

D.2.2.3 COMPENDIUM OF GUIDELINES/ RECOMMENDATIONS

Guidelines and recommendations from lessons learned to transfer and scale up - tools/ mechanisms of governance for youth migration in other territories.

Prepared by: Luca Bassetti (PAT), Amna Potočnik (RDAPM) , Fabien Connétable (CAV), Isabelle Recotillet (CAV), Julien Calmand (CAV)

with the contribution of: Laura Haberfellner (CIPRA), (scientific committee) Maddalena Tirabassi, Frederic Spagnoli, Christian Girardi.



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Document ID

Subject	Information
Project	OUT4INGOV - Interreg Alpine Space
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Deliverable title	Compendium of Guidelines and Recommendations
Deliverable description	Guidelines and recommendations drawn from lessons learned to transfer and expand governance tools and mechanisms for youth migration in other territories.
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1. Introduction

The Compendium of Guidelines and Recommendations was developed as part of the OUT4INGOV project - New Generation Alpine Out-Migration Engagement for Inclusive Governance. It translates the experience gained during the pilot implementation phase into a practical set of guidelines, lessons learned and recommendations for the transfer and scale-up of governance tools and mechanisms addressing youth migration in Alpine territories.

This refined version explicitly uses the Terms of Reference for OUT4INGOV Pilot Actions as the ex-ante benchmark for assessing the pilot logic. The ToR defined the common objectives, expected outputs, roles, methodology, observer function, communication and coordination framework, monitoring approach and peer review process for the three pilots. The Local Pilot Plans then translated this common framework into territorial implementation plans. This Compendium therefore reads the pilots through a simple traceability logic: what was planned, what was actually tested, what was validated through peer review, and what can be transferred to other territories.

OUT4INGOV addresses the growing phenomenon of youth out-migration from less developed and non-metropolitan Alpine areas towards other regions and cities. The project responds to this challenge by testing shared governance mechanisms that strengthen the cooperation capacity and decision-making of public authorities, young people, civil society organisations, research actors and other territorial stakeholders.

This Compendium consolidates the lessons emerging from three Local Action Plans and related pilot actions: the Youth Consultative Body in Maribor, Slovenia; the Cooperation Group - Casting the Net in Cembra Valley, Italy; and the Observatory of Youth Migration in Vesoul Urban Community, France. The three pilots do not offer one single solution to youth migration. Instead, they demonstrate three complementary governance approaches: direct youth participation and proposal-making, an ultra-territorial youth network connecting local and mobile young people, and an evidence-informed observatory supporting local policymaking.

The main purpose of the Compendium is to provide evidence-based guidance for other local, regional and Alpine Space territories that wish to develop, adapt or scale up similar governance mechanisms. It identifies what can be transferred, what must be adapted, which preconditions are necessary and what should be avoided when applying the tools in new territorial and institutional contexts.

Core message

The three OUT4INGOV pilots should be treated as adaptable governance packages rather than fixed models to be copied. Their strongest transferable value lies in their methods, roles, feedback loops, facilitation logic and institutional learning.

2. Methodology and Peer Review Process

The methodological approach used for this Compendium draws directly on the evidence and analytical processes developed within Work Package 2 of OUT4INGOV. It combines pilot implementation evidence, peer review findings, qualitative reflections from partners and the consolidated solutions developed after testing.

The study visits and peer reviews were organised as a structured process of transnational learning and quality assurance. Each pilot action was presented, discussed and evaluated using common criteria. The process combined on-site or online study visits, direct interaction with pilot holders and stakeholders, completion of peer review templates and consolidated partner reflection.

2.1 Sources of evidence

This document builds on and summarises the knowledge gained from three key documents produced under Work Package 2:

1. D.2.1.1 – Pilot actions comprehensive progress report on pilot actions, providing empirical data and lessons learned from field implementation;
2. D.2.2.1 – Peer review final evaluation report, consolidating partner feedback and interregional learning;
3. D.2.2.2 – Report on Solution, intended as the final version of the three tools/mechanisms that have been co-designed, tested and validated through the pilot projects.

Taken together, these findings form the analytical foundation of this Compendium, which translates collective learning into concrete guidelines for promoting inclusive, sustainable, and innovative cooperation. To develop and test new shared governance mechanisms, such as the establishment of youth councils, youth migration observatories, or networks, these findings enhance the cooperation and decision-making capacity of Alpine Space regional stakeholders in understanding and managing youth migration in the Alpine region.

3. Overview of the Pilot Process

This section summarises the three pilot areas and the governance tools tested in each territory. Together, the pilots represent a portfolio of complementary responses to youth migration: one participation mechanism, one cooperation network and one observatory/data governance mechanism.

Youth Consultative Body (YCB) Maribor.

The Maribor pilot tested a Youth Consultative Body as a structured mechanism for youth participation in local governance. It was implemented by the Regional Development

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Agency for Podravje - Maribor in cooperation with the Municipality of Maribor, local observers and youth-sector stakeholders.

The pilot targeted young people aged 18-29, with particular attention to newcomers, returnees, NEET youth, students and young people with migrant or intercultural backgrounds. The mechanism was designed to support young people in expressing needs, identifying priorities, understanding municipal decision-making and preparing concrete proposals.

General Information

Pilot title	Youth Consultative Body (YCB) Maribor.
Territory / Country	Municipality of Maribor, Podravje Region, Slovenia.
Responsible Partner	PP5 Regional Development Agency for Podravje Maribor (RDAPM).
Study visit date	22nd and 23rd October 2025 (on-site visit).
Peer reviewers (PPs / Observers)	All Project Partners; Local Beneficiary: Municipality Maribor Local Observers: MKC Maribor and ZRC SAZU.

