Summer Academy 2022

trainings special edition booklet

A handy guide for all National Committee Members

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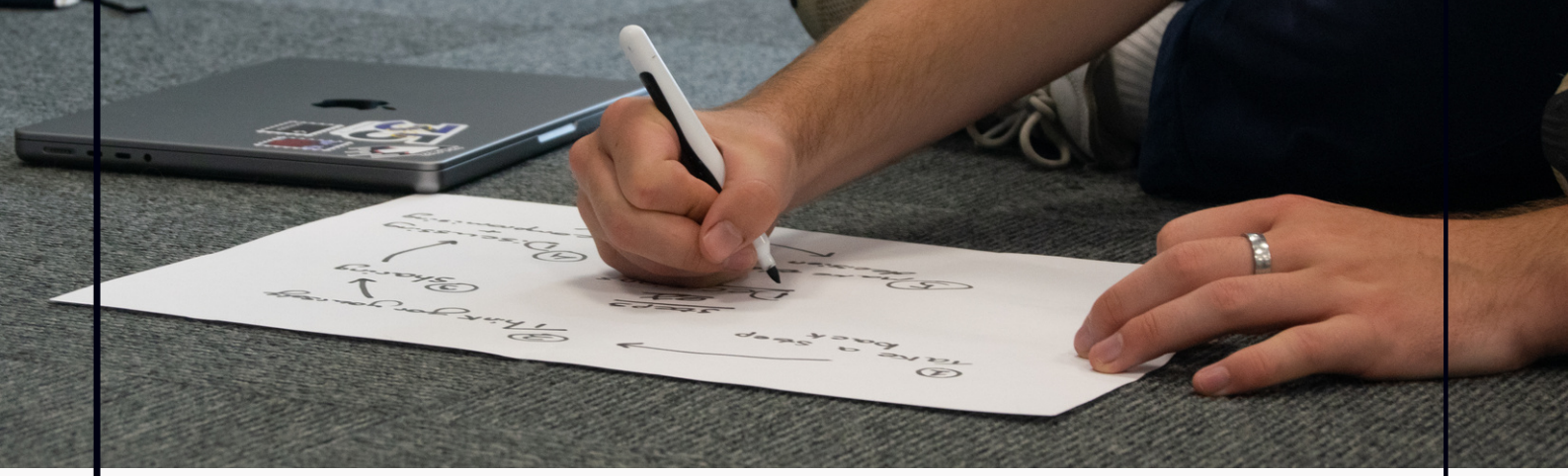


FINANCIAL RESOURCES

How to please your partner

Think with: Unique Value Propositions

1. For Non/new-EYPers - fun with friends, politics, English skills, building up network, building up CV, travelling
2. For already members and volunteerEYPers: climbing up the ladder, developing skills, beginners (language, public speaking skills, teamwork), advanced (management, leadership), pro skills (media, academics), being part of a community

Good practices:

Another way to sell EYP (both to new members and to partners): developing a mind map of which life-skills EYP brings to young people

"Friendraising" how to get, keep, and satisfy sponsors

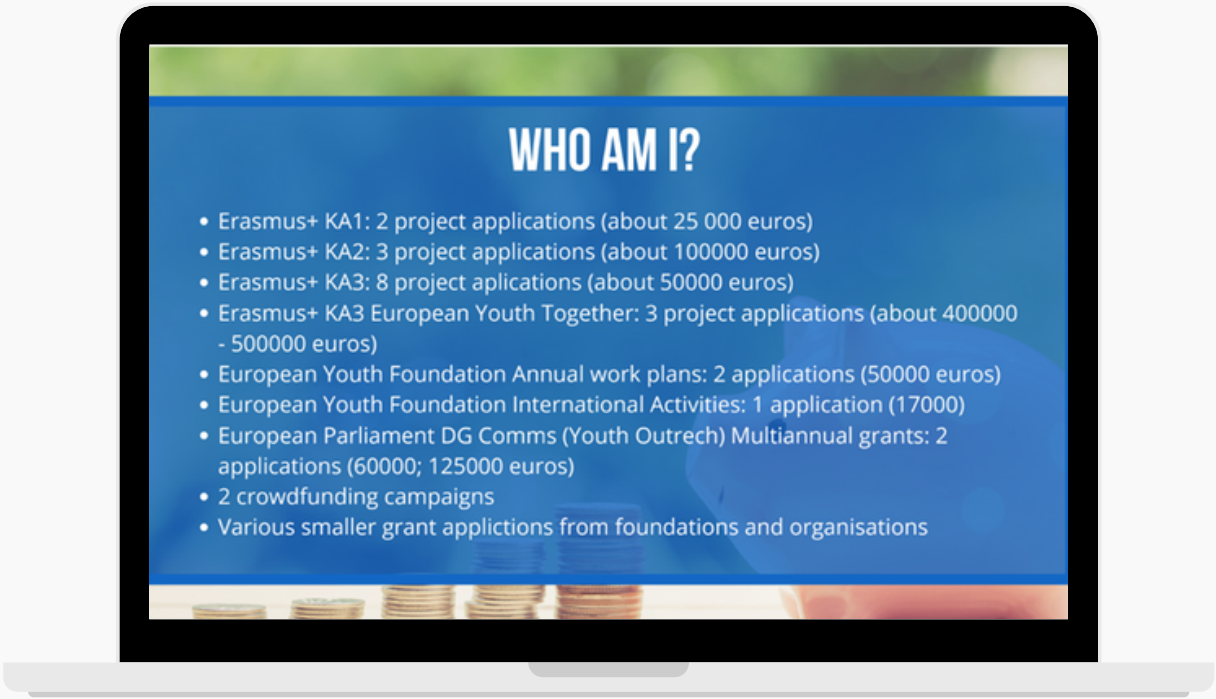
Think with:

