



INFORMATION



EMPOWERING THE LEADERS OF TOMORROW, TODAY!

MANUAL FOR FACILITATING A WWF YOUTH LEADERSHIP PROGRAM



Written and edited by Theresa Posch, Nathan Spees
and the Generation Earth team
www.generationearth.at

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WWF is one of the world's largest and most experienced
independent conservation organizations, with over
5 million supporters and a global Network active in
more than 100 countries.

WWF's mission is to stop the degradation of the planet's
natural environment and to build a future in which humans
live in harmony with nature, by: conserving the world's
biological diversity, ensuring that the use of renewable natural
resources is sustainable, and promoting the reduction of
pollution and wasteful consumption.

CONTENTS

OPENING & FOREWORD	4-5
-------------------------------	------------

INTRODUCTION	
Why empower youth?	6
WWF and Generation Earth	8
What do youth get out of the program?	9
To whom do we reach out?	10
Train the trainers	11

STRUCTURE OF GENERATION EARTH	
How does Generation Earth work?	12
Generation Earth program core components	17

GETTING STARTED	
Find and involve youth - from the beginning!	24
The evolution of Generation Earth	25

PROGRAM “FLOW”	
Kick Off Meeting	27
Subsequent Trainings	30
Action Projects	31
International Events	32

RESOURCES NEEDED FOR RUNNING A PROGRAM	
What does it take to operate a youth leadership program?	32
Financing	33

HELPFUL HINTS & GOOD ADVICE	
Contact	34

APPENDIX	36
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“The passion of so many young adults for WWF’s mission and their attachment to our brand was energising and also confirmed that we must do more to engage, inspire and mobilise youth, a formidable force for the achievement of a sustainable future of harmony between people and nature.”

Marco Lambertini, Director General of WWF International

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“»Together possible.« A phrase used a lot at WWF. Let us live this motto not only by recognizing the power of young people to change the world, but also by supporting and empowering them to do so. At WWF-Austria, we’re committed to making this possible for current and future generations. I encourage my fellow CEOs to follow suit and develop youth empowerment programs, like Generation Earth, to bring about change needed in this world.”

Andrea Johanides, CEO WWF Austria

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“Be prepared to change lives. Granted, this is no easy feat, but it is one of the most rewarding things you can do in life: to connect deeply with young people, support personal change, and contribute to the betterment of society and our planet. We don’t measure success in terms of numbers involved but in lives changed.”

Nathan Spees, Generation Earth Youth Empowerment Coordinator

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“I truly believe that youth have the potential to awake the world and bring about true change. All you have to do is give them the right tools and the opportunity. So let’s get started!”

Theresa Posch, Author, Generation Earth Member

OPENING & FOREWORD

Today's youth are facing extraordinary circumstances. The population of global citizens under 30 is at an all time high. This generation will experience some of the most devastating effects of climate change and biodiversity loss. And yet - youth are globally connected, great innovators, and have the power to drive positive change when given the chance.

Thus, it is ever more important to engage, empower and include youth in WWF's work. As WWF education has recently moved into the spotlight after more than a decade, a special focus has been put on empowering and engaging youth. This year, in fact, WWF launched a "Global Youth Empowerment, Leadership and Action Strategy" (May 2018) that will propel our work forward in working with young adults. But it requires special non-traditional approaches to truly empower and involve them in our work.

Working with young people does not only bring a fresh breeze into WWF's work but also brings a new perspective and courageous ideas that are certainly needed in today's rapidly paced world that is facing ever greater and complex environmental threats!

In order to encourage and support other WWF offices develop their own youth programs and to most effectively empower and engage young people, WWF Austria staff and youth representatives from our empowerment program "Generation Earth" have created this manual. It includes a collection of "good practices," lessons learned, step-by-step processes, and scores of resources that we use in our youth leadership program.

We would like to pass these on to you and share our program and our methodology in the hopes that you will be inspired to start your own program or use them in an existing one. After reading this manual, you should get a good picture of what it takes, how such a program can develop and what enormous benefits it brings to the organization.

We hope you enjoy reading it and look forward to hearing your stories and feedback!

Note: Parts of this manual have been taken from our Action Leader and Action Project handbooks used for our youth leadership training program and are linked in the appendix.

INTRODUCTION

WHY EMPOWER YOUTH?

Youth “empowerment” and active citizenship as we see it

Why empower youth? Because it works! We know that young adults want to establish themselves as individuals (and often not be told what to do). They want to be involved in decision-making, have great ideas that are just needing the space to take shape, and are looking for community - to connect with others and do something!

The empowerment concept is not new - it's based on years of practical experience of self-realisation initiatives, active citizenship, and citizen-driven actions from around the world. It can be defined and applied in many different ways:

We define youth empowerment as...

giving young people the space, the “know-how” and experience, resources and opportunities to be involved in decision-making, self-expression, and execution of their ideas.

It enables them to get active in a meaningful manner while having the support of a strong organization behind them, that appreciates their input and contributions.

Core principles of empowerment

- “Bottom up”: youth focused and led
- Let youth speak (for themselves)
- Learn from each other
- Action is a critical learning component

Approaches of empowerment

We apply these principles by

- offering meaningful opportunities for youth to be involved in decision-making
- providing the necessary tools and know-how (training and experience) to contribute
- developing programs (trainings, events, etc.) around the individual needs of participants
- building self-perception and self-confidence and encouraging self- reflection
- showing appreciation and offering support through coaching, peer-to-peer exchange, and mentoring
- recognizing and promoting youth as role models in society

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WWF AND GENERATION EARTH

A “Win-Win” Situation

Generation Earth is WWF Austria’s youth empowerment program started by staff and Austrian youth in 2010. It is a growing network of young, active citizens who are committed to making a difference and getting active for our planet. While upholding its bottom-up and youth empowerment approach, Generation Earth members support WWF’s mission and conservation goals. It offers a space and platform where youth can learn and grow, try out new things and experience success and sometimes failure, and where they get together to work on issues that matter most to them. WWF supports Generation Earth in many aspects: financially, with media and communication tools, and expert input, to name a few. The cooperation between Generation Earth and WWF is based on trust and good communication.

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“Nature conservation and environmental protection can only happen if people get behind it and get active with their own two hands. That’s why it’s so important that Generation Earth exists. Here, young activists can connect, get inspired and learn how to make a difference for the planet through their own and collective efforts.”

**Hanna Simons, Head of WWF Austria’s Conservation Department,
Deputy CEO**

Generation Earth benefits from WWF

WWF-Austria provides financial support, training resources, connections, relationships and time. WWF employees also provide valuable experience and expertise in the fields of nature conservation, campaign and project development, negotiation, political engagement, media work, communication, marketing, fundraising and much more. Through Generation Earth, WWF helps young people become an active and environmentally conscious part of our society; thus, transforming our society in the long run and bringing about positive change!

WWF benefits from Generation Earth

Generation Earth brings a new perspective and energy to WWF’s work and reflects a youthful, active image. It provides a direct link to young, motivated people who have lots of ideas and energy for getting active. Through youth-led action projects and activities Generation Earth members support WWF’s conservation work and campaigns. The methods and approach of working with young people expand WWF’s scope and reach. Finally, working with youth provides great communication material and an appealing incentive for financial donors to contribute to WWF as many inspiring stories are created during the program.

For all these reasons, the collaboration between WWF and Generation Earth is seen as a win-win situation, when fully and appropriately utilized.