Pilot Description

Governance tool/mechanism tested	A Youth Consultative Body (YCB) linked to the local Stakeholder Group. It serves as a structured, participatory platform for co-creation and dialogue between young people and local institutions.
Target groups	Young people aged 18–29 , with a specific focus on diverse lived experiences including newcomers, returnees, NEET youth, students, and those with migrant or intercultural backgrounds.
Main objectives	To test a structured model of youth participation that strengthens local engagement, advocates for youth perspectives in governance, and supports inclusive dialogue on topics like mobility, housing, and integration .
Key activities implemented to date	Stakeholder Onboarding: Recruitment of institutional and civil society actors (Nov 2025). Meetings related to pilot: November 2025, April 2026. Youth Recruitment: Forming a representative cohort for the YCB (Dec 2025–Jan 2026). YCB Maribor Meetings: M1: 9. 1. 2026; M2: 20. 2. 2026; M3: 18. 3. 2026; M4: 8. 4. 2026; M5: 14. 5. 2026; M6: 14. 5. 2026.

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	Stakeholder onboarding; youth recruitment; priority mapping; governance pathway analysis; advocacy skills; budget-process simulation; participatory budgeting proposal; institutional and political dialogue; field visit to Slovenska filantropija.
Main outputs	Formal participatory budgeting proposal, dialogue with municipal officials and political representatives, toolkit of facilitation and monitoring tools, strengthened youth-policy discussion.
Current development needs	Formalisation through municipal structures, documented feedback loops, enlargement of the youth group and continued coordination with municipal youth officials.

Cembra Valley Cooperation Group - Casting the Net

The Cembra Valley pilot tested an ultra-territorial cooperation group connecting young people living in the valley with young people who have left, live abroad or have international mobility experience. The pilot was led by the Autonomous Province of Trento and involved local municipalities and territorial stakeholders.

The mechanism is based on the idea that young people who leave a mountain territory can still contribute to its social, cultural and economic development. It uses narrative and informal digital tools to maintain connections, share experiences and create a generative consultation space.

General Information

Pilot title	CEMBRA VALLEY COOPERATION GROUP - CASTING THE NET
Territory / Country	Valle di Cembra, Provincia di Trento, Italia
Responsible Partner	Provincia Autonoma di Trento
Study visit date	07-8 May 2026 (on site)
Peer reviewers (PPs / Observers)	All project partners Local stakeholders: Municipalities from Cembra Valley Local Observers: Community of Cembra Valley

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Pilot Description

Governance tool/mechanism tested	Cooperation tool between local young people and young people with international mobility experience, fostering inclusive connections, shared learning, and sustained participation.
Target groups	The target group comprises young people aged 18 to 35 local young people and young people with international mobility experience. The target groups also include local stakeholders: public bodies (municipalities) and local institutions with shared projects — such as Youth Area Plans (PGZ) — as well as local groups and cultural associations the network can collaborate with.
Main objectives	The aim of the pilot is to enhance meaningful engagement, mutual understanding, and collaboration between local young people and young people with international mobility experience, fostering inclusive connections, shared learning, and sustained participation. The core objective of the phase 1 was: a) the establishing of a group of young people which b) participatory co-design of a network tool (Cooperation group scheme). This group included both young people who have emigrated from the region and those who have chosen to remain, ensuring the design process was grounded in diverse experiences and perspectives. The central objective of phase 2 is to test the sustainability of an "ultra-territorial" network composed of young residents of Val di Cembra (<i>local</i>) and young people living abroad or outside the valley (<i>expat</i>). The main objective of phase 2 is to pilot and test the functioning of the youth network as: • peer-to-peer support pathways for youth mobility and inclusion; • generative Consultation Space.
Key activities implemented to date	The project phase 1 is ended in January 2026 with the design of the Cooperation group through a co-creation process involving young people. In the frame of the project were conducted outreach activities including presentations to local municipalities, awareness-raising actions, and the identification of potential participants through local networks. The co-design was executed through a series of four online workshops, complemented by integration meetings with OUT4INGOV project partners to ensure coherence and comprehensive model development. The workshops were designed to identify thematic axes, define operational guidelines, and finalise the network model. The main output of this phase is the resulting network model, which is relational, agile, flexible, and aims to balance professional development with civic and social engagement. The project is currently in the Phase 2 (Operational testing), focused on translating the needs that emerged during the 2025 co-design into concrete

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tools. The central objective is to test the sustainability of an "ultra-territorial" network composed of young residents of Val di Cembra (*local*) and young people living abroad or outside the valley (*expat*).

In the phase 2, the Cembra pilot entered a phase of operational consolidation. The network was gradually tested through three levels of operation: an internal WhatsApp community, designed for interaction between local and non-local youth; light-hearted opportunities for networking, such as digital aperitifs and podcast interviews; and public opportunities for engagement with the local community, particularly the study visit on May 7th and the online seminars on June 4th and 8th.

The study visit on May 7th marked a decisive step: the group was no longer considered merely as a peer-to-peer exchange network, but as a potential informal tool for the local community. Classroom work allowed us to define its main functions: listening, providing feedback, advising, and proposing. The network was not configured as a representative or decision-making body, but rather as a "young sounding board" for the Cembra Valley, useful for supporting local governments and stakeholders in understanding needs, evaluating project ideas, and improving local development initiatives.

In June, online seminars expanded the network at the provincial and regional levels, addressing topics related to youth mobility, return, taxation, entrepreneurship, social impact, and local opportunities. These events helped connect the local dimension of the Cembra Valley with the broader Trentino youth community.

The OUT4INGOV Network was officially presented to the citizens of the Cembra Valley on June 22nd. On this occasion, the mayors of the valley outlined specific criteria under which the youth network may be convened, thereby granting the network the role of an advisory body. Proposed initiatives included engaging the network in post-school orientation for local youth, and involving them in the organization of events and workshops.

In this initial phase, the network will be activated through the community worker.

The network remains an informal, open, visible, and recognized tool, capable of listening, providing feedback, advising, and proposing. It's a space that doesn't represent all young people and doesn't make decisions for institutions, but it can help better understand needs, explore ideas, imagine solutions, and build projects that are more relevant to the younger generations.

