

SURVEY

TCA/NET survey for the Business Meeting
April 2023, Malmö



Intentions of the survey.

- Looking for ways to go and solutions,
- Sharing best practices, and
- Agreeing, on what needs to be done now and in the future, to be able to use the full potential of TCA/NET for quality implementation of E+ Youth and ESC.

Two main parts with different questions:

- The planning process of TCA and NET, and
- The Management and administration of TCA/NET.

Based on the objectives of TCA/NET implementation.

The Training and Cooperation Activities (TCA) and Networking activities (NET) are support activities implemented by the National Agency aiming to **improve the implementation of the Programmes in qualitative terms** and to **make them more strategic** by building closer links with relevant elements of policy development.

Specific objectives:

- Support to activities aiming at **enhancing links to European policy cooperation in the fields of education, training and youth** as well as to activities aiming at **influencing national practices** in the concerned fields, and vice versa;
- Support to activities aiming at **increasing the quality of programme implementation**, notably the participation and accessibility of the Programmes, as well as **community-building and networking between organisations**. GfNAs 2023, 10.1.1, p. 80

OVERVIEW

Respondents included in this presentation: 34

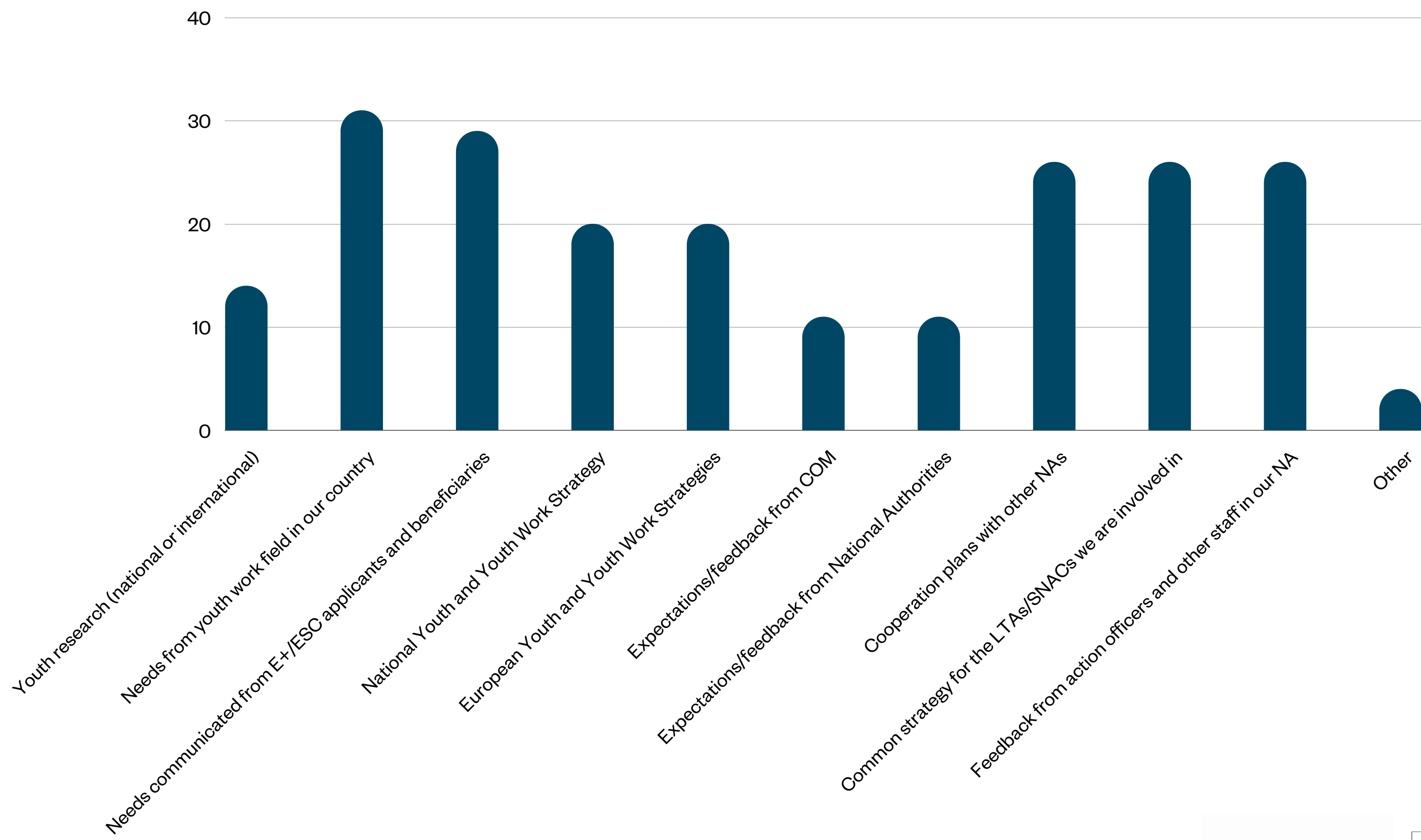
NAs who sent in a separate TCA and NET response: 2

