## **Guiding principles**

It is agreed upon that it is necessary to draw a National Youth & Adolescents Policy to be a tool for the planners and policy implementers at the level of governmental and non-

governmental organizations. Within this context, the Development Studies Programme will conduct the required research and organize other relevant activities with the aim of supporting the preparation and formulation of the “National Youth and Adolescent Policy” in Palestine with youth, adolescent and community participation.

The main guiding principles that will comprise the basis for the preparation of the National Policy include the following:

1. **The Palestinian specificity:** This policy must take in to consideration the political, economic and cultural context of the Palestinian society, with emphasis on the human and national dimensions and the need for improvement in all fields.
2. **A Developmental view:** This policy must be seen as bringing benefit, not only for the youth and adolescents but for the entire society.
3. **Sustainability:** This policy takes into account the rights of this generation as well as future generations.
4. **Rights-based:** This policy should be linked with human, youth and adolescent and children rights.
5. **Activation of capacities:** This policy should unleash the capacities of the youth and adolescents in a constructive manner.
6. **Enhancing communication:** This policy should find a means for communication between the senior officials and the youth and between the political and community leaderships and the youth leaderships.
7. **Organization of work:** Linking the concepts of the proposed policy with the concept of work organization and good performance to obtain the most possible capacities from individuals and groups.
8. **Reinforcing Cooperation:** Constructive work relations and cooperation between relevant organizations, is vital to success of the project & its objectives , youth organizations must seek to improve their coordination efforts and service delivery to youth.
9. **Encouraging tolerance and respecting diversity:** The policy should encourage social tolerance and respect for difference and diversity.
10. **Participation:** The participation of youth and adolescents, GOs and NGOs, is vital in all the stages of the project.
11. **Equality and Justice:** This policy includes trends that seek to integrate gender, refugee status and marginalization, achieve justice, equality and integration of the most marginalized youth groups (the disabled and others).
12. **Adoptability:** This policy must be adoptable and acceptable by the concerned governmental and non-governmental organizations.
13. **Applicability:** This means that the National Youth Policy should be applicable by the concerned and entrusted organizations.

### **Tentative Outline**

Therefore the fundamental elements/ components suggested for the policy document are the following:

- Introduction
- Youth and adolescents profile in the Palestinian context.
- Youth and adolescents historical and contemporary issues in Palestine.
- Visions and guiding principles.
- Rights and entitlements (citizenship)
- Priorities (specific ones):
  - 1.Orientation and guiding principles for each priority (aims)

2. Target groups for each priority.
3. Main strategies for implementation (including details) for each priority.
4. Organizational structures and mechanisms for evaluation and accountability.
5. Work plan.

## **Methodology**

Methodology is based on 3 basic and integrated aspects:

### **1. Research**

The Development Studies Program will commit to the terms of reference and criteria agreed upon during the consultation process and work within the concluded agreements and learnt lessons from the field work based on participation during conducting the research. In general, to prepare the National Youth & Adolescents Policy, a participatory approach will be adopted from the bottom to the top with effective integration based on professional and objective criteria. This methodology requires full activation of the national, youth and adolescent experiences and the organizations working with, through and for them. The research and implementation process is participatory based on the youth and adolescent groups in general and marginalized groups in particular. The objective assessment of the accumulated experiences of youth and adolescent organizations, will be decisive in deciding the nature of the policy.

Second, documented scientific research in order to carry out a realistic/ objective assessment of the needs, resources and best practices (this is done through relevant literature review and interviews with the experts).

Third, comparative studies (carried out through reviewing youth and adolescent policies and agreements in the Arab world and the world in general).

### **2. Advocacy, Lobbying and Awareness Raising**

The research methodology elaborated above is intrinsically related to practical steps in way of awareness-raising, advocacy, and lobbying. The outreach activities will be aimed at:

- Introducing the project and its interrelated elements to all stakeholders, relevant groups, and to the community.
- Raising awareness on the vital role that a youth policy plays in promoting development and human rights (youth and children).
- Encouraging interested institutions and groups to work in the field of advocacy and lobbying to promote youth rights and involvement.
- Empowering the youth through providing them with the opportunity to be fully involved in formulating and promoting a policy that has direct meaning on their lives.
- Providing the youth with the forum to express their needs, concerns, and priorities.
- Improving of networking activities among relevant institutions.
- Assess the needs of , and challenges facing institutions working with the youth for future improvements.
- Utilizing all existing means (media and others) to promote the policy.

