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ERYICA Strategy 2024-2029

What is ERYICA?

The European Youth Information and Counselling Agency (ERYICA) is an independent European organisation, composed of national and regional youth information coordination bodies and networks.

Our Vision is for


a society where all young people have access to youth-friendly, reliable, and comprehensive information, which promotes their autonomy, wellbeing and active citizenship in a global and digitalised world.

Our Mission is to

inspire, support, and develop youth information and counselling services in Europe and beyond.


As defined by Article 4 of our statutes, **our permanent aims** are to:

- a.** *Promote respect for the principles of the European Youth Information Charter, and to work for their implementation,*
- b.** *Sustain and promote a network of youth information and counselling structures and professionals, and*
- c.** *Ensure European and international coordination and representation in the field of youth information and counselling.*



Our 2024-2029 Strategy will guide us towards our mission, vision and aims over the coming six years. During this period, we will work towards impact in six strategic directions:

1. Enhancing competences of youth information workers.
2. Promoting quality, innovation, and ethics within youth information work.
3. Strengthening the ERYICA network.
4. Mainstreaming youth participation across ERYICA.
5. Co-operating with policymakers and advocating for youth information work.
6. Ensuring a sustainable, democratically led organisation.



This Strategic Plan will provide a **long-term framework** for structuring activities in each annual work programme. Through the **delivery objectives**, the plan defines ERYICA's intended activities across the six years of the Strategy. Within this period, there will also be a need to respond to unforeseen developments and emerging issues, especially those identified by our members. For this reason, the Strategic Plan intends to define around 80% of our activities, leaving the remaining 20% to be determined within the Strategy period.

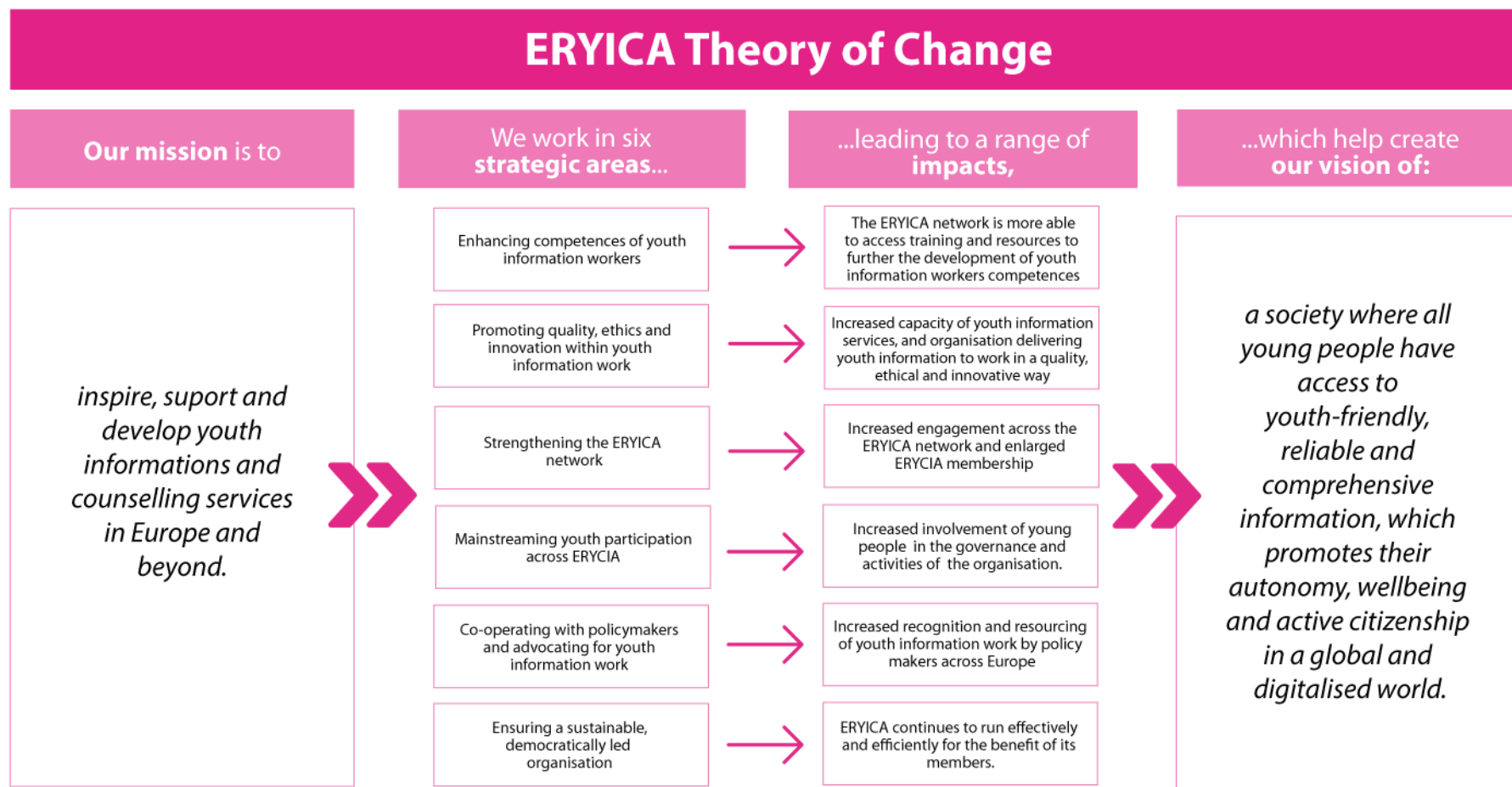
The Strategic Plan also provides a framework for monitoring and evaluation of activities and their impact. A set of **output targets** and **impact indicators** accompanies each **delivery objective**. The output targets provide a framework for monitoring and tracking the delivery of activities regularly. They will be used to report our work internally and through our annual activity reports. The impact indicators provide a framework for evaluating the effectiveness of our activities in creating the **six intended impacts** we wish to see by the end of the Strategy. Impact indicators will inform the long-term evaluation of our work through this Strategy.