WHAT DO YOUTH GET OUT OF THE PROGRAM?

- **New skills, knowledge, experience and personal development.** Trainings provide inspiring discussions, presentations, workshops, excursions, activities and more. A unique component of the training program is that the participants are actively involved in planning and leading different parts of the training.
- **Opportunity to get active!** Youth get the chance to plan and implement action projects. This gives the participants and members the opportunity to be part of the changes that most of them hope to see in the world.
- **To get outside and connect with nature:** As is often said, we only protect what we know, love and have a connection to. Therefore, we try to spend as much time outdoors as possible!
- **To connect with youth from Austria and the world:** In addition to the long-standing friendships that develop within Generation Earth, as part of WWF, you join a global network of activists and have the opportunity to connect digitally and in person with youth from around the world.
- **A closer connection to WWF:** By becoming a part of Generation Earth, you also get to know the processes and structures of WWF better and have the opportunity to participate in campaigns, projects or even make an internship.
- **WWF Generation Earth Certificate:** Participants who complete the 9 month training, receive a signed certificate from WWF. The requirements are 1) 80% attendance in the trainings and 2) the planning and implementation of a youth-led action project.

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TO WHOM DO WE REACH OUT?

Our philosophy is to seek out and support motivated, interested youth who have great potential to be leaders of change but may still lack skills, experience, and means to get active.

Our target group are young adults between 15 and 30 who are searching...

- **community:** a group of like-minded people who can “co-inspire” and be part of a group and national and global network
- **to be part of the solution:** to get active with others and develop their leadership skills
- possibilities to **get involved in environmental protection** and wish for a change of consciousness in our society
- **personal and professional development:** skill building, new experiences, self-growth, self-reflection
- **inspiration** and are willing to inspire others.

How do we find them?

We use various methods to recruit our Action Leaders:

- Social media (Generation Earth and WWF Austria, plus individuals)
- Websites
- Partner organizations (university groups, social organisations, other environmental groups, etc.)
- Promotion at events (workshops, conferences, youth gatherings)
- Print material (flyers, snip-its, posters, Panda Magazine)
- Word of mouth and personal references
- Radio

We use an online application form and then review the applications and score them according to various criteria (motivation, skills they bring, ideas for getting active). We attempt to find regional diversity, gender balance, diversity of backgrounds and ethnicities.

Active citizenship is our goal

We support personal transformation - to become active citizens and to reinforce WWF and Generation Earth's vision and mission, thereby, driving up sustainable behaviors and driving change.

We define an active citizen as someone who takes responsibility for his or her individual actions and has a positive impact on the planet, the (global) society and other individuals.

**Characteristics of
Young Active Citizens**

- Interdisciplinary awareness and holistic consciousness
- Willingness and motivation to stand up for his or her values and beliefs
- Knowledge of different ways for getting active
- Being active:
 - They see “active citizenship” as part of their “everyday” life and as a life-long process
 - They seek out, develop, and create opportunities for themselves and others
- They strive to work together and feel connected to a community

TRAIN THE TRAINERS

After finishing the Action Leader Training, the participants often serve as multipliers and are able to train newcomers to the program and assist them with their projects.

We actively try to involve our “alumni” and many have been involved at various levels over many years: some as long as 7 years! The alumni have initiated additional projects on their own and also assisted in trainings and workshops at many events. Some join action projects established by the new group of trainees as “buddies” or “coaches.”

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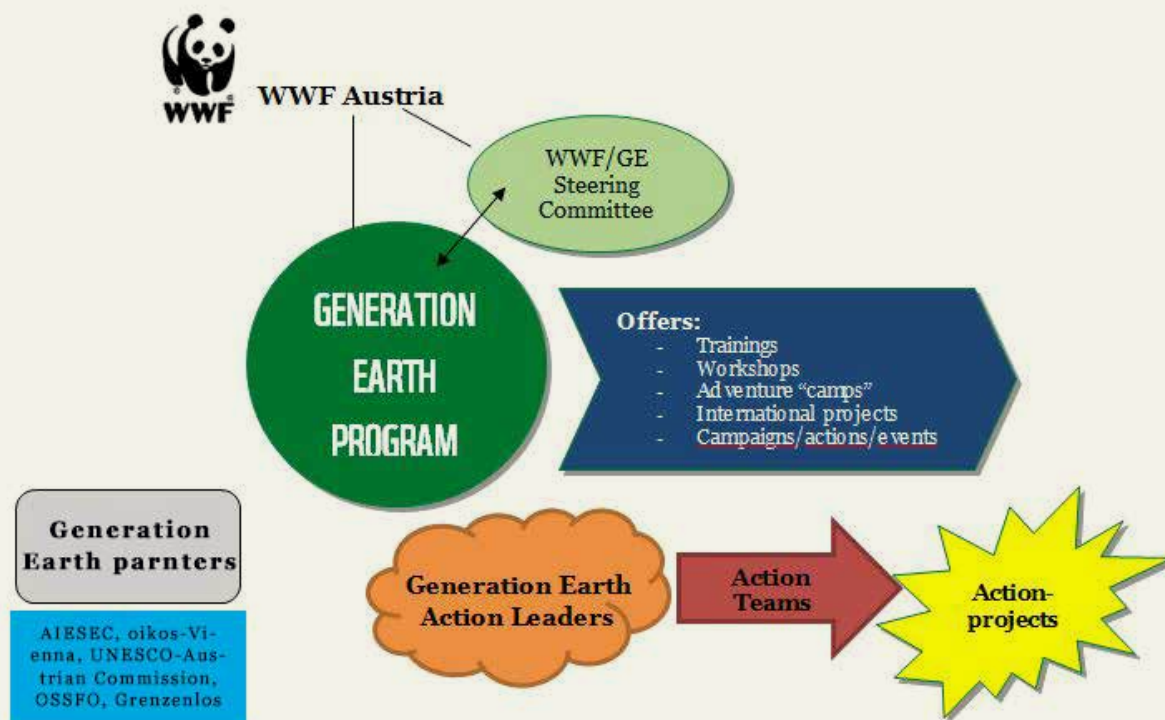
STRUCTURE OF GENERATION EARTH

How does Generation Earth work?

Generation Earth is WWF Austria's network for young and engaged people. It is a program of WWF Austria and housed within its Nature Protection Division.

What makes Generation Earth so special? Youth are at the centre of the program: from the beginning to the end! Youth serve on the WWF/GE steering committee, and help to decide the future direction of the group, they develop trainings and action projects, and serve on volunteer working groups (eg. social media, video, radio show). The close cooperation with WWF enables common project ideas and campaigns to be co-created and thereby supports WWF's mission and the attainment of its global to local conservation goals.

The practice of allowing youth to organize and train their peers is an important element of Generation Earth. As such, alumni and WWF staff, help newer participants acquire skills and abilities needed to implement campaigns and projects.



WWF-Generation Earth Steering Committee

The WWF/Generation Earth Steering Committee consists of four elected Generation Earth members and four WWF representatives, who work closely together to chart the future of the program, maintain a good flow of communication and ensure a good working relationship.

The four youth representatives are the link between WWF and the Generation Earth members and make sure that the ideas, wishes and ideals of the group are reflected within the strategic planning and internal discussions. The group also provides a space to learn from each other, to make decisions with each other and, if necessary, to find compromises.

Face-to-face meetings: The larger group (all 8 members) meets face-to-face twice each year. One is designed as looking to the future and planning while the other meeting is for reviewing, evaluation and assessment of the program.