### **3. Capacity Building**

The capacity building process includes the following:

1. Project staff regarding.
2. Steering committees and facilitators.
3. Relevant staff of the Ministry of Youth and Sports (ongoing + 3 days in WB, 3 days Gaza)
4. Media persons.
6. The Youth.
7. Members of the thematic groups.

The tentative training plan for the above-mentioned groups is summarized as follows: -

1. On issues related to lobbying, research and advocacy, to train project members and youth groups on the following topics:

- What is policy? Why there is a need for policy?
- How is policy formulated?
- Lobbying and advocacy skills
- Managing media campaigns
- Integrating policy formulation in governmental and non-governmental organizations

2. Steering Committees and facilitators

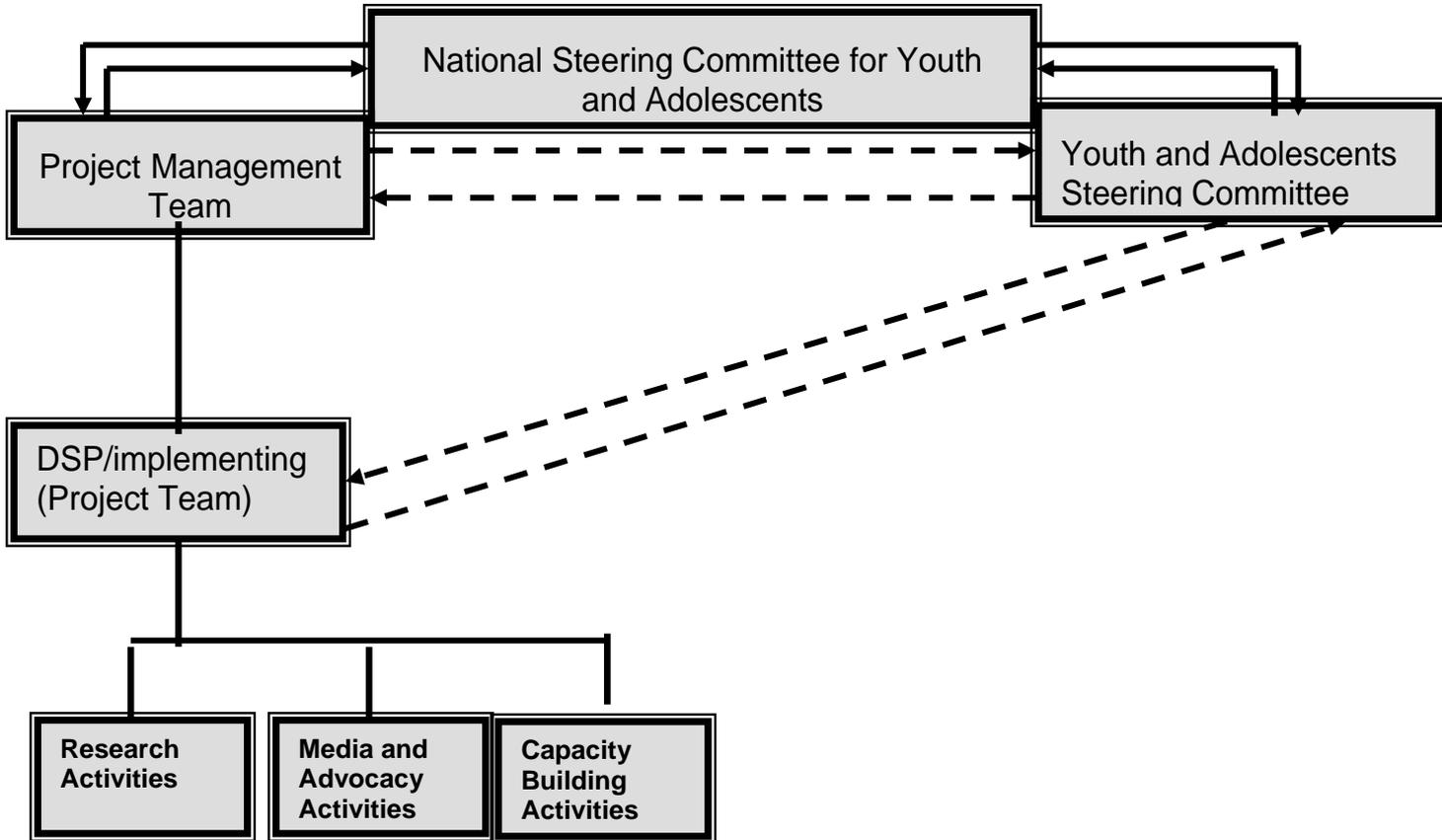
- What is policy? Why there is a need for policy?
- Integrating policy formulation in governmental and non-governmental organizations.
- Policy formulation