2.1. A WhatsApp-based two-tier digital ecosystem was set up and is developing (Feb-ongoing): a **public channel** for external visibility and a **community** for internal peer exchange, organised into thematic rooms (Leaving, Returning, Best Practices, Ideas/Opportunities, Noticeboard).

2.2 Relations with the Territory and Training: direct engagement with local actors was initiated through workshops with administrators and meetings with Pro Loco associations. A series of Zoom webinars was scheduled (April–June) covering key themes: youth participation in EUSALP, work and training in

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	Alpine territories, multi-activity, talent attraction, return strategies, fiscal matters for Italians abroad, and business/social enterprise support.
Current development need	Consolidation of self-management, clearer institutional role, bridge-person functions, tangible outputs and structured feedback to municipalities.

Observatory of Youth Migration (OYM) – Vesoul Pilot General Information

The Vesoul pilot tested an Observatory of Youth Migration as a knowledge-based governance mechanism. It was developed by Communauté d'Agglomération de Vesoul to collect, analyse and disseminate evidence on youth mobility trajectories among young people aged 15-35.

The observatory responds to a governance gap: national statistics are often too aggregated to support local policymaking in non-metropolitan territories. The pilot therefore combined statistical and documentary analysis with qualitative interviews, expert input and governance reflections.

Pilot title	Observatory of Youth Migration (OYM) – Vesoul Pilot
Territory / Country	Vesoul Urban Community (CAV), France
Responsible Partner	Communauté d'Agglomération de Vesoul (CAV)
Study visit and peer review date	18 th May
Peer reviewers (PPs / Observers)	Project partners, local administrators and territorial stakeholders

Pilot Description

Governance tool/mechanism tested	Structured observatory dedicated to collecting, analysing and disseminating quantitative and qualitative evidence on youth migration and mobility.
Target groups	Young people aged 15–35, local and regional institutions, public data-producing organisations, youth support services, higher education and training institutions, researchers and civil society organisations.
Main objectives	Identify and assess existing local data sources on youth migration; analyse drivers of mobility trajectories; strengthen cooperation between institutions and researchers; and explore methodological tools for a permanent observatory model transferable to other territories.
Key activities implemented to date	Stakeholder mapping; documentary and statistical analysis based on INSEE materials; 10 qualitative interviews with young people; interview with researcher Alicia Buissonnet; governance and sustainability reflections for the future

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	observatory.
Main outputs	Data-source mapping, qualitative evidence on mobility trajectories, methodological framework, proposed observatory governance model and recommendations for recurring survey and policy dissemination.
Current development need	Formal anchoring within CAV, dedicated coordinator, data partnerships, steering/scientific committee, annual work programme and accessible policy outputs.

4. Lessons learned from pilot projects

The implementation of three Local Action Plans in the regions has provided the OUT4INGOV partnership with valuable empirical evidence on how the development, testing, and validation of shared governance mechanisms increases the cooperation capacity and decision-making of stakeholders in the Alpine Space regions towards understanding and managing youth migration phenomena in the Alpine region. Although the pilots used different approaches, the peer review process revealed several common success factors and bottlenecks.

4.1 Shared success factors

In the different territorial contexts of the Alpine arc, some common success factors have emerged:

Success factor	Explanation	Illustration from pilots
Multi-stakeholder governance	Governance mechanisms are stronger when municipalities, development agencies, youth centres, research institutions, civil society organisations and young people are involved from the beginning.	Maribor used stakeholder group meetings and local observers; Cembra engaged municipalities and territorial actors; Vesoul mapped institutions, researchers and data actors.
Clear and simple governance logic	Pilots worked best when participants understood what the mechanism was for and how it operated.	Maribor used a modular pathway from priority mapping to proposal design; Cembra used familiar digital tools; Vesoul developed a step-by-step observatory method.
Combination of formal and informal spaces	Young people need safe and accessible spaces, but their inputs also need formal routes to institutions.	Maribor combined informal workshops with municipal dialogue; Cembra combined WhatsApp exchange with potential PGZ links; Vesoul combined research activities with governance design.
Tangible outputs	Visible outputs sustain motivation and make pilot value understandable to institutions and wider society.	Maribor produced a participatory budget proposal; Cembra is producing podcasts, maps or mini-guides and the Network was officially presented to the citizens of the Cembra Valley on June 22nd.

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		The network remains an informal, open, visible, and recognized tool, capable of listening, providing feedback, advising, and proposing; Vesoul should produce indicators, reports and policy briefs.
Facilitation and trust-building	All three tools required active facilitation, especially in early phases.	RDAPM facilitated youth workshops; Cembra relied on a community worker; Vesoul needs a coordinator combining research and participatory skills.
Transferable methodology	The strongest transfer value is methodological rather than legal or administrative.	Priority mapping, role-play, storytelling, data mapping, interviews, dashboards and annual dialogue moments can be adapted across territories.
Progressive transformation from communication space to governance function	Youth networks become more relevant when they are not limited to communication or peer exchange, but progressively acquire a clear territorial function.	In Cembra Valley, the WhatsApp community, digital aperitifs and podcast interviews initially supported relational continuity. The 7 May study visit then helped transform this relational infrastructure into an informal territorial tool for listening, feedback, advice and proposals.

4.2 Common challenges

In implementing the governance models, the partners have identified recurring challenges that limit the long-term scalability of some actions:

Challenge	Why it matters	Recommended response
Weak formal decision pathways	Youth inputs, network ideas or observatory findings can become symbolic if no institution is obliged to respond.	Define response procedures, written feedback, negotiation sessions, annual policy meetings or steering committee mandates.
Participation fatigue	Young people may disengage if meetings produce no visible output or if the process is too demanding.	Use light formats, visible outputs, small wins, social bonding, flexible participation and clear follow-up.
Representativeness gaps	Small or self-selected groups may not reflect wider youth realities.	Combine open calls with targeted outreach through schools, youth centres, NGOs, employment services and migrant-support organisations.
Dependence on facilitators	Mechanisms may collapse when project staff or community workers withdraw.	Gradually introduce youth bridge-person roles, institutional contact points and shared ownership arrangements.
Data and evidence limitations	Local youth migration evidence is often fragmented or unavailable.	Combine available statistics with recurring surveys, qualitative interviews and stakeholder interpretation.
Unclear communication and visibility	If outputs are not communicated, the wider public and institutions may not understand the value of the mechanism.	Develop communication plans, storytelling, accessible summaries and dissemination logs.