The Strategy will help members address common challenges; ERYICA is a member-led organisation, and collectively our members face common challenges, such as how to:

- Improve approaches to youth participation and outreach in youth information work,
- Promote accessibility principles in the provision of youth information and reaching groups with fewer opportunities and at risk of exclusion,
- Develop and prototype new digital tools (e.g. emerging AI tools) and enhancing media and information literacy, and
- Address new trends in youth information and young people's information needs, such as youth information relating to:
 - The cost-of-living crisis and access to rights, autonomy, and opportunities.
 - Health, mental health, and well-being.
 - Participation and engagement in democratic processes.
 - War, conflict, or combating radicalisation and the climate crisis.

These themes and others deemed relevant according to our members will be part of most of the projects and activities we initiate through our Strategy.

A **Communication Plan** will also underpin the Strategic Plan; a crucial part of our work is raising the visibility of youth information work and disseminating information and knowledge to members and stakeholders.



1. Enhancing competences of youth information workers

Intended impact: The ERYICA network is better positioned to access training and resources to further the development of youth information workers' competences.

Rationale and Description: Youth information workers and other actors working directly with young people in the field of youth information need to be adequately skilled and resourced to provide quality support to young people. To help ensure this, ERYICA will offer youth information services with training, capacity-building activities, and access to resources and tools that develop the competences and expertise of youth information professionals and volunteers.

DELIVERY OBJECTIVES:	OUTPUTS + TIMEFRAME	IMPACT INDICATORS
<p>1.1 Directly deliver coherent, quality, and up-to-date training that provides effective and flexible learning pathways for youth information workers in the ERYICA network through face-to-face and e-learning methods, including:</p> <ul style="list-style-type: none"> a. Training for youth information workers. b. Training of trainers. 	<p>1 face-to-face training and 2 eLearning activities for youth information workers per year, all years (project funded).</p> <p>2 ERYICAdemy - Training of trainers' programmes delivered over the course of the Strategy.</p> <p>1 Trainers' seminar/webinar delivered annually over the course of the strategy (project funded).</p>	<p>By the end of the Strategy:</p> <p>At least 250 ERYICA training certificates delivered by the end of the Strategy.</p> <p>At least 30 new trainers trained by the end of the Strategy.</p> <p>At least 80% of training participants identify the training activity contributed to improving their competences.</p>

<p>1.2 Provide and ensure a coherent, up-to-date, quality offer and set of resources through the ERYICA Training System to enable members to deliver ERYICA training courses.</p> <p>This encompasses establishing effective and flexible learning pathways for youth information workers through the development of training guides, manuals, courses, and certification procedures.</p>	<p>8 training manuals available on ERYICA's Notion platform throughout the Strategy.</p> <p>4 training manuals updated by during the Strategy.</p> <p>4 eLearning courses revised on the DOYIT platform by the end of the Strategy.</p>	<p>By the end of the Strategy:</p> <p>At least 40 ERYICA training courses have been organised by ERYICA members.</p> <p>At least 500 training certificates delivered by members.</p> <p>50% of members believe the ERYICA training system is useful to them.</p> <p>80% of those using the training identify that the training system is fit for purpose and is useful for developing competencies of youth information providers.</p>
<p>1.3 Undertake communication activities to:</p> <ul style="list-style-type: none"> a. Promote wide use of the ERYICA Training System, the European Competence Framework for Youth Information Workers (<i>YouthInfoComp</i>), and other ERYICA tools and opportunities for youth information workers to enhance their competences and capacity. b. Cooperate with universities and youth work training providers to enhance training on youth information. 	<p>Ongoing communication activity, all years, see communication plan.</p> <p>1 information session held per year.</p> <p><i>YouthInfoComp</i> available in more languages (Project funded).</p>	<p>Throughout the Strategy:</p> <p>All ERYICA members have continued awareness of the training opportunities, resources, and competence development tools accessible through ERYICA.</p> <p>ERYICA's stakeholders and non-members become more aware of the training opportunities, resources, and competence development tools accessible through ERYICA.</p> <p><i>YouthInfoComp</i> is widely used by ERYICA members, local youth information services, and their stakeholders.</p>



		<p>ERYICA's stakeholders and non-members recognise the contribution of the ERYICA Training System and resources to the quality of youth information services across Europe.</p>
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2. Promoting quality, innovation, and ethics within youth information work

Intended impact: Increased capacity of youth information services, providers, and coordinating structures to work in a quality, ethical and innovative way.

Rationale and Description: Quality and ethics are fundamental aspects of youth information work, which operates on a human rights-based approach. At the same time, the ever-changing media landscape and rapidly evolving digital technologies create new opportunities and challenges for youth information services. This requires them to explore innovative ways to empower young people while maintaining a high-quality and ethical approach. To support this, ERYICA will continue framing youth information practices within ethical principles and guidelines and provide quality assessment, development and innovation mechanisms, and access to up-to-date knowledge in its network.