Responding NAs without NET: 5

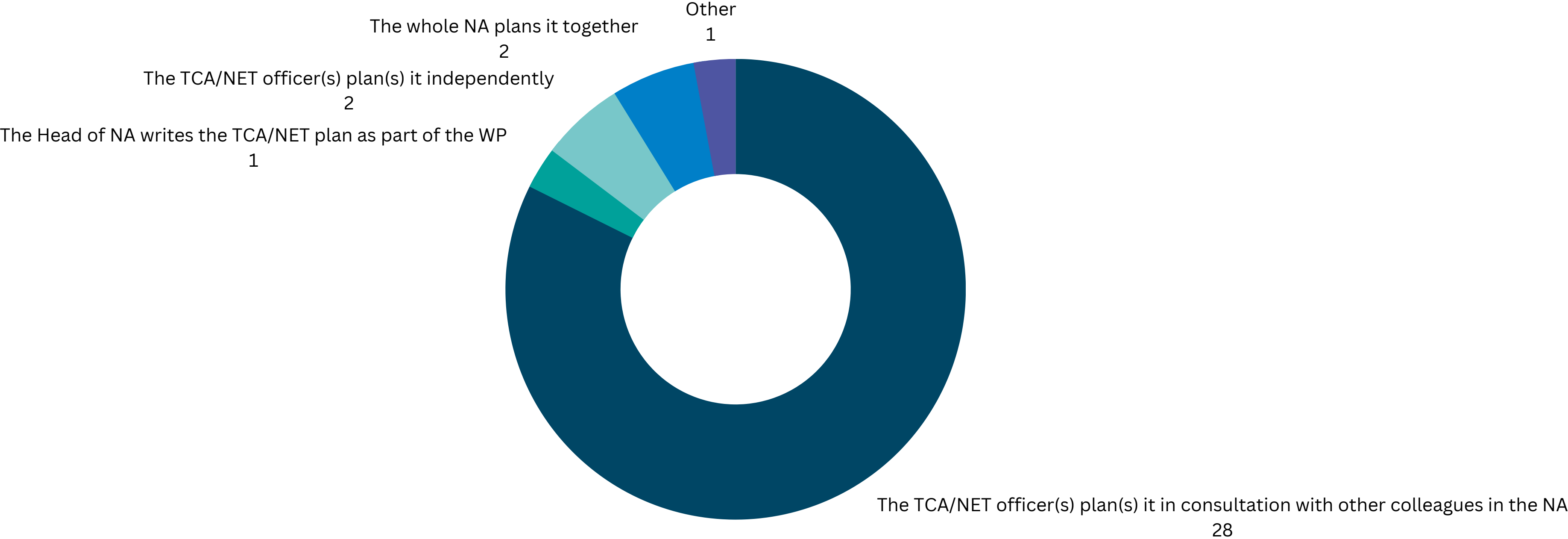
SECTION

The planning process of TCA and NET

On what basis the NA plans TCA and NET WPs?



How does the NA plan the TCA/NET work plan?



If you would split 100% of your budget (estimation), how would it look like with regard to:

Get new applicants for E+ and ESC - average 25,83%

5 x 10% | 2 x 15% | 5 x 20% | 4 x 25% | 8 x 30% | 1 x 35% | 3 x 40% | 2 x 50%

Support the quality of E+ and ESC projects -average 23,87%

1 x 5% | 2 x 10% | 3 x 15% | 7 x 20% | 6 x 25% | 8 x 30% | 1 x 35% | 2 x 40% | 1 x 65%

Support quality development of youth work - average 25,36%

4 x 10% | 1 x 12,5% | 1 x 13% | 2 x 15% | 6 x 20% | 4 x 25% | 5 x 30% | 5 x 40% | 1 x 50%

Support youth policy development on a national level - average 9,27%

2 x 5% | 7 x 10% | 1 x 12,5% | 3 x 15% | 3 x 20% | 1 x 25%

Support youth policy development on a European level - average 12,6%

5 x 5% | 6 x 10% | 1 x 12% | 4 x 15% | 2 x 20% | 1 x 25% | 1 x 30%

Support the creation of networks (community, alumni, post placement, etc.) - average 10%

9 x 5% | 5 x 10% | 3 x 20% | 1 x 25%

Other: Trainers pool (1 x 10%) | Inclusion (1 x 10%) | Research (1 x 15% and 1 x 5%)

Looking at SNACs and LTAs

21 NAs do not **coordinate** any SNAC or LTA || 4 NAs coordinate 1 || 5 NAs coordinate 2 || 1 NA coordinates 3 (incl. RAY)

1 NA **takes part in** 12 SNACs/LTAs || 3 NAs in 10 || 1 NA in 9 || 2 NAs in 8 || 4 NAs in 7 || 3 NAs in 6 || 4 NAs in 5 || 4 NAs in 4 || 3 NAs in 3 || 6 NAs in 2 || 1 NAs in 1.

2 NAs have an **external coordinator** for their LTAs/SNACs.

3 NAs have **recruited someone** to coordinate.

9 NAs generally **handle the coordination internally** but cooperate with externals.

About 13 NAs have their **TCA/NET officers in charge** of the LTAs/SNACs, but they cooperate with colleagues from different units or Key Actions (in one mentioned case: specifically with the Head).

The rest of the NAs **manage the LTAs/SNACs with a mix of colleagues**.

What kind of support could Heads of NAs need when planning the TCA/NET WPs?

- to have TCA/NET plans discussed with the whole team
- needs analysis and a common understanding of the objectives to reach and the purpose of TCA/NET
- clarity of annual/multiannual strategies and national priorities
- have more external support
- frequent communication with other Heads/NAs (also to avoid duplication) and more opportunities for cooperation and best practices
- permanent staff
- less bureaucracy and additional admin support
- more autonomy
- updates from/about SNACs
- general overview of what is happening where
- financial support, use of the TCA/NET budget to cover staff costs
- better exchange between Heads, TCA/NET WG and SNAC coordinators

What are the biggest challenges in planning and implementing TCA/NET activities? -I

- Time pressure and workload. (6 x)
- Staff fluctuation/onboarding new staff/number of staff (more staff). (5 x)
- Hight of budgets esp. in looking at TCA/NET as an overall budget.
- Definition of most urgent needs in combination with quality implementation.
- Over ambition/esp. when looking at SNACs.
- Difficulties to link national realities to international planning. a) Different pace & processes in different countries. b) Many meetings take time. c) Overlapping topics in different SNACs.
- Implementation of community building networks; exchange of practices; analysis and evaluation of results & impact of the programme & TCA/NET activities itself.
- Competent staff: "TCA, is not just a role, it's a tool" - TCA Officers are multitasking, coach other officers in charge of thematic projects or LTA, project manager, admin role etc. They need to have a broad palette of skills, finance, project, pedagogy, hospitality, catering, technics, travel agent, ... during normal working hours.
- Having a global overview of participants' learning path.

