

Adopted at
the Council of Members

Berlin, Germany
17-18 November 2023

Strategic Plan

European Youth Forum Strategic Plan 2024-2028

What is the European Youth Forum

We are the voice of young people in Europe. The European Youth Forum empowers young people to actively participate in society to improve their lives. We represent young people and advocate for their rights and interests. As the platform that brings together over 100 youth organisations from all over Europe, we support and promote youth organisations.

In line with the Statutes, the objectives of the European Youth Forum are

- a) Being the voice of young people in Europe, representing National Youth Councils (NYCs) and International Non-Governmental Youth Organisations (INGYOs) from across Europe;
- b) Promoting and defending the rights and interests of young people in Europe and increasing the participation of young people and youth organisations in society;
- c) Supporting, coordinating and promoting the work of our members and providing help and assistance where needed;
- d) Promoting youth policy as an integrated and cross-sectorial element of overall policy development;
- e) Promoting the exchange of ideas and experiences, mutual understanding, as well as equal rights and opportunities among young people in Europe;
- f) Positively influencing policy issues, especially those affecting young people and youth organisations directly;

Values and principles of the European Youth Forum

The values of the European Youth Forum are: democracy, human rights, intercultural understanding, peace, diversity, active citizenship and solidarity. Our values apply to everything we do and inform the changes we want to see in the world around us. In particular, we are also committed to the following principles and apply them to our work:

Youth Participation

Young people are at the heart of most social movements, leading protests, campaigns, and activism worldwide. However, there is a gap between young people and the conventional democratic institutions. Young people and youth organisations have the inherent right to actively engage in decision-making processes concerning their lives and communities and contribute in a meaningful way to the development, implementation, follow-up and evaluation of policies. By recognizing their unique perspectives and experiences, and by providing spaces and opportunities for their voices to be heard, young people should be empowered to become active agents of positive change, fostering a more inclusive, democratic, and responsive society.

Rights-based approach

The European Youth Forum adopts a rights-based approach to youth policy that integrates the norms, standards and principles of the international human rights system into the development, implementation and evaluation of youth policy.

A right based approach should always support young people to claim their rights, striving towards the meaningful and systematic inclusion and empowerment of the most vulnerable. This means ensuring that all policies work for the rights of young people.

Equality, inclusion and diversity

All young people have the right to live in environments, systems and societies that honour diversity and have access to equal opportunities. Young people are far from being a homogeneous group. Accessing rights can present additional struggles when age is paired with intersectional discrimination based on other

grounds, including sex, race, ethnicity, religion, gender, sexual orientation, disability, social status or financial means. We are committed to fostering our platform as a safe space, enhancing the sense of belonging and empowerment among all young people, by dismantling barriers and biases and actively combatting discrimination in all its forms.

Wellbeing and mental health

Good mental health and wellbeing is crucial to thrive in life and contribute to society. It is an essential component of general health, both outside and in work and education. The holistic wellbeing of young people includes all aspects of physical, mental, emotional, and social health and happiness, which are closely related to the social and economic conditions young people are facing. Protecting and promoting people's wellbeing and mental health is an integral part of any good policy and practice, because it fosters positive societal outcomes and cultivates a thriving and sustainable future for both individuals and the community.

European and Global cooperation

Young people and youth organisations have always been the pioneers of intercultural exchanges and regional cooperation. Establishing a space for the exchange of knowledge, experience and strong European and global collaboration is the key to strengthening fundamental values. We are committed to invest in continuous dialogue within and among youth organisations.

As such, the European Youth Forum positions itself as a pro-European platform, standing for a stronger European cooperation and a progressive integration of more countries into political Europe. The founding values and the European peace project cannot be taken for granted. Europe is facing threats from inside and outside. We are committed to actively protecting these values by promoting them and also by speaking out against the threats.

1. Work area - Democracy

Why?

Young people have been the frontrunners of global activism, preserving values such as democracy, rule of law, equality, justice, and contributing to a more peaceful world. Young people organise protests and run political campaigns, building the new cohorts of the youth community, through educational and political leadership.