DELIVERY OBJECTIVES:	OUTPUTS + TIMEFRAME	IMPACT INDICATORS
<p>2.1 Ensure commitment to the principles of the European Youth Information Charter by:</p> <ul style="list-style-type: none"> a. Undertaking communication activities to promote the continued visibility and use of the Charter and its supporting tools, including maintaining the list of signatories and access to translations. b. Ensuring the Charter is kept up to date and relevant. 	<p>Ongoing communication activity, all year, see Communication Plan.</p> <p>Charter translated available in more languages (Project funded).</p>	<p>ERYICA stakeholders and members have increased awareness of the Charter and the ethical principles underpinning quality youth information.</p> <p>Members identify the Charter is relevant and up to date.</p> <p>All new ERYICA members and Quality Label holders sign the Charter.</p> <p>References to the Charter are found in all new tools, resources and training materials developed by ERYICA throughout the Strategy.</p>

<p>2.2 Promote the quality of youth information services by:</p> <ul style="list-style-type: none"> a. Implementing a Communications Plan undertaking activities to promote visibility of, and applications for the European Youth Information Quality Label (5.1). b. Coordinating and delivering the European Youth Information Quality Label awarding process. c. Facilitating the exchange of good practices among Label holders to inspire its implementation and delivery process (e.g. youth review, self-assessment). 	<p>Ongoing communication activity, all years, see Communication Plan.</p> <p>2 awards rounds per year, all years.</p> <p>At least 1 info-session held per year.</p> <p>1 Award ceremony held annually at the General Assembly.</p> <p>Review of all labelled organisations 3 years after the first award.</p>	<p>Throughout the Strategy all ERYICA members are continuously aware of the opportunity to apply for the Quality Label.</p> <p>By the end of the Strategy at least 10 new organisations hold the Quality Label.</p>
<p>2.3 Deliver and support development projects that foster innovation amongst ERYICA members, address common challenges, and provide:</p> <ul style="list-style-type: none"> a. Themed events, webinars, seminars for youth information workers on upcoming topics. b. Themed tools, resources or guides for youth information workers on upcoming topics. 	<p>6 development projects over the course of the Strategy (Project funded).</p> <p>2-5 themed events per year (Project funded).</p> <p>2-4 themed resources developed over the course of the Strategy (Project funded).</p>	<p>By the end of the Strategy:</p> <p>75% of ERYICA members have used materials produced through projects.</p> <p>At least 80% of project partners identify that ERYICA enabled them to innovate their approach to youth information and to enhance European cooperation with peer professionals and experts.</p> <p>At least 70% of ERYICA members identify that ERYICA facilitates access to high-quality events and resources on key topics in youth information.</p> <p>ERYICA stakeholders and non-members have better access to high-quality and relevant resources on key topics in youth information through ERYICA.</p>

2.4 Conduct, disseminate and support research on how young people communicate, participate, and inform themselves within the constantly changing technological, media, and information landscape in order to ensure the youth information field is aware of young people's changing needs and trends by:

- a. Working on an ongoing basis to identify upcoming external research studies, and related publications on young people's changing information needs, challenges, and use of digital technology to support them.
- b. Directly supporting, disseminating, and becoming involved in research by external bodies that is relevant to innovation in the youth information field.
- c. Undertaking communication activities to disseminate relevant new research, studies, and related knowledge-based publications to ERYICA's network and stakeholders.
- d. Proactively collaborating with research institutions to promote the academic literature in the areas related to youth information work and services.

Directly support for **2-4 pieces of research** over the course of the Strategy (Project funded).

Other communication activities, ongoing, all years, see also Communication Plan.

By the end of the Strategy:

At least **70% of members** identify ERYICA as a useful resource through which to access up-to-date research and related publications relevant to youth information.

At least **70% of members** identify that ERYICA has enabled them to have better knowledge of trends relating to young people's needs and information use.

Key stakeholders identify ERYICA as a **source of expertise** on upcoming knowledge and innovations in youth information.

2.5 Gather data on the capacity-building needs, activities, outreach, and impact of the ERYICA's activities on its network by:

- a. Reviewing and streamlining ERYICA's process for gathering data through the ERYICA members' area, members' survey and mapping survey, including re-develop data collection indicators, processes, and timing (3.2).
- b. Mapping regularly the outreach and extent of the ERYICA network, including local youth information services.
- c. Launching the members' surveys on an annual basis based upon the new process.

Members' survey review undertaken in year 1.

Members' survey conducted and reported yearly.

Communication activity conducted from year 2 onwards.

Mapping survey review in year 2.

Mapping survey conducted and

By the end of Strategy:

80% of ERYICA members regularly supply data within the new process.

All ERYICA members are supportive of the need to supply data and aware of the results and importance of data collection.

ERYICA can advocate for the importance of youth information services based upon accurate data and evidence.

- d. Undertaking communication activities to ensure members are aware of the members' area and mapping surveys and are encouraged to contribute to it.
- e. Conducting thematic research in the framework of development projects (2.3, 2.4) on specific challenges affecting youth information workers and young people.

published in year 3 and 6.

Members' area consolidated in year 1 and yearly updated from year 2 onwards.

At least **2 pieces of thematic research** produced over the course of the Strategy (Project funded).

3. Strengthening the ERYICA network

Intended impact: Increased engagement across the ERYICA network and enlarged ERYICA membership.

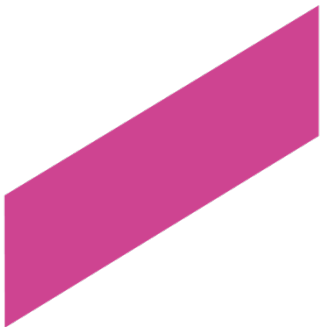
Rationale and Description: The ERYICA network represents all kinds of organisations across Europe providing youth information and counselling services at local, regional, and national levels. ERYICA is a member-led organisation; active engagement with ERYICA members and peer-to-peer collaboration between members is fundamental to our work. To promote this, we recruit new members, facilitate cooperation between members and with ERYICA, and provide one-to-one support to members and potential new members.