3. Youth, Ministry of Youth and Sports staff participating in the project, and other organizations with an interest in the proposed project.

- Research and fieldwork skills (as needed during the research period)
- What is policy?
- How is policy formulated?
- Training on tasks they will be carrying out during the research process.

A detailed training work plan, will be prepared later for all target groups.

# The organizational Structure



## **1. National Steering Committee**

The National Steering Committee consists of representatives of governmental and non-governmental organizations from both the West Bank and Gaza Strip and meet regularly through videoconference. The duties of such a committee could be summarized as follows:

- Approve an action plan for the proposed project and to support its implementation.
- Ensure national governmental as well as international support for the proposed policy.
- Provide guidance to the production of the policy and ensure implementation of the approved national policy for the youth and adolescents.
- Contribute effectively to the production of a comprehensive policy which is able to deal with issues relevant to youth.
- Ensure the participation of governmental and non-governmental organizations in the adoption of the policy both locally and nationally and making available all the necessary facilities.
- Ensure the participation of the youth and adolescents at the different stages of policy formulation in order to ensure that it accurately reflects their priorities and needs.
- Promote and apply the necessary pressure in order to highlight the importance of formulating the necessary policy and also the necessary activities that need to be undertaken with respect to the formulation of such a policy and its adoption in by national and international organizations.
- Create opportunities to learn from organizations with experience in policy formulation at the national and international level.
- Formulate and implement widespread communications, together with an action plan for applying the necessary pressure aimed at spreading awareness throughout Palestinian society encouraging the policy.

*Main tasks of the Steering Committee's Secretariat:*

- Coordination of Steering Committee meetings
- Following up the guidelines of the Steering Committee and ensuring their integration in the implementation and the results of the project.

It is proposed that the National Steering Committee will meet periodically (every six weeks).

## **2. Youth and Adolescent Steering Committee**

Two committees will be formed (one committee in the West Bank and one in Gaza Strip). The age of the members of these committees will be 15-24 years and their tasks will be, among other things, to support the policy formulation and ensuring that it fulfills the needs and priorities of the youth and adolescents. These committees will also have the following tasks:

- Provide feedback on the youth understanding for the policy preparation process.
- Play an efficient role in the policy preparation process.
- Provide feedback on the various stages in the formation of the policy.
- The Development Studies Programme will coordinate the work of this committee in coordination with the Project Management Team
- Youth and adolescents will have a role in the media campaigns.

It is proposed that the youth and adolescents steering committee will meet periodically (every six weeks)

**3. Project Management Team (PMT):** The PMT will consist of the following:

- The Steering Committee's Secretariat (The Ministry of Youth and Sports has been selected for this purpose)
- UNICEF
- Development Studies Programme/ Birzeit University

*This team will meet periodically (every two weeks) and its tasks include:*

- Follow up on implementation of Steering Committee recommendations
- Manage and monitor the project activities as connected to the deliverables mentioned in the TOR (the committee will provide support to the Project Manager, who is represented in the committee).
- Produce a progress report and discuss with the steering committee (every six weeks)

It has also been agreed that an employee from the Steering Committee Secretariat (Ministry of Youth and Sport) seconded to the Development Studies Programme. His/her tasks will be as follows:

- To act as a link and assist the Ministry's representative on the project management team in calling for Steering Committee meetings for national policy formulation.
- Briefing Youth Ministry members and members from other organizations with the aim of supporting project objectives.
- Identifying human resources in need of extra training during the process of policy formulation.
- This employee works according to the administrative framework that the project team follows.