Youth representatives calls: The youth team plus the 2-3 WWF GE staff talk monthly via online communication and focus on the implementation of the strategic plan.

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Internal WWF-Generation Earth Communications Team

In order to keep internal communication running smoothly between Generation Earth and the WWF communication and campaign departments (press, social media, campaigns, etc.), a team meets monthly to coordinate various aspects of communication and press. The team consists of: WWF staff (GE manager and communication manager, WWF campaign coordinator, press specialist, social media representative, video team) and at least 1 GE member.

The monthly meeting has proven to improve communication and coordination and better integrate GE into the WWF structure and campaigns as well as better plan press and media work.

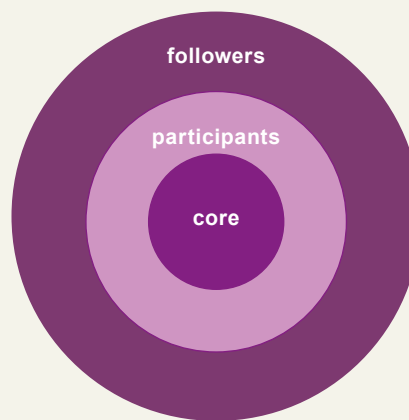
Generation Earth members

Within Generation Earth, there are various levels of members. There is a fluctuating number of about 20-30 very active and committed **“core”** group members that include both current action leaders and alumni. They are involved in planning and realising projects, events and trainings as well as serving on working groups, committees, campaigns, etc.

There are **“participants”** in GE events, who are not as active as the core team, but often join in one or more events or action projects each year.

Then, there are those who are **“followers”** who may receive the newsletter or have liked our Facebook page, but have not yet joined an event or training.

Our goal is to *move people up from followers to participants to core team members!*



Action Leaders!

What is an “Action Leader” and what is their role?

The word “leader” carries many connotations, good and bad. As we define and interpret it, a leader is someone who is a facilitator of change, who can support and motivate a team and has the skills and experience to get active and drive change. We aim to develop and support these types of leaders with our trainings and program structure: giving youth the skills and opportunities to practice and gain experience becoming leaders.

These “action leaders” are a very important part of the Generation Earth program, as they not only plan and realise new action projects and campaigns but also create new opportunities for others to get involved with us.

As action leaders, they play a very important role to multiply our effect! By creating projects for others to get active, passing on what they have learned, and infecting others with their inspiration and motivation, an action leader and team can grow from a small group of motivated people into a large movement, through the so called “snowball effect.”



Volunteer Working Groups

Over the years, we have begun to create more and more “volunteer working groups.” This “transfer of control,” empowers youth to get active and make decisions. The initiation of a working group can come from WWF staff or GE members. We often try to offer the members training and resources in exchange for time and output/effort. For example, a radio station approached WWF and GE members about wanting to develop a youth-focused show. WWF then covered the costs of a radio training for 6 members who in turn agreed to organize and operate a youth-led radio program for at least 1 year. Similarly, we have supported social media and video training for working group members.

Current volunteer working groups

- Social media team
- Newsletter team
- Video team
- Radio team
- Steering committee
- WWF European network team

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**The role of WWF staff
in Generation Earth**

WWF provides several employees (2,5 full time staff) who support Generation Earth in many ways. Housed within the Nature Protection Division, they provide the link to WWF's internal workings, expertise, resources, and much needed infrastructure to keep the program growing. This way, the youth are able to focus on the trainings, events and action projects.

Other WWF employees provide expertise on different areas of work from press and communications to specific conservation topics. WWF staff often hold workshops at GE events and trainings, meet with youth working on action projects, and support the group with their know-how in terms of project development and implementation.

Within the last several years, GE members have been embedded into WWF campaigns. For example, now when a WWF staff member wants to submit a proposal for a campaign, they first need to consider how to involve GE into their campaign. Also, we have developed a "how-to" guide for involving GE members into WWF activities which can be found in the appendix.

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Nathan Spees
Program manager



Natalie Moser
Communications manager



Magdalena Bauer
Program assistant

GENERATION EARTH PROGRAM CORE COMPONENTS



Generation Earth Action Leader Training



The Action Leader Training is at the core of the Generation Earth program. During the 9-month leadership training, participants gain skills, knowledge and experience needed to implement their own projects in the field of environmental and nature protection. The program consists of five 4 day trainings, usually taking place over long weekends, that parallel the school and university year. Students often have to miss 1-2 days of classes per training and are provided a school letter to excuse them.

What makes our trainings unique? Because the participants are involved in the design, planning and implementation of the program (with WWF's support)! This means that the training program focuses on the needs of the group and each year is unique!

More information on the structure of the kick-off meeting and trainings can be found below and in the appendices.

Action Leader Handbook

The Action Leader Handbook is distributed at the beginning of each training year and is meant to support our participants throughout the year, inform them about our programme and help them plan and implement their trainings.

Action Projects

Generation Earth is all about ACTION!

The environmental and nature protection projects that Generation Earth members organize are also a central element of our program. It's included as one component of the Action Leader Training: each participant must plan and implement his/her own project. As well, alumni are invited to join in project teams or develop new projects. Most of the projects are initiated and organized by volunteers with WWF support; however, it is also possible for WWF to suggest a theme or project idea and search for interested youth to support its development. Projects range from small single actions, to multi-day events, to even larger campaign-like projects.



Action Project Handbook

Our action project handbook supports GE members more effectively design and implement their projects. It walks participants through the different steps of project development and implementation and includes a checklist, application, and final report.

Action Project Application

Before a project can be realised, it must be reviewed by WWF staff and GE members. The review process includes an application (see appendix) and projects will be given three different results:

1. Green light: project can be implemented as is
2. Yellow light: project needs some adjustments, resubmission recommended
3. Red light: project needs significant adjustments, or could result in damage to WWF or GE image. Project must be changed or if implemented, as is, without connection to WWF or GE.

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Action Days

As we recognized that many youth can not commit to the longer Action Leader Training, and we wanted to attract a wider audience to the program, the idea for the “Action Days” arose. During the 3-4 day events, which often involve an “adventure” component (eg. rafting, canoeing, hiking, snowshoeing, tracking), young adults have a chance to (re-)connect with nature, learn about a topic connected to WWF or GE, and brainstorm ways to get active for the topic at focus. The Action Days are also planned by youth, typically alumni, with WWF staff.

In the past, themes have focused on:

- Wilderness and protected areas in the Alps
- Endangered and threatened river systems
- Climate change
- Large carnivores and important ecosystems

© NATHAN SPEES



International events

From early on, it was made clear that Generation Earth members wanted to reach out and work internationally. As such, we have been involved in numerous international youth exchanges, conferences and action projects over the years: some organized by WWF and GE members and others where we have joined as partners.

Here are 2 examples:

- 1. Riverwalk:** Riverwalk targets motivated young adults from 15 - 30 years old and aims to increase awareness of the importance of free-flowing rivers, develop participants' leadership skills, expand a growing international network of young environmental leaders, and form personal connections to unique and threatened river systems. www.river-walk.eu
- 2. WWF European Youth Summit:** In 2017, WWF staff and youth representatives organized the first WWF European Youth Summit in Austria with the aim to build a strong and long lasting network of WWF youth programs and make the importance of the youth network more visible. We also wanted to initiate international action projects during the Summit in order to reach even more young people and engage them in our programs. It also provided an opportunity to learn and share from each others programs as each office has a slightly unique way of implementing the programs.