DELIVERY OBJECTIVES:	OUTPUTS + TIMEFRAME	IMPACT INDICATORS
<p>3.1 Track member engagement and feedback by reviewing existing surveys (2.5), develop and implement a lightweight approach to monitoring member contact and engagement with ERYICA (e.g. customer relationship management software, member feedback survey, participation charts) in order to increase ERYICA’s understanding of member interaction and engagement with the organisation and activities.</p>	<p>Development undertaken to build on the outcomes of the ECOMS Working Group in year 1-2 and implemented throughout years 2-6.</p>	<p>ERYICA has an increased knowledge on levels of member engagement.</p>
<p>3.2 Increase engagement and meaningful participation of members with ERYICA by:</p> <ul style="list-style-type: none"> a. Establishing a structured onboarding process for new members. b. Hosting bilateral advisory and assistance meetings and activities with new and less active members. c. Holding informal virtual ‘keep-in-touch’ calls with all members. 	<p>2 in-person bilateral meetings or activities per year, all years.</p> <p>5 virtual bilateral meetings per year.</p> <p>Welcome pack and onboarding guidelines for new members and new contact people at member organisations produced in year 1.</p>	<p>By the end of Strategy:</p> <p>Members have increased their engagement with ERYICA based on the metrics developed under 3.1.</p> <p>ERYICA has engaged in bilateral activity with at least 80% of its membership.</p>

<p>3.3 Ensure ERYICA services, training and projects are based on the needs of the members and utilise formats that enable collaboration amongst them based on shared interests, geography, and frameworks in order to encourage peer-to-peer interaction between ERYICA members (e.g., peer learning activities, working groups, bilateral activities, joint projects and study visits).</p>	<p>See linked delivery objectives 1.1, 1.2, 2.3, 2.5.</p>	<p>By the end of the Strategy at least 80% of members indicate that ERYICA has been effective in enabling them to interact with other members and support their objectives.</p>
<p>3.4 Recruit new ERYICA members, especially in countries and regions where there are no members and/or or youth information is not at the core of youth policies by:</p> <ul style="list-style-type: none"> a. Enhancing youth information advocacy to gain new members. b. Inviting potential members to the General Assembly, and other key ERYICA events. c. Holding bilateral onboarding meetings with potential members. d. Drawing on the relationship with National Agencies, other European networks, ministries, EU institutions, and the Council of Europe to liaise with relevant national youth policy makers in countries where there are no members. e. Working with existing members to develop a mentoring support system for new members. 	<p>1-3 non-members invited to each General Assembly.</p> <p>Bilateral meetings held with 2-3 potential members and 2-3 national/regional youth policy makers each year.</p> <p>Non-member regularly invited to key ERYICA events.</p> <p>New members linked to existing members.</p>	<p>5-10 new ERYICA members by 2029</p>
<p>3.5 Undertake communication activities to ensure that members and potential members are well informed about the benefits of ERYICA membership, and which opportunities and activities are most relevant to their organisation.</p>	<p>Ongoing communication activity, all years, see Communication Plan.</p> <p>Info-kit describing ERYICA and its benefits for potential members and</p>	<p>Throughout the Strategy:</p> <p>90% of ERYICA members identify they have a good understanding of the benefits of ERYICA membership and its value to their organisation.</p>



	new member representatives in year 1.	
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4. Mainstreaming youth participation within ERYICA

Intended Impact: Increased involvement of young people in the governance and activities of the organisation.

Rationale and description: Youth information services must provide spaces for young people to be involved in real decisions making within their services. This means enabling young people to have the right, means, space and support to participate in the production, dissemination, and evaluation of youth information, at different levels and in different forms. The goal of youth participation in youth information services is to enable young people to influence the content and types of youth information that young people have access to, as well as the way that youth information services undertake their work. When young people are actively engaged in decision-making, our decisions are better and the outcomes more impactful. At the same time, ERYICA is also a member-led organisation remaining accountable to and driven by youth information providers. We will aim to mainstream youth participation across ERYICA by the end of the Strategy. To do this, we will work with our Youth Ambassadors Commission and Youth Participation Coordinator to explore, evaluate, and broaden young people’s involvement across ERYICA and to improve the organisation’s effectiveness through meaningful youth participation.

DELIVERY OBJECTIVES:	OUTPUTS + TIMEFRAME	IMPACT INDICATORS
<p>4.1 Review the involvement of young people in the General Assembly and Governing Board of ERYICA so that their views inform the position of the organisation, by:</p> <ul style="list-style-type: none"> a. Consulting with the Governing Board, the General Assembly, staff, and the ERYICA Youth Ambassadors Commission. b. Agreeing a mechanism to involve young people in the work of the Governing Board and General Assembly, including recruitment, selection, or election, if necessary. c. Understanding the impact on the structure of the organisation. 	<p>Research, consult and review young people’s involvement in the GB and GA year 1.</p> <p>Discussion at Governing Board and decision by the end of year 1.</p> <p>Young people involved in piloting governance year 2 onwards.</p> <p>Feedback use to refine the process year 5.</p>	<p>By the end of the Strategy:</p> <p>The governing bodies of the organisation are meaningfully informed by the views of young people.</p> <p>The Governing Board has continued representation from young people agreed through the review and piloting process.</p>

<ul style="list-style-type: none"> d. Developing a role description for young people involved in the Governing Board and General Assembly. e. Providing an induction or mentoring process to support young people participating in the Governing Board and General Assembly. f. Piloting and using feedback to finalise the agreed mechanism. 		
<p>4.2 Develop and support the Youth Ambassador Commission (EYAC) by:</p> <ul style="list-style-type: none"> a. Reviewing and establishing a clear youth participation framework and role descriptions for the EYAC. b. Reviewing the recruitment process of EYAC members. c. Supporting the EYAC to deliberate and meet regularly. d. Reviewing progressively the effectiveness and development of their engagement and consultation activities. e. Supporting the EYAC to play a role in the organisation’s governance and activities. f. Defining with the EYAC opportunities for ERYICA to consult with young people through focus groups, digital methods, or other means (4.5). g. Providing young people with feedback on how the information gathered is used or acted upon. <p>In order to ensure young people effectively give advice to ERYICA on key organisational issues and activities, are involved in assessing the Quality Label (4.3), support ERYICA’s advocacy work (4.4), and engage in the development and delivery of ERYICA projects (4.5).</p>	<p>Framework, role descriptors and recruitment processes ready in year 1.</p> <p>Decision on the composition and mandate of the EYAC in year 1.</p> <p>8-10 members in role at any one time. Year 1 onwards.</p> <p>At least two consultation opportunities per year, year 2 onwards.</p> <p>Effective feedback mechanism in place from year 2 onwards.</p>	<p>By the end of the Strategy:</p> <p>The ERYICA Youth Ambassadors Commission functions effectively as a platform for supporting the involvement of young people in ERYICA’s work.</p> <p>The Governing Board and Secretariat have an effective mechanism to draw on insight and input from young people to inform and improve key organisational decisions.</p>