Today, young people are as active as ever, mobilised around different causes, yet this active participation is not reflected in institutional politics. The democratic world has seen a decline in youth participation in institutional politics for more than two decades. Among the biggest evidence of this are the declining youth voter turnouts and political party memberships. Consequently, when young people are not participating in elections, political parties and individual candidates are less inclined to include them and the issues they care about in their campaigns and political programmes, leading to a vicious cycle, eventually distancing young people even further from institutional politics.

An open and strong civil society is one of the most important safeguards against tyranny, oppression, and other anti-democratic, illiberal tendencies. Yet, civil society organisations face serious obstacles in their work; some even experience fear of retribution from their governments when expressing their views. The shrinking civic space is part of an organised anti-democratic strategy that seeks to limit the capacity of civil society organisations to act as democratic watchdogs. Youth civil society is especially vulnerable to these types of pressure and the shrinking civic space.

Robust democratic regimes recognise, promote and implement a rights-based approach to their policies and protect youth rights. Conversely, the preservation of democracy is key for the access to rights of all young people, and continuous investment in understanding and trust of democratic systems is crucial for the progression of our society.

Subtopic: Durable and resilient democracies

Europe and the world have faced numerous challenges in recent years, from war and armed conflicts, the shrinkage of civic space for young people and the general decline of politically active citizens, to the rise of authoritarian movements and political extremism. Fake news and disinformation have been shaping the most recent elections, supported by the lack of media literacy and media education in formal and non-formal educational structures as well as the spreading of hate speech.

Young people feel disconnected from the institutions among others because of the lack of relevance, transparency and accountability of the decision-making and policy-making processes. Young people are, for instance, the least represented age group in national and European parliaments. A strong space for civil society, as well as ensuring political pluralism are crucial for the advancement of the Youth, Peace and Security agenda and the strengthening of European integration.

By 2029 we want...

- Improved understanding, trust and access of young people in democracy and participation mechanisms.
- Institutional recognition of youth rights and stronger mechanisms to protect them.

How? The European Youth forum will..

- Explore the key factors driving decreased trust in democratic institutions and what reforms are needed to help improve trust of young people towards democracy.
- Advocate for the legal recognition of youth rights (i.e. strengthening mainstreaming, implementation and monitoring mechanisms) to guarantee young people's access to them.
- Support and engage with pan-European and neighbouring coalitions and initiatives that promote a youth perspective to European integration and advocate for implementing Youth, Peace and Security Agenda.

Subtopic: Young people and democracy

Representative democracy is the cornerstone of making policies relevant to all citizens. Yet young people are the least directly represented age group in Parliaments and other elected positions from the local to the European level. This number is even decreasing. As a consequence, young people consider politics as a space for the elite and not all European citizens see representative democracy as a space to participate and have their voices heard. Furthermore, young people from racialised and ethnic-minoritised communities are even more underrepresented, with little to no representation at all in Parliaments and other elected positions.

Only some European governments understand the importance of allowing young people aged 16 to participate in democratic life and decision-making processes, while others are limiting the opportunity to exercise the active right to vote to young people aged 18 and over only. This brings inequality of access to the rights for young people in different parts of Europe and the world.

By 2029 we want...

- Young people to have more opportunities for political engagement by lowering the voting age to 16, encouraging more young individuals to run for office, and increasing youth voter turnout.
- Improve access and participation of young people in public life, decision-making and institutional processes.

How? The European Youth forum will..

- Advocate for change of election laws and constitutions in Europe to allow young people aged 16 to exercise their right to vote and lower the age of eligibility to run for office.
- Advocate towards political parties to include more young people in electable positions in their lists and support young people across Europe in the running for political positions from the local to the European level.
- Advocate for improving the institutional participation processes and guaranteeing meaningful engagement of young people in decision-making. Improve accountability and follow-up actions in European youth consultation processes.
- Promote the involvement of young people of diverse backgrounds, including young people with fewer opportunities, in formal and informal democratic spaces.