1. There are different levels of sponsorship, yet you still need to make sure that they're content with what you're giving to them —> bronze, silver, gold, platinum sponsorship.
2. You could set up a newsletter sponsors & partners to inform them of what is happening and going to happen at the moment. Be mindful of the frequency and scope of the message.

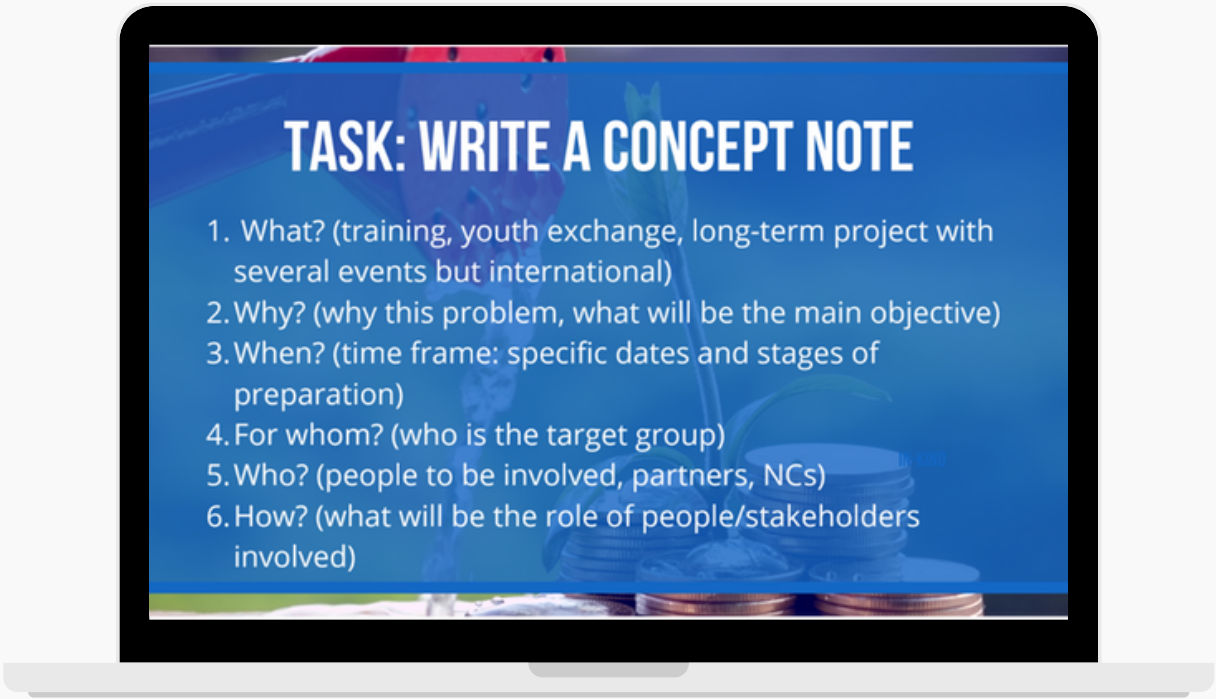
Good practices:

- Avoid approaching potentially new partners by asking for money directly (will only work in 5% of the cases).
- Use physical letters are they are more rare and thus carry more importance
- Calculate how much a committee / a delegate costs. You can then pitch these to funders.

FUNdraising for beginners



FUNdraising for masters



Budgeting and bookkeeping

Think with:

- Some funds from partners can only be used for certain expenses (e.g. some partners might only give money for accommodation)
- It is crucial to plan the reporting timeline. Write down the deadlines, needs (receipts, written confirmations etc.) and format.
- In some cases, you have to pay back money that you haven't used (e.g. Erasmus+)
- Be careful with double reporting! This means that you are using two funds on the same thing. Many sponsors do not allow this and you would also get yourself in illegal waters.
- If you create a budget from scratch, you have to look at the **vision** and the **past**. How much money have you received and spent in the past? What do you want to achieve with your budget?