Connecting the “Generations” - Alumni involvement

Through our work, we have generated a pool of highly trained, enthusiastic, and dynamic individuals, and we wanted to find a way to keep them involved and engaged in the program and connect them with the new generation of Action Leaders. Therefore, we created opportunities to re-connect alumni with the program through activities and working groups.

Generation Earth “Project Lab”: This 2 day event, which takes place in winter (ca. 3 months after the start of the new training year), aims to bring together the new Action Leaders and GE alumni. The alumni can join projects as “buddies” or “coaches” and/or generate new project ideas.

Celebration Days: Everyone needs to take time to come together and celebrate, catch-up and make plans to change the world! Therefore, we initiated our summer party, called the “Celebration Days.” During these 2-3 days, also planned by alumni, a loose program is created to share stories, celebrate the accomplishments of the past year, recognize the new Action Leaders and have a good time together.

Christmas Party: Every year we organize a Winter Christmas party to bring the group together to celebrate and enjoy a fun moment together. Oftentimes, we’ve also presented some awards, updates and had a “sustainable gift exchange.”

We have seen that these events are essential for generating new projects and engaging the alumni, because it offers a stress free environment where the different “generations” can meet.

As mentioned above under “3.1.4 Volunteer Working Groups,” alumni are also engaged and involved in various volunteer working groups. This has proven to re-energize and bring them back to the program as well.

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Promotion and Communication

Promotion and communication efforts are also a key part of our work in order to gain new participants and inspire others to get active. One WWF staff person is dedicated entirely to working on communication activities. Tasks are mainly focused on online communication. Our channels are:

- Generation Earth website (www.generationearth.at)
- Internal online community area
- Social media (Facebook, Youtube and Instagram)
- Youth-led radio show called “Umgedacht” (Eng.: “Rethought”) on a local Viennese station which showcases inspiring environmental initiatives and youth <https://www.generationearth.at/en/radio-umgedacht>
- Presswork: supported by WWF press department
- Print media: primarily WWF supported material (Panda Magazine, E-newsletter)
- WWF online channels: FB, website, Twitter, YouTube

GETTING STARTED

Starting a youth program like Generation Earth requires a commitment at many levels and resources.

Before getting started, it is important that you:

- ✓ Get approval and buy-in from leadership to initiate and continue the program (perhaps as a “pilot program” to get it started)
- ✓ Identify your existing resources and capabilities
 - ✓ Do you have staff/youth trainers who have the skills, background and personality to lead such a program?
- ✓ Involve youth early in the process (see below)
- ✓ Identify possible partners who could help you with implementing the program
- ✓ Develop a 3-5 year strategy for the program:
 - ✓ What do you hope to achieve? (Set clear goals for the first few years)
 - ✓ How will it connect with WWFs goals?
 - ✓ How will you involve and empower youth in the program development and implementation?
- ✓ Secure funding (Tip: you can start small at first!)
- ✓ **Tip:** find a “coach” or “mentor” from more experienced WWF Youth programs who can help you with the process!

FIND AND INVOLVE YOUTH - FROM THE BEGINNING!

Finding youth

- **Social media**
 - **Videos**
 - **Newsletters**
 - **Word of mouth**
 - **Websites**
 - **Print materials**
- Recruit a volunteer youth advisory team! Send out a call for participation in the planning of your “pilot project” for your youth empowerment and leadership program. Find 3-6 youth, who want to get involved with environmental protection, growth and support WWF. Invite them to be a (youth advisory team) steering committee, and involve them in planning the strategy and implementing the recruitment campaign. Encourage this group to invite others to the program and share their experiences.
 - Promote and plan your very first training together with this youth advisory or “steering committee.” Have them take on responsibilities in organizing activities, workshops, etc.
 - Use the “Kick Off Meeting” to plan the additional trainings together with all the participants. Base the program around the needs of the group. This way, each training year is unique and specific to each new group!

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Start small and build up!

We found it important to start small. Generation Earth was founded with the help of 7 young motivated participants. In the second year, many of these youth came back to support us in developing and training the new group of youth.

THE EVOLUTION OF GENERATION EARTH

Develop the Group Identity

We felt that it was important that the youth felt not only a connection to WWF but also had a sense of individuality and identity, and had the ability to make their own decisions. We saw it as providing a “nest” and nourishment for the group to learn how to fly on their own: it means knowing when to support them, provide guidance, and when to “let go” and let them learn and experience “life” on their own.

One of the things that the group felt important was to create a co-branding with WWF. We worked long and hard to create the GE logo, a vision and mission.



GE Vision: *“Active Citizens creating a fair, inclusive, and sustainable world.”*

GE Mission: *“We are a colorful network of young people that empowers “active citizens” and takes action for the planet, society, and the well being of others.”*

Interested in being part of the Generation Earth family?

We would be honored if you would like to spread the methodology and GE program in your country. We would ask that you follow the same principles of youth empowerment and engagement in your work.

Please get in touch with us if you would like to start a GE program, and we can go over the details!

**Generation Earth
development since 2010
in numbers**

Training Years	10/11	11/12	13/14	14/15	15/16	16/17	17/18
# participants	7	8	19	10	16	11	24
# projects	1	7	7	7	6	8	10+
# international events	1	0	4	3	3	3	3+
# PAX involved directly	40	350	485	123	298	299	NA*

*At the writing of this handbook (2018), we do not yet have complete numbers but will be updated in the future.

**Examples of individual
project outcomes**

- standing room only “sold out” showing of film and discussion on food waste (ca. 175 people)
- capacity building of 20+ international youth workers (from 9 countries) to organize their own Generation Earth / youth empowerment programs
- protection of 1 hectare of wetlands / riparian area (North of Vienna)
- great media coverage and awareness raising about free-flowing rivers (Riverwalk projects)
- collection of over 5000 signatures on “Plastic bag dislike” youth campaign and delivery to EU environmental commissioner
- 50+ secondary school students developed recommendations and artistic ways to recommend having a more climate-friendly diet
- youth-produced video on “wilderness walk” with over 2500 views on Facebook

PROGRAM “FLOW”

Below we would like to walk you through the “flow” of our Action Leader Training program - the heart of Generation Earth!

Kick Off Meeting

At the “Kick Off Meeting,” we introduce the participants to the most important elements of the program. As with every big journey, a lot depends on this first encounter, so it pays to invest sufficient time, planning and involve the group from the very beginning. A detailed program example can be found in the appendix.