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Transition from project community to public territorial tool	A digital community may work internally but remain unclear or invisible to local institutions. The governance value emerges only when the network is publicly recognisable, has a clear activation logic and produces usable outputs.	Define a light Charter of Intent, clarify who can activate the network, identify what type of questions it can address, and ensure that each consultation produces a visible and documented output.
Post-project sustainability	External funding can create strong pilots that fade after the project ends.	Agree on institutional anchoring, budget lines, responsible staff, formal documents and partnerships before project closure.

4.3 Pilot-specific lessons

While several lessons were shared across all three pilots, each governance mechanism also generated specific learning linked to its territorial context, target group and implementation logic. These pilot-specific lessons are important because they show which elements are directly transferable and which require careful adaptation before replication.

Pilot	Key lesson	Implication for transfer
Maribor YCB	Young people can move quickly from broad concerns to concrete proposals when the process combines safe discussion, governance literacy and advocacy tools.	Transfer the modular toolkit and ensure institutional response and avoid treating the body as only a consultation exercise.
Cembra Valley Cooperation Group	Mobile and expatriate youth can remain part of territorial development when the engagement format is relational, emotional and low-threshold.	Transfer narrative and digital methods, but define whether the network is mainly peer support, consultation or co-governance.
Vesoul Observatory	Local policymaking on youth migration requires both data and interpretation; qualitative evidence is essential when local statistical data is limited.	Transfer the observatory methodology, but adapt data sources, privacy rules, institutional mandates and annual policy questions.

5. Guidelines for Transferability

Transferability requires more than copying a pilot from one territory to another. Each receiving territory should first analyse its context, define the governance gap it wants to address and identify the minimum conditions needed for implementation.

5.1 Analysis of the context in which governance mechanisms are to be implemented based on indicators

Before establishing a youth consultative body, network or observatory, territories should analyse the local context using a multidimensional indicator framework. The indicators do not need to be identical in every region, but the analysis should cover the main factors that influence youth mobility, settlement decisions, participation and territorial attractiveness.

Indicator area	Why it matters for youth migration governance	Possible indicators or questions
Demography	Shows generational structure, outflow risks and attractiveness of the territory.	Age structure; youth population share; foreign citizenship; registrations and cancellations by origin and destination.
Education and training	Educational opportunities shape youth mobility and return decisions.	Share of residents with tertiary education; presence of secondary, vocational and higher education; access to lifelong learning.
Civic and social capital	Participation and trust influence whether young people feel able to shape local development.	Voter turnout; youth candidacy; youth associations; volunteer organisations; informal participation spaces.
Economic development	Employment, entrepreneurship and local economic diversity influence decisions to stay, leave or return.	Youth employment and unemployment; first-job seekers; active businesses; tourism and creative-sector opportunities.
Working conditions	Quality of employment matters as much as job availability.	Precarious work; internship pathways; commuting patterns; seasonal work; career development opportunities.
Public services and infrastructure	Services influence quality of life and territorial attractiveness.	Healthcare, childcare, libraries, internet access, sports facilities, housing, mobility, cultural infrastructure.
Youth policy and governance	Formal structures determine whether youth voice can influence decisions.	Youth strategies, advisory bodies, dedicated budgets, youth information platforms, participatory budgeting, response procedures.

When data are missing, the lack of data should not stop the process. It should be documented as a governance finding and complemented by qualitative methods, such as interviews, focus groups, youth mapping, storytelling or participatory workshops. This reflection on indicators, data availability and gaps was developed prior to the design and implementation of the pilots — and has been confirmed throughout the process. As further elaborated in **D.1.1.2**, the need for a more complete and granular data framework remains a key finding, particularly in relation to the complexity of youth mobility phenomena in Alpine territories, where administrative data often fails to capture the lived dimensions of emigration and return.

5.2 Tool 1: Youth Consultative Body

The Youth Consultative Body is most suitable for territories that want to create a structured route through which young people can identify priorities, develop concrete proposals and enter dialogue with local institutions. **Its transferability depends on clear facilitation, inclusive recruitment, institutional openness and a documented feedback mechanism.**

What steps should another territory follow?

- 1 Define the purpose of the body: clarify whether it will identify youth priorities, prepare proposals, advise the municipality, monitor youth policy or contribute to a specific programme.
- 2 Create a steering or stakeholder group: involve municipality, youth centres, civil society organisations, research actors and observers to support the process without replacing youth voice.
- 3 Recruit a diverse youth group: use municipal channels, youth centres, stakeholder networks, existing databases and social media, with targeted outreach to underrepresented young people.
- 4 Onboard participants: explain the consultative mandate, expected time commitment, code of cooperation, benefits and limits of the process.
- 5 Facilitate a modular process: start with youth reality mapping, then governance learning and advocacy training, and then proposal design.
- 6 Use practical learning tools: role-play, stakeholder mapping, budget simulation and proposal worksheets help young people understand institutional constraints.
- 7 Create formal dialogue moments: organise meetings with municipal officials and political representatives.
- 8 Ensure closed feedback loops: every youth proposal should receive a documented
- 9 response explaining acceptance, rejection or revision options.
- 10 Plan sustainability: define host organisation, municipal contact point, membership renewal, budget and possible legal recognition.

Necessary conditions

- A local host organisation with facilitation capacity and credibility among both youth and institutions.
- Municipal willingness to engage, provide information and respond to proposals.
- Transparent recruitment and selection criteria.
- Safe and accessible meeting spaces.
- At least one person responsible for coordination, facilitation and follow-up.
- A documented pathway from youth proposal to institutional response.
- A small operational budget for venues, food, mobility support, communication and youth-led activities.