To make the European Youth Forum fit for achieving change, we will strengthen our internal culture, processes and structure by:

- Nurturing a culture of political activism and civic engagement that is diverse, inclusive and democratic. Encourage political reactions as a platform. Rethink the organisation's approach to motions and how to use them as strong statements.
- Ensuring that our platform is representative of a diverse range of youth voices and needs, acknowledging in particular the lack of representation of racialised and ethnic-minoritised voices within our bodies and taking active steps to improve this by working towards internal inclusion policies and measures to foster this inclusion and outreach to these underrepresented youth. Furthermore the European Youth Forum will commit to overcome the existing structural underrepresentation of European regions as the Western Balkans or the Eastern Partnership.
- Improve the debating culture in the organisations and, with that, encourage public debates and plurality of opinions internally and externally.
- Build capacity, work with and support MOs to raise awareness on current threats to democracy and how to counter the democratic backsliding.
- Work with and support MOs to promote democratic values, culture and engagement, reaching beyond the young people who are already politically active.
- Support the exchange of practices and offer training, workshops and resources in a wide range of areas to strengthen the capacity and effectiveness of youth organisations and National Youth Councils in promoting democratic and meaningful participation.

2. Work Area - Youth Organisations

Why?

Youth organisations play a vital role in fostering democratic self-organisation among young individuals, providing them a valuable space for personal growth and self-determination. These organisations serve as platforms where young people can actively engage in decision-making processes, voice their opinions, and contribute to shaping their futures. Participating in youth organisations empowers young individuals, builds meaningful connections, and gives them the confidence and tools to take ownership of their lives. Expanding and strengthening the spaces for youth organisations is crucial, as they are instrumental in nurturing active citizenship, promoting social cohesion, and fostering a sense of collective responsibility among young people. By expanding these spaces, we ensure that young individuals have the opportunity to actively contribute to society, shaping a present and future that reflects their aspirations, values, and needs.

Subtopic: Funding for Youth Organisations

Insufficient institutional and core funding opportunities, along with the widespread practice of project-based funding, hinder youth organisations from consistent and self-determined work. For youth organisations to reach out to all young people, further develop and offer quality youth work, and represent the interests of their members, sustainable institutional funding opportunities adapted to the needs and realities of youth organisations are key. Access to such funding would also decrease the organisation's vulnerabilities and dependencies and, therefore, boost the impact of youth organisations' work. Governments have the duty of guaranteeing a thriving civic space.

By 2029 we want...

- Sustainable and inclusive funding for youth organisations.

How? The European Youth forum will..

- Raise awareness among the institutions about the crucial role and value of the youth organisations, and advocate for increased funding for International Non-Governmental Youth Organisations and National Youth Councils that are facing financial constraints within the European financial framework.
- Co-creation by engaging the member organisations of the EU Youth Strategy 2027 - 2034.
- Advocate for funding for inclusion and diversity, and to support running youth organisations in a sustainable way.
- Advocate for wider accessibility to information and funding opportunities for disadvantaged youth organisations.

Subtopic: Recognition of Non-Formal Education, youth work and volunteering

Youth work and volunteering are pivotal in promoting inclusivity by removing barriers to participation and fostering resilient and democratic communities. By recognising the significance of Non-Formal Education and learning mobility in developing young individuals' skills, competencies, and agency, they offer them unique and transformative learning experiences, especially in cross-border settings. Additionally, learning mobility promotes cultural understanding, multilingualism, and strong European citizenship and values. Such experiences empower young learners to become active citizens, equipped with transversal & intercultural skills and knowledge necessary to contribute meaningfully to our interconnected world. By encompassing these elements, non-formal education, volunteering, and mobility empower young people to influence their lives and make meaningful contributions to their communities, ultimately creating a more inclusive and peaceful society for all.

By 2029 we want...

- An increased recognition of the role of youth organisations as providers of non-formal education and as part of the youth work community.
- Increase participation of young people, specifically of young people with fewer opportunities, in learning mobility programs.

