YOUTH PARTICIPATION IN MANAGING FOR DEVELOPMENT RESULTS (MFDR)

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Case Study
N° 5

SYNOPSIS

This case study for youth participation in Managing for Development Results (MfDR) provides a basis for discussion amongst Africa Community of Practice (AfCoP) members on how to increase understanding of the growing importance of, and greater potential for, youth participation in national development processes; and provide initial practical guidance to assist regional and pan-African bodies and policy makers to work more effectively with and for young people.

Participation must be at all levels of the development process; from conceptualisation and planning, policy development and implementation, to reviewing, monitoring, and evaluating effectiveness. Youth participation should be viewed as a positive factor and an opportunity rather than a problem. The inclusion of youth does not only benefit young people, but also results in better projects, programmes, policies design and implementation as well as sustainable impact on society as a whole. Youth participation is the active, informed and voluntary involvement of young people in decision-making and the life of their communities (both locally and globally). Participation means working with young people, not merely working for them. The success of development agendas is largely measured by the public's participation in the process of decision making and responsiveness of the system to popular demands.

The case study advocates for mainstreaming youth in issues important to them, by meaningfully engaging them at all levels of policy development, implementation and governance. A shift in working with young people, and valuing them as assets: as advisors, colleagues and stakeholders is crucial if development policies and programmes are to be truly representative and effective. Youth participation: the active, informed and voluntary involvement of young people in decision-making and the life of their communities (both locally and globally) are vital if sustainable development is to be achieved.

Introduction

There are many words that describe the state of being 'involved' (inclusion, engagement, participation for example) and these words are often used when referring to youth[1]. Youth participation refers to the process through which youth influence and actively engage in initiatives, decisions and resources that affect them. This case study revolves around the assumption that we are no longer questioning whether youth should be engaged in management for development results, but are now asking how best to do so. It aims at providing a basis for discussion on how to enhance youth engagement and participation in managing for development results.

Dealing with the 'youth' has been traditionally seen as a development challenge and are often portrayed as a homogeneous 'ticking time-bomb' group rather than individual autonomous agents responsible for their own acts. This is also to a certain extent reflected in policy agendas on youth, which tend to overemphasise the challenges facing youth and generally missing the opportunities that young people bring to the African continent. This is not surprising since most of the leading research today seems to emphasise the negative impact of disengaged youth such as conflict, violence, instability, and unproductive societies.

In the last two decades, a more affirmative view of youth has emerged; that, young people are seen as 'resources' capable of making valuable contributions to society[2]. This perspective was influenced by the notion that emphasis should be

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[1] The definition of 'youth' used in this paper comes from the 2006 Africa Youth Charter (AYC): AYC defines youth as people aged between 15 – 35 years.

[2] Finn and Checkoway 1998, Catalano et al 1998 for example.

put on young people's strengths rather than deficits. Central to the 'youth as resources' perspective is the notion that every young person has the potential to become successful in life including the most marginalized and previously troubled ones. Research has shown that when given an opportunity to participate, young people can bring in unique contributions[3]. This latter perspective has received much attention recently and is particularly relevant here. The development and understanding of youth participation can be positioned within this perspective, as the underlying assumption of young people's participation is that they have a valuable contribution to make in both political and social life. This paradigm shift was influenced by the increasing attention to the Positive Youth Development (PYD) approach. The PYD approach is based on the assumption that providing young people with the necessary opportunities and support will reduce problem behaviours and promote positive outcomes[4].

Given the magnitude of problems described in policy and research, the youth bulge will test how resilient African countries are. Issues related to youth empowerment, specifically through quality education and productive employment, are therefore some of the continent's most pressing policy imperatives. This puts enormous pressure on policy makers to develop policies that can take advantage of this phenomenon to propel and sustain equitable development of the continent.

This case study seeks to throw light on the overarching policy frameworks crafted in Africa that give direction on youth participation and engagement in development. In addition to a short discussion on the policy perspectives, the document details, three case studies that demonstrate how youth participation initiatives are being domesticated in various places around the world. It ends with highlights of key lessons from the case studies and a conclusion aimed at stimulating further discussion within AfCOP.