Goals of the Kick Off

We set the following goals for the Kick Off Meeting:

1. To get to know the group and program: to introduce ourselves!
 - Who is Generation Earth and WWF: focusing on our principles, history, mission & vision, why & how we are doing what we are doing.
 - Who are the participants and the training team?
 - What is the annual theme (in addition to leadership and project management)? Every year we have a main theme to which we pay special attention. Some of our main topics in the past were sustainable consumption, SDGs & global “foodprint.”
 - Who are our partner(s)? We often have partners with whom we collaborate for each training year.
2. To develop a “team spirit” - It is essential for the future cohesion of the group to develop deep social connections and relationships. Therefore, it is important to plan in enough time for the group to get to know each other better and develop new friendships. This often happens with group games, team building and social time.
3. To create common “groups norms” - Group norming allows a group to develop their own set of “rules” or guidelines for working well together, interaction and through it, they create a strong foundation for growth. (Norms often include: ways to communicate, punctuality, process for decision-making, respect, etc.). This is facilitated by trainers but the group creates their own norms.
4. To clarify the program - We clarify how the program works: trainings, projects, etc. and what is expected of the participants: that they will play an active role in the training.
This also includes:
 - How the training program is based around the needs of the participants
 - What an “Action Project” is and how the process works
 - Who an “Action Leader” is and what his or her characteristics are

5. To connect with nature - We don't just talk about nature, we like to get out into it! It is essential to have a deep personal connection to nature, so that you know "WHY" you want to protect it; therefore, we try to be outside as much as possible. This happens through planned and unplanned activities. Oftentimes, workshops, icebreakers or warm up activities are held outdoors. We also incorporate deep nature connection via "solo sits" in nature, hiking, or activities that connect youth to nature. Finally, we try to connect the annual theme to the location of the Kick Off Meeting, so that we can experience it first-hand.
6. To encourage personal time & self-reflection - In order to balance the "group time," there should also be room for personal reflection and development so that the participants can take a closer look at why they are participating and what they hope to experience and achieve. This can be combined well with "connecting with nature."



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The annual theme & planning the training year

The annual theme serves as one main pillar of the training content (in addition to leadership skills and project management) and is the focus of the Action Projects. The theme is typically connected to a WWF topic or campaign and is decided upon by the WWF/GE Steering Committee each year.

During the Kick Off Meeting, the participants brainstorm and then prioritize their learning needs focused around the 3 main pillars (leadership skills, project management and the annual theme), and these priority topics are then divided into the 4 subsequent trainings. An example of a training overview with how this could look after this process can be found in the appendix.

Further steps:

- After the brainstorming and prioritization, there should be about the same number of topics in each pillar and not more than 15 - 20 topics in total. This translates into about 5-7 topics per training. Sufficient time should be planned for the brainstorming/prioritization process because it usually takes at least two hours.
- We often include a few topics as “mandatory” such as a basic GE project management workshop and a WWF and GE branding and marketing workshop.
- The topics are then divided into the four subsequent trainings. Special attention should be given to offering a good mix of the main pillar topics at each training; however, project management workshops should take place earlier in the year to prepare participants for developing their Action Projects.
- Suitable dates for the training sessions must also be determined by the participants by looking at calendars and selecting 4 dates for the following trainings.
- Last, training planning teams are formed based on their time (of the training) and interest in the topics. We recommend 3-4 participants per training team. This means that the participants plan and organise the trainings themselves with some support from WWF staff. (More support is often needed for the 2nd and 3rd trainings, less for 4th and 5th).

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**Involvement of peer trainers (alumni)**

We involve the alumni as much as possible in the trainings and hand over responsibilities to them as well. For example, at least 3-5 alumni are involved in planning and leading the Kick Off Meeting with WWF staff, and each one then becomes a “buddy” for one of the training planning teams: offering them support and guidance and then attends the training as well. Generation Earth members can also serve as experts on a variety of topics and are readily invited to join the trainings.

In 2017/18 we ran a “pilot” and offered an entirely alumni-run Action Leader Training in addition to the program “led” by WWF staff. This team of 4 alumni planned and led the Kick Off Meeting and supported the training teams throughout the year. While it has not finished yet, the indications are that it has been very successful with great feedback from the trainers and participants.

You can find an example for a Kick Off Meeting Seminar Overview in the appendix.

SUBSEQUENT TRAININGS

Roles and responsibilities of the training teams

In line with our bottom-up principle, the 4 subsequent trainings are planned and coordinated by the youth with support from WWF staff and alumni. The roles are divided as follows:

Training planning team - Each participant is assigned to one of the subsequent 4 training sessions and together with a team of 3-4 people, is responsible for planning and facilitating it. A WWF GE training template provides structure and “helpful hints” for planning the trainings. The planning team is also responsible for the facilitation of the training. In this way, participants not only learn about event planning, but also gain direct experience for facilitating a workshop and leading a group.

The alumni “buddy” - Each training team, gets a volunteer alumni “buddy,” who offers support and serves as the contact person to WWF. The buddy is therefore responsible for ensuring that everything runs smoothly and that no major mishaps occur. The buddy also gets a list of points to consider. (E.g: deadlines for reserving WWF vehicles and resources, how the financing works, and other deadlines that must be observed). Regular check-ins with the buddies happen to keep the flow of information with WWF open.

WWF staff - The task of WWF staff is to actively support the planning teams, as needed, and to keep an eye on the organizational side of things and the overall program implementation. Among other things, this includes overseeing the budget, connecting the planning teams to WWF experts and reviewing the action projects. In addition, WWF staff organize the obligatory programme workshops on project management, marketing and fundraising. WWF staff attend each of the trainings and often are asked to offer other workshops, too.

You can find an example of an Action Leader Training planning template in the appendix.

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- Training locations** Training locations should meet most of these criteria:
- Close to nature in order to include “nature time” in the program
 - Good public transport accessibility
 - Self-catering kitchen to keep costs down
 - Simple sleeping arrangements often bunk beds (youth hostels)
 - Ample and proper meeting rooms

ACTION PROJECTS

The “Action Projects” are a central part of the Action Leader Training. As the group believes it is not enough just to talk about the world’s problems, but important to get active and make a difference.

The Action Projects are planned and realised by GE members with support of WWF. Projects can be very different in size and scale: from involving a small number of people to larger events. They could be a one-time event or last for several months. A typical budget is about 300-500 EUR; however, they have been as high as 20.000 EUR for an international training.

At the second training, a project management workshop is offered focused on the WWF/GE process and participants receive the Action Project Handbook that guides them through the process of planning and implementing their Action Projects!

For each project, participants are asked to complete an action project checklist and an application by a given deadline that is reviewed by WWF and Generation Earth members within two weeks of receipt. As mentioned above, it results in a green - yellow - or red response depending on the quality and content of the project.

The application process supports the learning and design process, and is also used to check compatibility with WWF’s and Generation Earth’s mission and vision.

For more Information on the Action Projects have a look at the application in the Appendix and the “Action Project Handbook”

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INTERNATIONAL EVENTS

As mentioned above, we are involved in several international projects and events every year and approach the planning and realization in a similar way to how we organize the trainings. As much as possible, we give youth the opportunity to take the lead and get involved.

In most cases, we use the following process:

- Recruitment of a transnational WWF and youth planning team
- Establishment of joint goals and outcomes for the event
- Planning of the events/project with ongoing support by WWF staff
- Implementation of the event: combination of WWF staff and youth participants

RESOURCES NEEDED FOR RUNNING A PROGRAM

What does it take to operate a youth leadership program?

1. **Leadership Support:** As mentioned earlier, having the support by the leadership team is critical. It may mean that you have to “build up” trust and acceptance over the years. Connecting the program to both the conservation program and communications can prove to be a challenging but important task.
2. **Dedicated Staff:** A motivated and committed team of WWF staff and a core of trained youth volunteers is needed to support a self-sustaining program and provide the needed infrastructure. In the beginning, one dedicated employee is likely enough to start a youth group.
3. **Sufficient Budget:** Apart from personnel costs, the majority of the budget goes to the training courses (housing, food, travel, experts, etc.). We also offer “mini-grants” (up to 500 EUR) for Action Projects. Other costs include various materials, communications, and staff travel costs. More on the budget can be found below.
4. **Strong Communications:** In order to attract the attention of youth, a strong communication effort must be implemented. As mentioned above, this can be a combination of WWF and staff services mixed with volunteer support. Word of mouth and personal reference are always an inexpensive and powerful channel!