How? The European Youth forum will..

- The European Youth Forum will advocate for the recognition of non-formal education and volunteering whilst monitoring policy discussions through the political and legal instruments of institutions and processes;
- Advocate for increasing learning mobility opportunities, more funding to ensure sustainability and inclusion with higher grants specifically designed for young people with fewer opportunities.

Subtopic: Recognition of National Youth Councils and International Non-Governmental Youth Organizations

Policy instruments, such as the Council of Europe's REC(2006)¹, recognise the role of the National Youth Councils and their member organisations as active contributors to youth policy development. It calls for the respect of their specific nature, considers them as partners of public authorities in youth policy development, and legitimises their role in this context. Such recognition and involvement in the decision and policy-making processes also require legal recognition of these organisations and financial support from the government.

National Youth Councils and International Non-Governmental Youth Organisations face various challenges in their access to civic space, by encountering a range of obstacles from local to international level, such as lack of recognition, limited resources, age bias, legal and regulatory hurdles, lack of representation, policy complexity, government restrictions. These hurdles limit their participation in policy and decision-making processes, hampering their ability to effectively contribute to social change and development.

Cooperation with umbrella youth organisations is essential to the development and implementation of effective youth policy; however, for this cooperation to be democratically valid and for young people's needs and positions to be truthfully conveyed, National Youth Councils and International Non-Governmental Youth Organisations must be politically and legally recognised and fully independent in their work.

By 2029 we want...

- National Youth Councils and International Non-Governmental Youth Organisations to be recognised as the representatives of young people and treated as equal partners in the decision-making processes on different levels by stakeholders and institutions.
- The civic space of young people to be protected, fostered and supported.

How? The European Youth forum will..

- Advocate and follow-up on mechanisms and instruments in order to ensure the role of National Youth Councils and International Non-Governmental Youth Organisations as representatives of young people in decision making processes.
- Provide support and facilitate mobilisation when member organisations are not recognised or the action or decision of decision-makers jeopardises their functioning.

To make the European Youth Forum fit for achieving change, we will strengthen our internal culture, processes and structure by:

- Being a centre of expertise and support for member organisations to improve access to funding, through coordination networks, training with the European Youth Foundation, coordination with member organisations for the operating grants.

- Supporting members to improve their skill set, knowledge and confidence through training and knowledge sharing on the work of youth organisations, on inclusion, diversity, wellbeing at work, volunteering, and funding.
- Coordinating with members to best call for the validation and accreditation of non-formal education and volunteering, whilst monitoring policy discussions through the political and legal instruments of institutions and processes.
- Offering space for capacity building and exchange of good practices for member organisations to be leaders in the field, as main experts and implementers, by uplifting and representing their work; facilitating coordination where the membership can benefit from a unified voice in the field.
- Supporting the wellbeing and agency of young activists through a connected network providing targeted tools and training courses.
- Providing a platform for member organisations to exchange good practices on participation in decision and policy-making processes and cooperation with decision-makers and relevant stakeholders.

3. Work Area - Ecological crises and systemic change

Why?

We are at a point in history with multiple intersecting ecological crises: the climate crisis is worsening and affecting our living environment, whether it be melting ice caps, wildfires or floods. The climate crisis's impact on people's livelihoods has serious consequences, often leaving no other perspective but to migrate. Biodiversity loss is rapidly increasing. We have already lost two-thirds on average of all vertebrates since 1970 - the sixth mass extinction. Air pollution and ocean acidification have killed millions of human and non-human lives. We have crossed 7 out of 9 planetary boundaries posing an existential threat to the survival of all species. These crises are rooted and interlinked with our current economic system that thrives on the deterioration of our lived environment.

Furthermore, these crises are sustained through the exploitation of the global South. In Europe, natural resources are being consumed at a much faster rate than the Earth's ability to regenerate them, leaving little space for people in the global South to meet their needs. We cannot tackle this problem without addressing the defining features of our economic system and the post-colonial power structures.