#### *Main tasks of UNICEF*

- Member in the Project Management Team
- Providing technical support for the project
- Providing financial support for the project
- Coordination with other United Nations which work on youth issues

#### **4. Implementing Institution**

Under the guidance of the Project Management Team, the implementing institution will be the Development Studies Programme of Birzeit University. The DSP Team will put together detailed plans and programmatic actions to ensure the proper implementation. DSP will also link with the Youth and Adolescent Steering Committee and will work closely with the Project Management Team and the Steering Committee. It is proposed that the project team would consist of the following:

- Overall project coordinator for the proposed project (30 %)
- Project and training coordinator
- Research coordinator (50%)
- Media and awareness coordinator (1.5)
- Human activation coordinator (Ministry of Youth and Sport)
- Administrative assistant
- 20 youth facilitators

## **PROPOSED FORMULATION STAGES AND TIMETABLE**

\* Duration of project/ overall: 16 months ( 11 months from signing the contract)

\* Dates will be adjusted depending on actual starting date as stipulated in the contract and security situation).

### **I) Project Design (1<sup>st</sup> March – 25<sup>th</sup> August 2004)**

Incorporates –

- agreement on organizational structure (roles, memberships, relationships);
- agreement on guiding principles and project goals;
- identification of budgeting and staffing requirements;
- development of a detailed project budget;
- securing of necessary budgets;
- Establishment of Youth steering Committee;
- development of Terms of Reference (TOR's) for each structural unit;
- identification of Project Team – roles, TOR's;
- identification of project stakeholders;
- determination of role of MOYS, and staffing contribution;
- agreement on key stages and timeframe;
- determination of major project core activities and methodologies related to research, awareness / advocacy / media and capacity building;
- determination of training requirements;
- development of work plan;
- endorsement of Steering Committee;
- writing and signing of contractual agreements.

### **II) Project Establishment (1<sup>st</sup> Sep. – 30<sup>th</sup> Sep 2004)**

- Recruitment of staff; making available proper space;
- Compilation of initial project promotional tools
  - project flyer
  - project website;
- Compilation of an Operational Manual;
- Literature review and collection of relevant national and international research / studies;
- consultation / advocacy with stakeholders;
- distribution of flyer, and release of initial media releases; and
- Project launch in both West Bank and Gaza.

### **III) Preparation for Project Core Activities (1<sup>th</sup> Oct – 20<sup>th</sup> November 2004)**

Involves all the necessary preparatory work necessary to implement three identified key project core activities –

#### **a) Research**

- preparation of a series of background papers on the following –
  - review of the Palestinian National Youth Survey
  - review of international conventions and declarations regarding to youth policy and practice;

- review of international best practice initiatives in National Youth Policy and practice (especially within the Middle East)
- assessment of lessons learnt from National Youth Policy formulation in Bahrain, Jordan, Lebanon and Yemen
- institutional organizational and program audits related to youth development within Palestine;
- operationalization of methodology;
- organization of a series of 7 planning workshops aimed at identifying thematic priorities
- development of TOR's for thematic working groups and their researchers;
- identification and networking within relevant institutions / priorities;
- preparation of required tools for implementation of project core activities;
- recruitment, and training of researchers / group facilitators, including
  - application of methodologies
  - sensitivity to youth issues, needs; and
- continue to consult and work with relevant organizations
- Participation of team in Middle East Study Tour to examine National Youth Policy experience in South Africa and Namibia.

b) Advocacy / Awareness raising

- establishment of a media committee, and the development of a media plan (includes the identification and recruitment of a team of media students at Birzeit University); (moved from the second stage)
- identification of appropriate methodologies to target young people, caretakers (eg. parents, teachers etc.) and policy makers;
- identification and audit of structures / programs / initiatives / resources related to implementation of advocacy / awareness activities;
- organization of consultation workshops with young people to determine appropriate strategies to ensure 'youth voice';
- organization of familiarization workshops with journalists;
- design and production of information tools –
  - fact sheets
  - brochures; and
- Convening of media committee, and the operationalization of the Media Plan.
- Joint workshop between youth and journalists.