<p>4.3 Support young people to take on volunteer roles as Quality Label Assessors by:</p> <ul style="list-style-type: none"> a. Consulting with the ERYICA Youth Ambassadors Commission on how to review and improve the youth volunteer role in the Quality Label Task Force (4.3). b. Improving the Quality Label Assessors role. c. Supporting young people to undertake Quality Label Assessments. <p>In order to ensure that Quality Label assessments effectively involve young people.</p>	<p>Consultation and simplification undertaken, year 1.</p> <p>Young people involved in the Quality Label Task Force, all years.</p>	<p>Throughout the Strategy:</p> <p>The Quality Label assessments continue being informed by young people’s views.</p> <p>All young people involved in the Quality Label Task Force report satisfaction with the process.</p>
<p>4.4 Create opportunities for EYAC members to directly represent ERYICA, alongside Board Members and staff during ERYICA’s advocacy and policy development work to European and international policy makers (5.1, 5.2, 5.3, 5.4, 5.5).</p>	<p>8-10 EYAC members regularly involved in advocacy /representation activities, year 2 onwards.</p> <p>List of representation opportunities to be defined in year 1 and reviewed annually from year 3.</p>	<p>Throughout the Strategy:</p> <p>Policy makers and partners engaged with ERYICA can directly hear from young people regarding the value of youth information services.</p> <p>EYAC members feel they have opportunities to engage with European and international policy makers and partners.</p>
<p>4.5 Involve EYAC members and advisory boards of young people in ERYICA’s projects (2.3) and initiatives, including:</p> <ul style="list-style-type: none"> • Co-design of projects, • Co-delivery of projects, • Advisory support to projects and deliverables, • Co-creation of social media campaigns, 	<p>At least 1 EYAC member is involved in each ERYICA project with a clearly defined role.</p> <p>Create youth advisory boards for specific projects and initiatives when appropriate.</p>	<p>By the end of the Strategy:</p> <p>The Governing Board and Secretariat can identify that the involvement of young people in projects, communication activities and other specific initiatives enhances their quality and impact.</p>

- Co-creation of resources, and
- Co-creation of material to enable advocacy within specific countries (5.6).

Aims:

- a. Establishing a clear general framework for youth engagement outlining project opportunities and other specific initiatives (4.2).
- b. Reviewing the effectiveness of these roles within projects and specific initiatives.

In order to ensure that ERYICA can draw on young people's experience and inputs when developing projects and communications.

5. Co-operating with policymakers and advocating for youth information work

Intended impact: Increased recognition and resourcing of youth information work by policy makers across Europe.

Rationale and Description: Policy makers across Europe increasingly recognise the right of young people to access quality information. However, the vital role youth information work can and does play in providing this information is often overlooked. ERYICA's principal advocacy focus is to enhance the recognition of youth information work within the youth policy field at the European level and to support our members to increase recognition at the national and local levels. As a secondary focus, we will continue building our advocacy potential at the global level and outside of the youth sector. Our advocacy approach is based upon cooperation with policy institutions by providing support to implement and inform their policy agendas. Through our advocacy and cooperation, we will seek to increase investment and focus on youth information work as a crucial part of the youth sector and a valuable contributor to other fields. The achievement of our advocacy goals and impact will depend on the capacity and human resources of the ERYICA Secretariat (see Strategic Direction 6).

DELIVERY OBJECTIVES:	OUTPUTS + TIMEFRAME	IMPACT INDICATORS
<p>5.1 Strengthen ERYICA's Partnership with the Council of Europe through maintaining:</p> <ul style="list-style-type: none"> a. Effective implementation and promotion of the ERYICA grant agreement activities and resources, as well as the European Youth Information Quality Label (2.2) in line with the CoE Youth Sector Strategy 2030 priorities. b. Observer status of the Joint Council Meetings (JCM): CDEJ (European Steering Committee for Youth) and Advisory Council on Youth (CCJ). c. Dissemination of CoE initiatives, activities, and publications ERYICA members. d. Direct bilateral engagement with Council of Europe policy makers, centres, and national representatives, e. Participatory status in the Council of Europe Conference of INGOs. 	<p>Participation in 2 annual meetings of the CDEJ, CCJ and JCM.</p> <p>1 Joint Coordination Committee meeting (JCC) per year involving CoE and ERYICA representatives.</p> <p>Trilateral work undertaken with members and Ministries, as needed, all years.</p> <p>1 project per year delivered through CoE Grant agreement (1.1, 2.2, 2.3).</p>	<p>By the end of Strategy:</p> <p>European youth policy makers and national youth policy makers engaged with the CoE show increased recognition of:</p> <ul style="list-style-type: none"> • The value of investing in youth information provision. • Youth information services as a strong and reliable partner to realise policy goals. <p>The need for youth information work is strongly identified in relevant new CoE policy frameworks, recommendations, or</p>