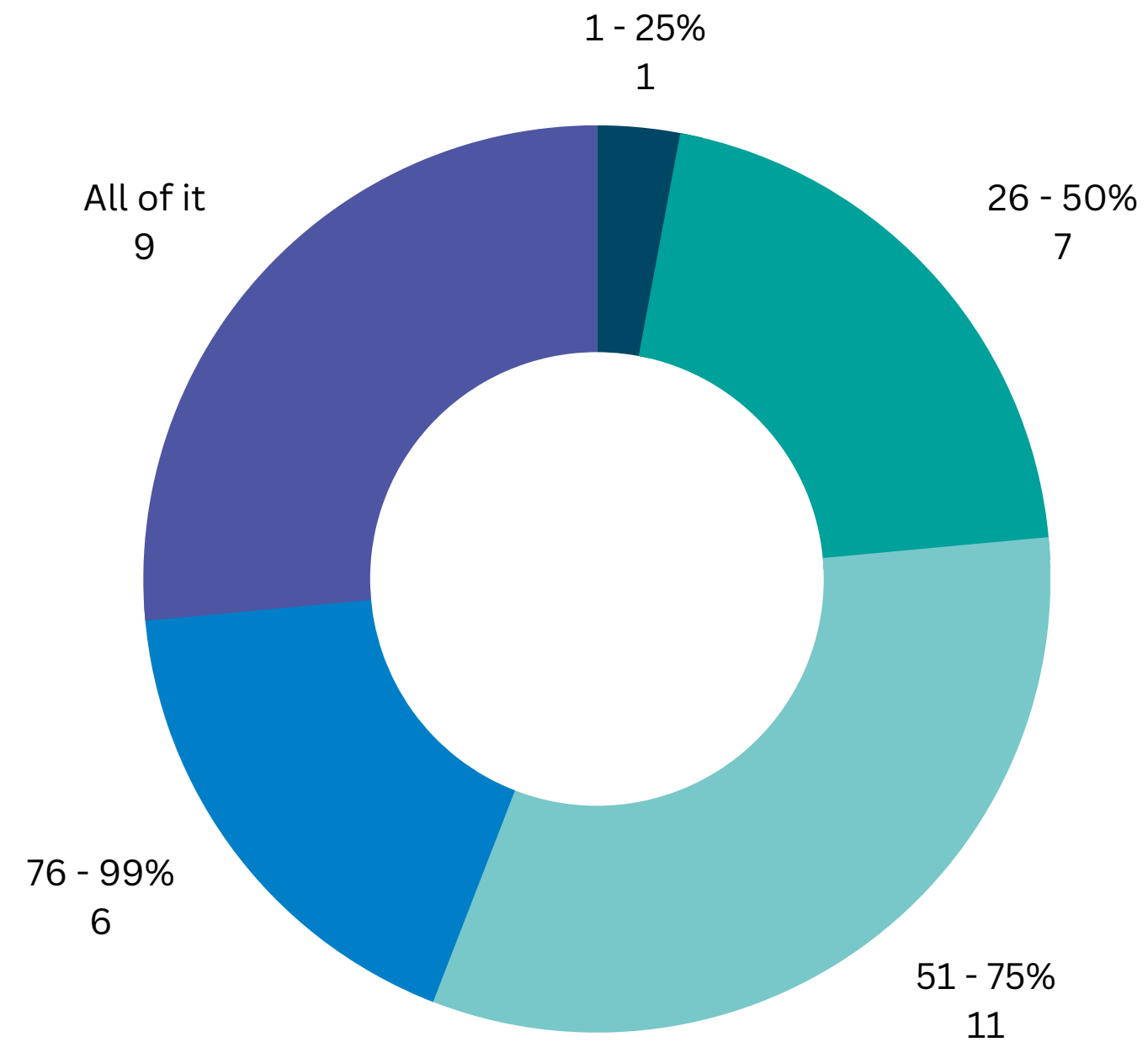
What are the biggest challenges in planning and implementing TCA/NET activities? -II

- Administrative structure in the youth field. (6 x)
- Need for more reinforced cooperation between TCA/NET officers on different levels: to support more coherent and clustered planning, adopt clear(er) cooperation agreements in the network, allow more space for co-creation and new concepts, ...
- Macro planning allows flexible implementation of TCA/NET, but still, it demands well-developed internal procedures for planning, monitoring and financial follow-up.
- Finding participants, and targeting organisations with training seminars offers is time-consuming. Last-minute cancellations affect the spending that is not justified by the final numbers.
- More synergies among the network, having a bigger picture of the activities implemented by each NA
- Recognition of TCA/NET as a necessary tool and as one of the Programme's Key Actions.
- A better understanding of TCA/NET as part of each Project Officer's portfolio.
- The split among TCA and NET for the common activities (which are most of them).
- Spending the funds.