What should be avoided

- Avoid creating a consultative body without any formal response obligation from public authorities.

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- Avoid recruiting only already active or highly educated youth.
- Avoid using young people mainly to validate pre-existing municipal ideas or test municipal tools without youth ownership.
- Avoid overpromising decision-making power if the mandate is advisory.
- Avoid ending the process without explaining what happens next.

5.3 Tool 2: Youth Mobility Cooperation Network

The Youth Mobility Cooperation Network is most relevant for territories that want to maintain active links with young people who have left, moved temporarily or live across different places. Its value lies in transforming youth mobility from a territorial loss into an ongoing relationship that can generate knowledge, belonging, peer support and ideas for local development.

What steps should another territory follow?

- 1 Analyse the territorial mobility pattern: identify who leaves, who stays, who returns, who arrives and how they remain connected to the territory.
- 2 Identify and invite an initial group of local and mobile youth: include residents, expatriates, returnees, students and young professionals.
- 3 Create a low-threshold trust space: use online meetings, digital aperitifs, storytelling or informal group discussions.
- 4 Co-design the purpose of the network: define whether it is peer support, knowledge exchange, storytelling, consultation, institutional advisory or a combination.
- 5 Test the network through a public territorial workshop: once a first community has been activated, organise a facilitated workshop with young people, local administrators and territorial stakeholders to define the network's meaning, value, form and use. This helps clarify whether the network should remain a peer-support space or evolve into an informal territorial tool.
- 6 Define the consultation function: clarify whether the network can be activated by municipalities, Youth Area Plans/Local youth policy and/or plan, associations or other local actors to provide feedback on concrete projects, spaces, services or territorial strategies. Connect the informal community with a stable digital repository (out4ingov web platform): use not only to recruit members, but also to collect and make available stories, podcast episodes, learning materials, seminar recordings, tools and outputs produced by the network.
- 7 Use simple digital tools: choose tools already used by young people, such as WhatsApp or other community platforms, and avoid unnecessary complexity.
- 8 Create thematic rooms or threads: for example Leaving, Returning, Opportunities, Best Practices, Ideas and Noticeboard.
- 9 Produce visible outputs: podcasts, stories, mini-guides, experiential maps or policy ideas that show the network's usefulness.
- 10 Introduce bridge-person roles: active youth members should gradually animate themes and reduce dependence on a professional facilitator.
- 11 Connect the network to institutions: create regular moments where network insights are shared with municipalities or youth policy frameworks.

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12 Monitor and adapt: track participation, usefulness, gender balance, thematic relevance and institutional uptake.



Necessary conditions

- An active or reachable youth diaspora and local youth willing to maintain links.
- A facilitator or community worker at least during the start-up and consolidation phase.
- Institutional openness to listen without over-controlling the network.
- Clear consent procedures for storytelling, podcasts and public communication.
- A realistic digital ecosystem that avoids information overload.
- At least one tangible output to maintain motivation and visibility.
- A light but explicit territorial mandate, explaining that the network is informal, non-representative and non-decision-making, but can support local actors through listening, feedback, advice and proposals.
- A minimum activation protocol, defining who may ask the network for input, what type of questions are suitable, how much time the network has to respond and how the requesting institution will provide feedback.
- A stable digital home for the outputs of the network, so that the knowledge produced through WhatsApp exchanges, podcasts, seminars and workshops is not lost when project-based communication slows down.



What should be avoided

- Avoid multiplying digital rooms or platforms without clear purpose.
- Avoid assuming that a WhatsApp group automatically becomes a governance mechanism.
- Avoid relying permanently on one facilitator without building youth self-management.
- Avoid unclear positioning between informal peer exchange and formal institutional consultation.
- Avoid political instrumentalisation of the network, which can reduce youth trust.
- Avoid launching an informal territorial tool without explaining how it differs from a formal youth council, a political body or an ordinary project working group.
- Avoid collecting stories, interviews or podcast materials without a clear plan for storage, dissemination and future reuse.
- Avoid transferring members from a private or semi-private community to a web platform without explaining the added value of the platform and the type of participation expected there.
- Avoid using young people only as testimonials of mobility. Their role should include interpretation, advice and proposal-making, not only storytelling.

5.4 Tool 3: Youth Migration Observatory

The Youth Migration Observatory is suitable for territories that need a stronger evidence base to understand youth mobility, out-migration, return intentions and territorial attractiveness. Its transferability depends on the capacity to combine available statistical data with qualitative evidence and to translate findings into policy discussion.

What steps should another territory follow?

- 1 Define the policy question: clarify whether the observatory focuses on youth migration only or on broader youth issues linked to education, employment, housing, quality of life and participation.
- 2 Map available data sources: identify national, regional and local datasets, their accessibility, geographical scale, age disaggregation and limitations.
- 3 Identify data gaps: document what cannot be measured through existing sources, especially local flows, return intentions and qualitative drivers of mobility.
- 4 Complement statistics with qualitative methods: conduct interviews, focus groups, surveys or biographical research to capture motivations, aspirations and territorial attachment.
- 5 Create a governance structure: appoint an institutional owner, coordinator and steering or scientific committee.
- 6 Develop data partnerships: formalise cooperation with statistical offices, education institutions, employment services and research organisations.
- 7 Design an annual work programme: define the themes, outputs, consultation moments and dissemination products for each year.
- 8 Produce accessible outputs: dashboards, short policy briefs, annual reports, visual summaries and public events.
- 9 Create youth and stakeholder feedback loops: involve young people and local actors in interpreting findings and identifying policy implications.
- 10 Review and update regularly: keep the indicator framework realistic and ensure that outputs are used by decision-makers.