The holy trinity of a budget:

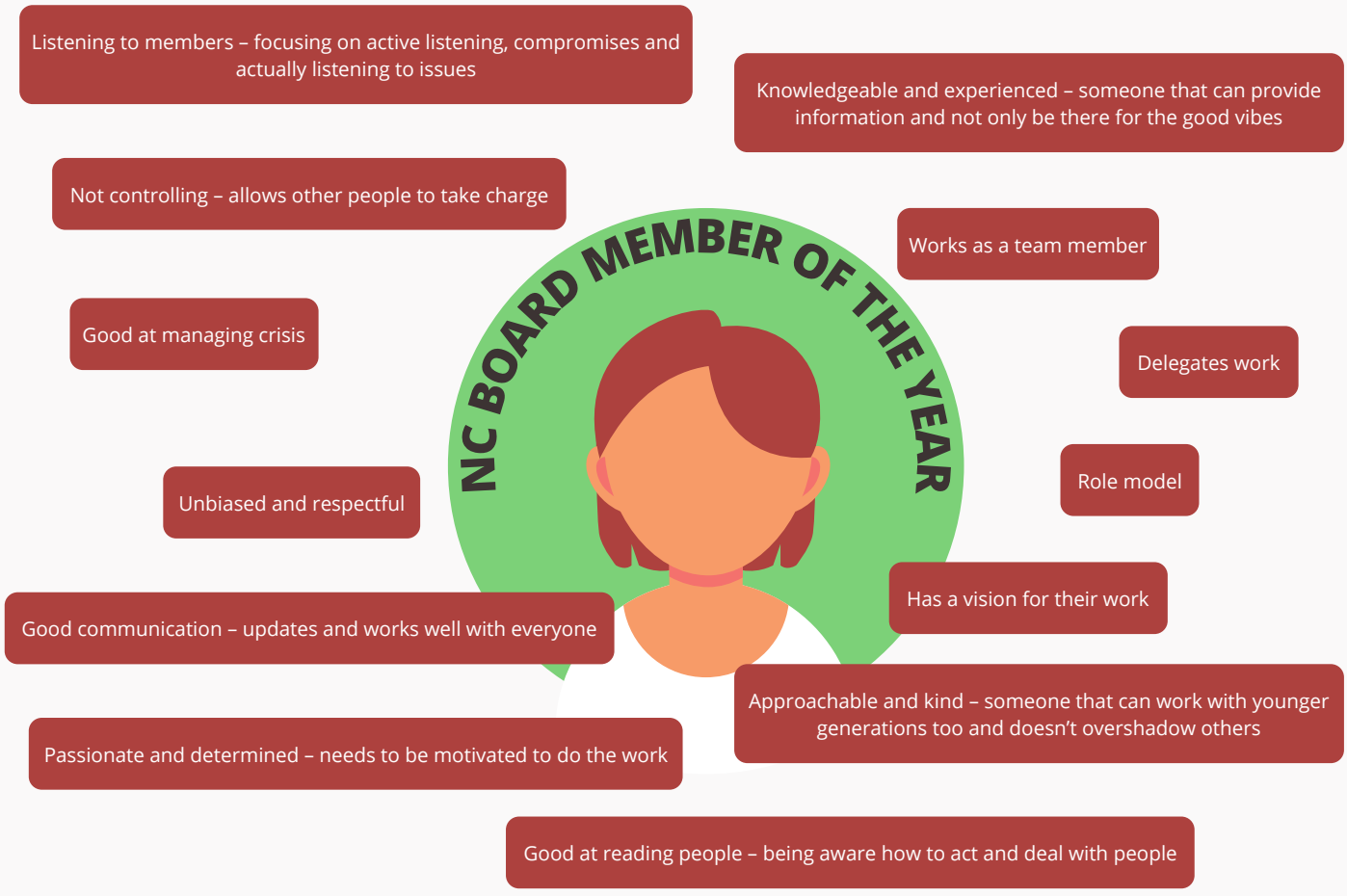
- Minimum
  - worst case scenario
  - realistic, but "gratifying"
  - vision (strategy)
  - general
- Maximum
  - your dreams and desires
  - don't go overboard
- Ideal
  - priorities becomes "real budget"

Good practices:

- Think of travel reimbursements as an aspect to prioritise in your budget – they are important for trainees and allow your session to be more accessible
- Sliding scale for travel reimbursements

LEADERSHIP & MANAGEMENT

A whole new world: How to be a NC board member



Good practices (1):