Policy frameworks

There has been a proliferation of policies from bilateral, regional and multilateral agencies, specifically focused on youth participation in development. They offer a rich source of information on issues/challenges facing young people and how such issues/challenges can be strategically managed with the active involvement of the youth. UNICEF has adopted the rights-based approach to children and young people, viewing participation as a human right and an end in itself[5]. Participation matters for its own sake, regardless of measurable or demonstrated benefits for various groups or purposes. Additionally, participation is recognized by UNICEF as integral to the democratic ethos and to building civil society. "Democracy demands all citizens take part in establishing the governance and key functions in society. Opportunities for participation in shared decision-making, listening to different points of view, and weighing options and consequences can help build a critical appreciation for the democratic process."[6]

The United Nations Convention on the Rights of the Child also highlights children's right to participate. Article 12 states children should be free to express their views and to be heard, while Article 13 asserts that, children have the right of freedom of expression, freedom to seek and impart information through any media of the child's choice.

Another example of core youth participation policy is, 'The World Programme of Action for Youth (WPAY, 2007)'. It provides a policy framework and practical guidelines for national action and international support to improve the situation of young people around the world. Implementation of WPAY requires full enjoyment by young people, of all human rights and fundamental freedoms, and also requires that Governments take effective action against violations of these rights and freedoms and promote non-discrimination, tolerance, respect for diversity, with full respect for various religious and ethical values, cultural backgrounds and philosophical convictions of their young people, equality of opportunity, solidarity,

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[3] Zeldin et al 2000, McGachie and Smith 2003 for example.
[4] Catalano et al 1998

[5] http://www.unicef.org.uk/UNICEFs-Work/Our-mission/UN-Convention/ retrieved 08/08/2014
[6] http://www.unicef.org.uk/UNICEFs-Work/Our-mission/UN-Convention/ retrieved 08/08/2014

security and participation of all young women and men.

Africa's commitment to youth participation in development is evident by the adoption of the African Youth Charter and the Decade for Youth Development (2009-2018). This Charter entered into force in 2009, marks the starting point for youth empowerment for sustainable development of the continent. It views the youth bulge as a blessing in disguise rather than a curse to development. The youth are viewed as one of the continent's most valuable asset – a potential to increase the supply of labour and thereby boosting economic benefits. Further, the Charter re-enforces effective participation of the youth in regional integration by promoting migration of the youth into productive common markets. As UNDP Human Development Report 2002 rightly points out, if migration opportunities for the youth are promoted there will be less pressure from the negative impact of youth bulges in terms of political disturbances and violence[7].

The key objectives of the African Youth Charter within the context of youth participation in Africa's development can be summarised as follows:

- Ensure constructive participation of youth in the development agenda, as well as in decision making processes – change of paradigms on the perception of young people.
- Set a framework to enable policy makers to mainstream youth issues in all development policies and programmes.
- Provide a legal basis for ensuring youth presence and involvement in government structures and forums at national, regional and continental arena.
- Provide Member States with guidelines and responsibilities for the empowerment of youth in key strategic areas like education and skills development, socio-economic integration, health, peace and security, sustainable livelihoods, youth employment, Gender equality, etc.
- Outline responsibilities for youth for their own development and to their countries and continent.

Article 11 of the Youth Charter relates to youth participation and specifically calls upon African

Governments to "guarantee the participation of youth in parliament and other decision-making bodies in accordance with the prescribed laws." It further exhorts Member States to "facilitate the creation or strengthening of platforms for youth participation in decision-making at local, national, regional, and continental levels of governance." It also advocates that Governments must also ensure equal access to young men and women as they participate in decision-making and in fulfilling civic duties.

Upon ratification of the Charter and its coming into force the Africa Union developed a decade long action plan to promote the implementation and further ratification of the charter by its member states from the year 2008 – 2018. The action plan serves as a road map on the accelerated implementation of African Youth Charter (AYC); to mainstream and operationalize the implementation of the AYC with a youth perspective in financing and monitoring African development goals and indicators and to establish a benchmark of standards, indicative criteria's and accountability in design, implementation and monitoring of youth development policies, programmes and activities in Africa. The aim of the action plan is to:

- Facilitate more coordinated and concerted efforts towards inexorably increasing youth empowerment and development in the continent;
- Support the development of national and regional plans of action;
- Provide a framework for better coordination of actions at the continental level;
- Provide a strong reason to African Union (AU) Member States for synergy on youth empowerment and development towards national development goals and priorities.
- Link youth empowerment with; national development tools, instruments used for continental and regional assessments, setting standards, criteria's and indicators.
- Act as an accountability framework within the member States;
- Assist in assessing progress towards achieving important African development goals, including the Millennium Development Goals (MDGs).
- Mainstream youth related strategies and programmes in the mandate of Regional Economic Communities (RECs).