Necessary conditions

- A public authority or institution with a mandate to coordinate data, policy and stakeholder dialogue.
- A dedicated coordinator with analytical and facilitation skills.
- Access to statistical expertise and qualitative research capacity.
- Data protection compliance, informed consent and anonymisation procedures.
- A limited set of indicators that can realistically be updated.
- A clear process for translating findings into policy discussion and decisions.
- Stable resources for recurring surveys, reporting and dissemination.

What should be avoided

- Avoid building a data platform before clarifying who will use it and for what decisions.
- Avoid relying only on national statistics when local policy questions require local interpretation.
- Avoid treating young people only as data subjects; involve them in interpreting findings and setting questions.
- Avoid over-complex indicator systems that cannot be updated.
- Avoid weak institutional anchoring, because an observatory without users has limited governance value.

6. Transferability and Scalability Potential

The three pilots have different levels of maturity. Maribor is closest to methodological transfer because its process has been packaged into a practical toolkit. Cembra Valley and Vesoul are in consolidation: their concepts are validated, but each requires stronger self-sustainability and operational anchoring before full replication.

6.1 Comparative transferability matrix

The three pilots differ in maturity, institutional requirements and scale-up readiness. The comparative matrix below summarises their current transferability potential and identifies the strongest element of each tool that can be adapted by other territories.

Pilot	Governance tool type	Current maturity	Strongest transferable component	Main condition before scale-up
Maribor Youth Consultative Body	Direct youth participation and proposal-making mechanism	Ready for methodological transfer, with institutional anchoring still needed	Modular toolkit: priority mapping, advocacy training, proposal design, role-play and monitoring tools	Municipal decree or equivalent recognition, formal feedback loops and small operational budget
Cembra Valley Cooperation Group	Ultra-territorial youth network evolving into an informal territorial tool	Validated concept, entering operational consolidation after the 7 May study visit and June public seminars	Process for transforming a low-threshold youth mobility network into a recognisable territorial sounding board through storytelling, WhatsApp community, digital aperitifs, podcasts, public workshops and a web platform repository	Self-activation, clearer governance function through the adoption of a light Charter of Intent and a minimum activation protocol, bridge-person roles and structured feedback from local institutions
Vesoul Observatory of Youth Migration	Evidence-informed governance and territorial dialogue mechanism	Consolidation	Method combining data mapping, qualitative evidence and policy dialogue	Formal CAV ownership, coordinator, data partnerships, recurring survey and policy outputs

6.2 Minimum viable governance packages

For transfer purposes, each pilot can be understood as a minimum viable governance package. This means identifying the smallest set of functions, roles, methods and outputs that must be in place for the tool to work in another territory, even if the institutional form is adapted locally.

Governance package component	Youth Consultative Body	Youth Mobility Cooperation Network	Youth Migration Observatory
Purpose	Structured route for youth priorities and proposals	Connection between local, mobile and expat youth, and informal territorial support to local actors through listening, feedback, advice and proposals.	Evidence base for youth migration and territorial attractiveness policy
Institutional host	Municipality, development agency or youth centre	Municipality, provincial authority, youth policy body or community organisation	Inter-municipal authority, municipality, region or research-public partnership
Youth role	Advisors, co-designers and proposal-makers	Storytellers, peers, bridge people, consultation contributors and informal advisors on concrete local questions.	Respondents, co-interpreters and agenda contributors
Core method	Priority mapping, governance literacy, advocacy and proposal design	Narrative exchange, digital community, podcast interviews, digital aperitifs, thematic rooms, public territorial workshops and web platform repository.	Data mapping, qualitative research, indicators, annual reporting and policy dialogue
Feedback mechanism	Written municipal response and negotiation sessions	Activation request from local actors, light response from the network, documented institutional feedback on how the contribution was used.	Annual public event, policy brief and steering committee discussion
Visible output	Proposal, toolkit, response log, meeting summary	Podcast, mini-guide, experiential map, story series, seminar materials, consultation note, Charter of Intent, web platform archive.	Dashboard, policy brief, annual report, survey findings
Main risk	Symbolic participation without authority	Passive network without self-activation, or informal consultation without recognition and feedback.	Data collection without policy use

6.3 Scale-up pathways

Scale-up can take different forms depending on the territorial level, institutional capacity and maturity of the governance tool. The three pathways below show how the OUT4INGOV pilot mechanisms can be expanded from a small local pilot to broader regional or transnational use, while preserving their core methodology and adapting their institutional form to each context.

Local replication

Local replication is the most immediate pathway. A municipality, neighbourhood, school, youth centre or inter-municipal area can adapt one of the tools using a limited pilot cycle. The receiving territory should start small, define a host organisation, involve young people early and establish a feedback route before launching large-scale activities.

Regional scale-up

Regional scale-up is possible when multiple local territories use a comparable framework. A regional authority, development agency, provincial youth-policy system or university can provide common templates, training, quality assurance and monitoring. This is particularly relevant for the Maribor toolkit and the Vesoul observatory methodology, and for Cembra-style networks organised through several local sub-groups.

Transnational transfer

Transnational transfer should focus on methods, not institutional forms. Alpine territories differ in youth-policy traditions, data systems, legal frameworks and institutional cultures. Therefore, the transferable elements are the facilitation scripts, recruitment models, narrative tools, indicator logic, peer review templates and response mechanisms. Each territory must adapt the legal mandate, data access and institutional anchoring locally.

6.4 Cross-cutting preconditions for transfer

Although the three tools differ in format and purpose, they share several basic preconditions for successful transfer. Without these conditions, the tools risk remaining project-based activities rather than becoming durable governance mechanisms.

Precondition	Why it matters	Application across the three tools
Institutional owner	Someone must host the process, convene actors and maintain continuity.	Municipality, development agency, provincial authority, inter-municipal body or youth policy framework.
Defined youth role	Young people must understand whether they are co-designers,	Clarifies expectations and avoids symbolic participation.