FINANCING

Over the years, we have received financial support from various sources (public and private); however, in the last several years, WWF Austria has been the biggest financial supporter of the youth program. Additional funding for international events (eg. Riverwalk, international youth exchanges) often comes in part from EU funding (eg. Erasmus+) while national events (eg. Action Days) often come from state or local funding.

Several companies have also made “in kind” contributions to Generation Earth over the years.

Participants are also asked to pay fees to many of the events and trainings (eg. Action Leader Training fees are 225 EUR/year); however, we attempt to keep the costs low to encourage participation and reduce economic barriers.

Breakdown of personnel and financial resources

Personnel depending on program size, but as reference, GE started within 1 staff person at 70%

Position	Extent of employment
Program manager	70% - 100%
Program assistant	50%
Communications manager	50%
Intern (3-6 months)	50%

Program costs	Purpose	Costs
	Action Leader Training	8000- 10.000 € / year* (15 - 20 participants)
	International events	ranged from 10.000 - 25.000 € / event**
	Action Days	2000 € / event
	Additional GE coordination events	500-1000 € /event (up to 3x / year)
	Communication costs	1500 € / year***

* For Austria one training year consists of accomodations, experts, food, limited travel costs, activities, and the action project “mini-grants” (which range from 100 - 500 € / project)

** Depends greatly on the size and scale of the event

*** Including trainings for the volunteer teams, print materials, t-shirts and website (1000 €)

Evolution of costs In 2010, when we started the program, we received a grant from the Ministry of Environment of ca. 25.000 EUR for staff and training costs. Currently, we have a budget of around 100.000 EUR and additional funds for international projects.

HELPFUL HINTS & GOOD ADVICE

Finally, we would like to share a few tips and insights from individuals who have been part of the Generation Earth program over the years:

© YVONNE MARKL



“To me it is very important that I burn for the action that I am planning to do. In order to make my project a personal success, I always try to keep up my positive attitude towards the concept and objectives of the concrete action, the planning team, the participants and the program, the activities and the workshops even when problems arrive.”

Martin Huber, Generation Earth Alumni Project Manager and Riverwalk organizer (www.river-walk.eu)

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“Have patience. If you give them the skills and the chance to do it, you will be amazed by the things the youth are able to do.”

Magdalena Bauer, Generation Earth Program Assistant

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“To me the members of Generation Earth are a constant source of inspiration and motivation. It’s amazing to see them grow and develop their skills to create a better future. Always keep in mind that those young volunteers are spending a big part of their free time for the good cause. Make sure that they truly feel appreciated and supported.”

Natalie Moser, Generation Earth Communications Manager

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“Becoming part of Generation Earth made me fully understand the importance to embrace who you are, turn your weaknesses into strengths and have the courage to be the change. Having the chance to be part of the process, that makes young people see, what they are able to do, if they trust in who they are, is one of the most rewarding things that I was allowed to experience so far.”

Georgina Weinhart, Generation Earth Steering Committee Member and Alumni Trainer

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“Don’t try to have youth realize your ideas, but give them the freedom to carry you away with their intoxicating enthusiasm and let them astonish you with their unseen talents.”

Theresa Posch, Author, Former Generation Earth Steering Committee Member and Alumni Trainer

For tips for Youth and Action Leaders, please see the section “Helpful Hints” in the Action Leader Handbook!

CONTACT

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This manual will hopefully give you a good idea of what it takes to run a successful youth program. Of course, every culture, country, and organization has its own specific requirements, opportunities and limitations, and the program must be aligned to match the local realities. If you have any follow-up questions that are not answered here, we look forward to hearing from you. We are happy to support you in finding a solution!

For more information please contact WWF-ATs Youth Empowerment Program Coordinator, Nathan Spees: nathan.spees@wwf.at

APPENDIX

The Appendix includes examples of the following forms:

- Kick- Off Meeting Overview
- Training Overview
- Action Leader Training – Planning template
- Action Project Application Form
- “How-To” guide for involving GE members into WWF activities
- Questions & Answers

KICK OFF MEETING OVERVIEW

	Wednesday, Sep 20	Thursday, Sep 21	Friday, Sep 22	Saturday, Sep 23	Sunday, Sep 24
Themes of the day	Arrival / Connections / Introductions / Expectations	Group building / leadership concept & change makers	Focus on annual theme: "Day of Inspiration"	Connection to nature / Trainings / Action planning	Next steps / staying connected / open questions / feedback & evaluation
Morning	Planning team arrives - prepares room, snack, etc. - prepares flip charts (goals for the wkd, flow chart,)	Group building Group norms	Input on annual theme (workshops, excursion, etc.)	Inspiration from Nature Planning for our future	Next steps... Presentation of GE website Evaluation Open questions
Afternoon	Participants arrive @ 14:00 Welcome & Intros Who is GE, WWF-AT, partners, and what is the annual topic? Welcome group dinner	Inspiring leaders (we know) GE Action leaders & Action projects Individual SWOT (Solo) Trainings - Planning for the year (foreshadow for Saturday)	Hand's on learning activities	Planning the Trainings Intro: GE action projects	Get outside... Closing Council (check in/next steps)
Evening	"Check in" (Pairs/ group - Council-style)	Campfire/open evening	Inspiring young examples (entrepreneurs)	Closing bonfire	

EXAMPLE: TRAINING OVERVIEW

	Training 2	Training 3	Training 4	Training 5
Dates	9-12 December	25-28 February	28 April - 1 May	7-10 June
Alumni “buddy”	Anna	Bart	Claudia	Dennis
Location	Treehouse Leavestreet 7 1234 Branchville	Riverhostel Creeklane 6 2345 Waterston	Gravel Inn Rockroad 5 3456 Sand Hill	Camp Daisy Flower square 4 4567 Rosefield
Planning team	Emilia, Frank, George	Henry, Isabella, Jules	Karmen, Leo, Maria	Nick, Ozzi, Paula
Topics by theme (Please add ideas for presenters under the topic with your name!)				
Project Management Topics	Projekt Management (incl. Action Projects) Optional: How to develop and maintain a strong project team Getting Active (Incl. Ways of Getting Active, Legal aspects)	WWF Marketing Fundraising (incl. networks, resources, people, materials) WWF mini-grant	Rhetorik thematic block incl. presentations, arguments, storytelling, body language	
Annual theme: Sustainable consumption & living	What to produce by yourself & how? (Upcycling)	Worst Case Scenarios (effects of our actions) -> Climate change	SMART CITY	Food (Veganism, meat, critical perspective, organic) % Influence of different personal changes
Leadership		Political Action (create change, laws)	Feedback, conflict management, mediation	Decision making Intercultural understanding
Other	Planetary Boundaries (seas, rivers, endangered species) > living planet report	recharge your batteries (time, motivation, energy)	Economy & Environment (Systems/ Bigger Picture, Ethics/ CSR)	Nature, wilderness & adventure schools (Wildlife skills, medicinal herbs, Tom Brown)
Comments				

EXAMPLE: “ACTION LEADER TRAINING - PLANNING TEMPLATE”

Important Information

Date: 09 – 12.12.2017

Location:

Nature Lovers Youth House
Sunshinelane 12
1234 Gearthtown

Arrival/Departure info:

Bus Stop – Sunshinelane/ Actionstreet

Important notes (e.g.: packing list):

Bring your own Sleeping Bag!