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[7] Human Development Report 2002. Deepening Democracy in a Fragmented World

- Provide a framework through which concerted efforts in mainstreaming youth perspectives in the programmes and interventions of Bilateral Organisations, multi-lateral agencies, including the United Nations (UN) system, Civil Society, the private sector and Non-Governmental Organisations (NGOs)

At the National Level many African states have developed and operationalized National Youth Policies and embraced mechanisms for youth participation including National Youth Councils, Youth Commissions and Parliaments, Ministries focused primarily on youth and youth Funds. Other critical policies at the national level that seeks to promote youth participation include:

- Poverty reduction strategy papers;
- Education strategy;
- Adolescent sexual and reproductive health strategy;
- Employment strategy – in particular national action plans for youth employment;
- Domesticated Rights framework (such as the UN Convention on the Rights of the Child); and
- Gender policy

Successful youth policy(s) depends on effective representation. All parties should be accountable both to themselves and their peers or representative networks; they must not act for an individual need but for the collective good. It is essential that all parties recognise the need for constructive cooperation and communication. The differing views and abilities of youth should also be recognised and respected. Youth representation in policy-making should also seek to guard against excluding the interests of youth, particularly those from vulnerable backgrounds based on factors such as gender, ethnicity and social situation.

National Youth Councils or similar structures can offer effective mechanisms to ensure representative youth participation. A national youth council can be seen as a youth platform uniting young people to represent the views of a broader spectrum of the population. Over 100 Member States have such national youth NGO platforms, but many of them need to be strengthened.

Case studies

Managing for Results (MFR) is aimed at enhancing planning, budgeting, management, and reporting on results in direct relation to a country's development priorities. The drive of MfDR is basic: to identify the needs a country is trying to address; to develop an overall plan (mission, goals, objectives, and strategies) for addressing those needs; to come up with policies, programs, and services to meet those needs; to organise and implement budgeting, and management systems that support the strategies, goals, and objectives laid out in the overall plan; and finally to develop and track cost and performance data that allow stakeholders to gauge progress in reaching and achieving agreed goals and objectives. It also involves tweaking (or changing) strategies, programs, policies, management systems, or budgets when necessary.

The following case studies seek to present practical action with respect to youth participation within the MfDR process. They are intended to highlight the different roles that young people can play along the national development process. The case studies present the 'how-to' models to help AfCoP members learn from the experiences and to adapt to their unique environment. Importantly, these models are presented both as a learning tool and also for ideas sourcing and action. They are not meant to be taken as 'cast in stone' or 'one size fit all' models. They will require adaptation in different social, economic, political and cultural contexts. The case studies are organised around 5 central MfDR themes: 1) policy development; 2) organisational development; 3) strategic planning; 4) programme implementation; and 5) monitoring and evaluating.

Policy development

Youth policy makers in South Africa

Policy development typically involves making important organisational decisions, including the identification of different alternatives such as programmes or spending priorities, and choosing among them on the basis of the impact they will have. Involving young people in the policy process inherently allows for a greater chance of sustainability since they will begin to identify with

the policy discussions at a young age and find meaning in the process over a long period of time. In some countries, institutional mechanisms such as youth councils have been established to encourage youth participation at a local level. Young people are elected to serve on advisory and consultative committees in various organisations. These types of structures offer youth an opportunity to learn. Like many countries, South Africa is one country that has established formal structures for youth participation in national development processes.

In 1996, the former president of South Africa, Nelson Mandela, commissioned young people from various organisations around the country to develop a policy for youth. This resulted in a number of national legislative and policy initiatives: The National Youth Policy (1996), The National Youth Commission Act (1996) and its amendment in 2000, the National Youth Development Policy Framework (2002-2007) and lately the National Youth Development Agency (NYDA, 2009). These initiatives pioneered the formalisation of youth participation in the country's social and political life.

Youth participation has become an integral part of the government's development plan. Following decades of informal youth political participation, formal youth structures such as the National Youth Commission (NYC), South African Youth Council (SAYC) and Umsombovu Youth Fund (UYF) were established. This move was deemed necessary for a country in transformation. The increasing attention towards youth participation was also influenced by South Africa's ratification of international treaties mentioned above including regional conventions such as the African Children's Charter (1999), and more recently the African Youth Charter.