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	advisors, storytellers, data contributors or proposal-makers.	
Closed feedback loop	Participation becomes credible only when public authorities respond and explain what happens next.	Written responses, negotiation sessions, quarterly inputs, annual events or policy briefs.
Facilitation capacity	All tools require someone to convene, document, moderate and maintain motivation.	Project manager, community worker, coordinator, youth worker or research-facilitation profile.
Inclusive outreach	The mechanisms should not only reach already active youth.	Targeted recruitment through youth centres, schools, NGOs, employment services, migrant networks and informal channels.
Tangible outputs	Outputs maintain motivation and make value visible.	Toolkit, proposal, podcast, map, mini-guide, dashboard, report or policy brief.
Sustainability plan	Project-based pilots need post-project resources and responsibilities.	Budget line, formal agreement, statute, decree, annual plan or staffing decision.

6.5 Policy integration opportunities

The long-term value of the three governance tools depends on their ability to connect with existing policy frameworks, planning processes and institutional mandates. The following opportunities show how each tool can support wider local, regional or Alpine policy objectives beyond the pilot phase.

- Youth Consultative Bodies can be integrated into local youth programmes, municipal youth decrees, participatory budgeting processes, youth-policy monitoring and municipal advisory structures.
- Youth Mobility Cooperation Networks can be linked to youth area plans, diaspora engagement strategies, talent attraction and return policies, local development strategies and community storytelling initiatives. In the Cembra Valley case, the Youth Mobility Cooperation Network also shows potential for integration with territorial cohesion policies and local development processes. The network may become a light consultation resource for municipalities, Youth Area Plans, cultural associations, Pro Loco organisations and community projects. It can support policy areas such as youth return, talent attraction, local entrepreneurship, social innovation, community spaces, cultural programming, environmental paths and territorial identity.
- Youth Migration Observatories can inform higher education strategies, employment policies, housing strategies, territorial attractiveness plans, mobility policies and annual youth-policy reviews.

7. Conclusions

The OUT4INGOV pilot actions demonstrate that youth migration governance cannot be addressed through one single instrument. Territories need complementary tools that give young people a voice, maintain links with mobile and expatriate youth, and produce evidence that supports informed policymaking.

The Maribor Youth Consultative Body shows that young people can become constructive governance actors when they are supported by a structured process. The pilot confirms

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the value of moving from priority mapping to advocacy training and proposal design, but it also shows that the credibility of participation depends on formal feedback loops and institutional responsiveness.

The Cembra Valley Cooperation Group shows that young people who leave a territory can remain part of its future. Its ultra-territorial approach is valuable because it reframes out-migration from a loss into a relationship that can still generate skills, belonging and ideas. However, the network must consolidate self-activation, bridge-person roles and institutional channels before it can be considered fully sustainable.

The final phase of the Cembra Valley pilot adds an important lesson to the OUT4INGOV toolbox: a youth mobility network can become a territorial governance resource only if it is accompanied by a process of public recognition. The 7 May workshop showed that the network's value does not lie only in maintaining links with young people who leave, return or live elsewhere, but also in offering the territory a light and credible sounding board. Its role is not to represent all young people or take decisions, but to help local actors ask better questions, test ideas and receive young perspectives before implementing territorial initiatives.

The Vesoul Observatory of Youth Migration shows that evidence-based governance is essential for non-metropolitan territories, especially where national data are too aggregated to answer local policy questions. Its mixed-method approach is transferable, but operational success requires stable institutional ownership, data partnerships, dedicated coordination and accessible policy outputs.

Across all three pilots, the same strategic lesson emerges: governance tools work when they connect participation, knowledge and institutions through clear feedback pathways. Without these pathways, youth engagement risks becoming symbolic, networks risk becoming passive and observatories risk producing evidence that is not used.

For transfer and scale-up, the OUT4INGOV partnership should present the three mechanisms as a flexible Alpine youth governance toolbox. Each tool should be adapted to local realities, but all should preserve the same core principles: youth-centred design, multi-stakeholder support, realistic facilitation, inclusive outreach, visible outputs, formal response mechanisms and sustainability planning from the start.

The Compendium therefore provides not only recommendations but a practical route for other territories to move from pilot experimentation towards durable, inclusive and evidence-informed governance of youth migration.

7.1 Project Evaluation from the scientific committee

The three pilot cases provide a compelling illustration of policies aimed to address the needs of young people living in Alpine and mountain areas through an inclusive approach. The project develops a framework that integrates the most recent analytical perspectives on emerging mobility patterns, combining both quantitative and qualitative

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methodologies. More precisely, it complements the statistical analysis of mobility trends conducted at the local level (Val di Cembra) with the collection of personal testimonies and narratives from young people themselves (Vesoul), while also establishing a Consultative Body (Maribor) and designing a model that can be transferred and adapted to other mountain regions .

Although the three pilots are at different levels of maturity, they already show that youth out-migration is especially a motivational and governance issue requiring participatory and relational responses. The three pilots are located in different contexts but share common issues, especially in terms of involvement of younger generations, the transfer to other territories and above all the transfer from experimentation to local governance. In other words, the OUT4INGOV project has enabled the structuring of local actions moving from isolated experimentation to practical case studies who could potentially be transferred to other territories.

7.2 Innovative Features

The project's emphasis on youth empowerment is definitely its most significant contribution. The under-recognition of the potential of people under the age of 35 (representing the biggest migration group), is still one of the main challenges of the three labour markets, France, Italy and Slovenia. In this context a notable strength of the project lies in the cooperation between local institutions, researchers, and youth-related stakeholders, which fosters a participatory and multi-level governance approach.

In the case of Slovenia, the pilot in Maribor proved to be quite advanced with a strong impact on the youth of the city. Maribor can be considered without any doubt as an example for other territories. In the case of Vesoul, the constitution of the observatory is a unique initiative in the east of France and can therefore be considered as a particularly innovative attempt in this specific territory. In the case of the Cembra Valley, it would be important to combine the successful online meetings between the young people of the network with social physical meetings to find synergies and to give more importance to interpersonal relations.