Planning team:

Abby, Barbara & Charlie

Topics for the training: (from the kick off meeting brainstorming session!)

- Leadership/social change:
 - Excursion (Electro Car Sharing)
 - DIY Upcycling (Gudrun, Max)
- Global Footprint topics
 - Planetary Boundaries (Georg)
- Project & Campaign management
 - Project Management and Team Building (Nate)

Training Goals: (What are the participants supposed to know/have learned at the end of this training?)

- Lots of motivation and skills for Action Projects
- New inspiration
- Group feeling

To-Do's

What?	Who?	until?	Status
Shopping list + menu plan	Abby	20 November	in progress
Expert on planetary boundaries	Charlie	6 November	done (Georg)

Budget information

category	Details	Budget	costs	Balance	notes
Travel costs Food, Rent, Experts, Materials, Insurance, Donations ...					

Training Overview

	Saturday 9 December	Sunday 10 December	Monday 11 December	Tuesday 12 December
Morning	Arrival	Project brainstorming Team & Facilitation	Excursion	Planetary Boundaries
Afternoon	Project Design / Management	Outdoors / DIY	Getting Active (Upcycling)	Closing
Evening	Teambuilding	Silent Time	Celebration / Campfire	

Example for detailed agenda

Monday, 11 december

	What	Who	Details	Materials needed	Where
8:00	Breakfast	Steven	Prepare porridge	Bread, oat, fruit	Dining room
9:00-12:00	Excursion, E-Car-sharing + visiting Gearhtown	Mr. Schober	Lecture on local environmental projects	50 €, WWF Bus	Environmental Center
12:30	Lunch	Abby	Prepare Chili	Recipe	Dining room
14:00-17:00	Upcycling & permaculture WS	Gudrun & Max	Make toothpaste Home Gardening	Beamer, toothpaste, ingredients	Seminar room
18:30	Dinner	Mark	Couscous salad	Recipe	Dining room
20:00	Celebrate last evening	All	Campfire	Wood	Fireplace

Materials needed

What?	amount	who / from where	Status
Often used in trainings: - computer/laptop - projector - speakers - extension cord - WWF moderation kit - First aid set - surplus food from last trainings	1 each	WWF	in progress
Vehicle	VS Bus	WWF	done
Additionally available from WWF: - binoculars - pin boards - tarpaulin and camping gear		WWF	

Menu

	Day 1	Day 2	Day 3	Day 4
Breakfast		Bread & porridge	Bread & porridge	Bread & porridge
Lunch	Bread & spreads	Soup and pancakes	Chili	Pasta / leftovers
Dinner	Mushroom risotto	Kajal-Curry	Couscous salad	
Snacks	Chocolate & apples	Nuts & cookies	cake & oranges	leftovers

QUESTION	DESCRIPTION
What is the TITLE of your project?	
Please provide a brief project DESCRIPTION . <i>Please summarize it in 2-3 sentences!</i>	
Who is on your project team? (Names)	Project Coordinator: Team Members:
Which PROBLEM will your project address? <i>Which WWF or Generation Earth theme/priority does it address?</i>	
<i>WHY?</i> What is your MOTIVATION to take action?	
Who is/are your TARGET GROUP?	
What is your project GOAL? <i>(What is the real aim of your project? What do you want to change or accomplish?)</i>	(Should be S.M.A.R.T.!!)

What are your main ACTIVITIES (grouped) for the project? (These are not detailed tasks, but larger activities!)	
Include a detailed TIMELINE for your project	Please include a timeline with clear dates when major actions should happen. You can use excel or any other format that you choose!
How will you MONITOR & EVALUATE your project?	<p><i>Monitor?</i> (what are your major milestones? deadlines? to ensure that you are staying on track)</p> <p><i>Evaluate?</i> (How will you evaluate your project during/after to see if you reached your goal?)</p>
What is your main MESSAGE?	
COMMUNICATION: How will your group communicate (promote, advertise, etc.) your project? (Media, flyers, etc.)	Externally: (outside of the team) - Do you plan to involve the media (paper, TV, radio, etc.)?
WWF PROMOTION Channels	Which tools would you like to use: <ul style="list-style-type: none"> • Facebook page(s) <input type="checkbox"/> WWF <input type="checkbox"/> Generation Earth • Website <input type="checkbox"/> WWF <input type="checkbox"/> Generation Earth • Newsletters <input type="checkbox"/> WWF <input type="checkbox"/> Generation Earth • WWF Panda Magazine • Other: _____
How will you CELEBRATE? (during/after)	

EXAMPLE: “HOW-TO” GUIDE FOR INVOLVING GE MEMBERS INTO WWF ACTIVITIES

Generation Earth and WWF are working together: Tips for a successful relationship!

Involving young people and Generation Earth members in WWF's nature conservation work makes perfect sense! Our young, active, environmentally friendly network of youth loves to work directly for the protection of the environment. They can enrich your projects with energy, new ideas and new perspectives. Here are a few tips for working together in order to inspire and benefit both sides:

1. Involve Generation Earth in your projects right from the start!

- When planning a project or campaign, involve Generation Earth as early as possible. Invite them to the planning process and work together with them from start to finish.
- Please contact Nate, the Generation Earth Program Manager. He will be happy to help you find the right way to involve young people in your project.

2. Involving - in the right way!

Depending on the nature and scope of the collaboration and project, there are many different ways that young people can be involved:

- Face2face meetings: invite some Generation Earth representatives to a get-together
- Skype calls: meet and discuss virtually
- Google docs: collect your ideas online

3. Take enough time!

Please consider the Generation Earth time management (they all work voluntarily and are not full-time employees). We suggest that you take at least 3-5 weeks time for the following steps:

- Consultation and coordination with the Generation Earth Program Manager
- Definition of the common path - how do we collect input?
- Recruitment of young participants
- Planning and implementation of one or more input sessions

4. Final check!

- Before finalizing and completing your project plan or application, please check with Generation Earth if all expectations and wishes have been met.

Enjoy the cooperation and the shared success of your project!

5. Enjoy the cooperation and the shared success of your project!

For more information and help, please contact Nate: nathan.spees@wwf.at or. 0043676 83 488 305

QUESTIONS & ANSWERS

During the drafting of the manual, we asked WWF staff to review and provide feedback and ask questions. We've included some of them here, and added our answers below.

Martina Lippuner
Regional Communications Manager
WWF Regional Office for Africa (ROA)

Overall comments:

Hi all, this was a really interesting read and very well thought through and presented. Thanks a lot for letting me review it. This is very helpful for what we are trying to do at WWF ROA, and I will definitely be in touch to learn more from you guys. I am very impressed by what you did and thanks so much for sharing!

Here are some questions and our answers from Martina and our answers:

ML: What is the “dropout rate” of young leaders over the years?

Our answer: We expect that participants will come and go and hopefully come back again. It's hard to say what the retention or dropout rate is exactly, but we have about 30-50 “highly active” youth (from multiple “generations”) at any one time.

This may mean that someone goes inactive for a while and travels, studies, etc. and then comes back to re-engage. We've often heard them say, “I missed Generation Earth when I was away. I missed the connection to inspiring, motivated young people and the “just do it” attitude and especially the feeling of connection to a community.”