Excluded from decision-making, young people are inheriting these existential problems from previous generations, and we are facing the consequences of worsening ecological dilemmas. But young people have demonstrated the ability to think outside the box and develop innovative solutions for society. It is no surprise that young people are at the forefront of movements demanding action against the climate crisis and demanding social change. Building on these efforts, the European Youth Forum advocates for the European Institutions and governments in Europe to put in place a just and fair transition to a sustainable carbon-neutral economic system that prioritises the wellbeing of people and the planet and can fulfil the rights and needs of everyone within planetary boundaries.

Subtopic: Environmental protection & resource justice

The current global consumption levels are not sustainable and overconsumption has grave consequences for humans and the planet, with countries in the Global South being disproportionately affected by the consumption trends of the Global North. While there are EU climate targets, there is no similar ceiling for resource use. As one of the root causes of the climate crisis, resource extraction and processing is responsible for biodiversity loss, lack of clean water, air pollution and is often linked to human rights abuses.

By 2029 we want...

- The European Institutions and governments have established a legal objective to reach a sustainable level of resource consumption to its biocapacity in order to protect our environment, based on equitable exchange with the Global South.

How? The European Youth forum will..

- Advocate for a sufficiency approach which centres on green energy transition, circular economy, green industrial policy, sustainable mobility and environmental protection in order to address the climate and ecological crises. Said approach will be guided by a principle of climate and resource justice vis-à-vis the Global South and marginalised populations within Europe.
- Advocate for a European legally binding science-based material footprint reduction target.

Subtopic: Just transition & sustainable fiscal policy

In our current economic system incentives are misaligned. We need to move to a sustainable economic system to ensure that no one is left behind in our climate actions and ambitions. This transition also requires financial investments by governments targeted particularly to young people and other vulnerable groups. However, strict fiscal rules often limit countries' flexibility and resources to pursue a green and just transition through long-term sustainable investments. States should have the necessary fiscal space for large-scale public investments to support a just transition, supported by a green and fair tax system that considers negative environmental externalities within a larger shift to a more sustainable economic paradigm based on the wellbeing of people and planet.

By 2029 we want...

- The European Institutions to have taken important steps to work with young people towards an alternative economic paradigm and a just transition through quality spending and a green and a fair tax system, in cooperation with national governments.

How? The European Youth forum will..

- Advocate for legal and policy changes on European and national levels to ensure a just transition with no one left behind and a conducive fiscal framework to finance the transition.
- Advocate for a greener tax reform that shifts the tax burden from labour to resources and from the middle-class to wealthy individuals.
- Advocate for alternative economic models to be mainstreamed in policy-making to tackle the root causes of current unsustainable practices and combat insufficient action.

To make the European Youth Forum fit for achieving change, we will strengthen our internal culture, processes and structure by:

- Building capacity within our organisation, in particular for member organisations, to work more effectively on sustainability topics through an approach based on systems thinking and systemic environmental activism with an emphasis on climate justice, and thus the intersection between sustainability and inequality with regards to marginalised communities.
- Coordinating the efforts of member organisations and youth delegates around key moments and processes on sustainability, focusing on a strong youth presence in international events and processes, such as the United Nations.
- Reviewing our strategy to ensure that sustainable practices occur inside the organisation, especially during statutory meetings.
- Supporting members to raise awareness about the shortcomings of current education systems to sustainability education and advocate for accessible systemic sustainability education for young people at all levels of educational systems.

4. Work Area - Social and Economic Inclusion

Why?

A significant number of young Europeans live in poverty or at risk of poverty and social exclusion due to an economic system that does not prioritise investing in welfare and unfairly distributes wealth, leading to social and economic inequalities.

In such a system, young people often face involuntary unemployment or precarious working conditions, which deprives them of quality and stable jobs, as well as access to social security protection. This is often linked to sub-minimum wages for young people, which goes against their right to fair pay and equal opportunities. Transitions from education to the labour market can have an exponential impact on the rest of someone's life; therefore, it is essential to safeguard quality working and living conditions for everyone.