Besides the various actions of the OUT4INGOV project, one positive aspect was to show that the brain drain phenomenon can also be leveraged in a positive way ("Brain Gain"). Therefore, public debates should emphasize that departures do not necessarily represent a loss. Individuals are typically interested in establishing good connections with their homeland and willingly share their knowledge with local cultural, economic or research institutions. Whether this gain can compensate for the loss caused by brain drain (or even provide an advantage) depends on the individual regions and their specific characteristics. Therefore interventions should not follow a "counter-brain drain" logic, but follow the concept of "Brain Gain" as interconnection ("Brain Circulation") is more important than physical proximity today.

7.3 Suggestions for future developments

In addition to the activities already planned, such as online networking initiatives and informal digital gatherings, the long-term sustainability of the project will depend not only on continued funding and stakeholder engagement but also on the physical involvement of young people in designing and implementing its future activities and content. Activities should serve as a social and relational glue capable of strengthening connections among those who remain, those who leave, and those who have already settled elsewhere.

Particular attention could be devoted to initiatives promoting exchanges through schools, universities, businesses, artisan workshops, sports clubs, and other local associations. Such initiatives could help maintain and reinforce links between local communities and the diaspora while encouraging the development of what is increasingly referred to as “roots tourism.” In this perspective, universities, businesses, tourism, gastronomy, and local cultural institutions could become part of a virtuous cycle of brain circulation driven by youth empowerment. It is essential that during the activities younger generations use all tools in a hybrid way to give them the taste of moving abroad for other experiences.

It is also essential to transform these various recommendations into actions of local governance. It will be possible to assess this involvement by looking at the participation to these three different structures. In November and December 2025, trainings have taken place for participants of the project, it would be interesting to further develop and strengthen the capacities of the people involved in the three various projects. Perhaps a training plan would complement the project. In other words, in order to continue to live, the activities of the three pilots should be complemented by a structured knowledge base (including trainings) as well as collection and analysis of both quantitative and qualitative data.

Annex 1. Transfer checklist by governance tool

A. Youth Consultative Body checklist

- A clear purpose and consultative mandate are defined.
- The municipality or host institution identifies a contact person.
- A steering/stakeholder group supports implementation.
- Recruitment reaches both organised and non-organised youth.
- Young people are onboarded and informed about the process and limits.
- A modular facilitation plan is prepared.
- Advocacy and proposal-design tools are available.
- A formal institutional response mechanism is agreed.
- A small operational budget is secured.
- Continuation and membership renewal are planned.

B. Youth Mobility Cooperation Network checklist

- The territory has an identifiable group of local, mobile, expatriate or returnee youth.
- A facilitator or community worker is appointed.
- The network's purpose is co-designed with young people.
- Digital tools are simple and already familiar to participants.
- Thematic spaces have clear purposes and expected outputs.
- Consent rules for stories, podcasts and public communication are clear.
- Bridge-person roles are introduced to support self-management.
- At least one tangible output is produced.
- Municipalities or youth-policy bodies receive and respond to network inputs.
- Participation and representativeness are monitored.

C. Youth Migration Observatory checklist

- The policy question and territorial scope are defined.
- Available data sources are mapped.
- Data gaps and privacy constraints are documented.
- Qualitative methods are planned to complement statistics.
- A coordinator and institutional owner are identified.
- A steering or scientific committee is established.
- Data-sharing partnerships are explored or formalised.
- A realistic indicator framework is selected.
- Annual outputs are planned, including policy briefs or public events.
- Young people and stakeholders are involved in interpreting findings.

Annex 2. Recommendations by actor

Actor	Recommended role in transfer and scale-up
Municipalities and local authorities	Provide political and administrative anchoring, appoint a contact person, respond to youth inputs, connect outputs to strategies and secure basic resources.
Regional and provincial authorities	Coordinate scale-up across territories, provide methodological support, training, monitoring and links to regional youth, education, employment and development policies.
Youth centres and youth organisations	Support outreach, host activities, facilitate safe spaces, mentor young people and help maintain continuity after project funding.
Civil society and inclusion organisations	Reach underrepresented groups, support newcomers and migrants, provide thematic expertise and help make participation more inclusive.
Research institutions and universities	Support data collection, qualitative research, evaluation, observer reporting and methodological validation.
Young people	Co-design priorities, share lived experience, prepare proposals, act as bridge people, contribute to interpretation of evidence and communicate results to peers.
Project partners and Alpine networks	Disseminate the toolbox, support peer learning, compare territorial lessons and promote policy uptake across the Alpine Space.

Annex 3. Source traceability list

This annex summarises the main source documents used to refine D.2.2.3. It helps demonstrate that the guidelines and recommendations are traceable to the original pilot framework, local implementation planning and peer review evidence.

Source document	Role in the refined deliverable
Terms of Reference for OUT4INGOV Pilot Actions	Provides the common ex-ante framework for pilot objectives, outputs, roles, methodology, observers, communication, monitoring, peer review and reporting.
Maribor Local Pilot Plan	Defines the intended Youth Consultative Body model, target groups, stakeholder structure, co-creation sequence, monitoring framework and sustainability logic.
Cembra Valley Local Pilot Plan	Defines the cooperation group / network model, co-creation history, WhatsApp and Instagram tools, thematic clusters, qualitative monitoring and engagement risks.
Vesoul Local Pilot Plan	Defines the Youth Migration Observatory, data mapping steps, publication and expert mapping, qualitative research, annual work programme, platform and governance needs.
D.2.2.1 Peer Review Final Evaluation Report	Provides comparative assessment, peer review findings, cross-pilot lessons and scale-up potential.
D.2.2.2 Report on Solutions	Provides the final tested solutions and operational descriptions of the three governance mechanisms.
Consolidated peer review reports	Provide pilot-specific strengths, challenges, transferability notes and recommendations.
Monitoring tools, observer reports and implementation materials	Provide activity-level evidence, participant feedback, observer reflections and documentation of adaptations made during implementation.