<p>Aims:</p> <ul style="list-style-type: none"> a. Advocating for recognition, promotion, and resourcing of youth information work at the European and national levels. b. Positioning youth information work within the various Council of Europe frameworks, recommendations, policy agendas, and departments. c. Raising the profile of ERYICA members within their countries with their national authorities, when needed. 	<p>Prospection of cooperation with different Council of Europe departments.</p> <p>Other activities, ongoing, as opportunities arise / are identified, all years.</p>	<p>policy agendas.</p> <p>The number of CoE countries with youth information identified within their youth policy has increased.</p> <p>Relations with different CoE departments are established.</p> <p>Relevant ERYICA members report improved national recognition from their Ministries, connected to interventions by ERYICA.</p> <p>70% of members report that ERYICA is effective at supporting recognition of youth information work amongst CoE policy makers and supporting CoE policy implementation.</p>
<p>5.2 Enhance ERYICA's relations with EU institutions, agencies and other EU bodies in order to:</p> <ul style="list-style-type: none"> a. Advocate for recognition, promotion, and resourcing of youth information work to EU policy makers and within EU Youth policies and programmes by: <ul style="list-style-type: none"> • Engaging directly and bilaterally with EU youth policy makers and officers to discuss impact, 	<p>Successful annual application for the call EU-Civil Society Cooperation in the field of youth and three-year framework application (years 2 and 5).</p> <p>Annual bilateral meeting with DG EAC.</p>	<p>By the end of the Strategy:</p> <p>EU youth policy makers show increased recognition of:</p> <ul style="list-style-type: none"> • The value of investing in youth information provision. • Youth information services as a strong and reliable partner to realise policy goals.

<p>aspirations and needs of ERYICA members and youth information providers.</p> <ul style="list-style-type: none"> • Contributing to EU consultations or stakeholder engagement activities as appropriate. • Maintaining ERYICA's entry and compliance with the transparency registry of the European Union, enabling to participate in relevant consultations, funding opportunities, and cooperation with the European Parliament and in the EU Visitors Programme. <p>b. Support the implementation of the EU Youth Strategy, EU Youth Goals, and EU Youth Programmes by:</p> <ul style="list-style-type: none"> • Supporting to the EU Youth Dialogue and ensuring ERYICA representation within EU Youth Conferences. • Promoting the European values, the EU, and EU democratic processes among young people and youth information workers. • Disseminating and promoting EU programmes targeted at young people (e.g., ESC, DiscoverEU, Erasmus+). • Promoting the European Youth Portal. • Promoting Europe Day and European Years. • Cooperating with SALTO and National Agencies for Erasmus+ and ESC through various processes (i.e. consultative bodies, development projects) (5.3). 	<p>ERYICA contributions to relevant consultations by EU institutions, agencies and other bodies, all years.</p> <p>Annual update of the transparency register.</p> <p>Representation at 2 EU Youth Conferences per year, when invited.</p> <p>Promotion of EU values, programmes, and opportunities through ERYICA projects and communication channels.</p> <p>Encouraging and supporting the participation of our members in EU-funded projects.</p> <p>Engagement in cooperation, consultations and steering groups of SALTO and National Agency initiatives.</p>	<p>The importance of youth information is identified in relevant new EU policy frameworks or programmes.</p> <p>ERYICA and its network are regularly invited to advise on EU youth policies.</p> <p>70% of members report that ERYICA is effective at supporting recognition of youth information work amongst EU policy makers and supporting EU policy implementation.</p> <p>ERYICA and its network are regularly invited to EU Youth Conferences and its role in the EU Youth Dialogue is clearly identified and recognised.</p> <p>70% of members report that ERYICA is effective at promoting European values through their projects.</p> <p>70% of members are aware of EU programmes and opportunities through ERYICA activities.</p> <p>50% of members have participated in EU-funded opportunities.</p>
<p>5.3 Engage with the activities of the EU-CoE Partnership in the field of Youth such as:</p>	<p>1 bilateral meeting per year Participation EU-CoE Partnership events and consultations.</p>	<p>By the end of the Strategy: EU-CoE youth policy makers and officers</p>

<p>a. The European Youth Work Agenda Steering Group.</p> <p>b. EU-CoE Youth Partnership expert groups and stakeholder consultations.</p> <p>Aims:</p> <p>a. Advocating for recognition of youth information work within the various EU-CoE Youth initiatives.</p> <p>b. Supporting the implementation of the EU Youth Strategy and CoE Youth Sector Strategy 2030 priorities.</p>	<p>Dissemination of and contribution to EU-CoE Partnership publications, studies, activities, publications, and opportunities.</p> <p>Membership of the European Youth Work Agenda Implementation Steering Group and participation in meetings and consultations.</p>	<p>show increased recognition of</p> <ul style="list-style-type: none"> • The value of investing in youth information provision. • Youth information services and ERYICA as a strong and reliable partner to realise policy goals. <p>The need for youth information work is identified in any relevant EU-CoE Youth Partnership programmes.</p> <p>70% of members are aware of EU-CoE Partnership publications, activities, and opportunities.</p> <p>The views of youth information providers are represented in EYWA meetings and consultations.</p>
<p>5.4 Maintain and develop ERYICA's relations with international organisations, including the United Nations bodies, organs, and agencies by:</p> <p>a. Building on our special consultative status at the Economic and Social Council of the United Nations to develop relationships for future Global and UN level advocacy around Sustainable Development Goals and the 2030 Agenda for Sustainable development.</p> <p>b. Contributing to the objectives of the UN ECOSOC Youth Forum and UN Secretary-General's Envoy on Youth and participating in relevant stakeholders' consultations.</p>	<p>Submission of up to 2 written statements biennially, as part of ECOSOC initiatives from year 1.</p> <p>Hosting of up to 2 online events biennially, as part of UN initiatives from year 1.</p> <p>Submission of ERYICA 'quadrennial report' to ECOSOC in year 3.</p> <p>Annual engagement in the UNESCO Global Media and Information</p>	<p>By the end of the Strategy:</p> <p>ERYICA has built and enhanced relationships with a range of potential advocacy partners and stakeholders at UN/Global level.</p> <p>ERYICA has a clear position on the stakeholders, partners, and policy makers it wishes to engage with outside of the youth sector and/or outside of Europe / at Global level.</p>