The past decade has witnessed dramatic changes in how local institutions are managed in South Africa. First, South Africa has broadened the participation of stakeholders at public schools. There has been a shift of power from educational administration authorities to school governing bodies (SGB). The South African Schools Act (1996) calls for 'A Representative Councils of Learners (RCLs)'. Accordingly, RCLs have been established at all secondary schools.

Second, the voluntary sector, in the form of community-based youth organisation, has a long history of youth development in South Africa. During apartheid, this sector played a pivotal role in advocating for improvement of children and young people's circumstances. Many of these organisations are supported by international agencies. There has always been a culture of listening to the voice of young people in some of these organisations.

Finally, youth councils have been established at local municipalities to lobby 'youth friendly' decisions. Following the first national conference on youth and local government in 2002, youth units and councils were established at municipalities to advocate youth matters at a local level. This is despite the fact that in South Africa municipalities have no legal requirement to provide for youth. Since then successive conferences on youth and local government have been organised every two years to measure progress.

Organisational development

Hiring youth as experts, government of Kenya

The Ministry of State for Youth Affairs in Kenya was established in 2005 to represent and address youth concerns in the country. This was found necessary against the backdrop that despite the numerical strength of young people, they are not well represented in the national, political, socioeconomic and development processes. As such, the Ministry was to coordinate and mainstream youth issues into the National Development agenda. The Ministry's specific mandate is to: 1) Promote youth development by designing policies and programmes that build young people's capacity to resist risk factors and enhance protective factors; 2) Develop a National Youth Policy (NYP) to ensure Kenyan youth participation in the development of the country; 3) Facilitate establishment of a National Youth Council (NYC) to popularize the youth agenda; 4) Coordinate youth organisations in the country to ensure youth development through structured organizations, collaborations and networking; 5) Develop youth resource centers; 5) Rehabilitate and expand youth polytechnics and the National Youth Service (NYS); and 6) Facilitate training and preparation of the youth for Nation building.

As the Ministry embarked on developing its strategic plan of action, the Minister in charge and his senior management team believed that Involving young people in the ministry's organisational and strategic programme development can allow for greater depth of information to be gathered. They embarked on

carrying out a country wide situation analysis of young people by young people in 2008[8]. Young professionals were hired across a number of sectors including employment, health, environment, education, sports, and empowerment. The main objectives of the survey were to gather information that reflects the situation on the ground; and to engage, train and support young people to be effective researchers through participatory action methodologies.

The process involved a call for applications via a number of leading partners and youth networks. The applicants were vetted through a competitive selection process with a clearly defined criteria including previous field experience of working with young people. Gender balance was considered, as well as ensuring there was representation of the different ethnic groups. As part of the process, group discussions involving 12 selected youth consultants were held to provide an opportunity for them to demonstrate and hone their skills and knowledge through a series of tasks including design of research methodology To compliment and increase the capabilities of the team, additional members comprising representatives of development partners, and an independent research consultant and two academic advisors were brought on board.

At the end of the exercise, the youth consultants developed national plans of action for each of the sectors which were as incorporated into the national planning exercise. The exercise was an effective way of mentoring and creating spaces for youth participation in the national development process; the intervention enabled the young consultants to establish strong bonds with local NGOs; and beneficiaries were able to express themselves more openly to their peers and to a gender-balanced team.

The Kenyan experience demonstrates that prompting youth participation in national development is far more than just gathering their views in surveys or listening to a limited number of representatives. Formal consultation and dialogue

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[8] Leading up to and the aftermath of Kenya's 2007 elections delayed the process of the Ministry in developing its organisational structure and strategic plan.

is useful to the extent that it a) guides decisions; and b) genuinely represents a body of opinion and experience. Some key lessons were noted by the Ministry through this process. These include:

- **Getting the balance right**: hiring youth with development and work experience and talented but also including inexperienced ones is critical for realising the full potential of the team.
- **Finding strong applicants**: it is always important to advertise positions using a variety of media, such as radio, television, print media and the internet (including social networking sites) to ensure that you reach as wide a target audience as possible.
- **Checking motivation and commitment**: selection of applicants who are committed to the intervention is critical for the success and sustainability of the intervention.
- **Support and training**: Right training, technical support and supervision are important to ensure that young people are able to succeed in their assigned roles.