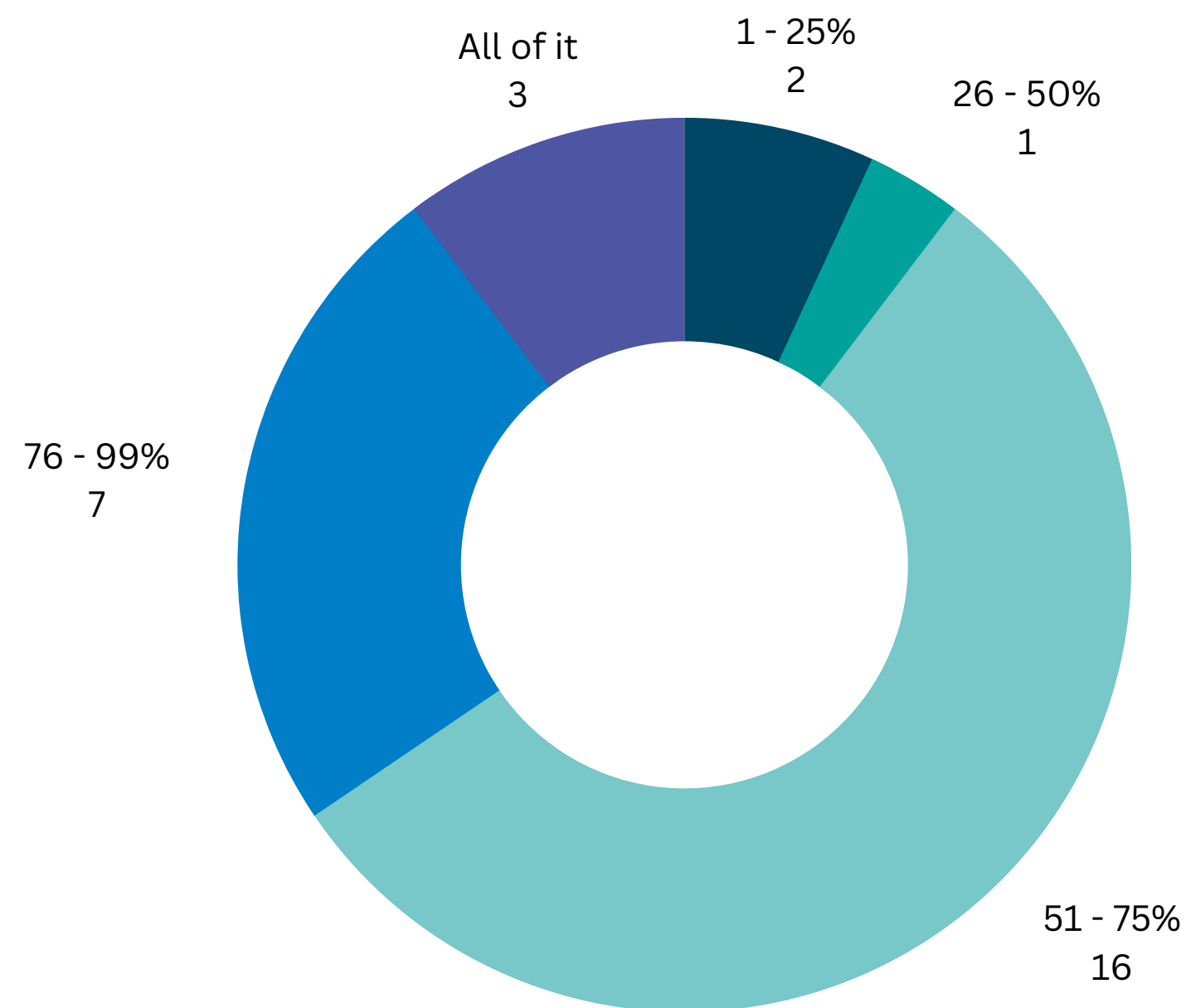
SECTION

Management and administration of TCA/NET

How big share of your NAs allocated TCA budget for 2022 do you expect to spend?



How big share of your NAs allocated NET budget for 2022 do you expect to spend?



Estimated percentage of your TCA budget (including LTAs/SNACs) spent on

Hosting - average 39,25%

1 x 10% | 1 x 17% | 3 x 20% | 1 x 22% | 1 x 25% | 2 x 30% | 1 x 33% | 2 x 35% | 4 x 40/40,5% | 2 x 45%
| 4 x 50% | 1 x 55% | 1 x 65% | 1 x 73% | 1 x 80%

Sending - average 19,57%

2 x 3% | 2 x 5% | 5 x 10% | 2 x 12-13% | 1 x 14% | 1 x 17% | 3 x 15% | 4 x 20% | 3 x 25% | 2 x 30% | 1 x 34%
| 3 x 40-41% | 1 x 50%

Co-funding - average 18,32%

1 x 0-10% | 3 x 4-6% | 2 x 8% | 12 x 10% | 2 x 15-15,5% | 3 x 20% | 1 x 25% | 1 x 27% | 3 x 30% | 1 x 55%
| 1 x 70%

National - average 21,72%

1 x 0-5% | 2 x 2-3% | 1 x 7% | 4 x 10% | 1 x 12% | 2 x 15% | 4 x 20% | 1 x 22% | 4 x 25% | 1 x 30% | 1 x 37%
| 3 x 40% | 2 x 50-51%

Estimated percentage of your TCA budget spent on SNACs/LTAs vs single activities:

SNACs/LTAs - average 41,48%

1x 5% | 1x 8% | 1x 10% | 3 x 20% | 2x 25% | 5 x 30% | 1 x 38% | 2 x 40% | 4 x 50% | 1 x 59% | 2 x 60%
| 2 x 70% | 1 x 78% | 1 x 80% | 1 x 90%

Single activities - average 49,96%

1 x 5% | 1 x 10% | 2 x 20% | 1 x 22% | 2 x 30% | 1 x 34% | 4 x 40-41% | 4 x 50% | 4 x 60-65% | 4 x 70%
| 2 x 75 % | 3 x 80%

Estimated percentage of your NET budget (including LTAs/SNACs) spent on

Hosting - average 35,8%

1 x 0% | 3 x 5-7% | 1 x 10% | 1 x 25% | 4 x 30% | 2 x 36-37% | 7 x 40% | 2 x 45-46%
| 3 x 50% | 1 x 55% | 1 x 65% | 1 x 80%

Sending - average 16,15%

2 x 2% | 4 x 5% | 1 x 6% | 2 x 8-9% | 6 x 10% | 3 x 15% | 1 x 17% | 4 x 20% | 1 x 35% | 1 x 40%
| 1 x 42% | 1 x 70%

Co-funding - average 12,75%

1 x 1,3% | 5 x 4-5% | 1 x 8% | 11 x 10% | 1 x 12% | 2 x 15% | 1 x 16% | 1 x 18% | 1 x 20% | 1 x 25% | 1 x 35% | 1 x 45%

National - average 30,05%

1 x 0% | 1 x 6% | 1 x 8% | 2 x 15% | 2 x 20% | 1 x 22% | 1 x 27% | 8 x 30% | 1 x 35% | 1 x 38% | 4 x 40% | 1 x 42% | 1 x 48%
| 1 x 55% | 1 x 60%