<p>c. Enhancing cooperation with UNESCO and the UNESCO Media and Information Literacy Alliance and contributing to relevant initiatives and stakeholders' consultations.</p>	<p>Literacy Week and in the UNESCO MIL Alliance North America and Europe Chapter.</p> <p>Ongoing, as opportunities arise / are identified, all years.</p>	<p>ERYICA maintains ECOSOC consultative status beyond 2026.</p> <p>ERYICA maintains membership of the UNESCO Media and Information Literacy Alliance.</p> <p>The value of youth information work is visible at the global level.</p>
<p>5.5 Undertake communication activities through European Youth Information Day (EYID) including:</p> <p>a. Developing an advocacy campaign in the form of resources and communication activities and tools that will enable ERYICA members to demonstrate the value of youth information work to local and national level policy makers;</p> <p>b. Creating mechanisms for ERYICA members to be more directly involved in ERYICA's advocacy work (under 5.1, 5.2, 5.3, 5.6).</p>	<p>Annually, around EYID, see Communications Plan.</p> <p>Evaluation on impact of advocacy for youth information services undertaken year 2, 4, 6.</p> <p>Report on the impact and reach of EYID campaign produced annually.</p>	<p>By the end of the Strategy:</p> <p>ERYICA is seen as an advocacy champion by member organisations.</p> <p>At least 70% of members report being better able to advocate for youth information work nationally and locally thanks to tools, campaigns, resources, and frameworks produced by ERYICA.</p> <p>National and regional policy makers have an increased understanding of the activities, impact, and value of youth information work.</p>
<p>5.6 Develop and maintain close collaboration and partnerships with non-institutional stakeholders active in areas relevant to and that impact young people by:</p>	<p>Clear strategic partnerships criteria produced in year 1.</p> <p>Renewed Memorandum of understanding with EYCA and</p>	<p>Strategic partnership criteria implemented throughout the Strategy.</p> <p>Positive relationships with key European NGOs and networks maintained</p>

<ul style="list-style-type: none"> a. Establishing specific criteria for ERYICA to evaluate the potential of new strategic partnerships with international organisations and youth-related sectors, aiming to ensure that ERYICA is able and has capacity to advocate effectively. b. Furthering cooperation with European youth-focused NGOs and networks such as EYCA, Eurodesk, the European Youth Forum. c. Assessing ERYICA's engagement in existing and new strategic partnerships when relevant. d. Developing partnerships with mainstream information providers and technology companies (e.g. media outlets, social media). 	<p>Eurodesk.</p> <p>1 meeting of directors of the three networks per year.</p> <p>1-2 meetings of Governing Boards of the three networks throughout the duration of the Strategy.</p> <p>1 meeting with the European Youth Forum per year.</p> <p>Ongoing, as opportunities arise / are identified, all years.</p>	<p>throughout the Strategy.</p> <p>By the end of the Strategy ERYICA has engaged in 3 cooperation activities / projects with other European NGOs and networks.</p>
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6. Ensuring a sustainable, democratically led organisation

Intend Impact: ERYICA continues to run effectively and efficiently for the benefit of its members and in compliance with its statutory obligations.

Rationale and description: Bottom-up membership organisations and networks, such as ERYICA, must be run democratically and in full respect of their statutory obligations to enable members to direct the organisation's work effectively. Throughout this Strategy, ERYICA will maintain the General Assembly, the Governing Board and Working Groups or Task Forces across our projects to ensure the members direct the work of the Agency and that they are equally supported. We will ensure that the members are kept informed on the work of the Governing Board and the Secretariat and that the ERYICA staff feel supported and can fulfil their roles. The Governing Board will explore ways to increase the capacity of the Secretariat to enable them to deliver this Strategy and respond to new areas of work and challenges identified by the General Assembly.

DELIVERY OBJECTIVES:	OUTPUTS + TIMEFRAME	IMPACT INDICATORS
<p>6.1 Host the ERYICA Governing Board to ensure the organisation is democratically governed. In full compliance with our Statutes and Standing Orders, the Secretariat will support the mandate of the Governing Board by:</p> <ul style="list-style-type: none"> a. Working with the President and other Governing Board members to develop and circulate agendas, papers, annexes, reports, and other relevant documentation. b. Supporting new Governing Board members to understand the role and function of the organ and their individual portfolios. c. Informing and supporting the Governing Board on policy issues including research, drafting tasks, think-pieces, projects, partnerships, policy papers, consultation, data analysis, decision-making papers, etc. d. Implementing resolutions, directives or actions as 	<p>4-6 GB meetings per year, all years.</p> <p>All GB members will have statutory, thematic, and strategic tasks in their portfolio.</p>	<p>By the end of the Strategy:</p> <p>All GB members have hosted a GB meeting.</p> <p>All GB members report having the support they need to oversee the successful implementation of the ERYICA Strategy.</p> <p>All GB members report having clear roles and the information they need to carry out those roles.</p> <p>All GB members report their decisions being acted on.</p>