Ultimately, meaningful youth participation in organisational development should include a process whereby young people progress to greater responsibilities; from being the targets of outreach, to being actively engaged in the planning of development interventions and design of structures meant to represent them. Moreover, organisations committed to youth participation must aim at developing co-management schemes where the youth are partnered with experienced adults as described in this particular case study. This will facilitate easy learning, skills transfer and mentoring on the job that will equip the youth with requisite professional and leadership skills.

Strategic planning

The Hampton city youth planners

Hampton, Virginia may be the foremost local community in the United States of America (USA) when it comes to infusing Youth Voice, Involvement, and Engagement. Schools, community organizations, and the local government in this community are heavily interested and invested in young people. For over 25 years, the city of Hampton, Virginia, USA, has become a model for

youth engagement in decision-making globally, being highlighted as a best practice by various United Nation (UN) agencies and international Non-Governmental Organisations (NGOs). Since undergoing a community-wide strategic planning process to create proactive approaches to youth-friendly neighbourhoods in the early 1990s, Hampton has developed a comprehensive system of youth engagement in the community, and a local government willing to support meaningful roles for young people in decision-making.

The city's success in mainstreaming youth ideas and concerns across its decision-making structure is the result of identifying youth as resources, seeking genuine youth input into planning processes, developing cooperative strategies for youth skill building, training young people in group process and project management skills, and giving young people the space and time to contribute their ideas to ongoing city planning and development. Caring adults have also been instrumental in Hampton's success in creating a multigenerational decision-making structure.

The Hampton City Council formed a Coalition for Youth as its first step toward full youth engagement in 1990. The Coalition comprised of community leaders and a Youth Task Force of 25 young people. Subsequently, the Council initiated a two-year strategic planning process with the aim of creating a more youth-friendly city. The process culminated in the development of a "youth agenda" for the city, which was adopted by the City Council.

The Hampton Youth Planner Initiative is an outcome of the policy that has become part of the interventions of the city's planning department. Every year, two high school students – one male and one female – are selected by their peers and recruited by the council to work 15 hours per week after school in the Planning Department. The Youth Planners have played an instrumental role in the development of the city's plans and other important strategies, as well as concrete outcomes. They benefit from quality relationships and opportunities for reflection and evaluation with their peers, adult planners and community members. They have clear learning objectives in the form of the community plan and other planning priorities on which they provide youth perspectives; and they are well oriented and trained within the system they serve.

In developing the initiative, the council focused on several core principles. First, youth need a wide array of opportunities to contribute actively to the community, from the relatively simple and episodic, such as tutoring a younger child after school or cleaning up a river on the weekend, to the increasingly complex responsibilities, which might involve long-term planning, policy development, and problem-solving in partnership with other youth and adults. The simple tasks can elicit contributions from virtually everyone; they serve as a very democratic entry portal to community engagement and the development of a civic ethic. The more complex tasks can be intentionally designed as "pathways" to develop progressively higher civic skill sets needed to carry out more ambitious projects and to represent the interests of large numbers of youth, whether in a neighbourhood, high school, or in the city as a whole.

Second, developing civic leadership skills among youth requires the city to make serious investment in training and mentoring by adult professionals. The city should not simply create opportunities for engagement. It should provide the kind of training that makes it more likely that young people will succeed when they take on challenging civic roles. By investing in training, the city enables youth to add genuine public value today (safer neighbourhoods and schools, better city planning), as well as to provide an expanded pool of dynamic civic and political leaders for tomorrow's Hampton.

Third, productive youth engagement in city affairs is not just a task for young people. It is an ongoing challenge for the adults who run and staff municipal agencies. Effective engagement requires significant "culture change" within agencies so that adult staff come to view young people as potential resources and partners, rather than as passive clients to be served or problems to be controlled. Such culture change will also involve a significant investment in training.

Implementation

Organisation of African Youth (OAYouth)

Organisation of African Youth (OAYouth) is a registered continental, member-based non-profit organisation headquartered in Harare Zimbabwe (http://www.zimbabwe.oayouth.org). It is an empowerment vehicle and a revolutionary

movement for all youth in Africa. OAYouth serves as a platform for young people to assert their power in numbers, energy and imagination to transform Africa to be a beacon of hope for all its' people. OAYouth works to motivate, unify and empower African youth to be drivers of Africa's social, political and economic transformation. This is achieved by synergising local innovative ideas to all African countries through activist youth in leadership, academia, civil society and business. Through structured programs, OAYouth harnesses resources and ideas to empower tomorrow's leaders today.