Estimated percentage of your NET budget spent on SNACs/LTAs vs single activities

SNACs/LTAs - average 23,9%

4 x 0% | 3 x 5% | 1 x 10% | 1 x 18% | 1 x 20% | 4 x 25% | 4 x 30% | 1 x 34% | 2 x 40% | 1 x 44% | 1 x 46% | 1 x 50% | 1 x 60%

Single activities - average 69,7%

1 x 5% | 1 x 40% | 1 x 42% | 1 x 45% | 1 x 50% | 1 x 54% | 2 x 60% | 1 x 66% | 5 x 70% | 4 x 75% | 1 x 80% | 2 x 95% | 4 x 100%

How many full-time employed NA staff (equivalent) work on planning, implementing and monitoring of the TCA activities (hence, including LTAs/SNACs) in your NA?

- under 1 FTE officer 9 NAs (from 0.25 FTE up to 0.9)
- 1-2 FTE officer/assistant 6 NAs
- 2-3 FTE officers/assistants 11 NAs
- 5-7,5 FTE officers/assistants 5 NAs

One exceptional description: We cannot give a proper estimate, as there are many persons involved in the management of TCA/NET, none fulltime: TCA/NET Officers (overall coordination), Other Action Officers (implementation of LTAs/SNACs, single activities - hosting and sending), Event manager (TCA/NET decisions, visa support, logistics in hosting), Financial and Administrative Officers (statistics, payments/invoices, agreements, monitoring of funding, etc.), Other

How many full-time employed NA staff (equivalent) work on planning, implementing and monitoring the NET activities (hence, including LTAs/SNACs) in your NA?

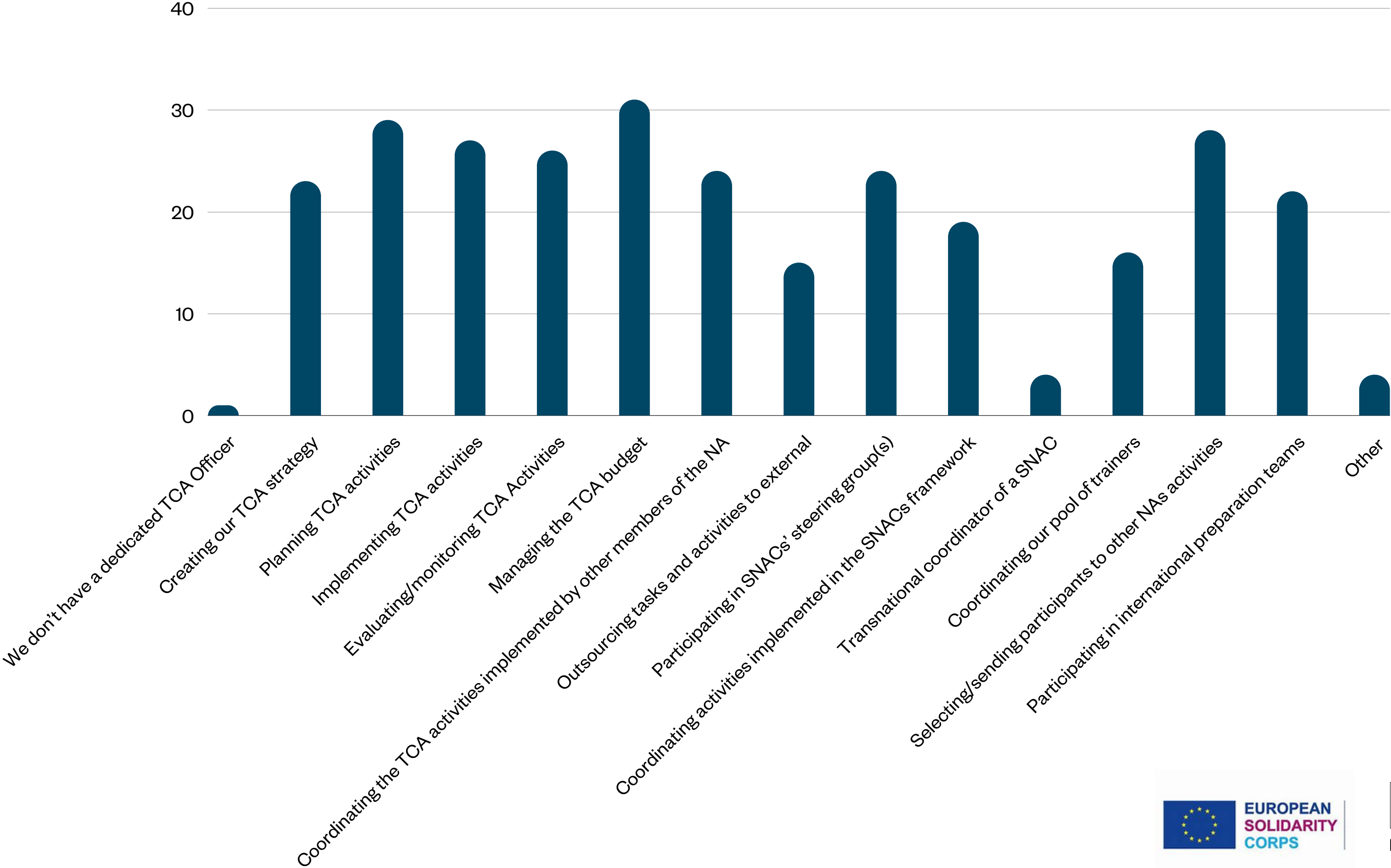
under 1 FTE officer	10 NAs (from 0.1 FTE up to 0.6 mainly)
1-2 FTE officer/assistant	13 NAs
3 FTE officers/assistants	3 NAs