Social exclusion and inequality, caused by a lack of understanding and legal recognition of youth rights, significantly hinder young people's emancipation. This results in young people struggling to access healthcare, employment, affordable housing, and education. Economic inequality, material deprivation, and discrimination cause uncertainty, marginalisation, and poor mental health, leading to a loss of the capacity to plan for the future, hence requiring extensive solutions.

Moreover, the intersectionality of age-based discrimination with other forms of oppression, such as antisemitism, racism, sexism, ableism, anti-Muslim hatred, LGBTQI+ hatred and transphobia, exacerbates the challenges young people face. Recognizing and addressing these interlocking issues is crucial to promoting equitable and inclusive social support systems that uplift and empower all members of society, regardless of age or identity.

Subtopic: Quality employment

Young people face a difficult transition from education to work, being three times more likely to be unemployed than the general population. They are overrepresented in jobs with precarious working conditions and have limited access to economic and social rights. Insecure work and inadequate welfare systems impact their financial independence and mental wellbeing.

By 2029 we want...

- Young people have greater access to quality jobs and working conditions that allow for the development of an independent life.

How? The European Youth forum will..

- Research and raise awareness of the problems faced by young people in the labour market and the consequences of precariousness, such as poor mental wellbeing or reduced saving capacity.
- Advocate for policies and legal changes to ensure decent working conditions and social protection for young people.
- Support in establishing and improving funding programmes that help young people access quality employment.

Subtopic: Life out of poverty

Too many young people in Europe face poverty or social exclusion due to age-based discrimination. This intersects with other forms of marginalisation, lack of fair and equitable access to education, adequate housing and health care creating generational poverty and hindering access to basic needs like food, housing, and healthcare.

Our current economic system prioritises profits and growth over people's wellbeing, failing to sufficiently provide necessary conditions for young people to fully enjoy their rights. To ensure a thriving future, we must address the failing economic system and the root cause of harmful inequalities.

By 2029 we want...

- A society where young people facing inequalities are supported adequately, preventing them from living in poverty, creating greater and equitable access to their full rights.

How? The European Youth forum will..

- Advocate for policies that guarantee sufficient standards of living for young people, especially those from marginalised and oppressed communities, through legislation including minimum income schemes, removing age barriers in society with an intersectional focus.
- Advocate for the affordability and accessibility of health services (e.g. mental health services).
- Raise awareness and advocate for a welfare system based on intergenerational and intersectional solidarity that works for young people, especially those from marginalised and oppressed communities.
- Make the barriers contributing to poverty and social exclusion faced by young people, especially those from marginalised and oppressed communities, visible.

Subtopic: Youth Emancipation

A large number of young people live with their parents until their mid-30s due to societal and economic factors such as high unemployment rates, low wages, challenging housing market, limiting their ability to achieve emancipation and independent living.

Policies fail to account for the various forms of discrimination young people face, particularly those from marginalised backgrounds and in precarious situations who cannot access basic services, housing, employment, or social protection.

The European Youth Forum strives for adequate housing, which means that every person has the right to live somewhere in security, peace, and dignity. Adequate housing must be affordable - meaning that personal or household financial costs associated with housing should not threaten or compromise the attainment and satisfaction of other basic needs, such as food, education, and access to health care - and accessible, meaning that the specific needs of disadvantaged and marginalised groups, such as young people, must be taken into account.

By 2029 we want...

- Young people to exercise their right to emancipation in urban and rural areas.

How? The European Youth forum will..

- Map the situation of young people's access to housing in Europe and the actions, policies and programmes related to adequate housing for young people.
- Advocate for policies to regulate the rising prices in the housing market, invest in social housing, and create programmes to make housing affordable and accessible for young people.
- Advocate for policies that promote rural development so rural areas are a real option for young people to develop their life projects.