ML: Are there any lessons learned on how to improve the retention of young leaders? I know that young people sometimes lose interest or turn towards something else so I am wondering what your experiences are.

Our answer: We have an active “alumni” program and try to engage them through volunteer teams (e.g. social media, video production), steering committee, invitation to participate in WWF campaigns, alumni-led trainings and events, jobs and internships, and other multi-generational events (Winterfest, Idea factory, Celebration days). We use numerous forms of communication: Facebook groups, online community, What'sApp, emails, etc.

Tip: Give them the space to co-create, have them come up with ideas for how they would like to be engaged and active. Our steering committee has identified this as an important goal – to re-connect and activate!

ML: You mentioned partners for some specific activities during the training sessions. Did you think about partnering up with others at the creation phase of this programme? The programme seems very WWF-y to me which certainly has its advantages such as a strong association with WWF, comms, etc. but also needs more resources from WWF. Would love to learn more about your thinking.

Our answer: We did “go it alone” at the beginning because we didn't see any other organization in Austria that used the same approach as we did. The youth who founded the program with us wanted to create their own “identity” and that's where the Generation Earth name and logo evolved. In a way it is very connected to WWF, but in other ways, it's bottom up so that the youth are very much in control and decide on the direction. We have, over

the years, worked with many different partners, but felt that we needed to establish ourselves first.

Working with other organizations at the startup and implementation phases could definitely be a good way to get it going, co-create, and share resources, and we would just suggest that the principles of youth empowerment are exerted. There are programs that we are aware of where WWF has interwoven some topics and methodologies into an already existing youth program and had good results.

ML: What's your vision for the future? You demonstrated very nicely how the project evolved and what it was and what it is now. Do you feel you have found your formula or is there anything you want to do differently over the coming years?

Our answer: We feel like this is a powerful and important approach to working with people that needs to be exported to the world. We will do our best to share our learnings, encourage adoption and adaptation of our program. We find that in general the “empowerment” approach is something that WWF could incorporate in much of our work to engage and involve our stakeholders in our work.

We see that our approach is very much included in the Global Strategy for Youth Empowerment, Leadership and Action and we are hopeful that we can inspire other offices and organizations to embrace our approach and concept.

ML: How will do the youth contribute to WWF's work? I can see two options: either by “only” working on something relevant to our mission (eg. picking up plastic bottles in natural spaces) or by pitching projects to WWF that will actually become WWF projects.

Our answer: From our experience, forcing youth to do our work, doesn't work – youth want to be able to be creative and not told what to do. We can open the door to co-create projects and invite youth to join us to develop projects and campaigns. Please see the previous section “HOW-TO” GUIDE FOR INVOLVING GE MEMBERS INTO WWF ACTIVITIES” for how we have found that this can be applied.

A real-life example: Our wilderness team was planning a campaign on protecting some of the last “untouched” areas of the Alps. We invited Generation Earth members to be part of the campaign and together they came up with a concept that was to hike with a team of youth to explore an area that was still “untouched” and one that had been greatly modified by building a ski area. The youth came up with the program, worked on a video that has been uploaded to the web and set a goal for themselves to raise awareness and gather signatures for the WWF petition. We find this approach to be a “win-win” and follows our principles of youth empowerment.

Matt Larson-Daw
Education Manager - Our Planet
WWF UK

MLD: What do the youth get/benefit from the program? Do they gain professional skills or accredited training with which to enhance their CV and career opportunities? Do they gain insight into the conservation and/or charity sectors to guide their career choice?

Our answer: Please see page 9, “WHAT DO YOUTH GET OUT OF THE PROGRAM?” to find out what they get from our program. We often write letters of recommendation for participants and once they complete the program (80% of the trainings attended and a completion of an action project) then they get our GE Action Leader Training certificate. We also try to bring GE members into WWF as volunteers and it’s a good chance to land a job! With the involvement in campaigns and on the Steering Committee they really get a “behind the scenes” look into how a global organization works.

MLD: Do you have a letter of agreement in which they commit and subscribe to a set of ‘rules of behaviour’?

Our answer: We don’t have a letter of commitment as such but for the action projects, they must submit an application in which we review it and then give comments and approval to proceed (see section above). If we were to flag a potential problem (damage our image, something illegal, etc.) then we would ask them to revise the project or if they go forward to not use the WWF or Generation Earth logos on it. We also offer a communications and media training where they can learn tips and tricks for working with the media. If involved in campaign work, then we would also brief them on message and content of the strategy.

MLD: Are they covered by your insurance when they are attending something or fulfilling their role? Do you pay expenses or offer any other incentives?

Our answer: We do carry an insurance policy that covers any medical situations. Because of labor laws, we have to be very careful in what we cover or pay. We do not typically pay them, and if we do, we enter into a work contract where we explicitly identify specific tasks to complete (eg. a video, organize a training).

MLD: How do you recruit? (eg where to advertise the opportunity and how to deal with applications) and a set of considerations (eg considering protection of data, managing expectations, child protection policies etc)?

Our answer: This is always very local-specific and the first thing would be to analyze the country situation: where do youth get information, who do they listen to, etc. We’ve found that in Austria, Facebook is still very effective. Also, youth come over the WWF website or through “googling” it on the web. Others come from word-of-mouth, working with partners (scholarships for their members) and print media. Protection of data is especially important given the new EU laws and if you want more specific procedures for how we do it please get in touch!

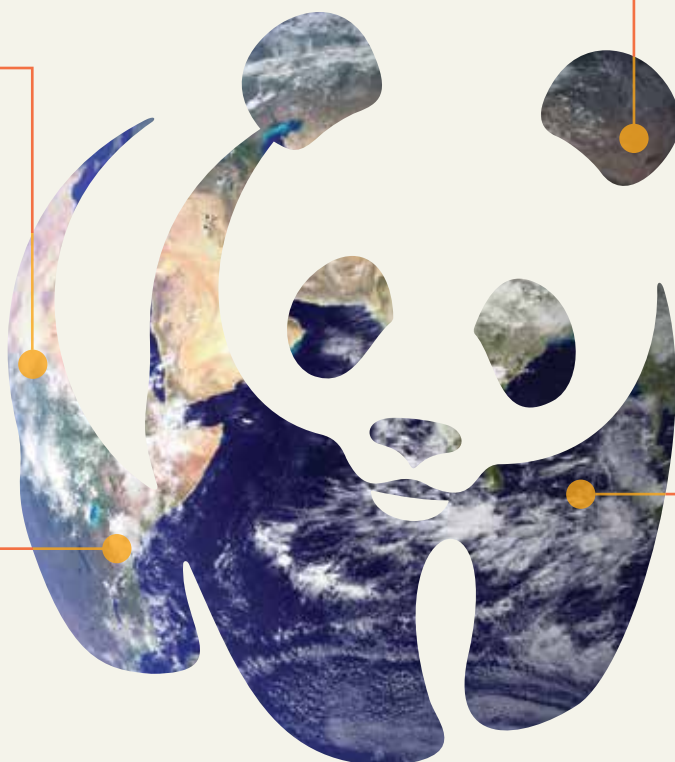
WWF IN NUMBERS

+ 100

WWF is in over
100 countries, on
5 continents

+ 6,000

WWF has over
6,000 staff
worldwide



1961

WWF was founded
in 1961

+ 5 M

WWF has over
5 million supporters



Why we are here

To stop the degradation of the planet's natural environment and
to build a future in which humans live in harmony and nature.

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