OAYouth organises and mobilises youth to provide their efforts through volunteering to implement development programmes that build their communities while gaining career experience. Noting a presence across Africa, OAYouth chapters in countries organise volunteering teams to identify needs in their own communities volunteer to work to address these needs. They generally identify and adopt children care centres where youth can go regularly to volunteer and give companionship to orphans. The network also holds free month-long entrepreneurship training workshops for young people who aspire to start their own businesses. Programme graduates are also given hands-on practical support by working with successful entrepreneurs.

The Youth Activism Project forms the central part of the OAYouth 'African Youth Arise' Initiative, comprising of campaigns intended to inspire the youth to be part of democratic processes seize opportunities to make leaders accountable. OAYouth organises youth dialogue workshops in different cities enabling young people to speak up about policy issues affecting them and making recommendations to government leadership and especially parliament. This is not limited to activism in only the governance sector. They also organise a series of monthly dialogue sessions aimed at building a "zero infection" outlook, curb stigma and build understanding of the effects of AIDS. Discussion platforms bring young people to talk and share stories about HIV/AIDS experiences in towns, suburbs, villages and schools.

One of the more recent programmes OAYouth is spearheading is the 'Youth Policy Dialogue' initiative, focusing on building Sustainable Development Goals (SDGs) in the post MDG period, especially making them relevant to young people. From their perspective, youth participation in post-2015 discussions and processes is fundamental as youth today, are the most affected in the long term by the development issues facing the world. They have led several youth consultations with the aim of gathering youth priorities and coming up with a set of recommendations that reflect the values and aspirations of young people. Also notable are, youth roundtable meetings held alongside high level forums, the Global Youth Forum, and the African Youth Conference on the Post-2015 agenda.

Monitoring and evaluation

Africa Youth Trust (AYT)

AYT is an initiative of the African Youth Parliament in collaboration with other Youth Groups. It was created in 2005 specifically to spearhead a 'Youth-Led Development' (YLD) model in Kenya with a view of replication in other African Countries (http://www.africayouthtrust.org). The goal is of impacting young people and inspire them to become engaged in development. AYT's staffs have relevant background experience in monitoring and evaluating developmental and governance processes both at national and continental levels and work very closely with youth in these areas. They have been actively involved in promoting and propagating the 'New Partnership for Africa's Development (NEPAD) and the associated 'African Peer Review Mechanism' (APRM) at national and continental level and have gained critical insights into the needs of African youth. Through their experiences so far, they have gained an understanding of dynamic factors hindering youth empowerment in social, economic, political and corporate spheres.

AYT developed a 'Youth Action against Corruption' program whose goal is to provide youth with tools to actively and positively contribute in tackling corruption in Kenya. Through the program, AYT has designed a monitoring guide for Youth-Led Action against Corruption and has created a national network of young people and youth-led organisations that assist in the fight against corruption and the promotion of good governance, accountability and transparency. They are also

spearheading the "Parliament Synergizing Youth in Law making" Initiative which involves youth in law and policy-making processes with the aim to improve the quality of laws passed in the East African Community.

'Making Agenda 4 a Reality for Kenyan Youth' is another AYT project designed to ensure that youth are actively involved in reform processes. The project is being implemented with a purpose to entrench youth participation and engagement in the implementation of the agenda item on employment as outlined in country's National Accord and Reconciliation Agreement (NARA). AYT is working with young people in tracking the implementation of youth specific reforms, including monitoring Government's process of reforming the public procurement system and delivering health services to Kenyan citizens.

AYT's gender empowerment program aims at monitoring the application, promotion, and protection of gender equality and human rights of women in East Africa with key emphasis on the role of women in conflict resolution on peace building. It is monitoring best practices and building upon human rights work with partner organisations.

Conclusion

In conclusion, the case studies and a review of some recent literature demonstrate 4 factors for building strong, sustainable partnerships with youth:

1. Youth are defining their own personal and community development goals and objectives and we must tap into these ideas;
2. It is essential that youth have a social and physical space to participate in development processes;
3. Structure of adult and young people's peer-to-peer mentorship should exist to enable success and sustainability; and
4. Youth are already role modelling behaviour and encouraging their peers into action.

As a basis for framing the discussion on effective youth participation in managing for development results, we need to first and foremost be asking the right question about youth participation by focusing on the positive impact youth are bringing to the table. Comprehensive systems of engagement in

organisations and communities, together with committed leadership and good governance, pave the way for meaningful youth participation in policy making, decision-making, programme design, implementation, and monitoring and evaluation. Engaging youth in the full management cycle and supporting them in youth-led activities and projects involves implementing particular strategies for success.