All other NAs organise it together with TCA – no explicit answer

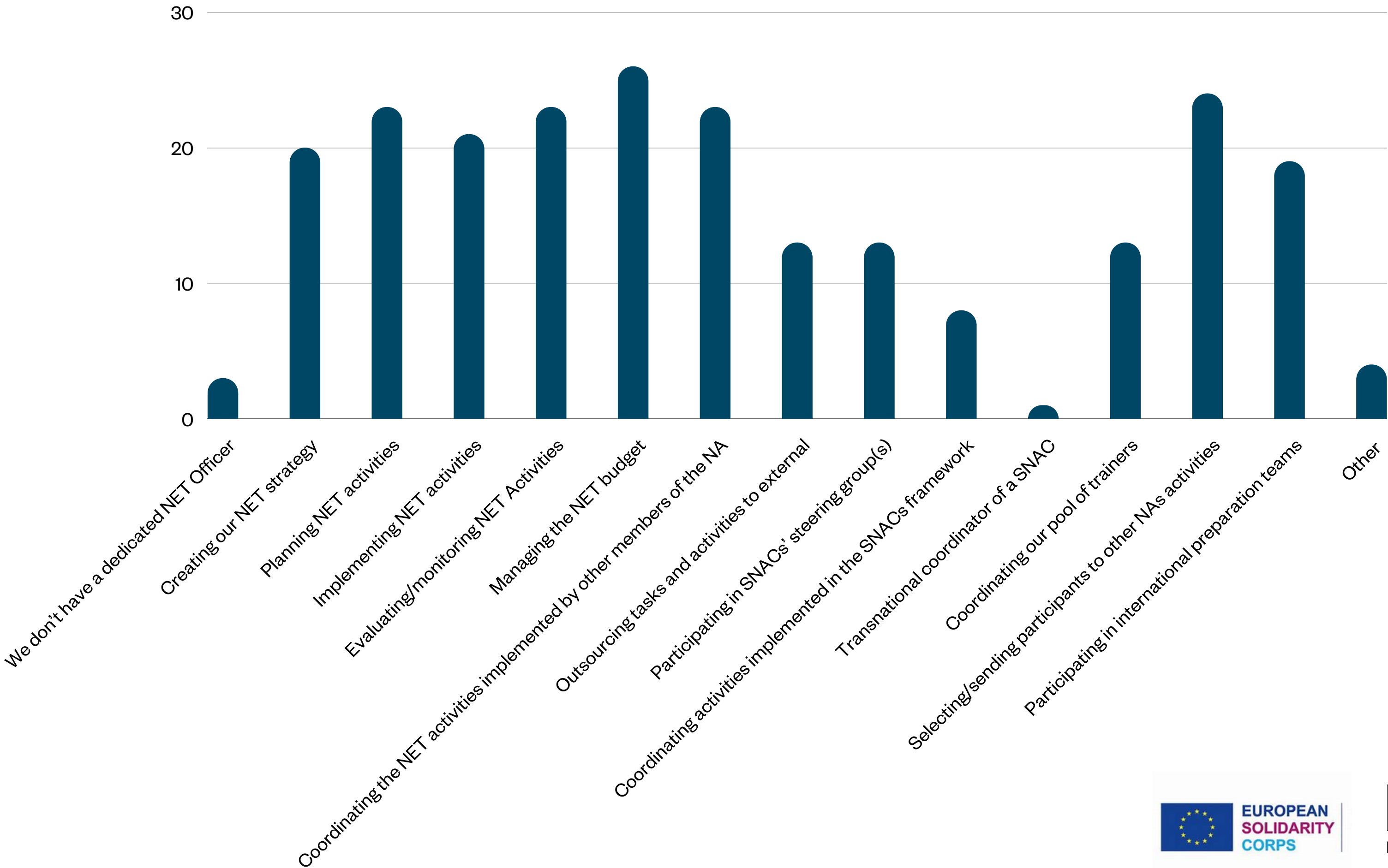
Do you combine or separate the role of TCA and NET officer(s) in your NA?



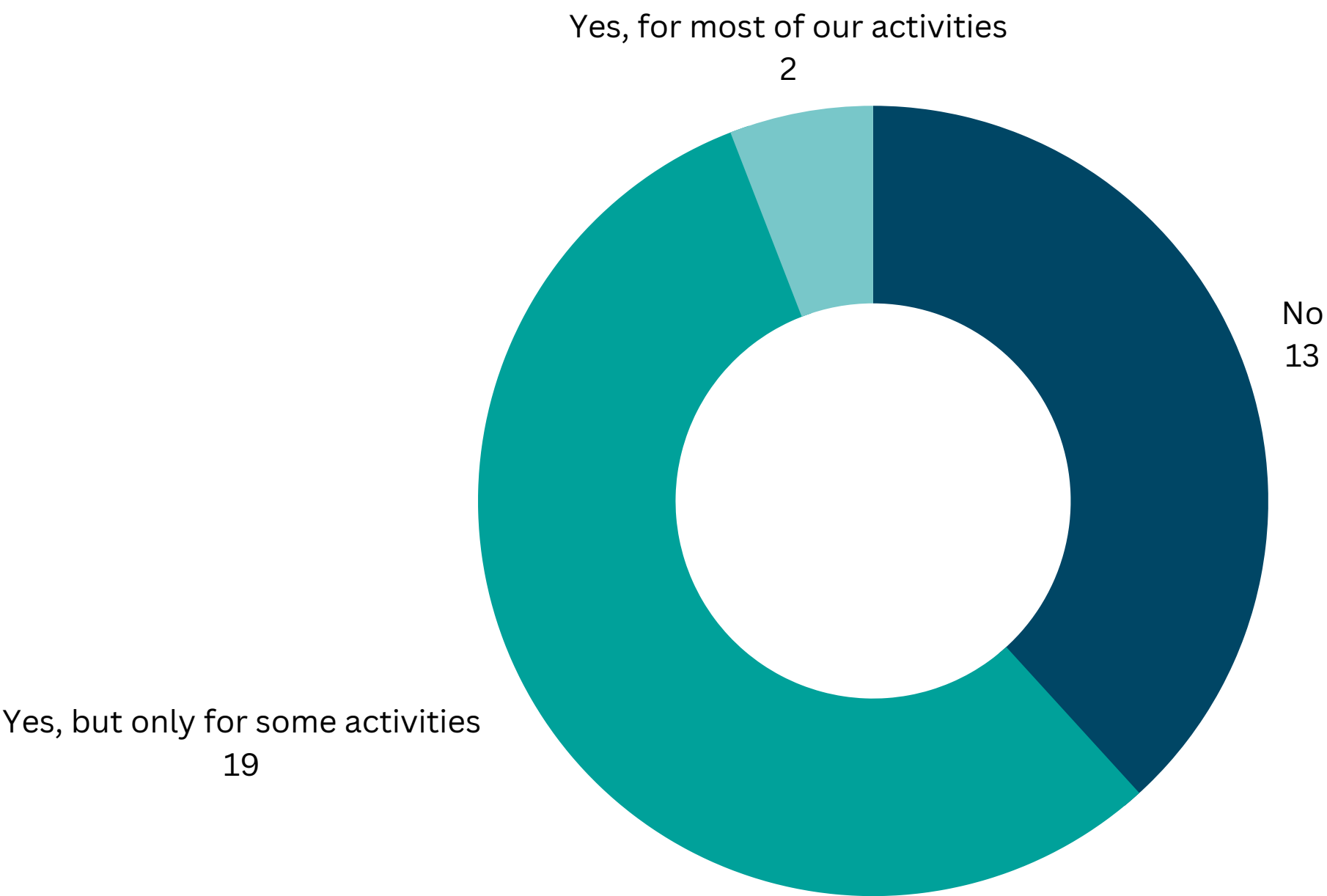
What are the tasks of the TCA officer(s) in your NA?