c) Capacity Building

- preparation of the training plan
- Assess the training needs

**iv) Information and Data collection and analysis and awareness activities (20<sup>th</sup> November 2004 –20<sup>th</sup> March 2005)**

Involves implementation of the three project core activities including –

- Establishment and operation of up to ten Thematic Working Groups (see below for recommended role and activities), and the appointment of a researcher(s) to assist the group, analyze their theme and produce a Thematic Paper containing their conclusions

and recommendations. Each group 50% of them are young and adolescents. Each group will be managed by an expert organization working in the field. Each thematic paper will comprise the following elements:

- Introduction & summary of related issues.
- Summary of initiatives taken in the field.
- Target groups and impact.
- Gaps.
- Obstacles that hinders the participation of youth.
- Institutional networking and cooperation.
- Best practices (lessons learned from other related experiences).
- Recommendations (strategies, activities, and methods to integrate youth and their issues, and means to improve service delivery and coordination).

Relevant broad topics that might be included in the policy (but contingent on field research and youth perspective):

- Education-Health-Work-Housing-Poverty-Legislations-Environment- sport and recreation-human rights- participation.
- All of these general issues need to be focused and better targeted.

#### **Thematic Groups**

<b>Core Group</b>			
Case Studies	Interviews	Focus Groups	Workshops
Meetings as needed			
↓			
Regional meetings		Meetings with (unemployed, poor, refugees, women, handicapped..)	

- implementation of an advocacy / awareness raising program that targets three groups, namely –
  - young people
  - caretakers (parents, teachers etc)
  - policy makers
  -

In particular, this core activity will –

- mobilise adolescent & youth local committees
- involve youth to youth interviewing in ‘youth voice’ campaign
- use of the DSP bi – monthly polls
- full implementation of the Media Plan, and initiatives of the Media Committee; and
- implementation of a systematic capacity building program involving skills training, information dissemination, mentoring and project activity participation.

#### **V) Preparation of a Draft Document, Finalization of the national Youth Policy (20<sup>th</sup> March – 30<sup>th</sup> May 2005)**

This stage would involve the following sequence of activities –

- analysis of research and findings generated by the project core activities;

- compilation of draft document by the Project Team;
- consultation with stakeholders;
- organization of five regional workshops on the draft document (two in Gaza, three in the West Bank);
- review of the response from the regional workshops by the Steering Committee, Youth Advisory Committee and Project Team; and
- finalization of the document, and final discussion of the document by the Steering Committee and Youth steering Committee.

## **VI) Adoption and Promotion of the Final NYP Document (30<sup>th</sup> May 2005 – 30<sup>th</sup> July 2005)**

This stage would involve the following sequence of activities –

- approval of the document by the Government (Ministerial Cabinet);
- production of copies of the document in two languages;
- endorsement of the document by the PLC and Ministries and NGOs
- organization of National Conferences and Launches in both Gaza and West Bank;
- printing ( UNICEF will be responsible financially and administratively for printing the document of the policy);
- dissemination of the document; and
- organization of media promotion.

### **Concluding Remarks**

- It is emphasized that the Steering Committee for national youth and adolescent policy provides the guidance and advise during all stages of project implementation.
- Youth and adolescent participation in all stages of the project.
- Ensuring the participation of all organizations with an interest in this issue, both in policy formulation and implementation.
- The Israeli occupation and its adverse effect on every day life must be taken into account, particularly in relation to issues transportation and movement in between Palestinian areas.
- It is emphasized that the management team is the overall management and technical body to the project in way of ensuring the accomplishment of the required deliverables and their quality. The committee will meet as agreed on a periodic basis (every two weeks) in order to discuss the project's progress.
- The day-to-day management of the project, the field work, and related decisions to the proper and professional implementation of the project (as agreed in the TORs) are the responsibilities of the project team appointed by DSP.
- Importance of centralizing the administration and implementation of the project, and providing the project team with the necessary support and tangible authorities to ensure effective implementation of the project.
- Effective activation of the resources of the Ministry of Youth and Sport and other organizations, and developing their abilities in all every way possible.
- The Ministry will be responsible for identifying and building on the relationship with the project's Steering Committee.