<p>required.</p>		
<p>6.2 Create and announce opportunities for direct representation by ERYICA Governing Board within advocacy activities under (5.1, 5.2, 5.3, 5.4, 5.5, 5.6) and other opportunities such as members' activities in order to increase the abilities of the Governing Board to represent ERYICA.</p>	<p>Opportunities created and announced to the Governing Board and members from year 1 onwards (e.g. through annual calendar).</p>	<p>By the end of the Strategy:</p> <p>75% of Governing Board members report being better able to advocate for ERYICA nationally and at Europe and international level.</p> <p>Each Governing Board member has represented ERYICA in external stakeholder events and processes biennially.</p> <p>Each ERYICA Working Group or Task Force has a Governing Board member as a member or chair.</p> <p>Governing Board members are involved in outreach to and induction of new members (3.2, 3.5).</p>
<p>6.3 Host the ERYICA General Assembly meetings and Annual ERYICA Network Meeting in order to ensure the organisation is member led. The Governing Board and the Secretariat will support the work of the General Assembly by:</p> <ul style="list-style-type: none"> a. Developing and circulating agendas, papers, annexes, reports, and other relevant documentation. b. Supporting new members and first-time participants to understand the role and function of the GA (3.2, 3.5). 	<p>1 General Assembly held per year.</p> <p>1 Annual ERYICA Network Meeting held per year.</p> <p>Ordinary Presidency and Governing Board election, years 2 and 5.</p>	<p>90% of the General Assembly participants report that the GA and Network Meeting provide them with a good opportunity to connect with other organisations in the ERYICA network.</p> <p>90% of the General Assembly participants report satisfaction that they can influence and engage with the work of ERYICA.</p>

<ul style="list-style-type: none"> c. Advising on policy issues including research, drafting tasks, think-pieces, policy papers, consultation, data analysis, projects, decision- making papers, etc. d. Implementing resolutions, decisions, directives, amendments, or actions as required. e. Coordinating members’ input on consultations and papers, and seeking advice from external stakeholders when relevant. f. Supporting the election of President and Governing Board members through the GA in line with ERYICA Statutes. g. Reporting on finances and agreeing the budget for the forthcoming year. h. Highlighting achievements of projects and activities. 		
<p>6.4 Maintain effective financial management, administration, and coordination support in order to ensure the sound running of the organisation.</p>	<p>Financial management conducted in line with standard accounting procedures and established deadlines.</p> <p>Annual internal and external audit of accounts conducted.</p>	<p>Throughout the Strategy the organisation has a sound financial management, and effective administrative support in place.</p>
<p>6.5 Generate income to support and sustain the activities of the organisation. This includes:</p> <ul style="list-style-type: none"> a. Ensuring a stable membership fee system. b. Seeking to enlarge the ERYICA network (3.4). c. Applying for project funding to address priorities and implement activities identified in this Strategy (2.3). d. Exploring new fundraising opportunities and partnerships. 	<p>Income generated within the Strategy covers expenditure throughout the Strategy implementation period and maintains necessary reserves.</p>	<p>ERYICA is financially sustainable and maintains a healthy financial position at the end of the Strategy.</p>

<p>e. Seeking to increase the Secretariat’s capacity.</p>		
<p>6.6 Monitor and report on the work of the organisation during the Strategy by producing:</p> <ul style="list-style-type: none"> a. Quarterly Strategy Progress Reports for the Governing Board based on RAG rating achievement of outputs. b. A brief annual activity report for members and stakeholders identifying the delivery of activities and the attainment of goals during the past year. c. Communication activities to support dissemination of b) and c) above. <p>In order to fulfil the responsibilities of the Agency in a way that is accessible and transparent to members, stakeholders and funders.</p>	<p>Quarterly reports produced 4 times per year by GB and Secretariat.</p> <p>Activity reports produced annually.</p> <p>Ongoing communication activity, all years, see communication plan.</p>	<p>By the end of the Strategy:</p> <p>Stakeholders are more aware of ERYICA’s work and impact.</p> <p>At least 80% members are satisfied with the way ERYICA reports on their work and impact.</p> <p>All GB members report being able to understand the progress the organisation is making through the Strategy.</p>
<p>6.7 Evaluate ERYICA’s achievements within this Strategy and in the past 40 years by:</p> <ul style="list-style-type: none"> a. Adopting the Theory of Change and impact indicators within this Strategy as the basis of an evaluation framework. b. Collecting data throughout the Strategy on: <ul style="list-style-type: none"> • Member engagement (3.1), • Data on member needs, activities, and impact of the ERYICA network (2.5), • Delivery objective outputs and project reports or evaluations. c. Conducting an end-of-strategy evaluation based on the impact indicators and including collecting additional data 	<p>Data collection - see linked objectives.</p> <p>Review of ERYICA’s overall development and impact in the form of 40th anniversary celebration of activity in year 3.</p> <p>Mid-term review of the Strategy to check progress in year 3.</p> <p>End of Strategy evaluation conducted in 2029.</p>	<p>By the end of the Strategy ERYICA can:</p> <ul style="list-style-type: none"> • Strongly demonstrate the impact of its work. • Utilise the learning from its work to inform the next Strategy.

<p>(e.g., through an end-of-strategy members survey and stakeholder interviews).</p> <ul style="list-style-type: none"> d. Undertaking communication activities to disseminate the end-of-strategy evaluation and demonstrate the impact of ERYICA. e. Reviewing ERYICA's development and impact in the past 40 years. <p>In order to ensure there are opportunities for members, stakeholders and funders to contribute to the measurement of the impact indicators of ERYICA's work and to the evaluation of the Strategy.</p>		
<p>6.8 Develop a communication plan in year 1 (based on the deliverable set out in this Strategy and the outcomes of the ECOMS Working Group), including:</p> <ul style="list-style-type: none"> a. Ensuring all communications are timely, accessible, and relevant. b. Regular targeted communication with stakeholders and members. c. Supporting translation of communications and resources where possible and valuable. 	<p>Year 1 Communication Plan in place.</p> <p>Review Communication Plan year 3 and 5.</p>	<p>By the end of the Strategy:</p> <p>Stakeholders are more aware of the impact, needs and activities of ERYICA and its members.</p> <p>At least 80% of members report receiving relevant and accessible communications.</p>