What are the tasks of the NET officer(s) in your NA?



Does your NA work with external project managers/coordinators to implement TCA/NET activities?



If yes, to whom in general, how do you coordinate and what are the challenges?

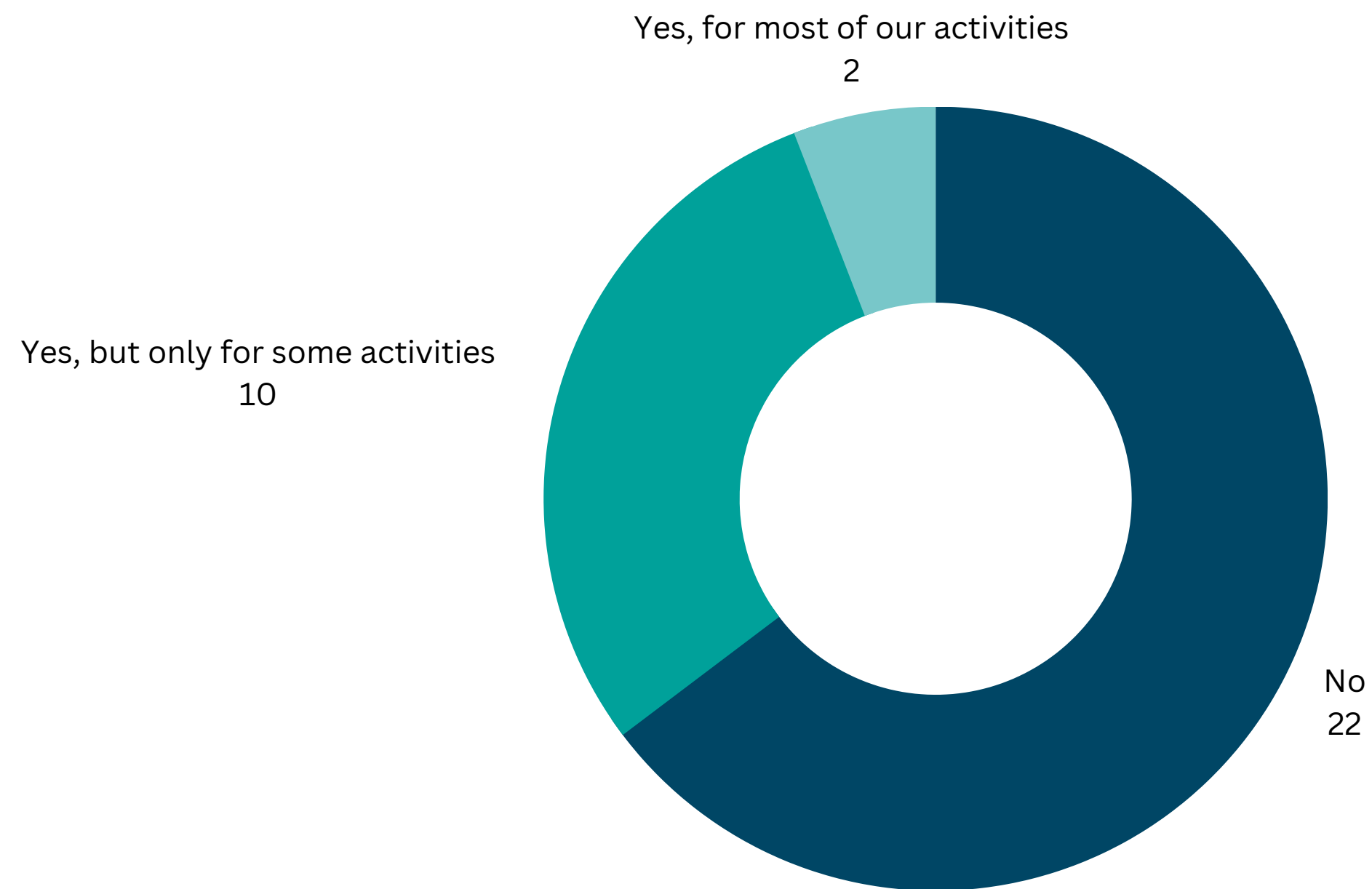
Coordination passed on to whom? And how?