To make the European Youth Forum fit for achieving change, we will strengthen our internal culture, process and structure by:

- Building capacities of its member organisations and support peer-learning to advocate, design and monitor policies in this field.
- Coordinating with its member organisations to ensure the needed advocacy can be developed and implemented at the national and European level.
- Supporting the exchange and gathering of knowledge and best practices on the topic of housing within our membership.

Annex 1.

Implementation and evaluation of the Strategic Plan:

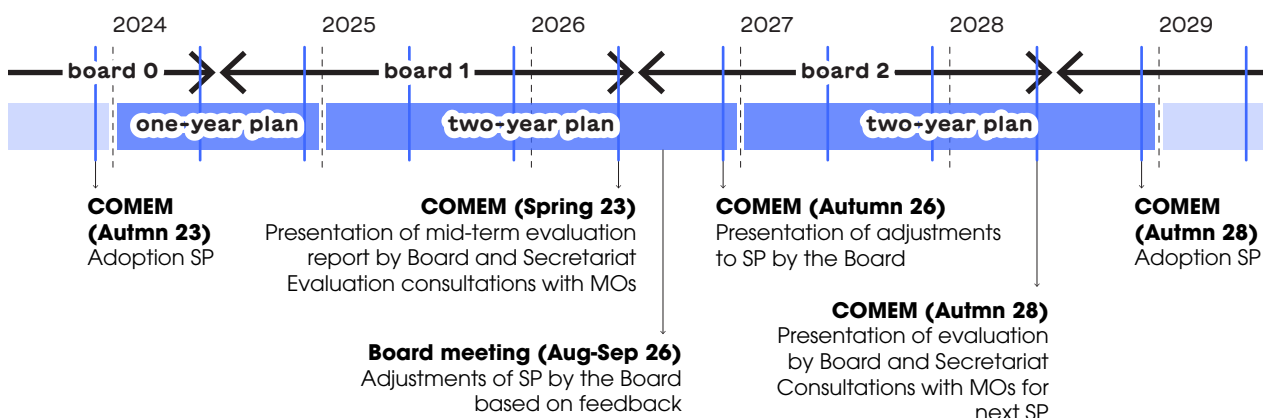
The Strategic Plan has been developed in consultation with member organisations, Board and Secretariat and drafted by a Task Force with a mandate from May to August 2023. The Task Force was composed of members from member organisations, Board and Secretariat. Consultations with members were organised in summer 2023 which contributed to the document developed by the Task Force. The final document was approved by the Board and shared with the members in September and finally adopted in the Council of Members in Berlin, Germany, 16-17 November 2023.

After the adoption in autumn 2023, the Strategic Plan will be implemented through annual or biannual activity plans. The activity plans will consist of specific objectives, actions and operations that the European Youth Forum will implement to achieve the strategic directions set by this document. The activity plans will be adopted by the Board by the end of autumn to ensure that the organisation can plan the allocation of resources, adopt the budget and communicate with the relevant partners before the end of the year. To ensure accountability and adequate monitoring of the implementation of the plan, the Board of the Youth Forum will present a progress report in every statutory meeting based on the Strategic Plan's objectives.

Furthermore, a mid-term evaluation of the Strategic Plan will take place in 2026. For this, the Board will present a mid-term review of the implementation of the Strategic Priorities at the Council of Members in spring 2026, followed by a consultation with the membership. This mid-term evaluation report will reflect upon a series of criteria, such as level of development, impact achieved, membership engagement, resource allocation, relevance of the set goals and missing areas. Based on the results of the consultations, the Board will be able to implement changes in the Strategic Plan, which will be communicated to the membership in autumn.

A final evaluation of the Strategic Plan will be conducted in 2028, specifically on the success of achieving the change through the objectives and approaches set. It will be followed by an inclusive consultation process to create the new Strategic Plan, which shall be adopted in autumn 2028.

5-year Strategic Plan





Co-funded by the
Erasmus+ Programme
of the European Union



Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the Council of Europe. Neither the European Union nor the granting authority can be held responsible for them.