A youth mainstreaming approach requires that young people be fully supported to effectively fulfil their roles. This support can include ensuring that youth and adults design and negotiate responsibilities that detail their roles and their limitations if they exist. For youth participation strategies to be successful, efforts should include a broad-based support system for the youth, adequate resource allocation to facilitate their engagement, strong intergenerational and interpersonal connections, and noticeable value for their unique contributions.

A number of strategies d from the case studies to promote effective youth participation in the development process. At the most basic level, we need to prioritise and institutionalise youth participation into the different settings and practices that young people experience on a regular basis, such as the household, schools, local clubs, and local government. Further to this, organisations wishing to work with youth should consider supporting youth led organisations that maximise spaces for democratic participation, such as issue clubs, sports teams, or student government. Promoting youth participation in development processes whilst supporting their own initiatives will stimulate a real partnership with young people at the community, national, and global level. Other practical guidelines include:

- Establishing clear expectations and tangible goals for the youth to be involved in decision-making and management processes;
- Supporting and training staff in youth engagement practices;
- Offering adult support and mentorship to assist youth to be successfully engaged throughout the cycle of development;
- Fostering a collaborative relationship between youth and adults based on mutual respect and an appreciation of the varying ways people operate;

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- Providing learning opportunities and skill building. This goes both ways with youth learning about various issues related to development and adults also learning from youth about modern thinking and technology;
- Recognising that the personal impact and pride resulting from a youth-led initiative can promote ongoing youth participation;
- Engaging in regular program cycle; designs, reviews and especially evaluation, involving both youth and adults, to assess the effectiveness of the programme strategies and to make changes as necessary;
- Documenting successful strategies and processes of youth engagement on an on-going basis to facilitate best practice.

At the policy level, we should encourage full implementation of the African Youth Policy which provides a roadmap for youth participation in national development. Through this, an innovative culture can be fostered through creative education systems, entrepreneurship education and access to social enterprise start-up. This evolution must begin at any early age, supported by countries through the provision of access to effective motivational and developmental tools. This culture is being cultivated now with several African countries (Kenya, Uganda, Malawi, South Africa, Nigeria, Ghana, etc.) adopting youth policies that encourage integration of youth into the economic mainstream. Through this and access to business and social enterprise start-up resources, services, and training, young women and men can acquire the necessary attitudes, knowledge and skills that increase their chances of being productive members of society, obtaining decent work, and acquiring assets needed to sustain their participation in development. Equity must also be ensured in providing opportunities to young people, and between rural and urban.

Social dialogue is a central component in the implementation of policy interventions to promote opportunities for youth in Africa yet constructive youth engagement in socio-economic processes cannot happen without the support and tacit agreement of political elites. For many young people, connecting with political and community leaders may be the first time they have come into contact with public officials so laying groundwork for a meaningful multi-partisan engagement mechanism is essential. By facilitating multi-partisan activities, young people are required to work, collaborate, and solve problems s with political, ethnic, and tribal rivals, constructively negotiating positions rather than picking up arms to solve conflict.

The wish of young people to participate in the life of their local community (however they define that), as well as have their say in global discourse, is relevant in the African context and young people have been historically impacting the evolution of development and democracy across the continent. However, we can observe also an evolution in these forms of involvement. By comparison to their elders, there are less debates, long arguments and interminable exchanges of political views. Now the method of involvement is more creative and is directly linked to the evolution of media and globalisation.

A particular fondness is becoming apparent in young people for creative forms of involvement, especially in the advancement of technology and social media, with images, music, theatre, digital developments, youth information, health and drugs education, environmental projects and social actions to the fore. A single Youth Initiative is having a large impact such as creation of an art gallery for the display of work by young artists of all origins and cultures, creation of an opinion-based newspaper or local radio station, production of a discussion site, debates and eyewitness accounts, production of a viral video on an African concern, organisation of events/festivals in rural surroundings, suggestion of activities to young children in class, so as to help younger and younger generations to discover and develop Africa.

This knowledge series is intended to summarize good practices and key policy findings on managing for development results. The views expressed in the notes are those of the authors. Notes are widely disseminated and are available on the website of the Africa for Results initiative (AfriK4R), at: www.afrik4r.org/page/resources