- experts/trainers the NA worked with before (or from the Pool of Trainers)
- external coordinators (for LTAs, SNACs, and longer-term processes) and event managers
- regional officers (external/contracted) in cooperation with the NA
- external partners (organisations, trainers, researchers, coaches...)
- group of coordinators
- coordination is done based on the NA's primary goals
- focus on qualitative long-term educational activities
- cooperation external-NA done through regular communication channels and meetings

Challenges:

- the complexity of internal vs external and national vs European cooperation
- externalising or delegating can sometimes slow down the decision-making process
- the coordination needs to remain the responsibility of the NA
- have clear agreements on roles (and limits), cooperation and follow-up needed
- handle different fees
- in some cases, communication

Does your NA outsource TCA/NET activities



If yes, to whom in general, how do you coordinate and what are the challenges?

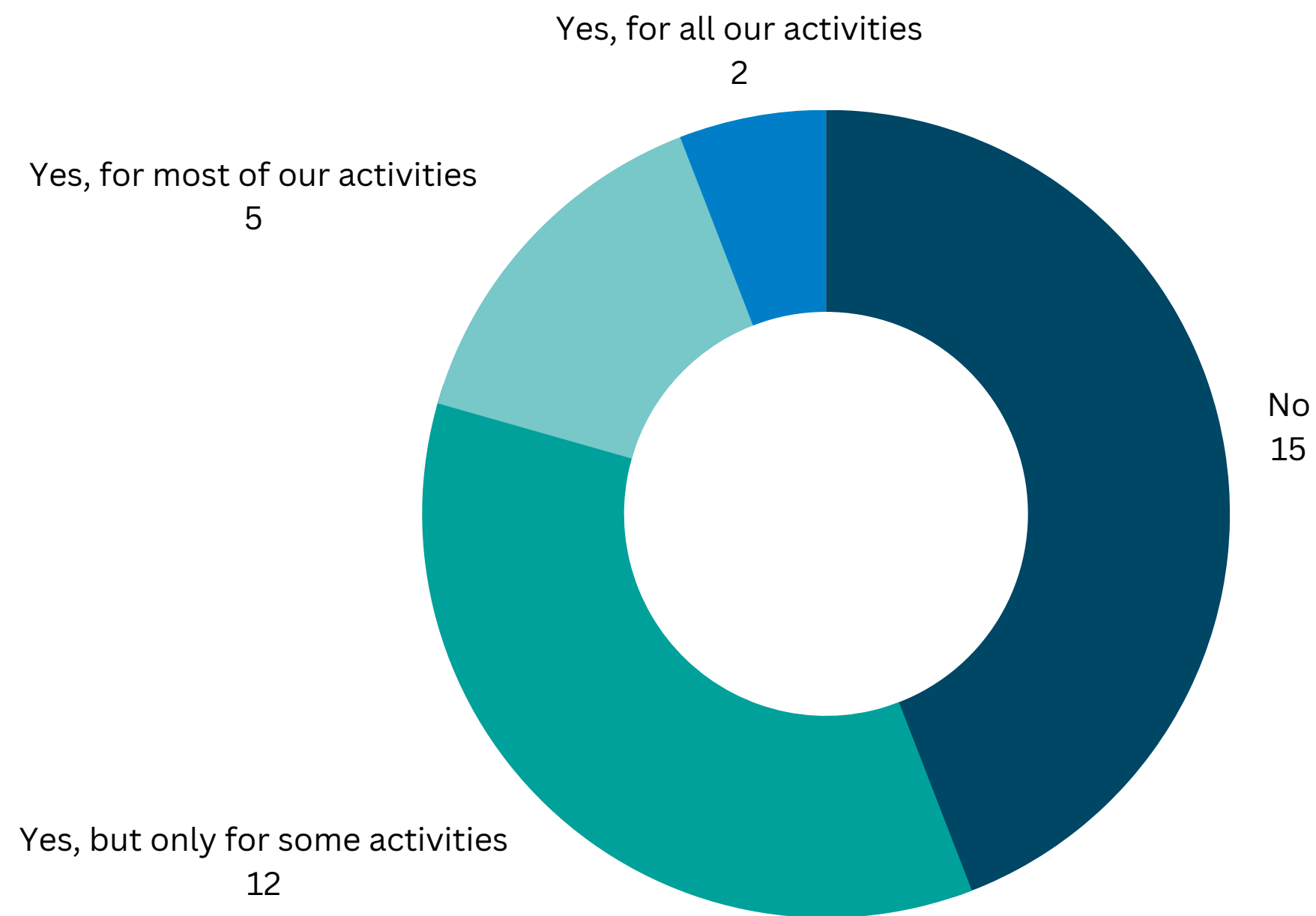
Coordination passed on to whom? And how?

- (youth work) organisations
- experts
- external youth trainers
- partnerships with experts but the management remains in the NA (TCA/NET)
- members of the Pool of Trainers
- coordination is done based on the NA's primary goals
- focus on qualitative long-term educational activities
- cooperation external-NA done through regular communication channels and meetings

Challenges:

- the difficulty to find available persons with the needed profile and expertise
- to have a close monitoring

Do you outsource logistical tasks?



If yes, to whom in general, how do you coordinate and what are the challenges?

Coordination passed on to whom? And how?

- (youth work) organisations
- logistic person
- event manager or event management organisations/agency (can also be travel agency)
- call for public tenders
- pool of trainers
- cooperation with local NGOs

Challenges:

- clarity of roles
- clarity of needs (from all sides)
- the NA needs to be fully part of the team (and vice-versa)

SECTION

Any other subjects to comment/add?

- more exchanges on how TCA/NET is used in NAs given the limited capacity of the staff (external staff also needs to be coordinated)
- rethink the TCA/NET officers network and more support (note: mentioned several times)
- more flexibility in TCA/NET management
- care not to jeopardise the principles of TCA/NET
- discuss the management of SNACs and how to strategically reduce the total amount of time spent on this in the network as a whole.
- better tools from COM to monitor and report the budget and impact
- extension of reporting period