<u>FOR PLANNING AHEAD</u>

- Create a yearly plan, broken down into months – overview of responsibilities and tasks so that they can be planned ahead
- Deadlines calendar – setting out when your deadlines are coming up so that you can get notificiations in advance
- Trello – setting up dates of when the events are and the associated tasks below
- Asana – everyone has access to it and receives task allocation

Good practices (2):

FOR CREATING A SUPPORT NETWORK

- Firstly, you need to identify that you need help
- Can reach out to past board members – most are happy to help and have already done your position
- Can reach out to current bodies of the EYP (such as the Governing Body and the International Office – they have a lot of professional background and how the EYP processes and can support in their implementation)
- Members Platform guides – loads of unutilised information
- Your own support networks beyond EYP – it's always good to ger an outsider's perspective to your board issues

We're all in this together: making leadership mindful and collaborative

Think with: Feedback loops - what makes good leadership

- communication
- transparency
- good knowledge-sharing
- understanding what's needed + when + how
- timeframe for replying (active engagement)

Feedback loop 1:
About the person
Frequency: monthly

- What am I doing well? Examples?
- What can I improve?
- If you were me, what would you do?
- What is my superpower? (Giving you and others the room to know what you're doing really well and to build on it, also outside of EYP).

Feedback loop 2:
About the work/development

- What did you think of your first half? Is it the amount of work you expected?
- What did you enjoy the most? What was rewarding?
- What was most challenging?

Repetition is also good as it's going to highlight many aspects of one's personality & how people develop in a Board.

Feedback loop 3:
About the career and future

- Do you see yourself continuing?
- Ambitions in/out of EYP?
- What can the NC board do to support you?

Teamwork makes the dream work

Think with:

A good team is a bonded team

Good practices:

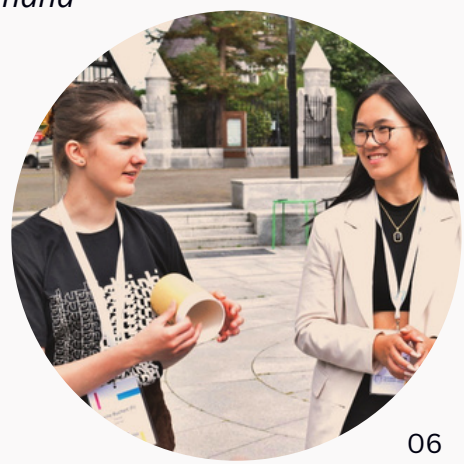
- Make sure to break the ice. Get to know your teammates before starting with your work.
- Communicate when you're not available.
- Talk about mental health.
- Offer flexibility.
- If you are in a leadership position, have one-on-one conversations with other team members to ask if they're okay.
- Have debriefings and feedback sessions.
- Have regular meetings/calls and deadlines.
- The core to a good team is bonded team. Get to know each other!
- Build trust.
- Schedule timeslots for your work. Don't have too many meetings.
- Have set agendas for each meeting and have someone in charge of the meeting.
- Make space for fun times.
- You can set up slack bots to remind fellow board members to add points to your agenda / give updates about their portfolios etc.
- Set up a separate slack channel to communicate your availability and holidays.

The art of decision making

Think with:

- Distinguishment between personal and group level decision making
- Include people that are interested in decision-making process in the decision-making process
- The rule of decision-making is more important than the person making the decision
- The 5 steps of a good group decision-making process

1. Identification: what exactly is the issue? *Focus on 1 issue at hand*
2. Gathering: all the ideas and results and information
3. Form alternatives and other ideas
4. Evaluation of all options
5. Reaching a consensus-based decision (or close)



Creating Your Golden Thread: Leadership vs Management vs Coaching

Think with:

Four types of styles of transferring knowledge, skills and attitudes

I. Leadership II. Management III. Coaching IV. Mentoring

- Leadership & Management are very similar:
  - ◯ working with people with a clear hierarchy
  - ◯ delegate responsibilities
  - ◯ confidence, competent (and if not self-assured)
  - ◯ not dictating but empathising
  - ◯ good at crisis management, good under pressure
  - ◯ well-organised

- Coaching & Mentoring are closer together:
  Coaches: (eg.chairs → delegates)
  - ◯ focused on concrete areas
  - ◯ group-oriented
  - ◯ deciding goals alone
  - ◯ setting clear deadlines
  - ◯ asking questions

- Mentors: (HO —> Orga, Pres. —> VP):
  - ◯ focused on more complete areas of life
  - ◯ peer
  - ◯ creating 1:1 perception
  - ◯ deciding goals together
  - ◯ meetings based on needs
  - ◯ mentees asking questions

10 principles of amazing coaches (1):

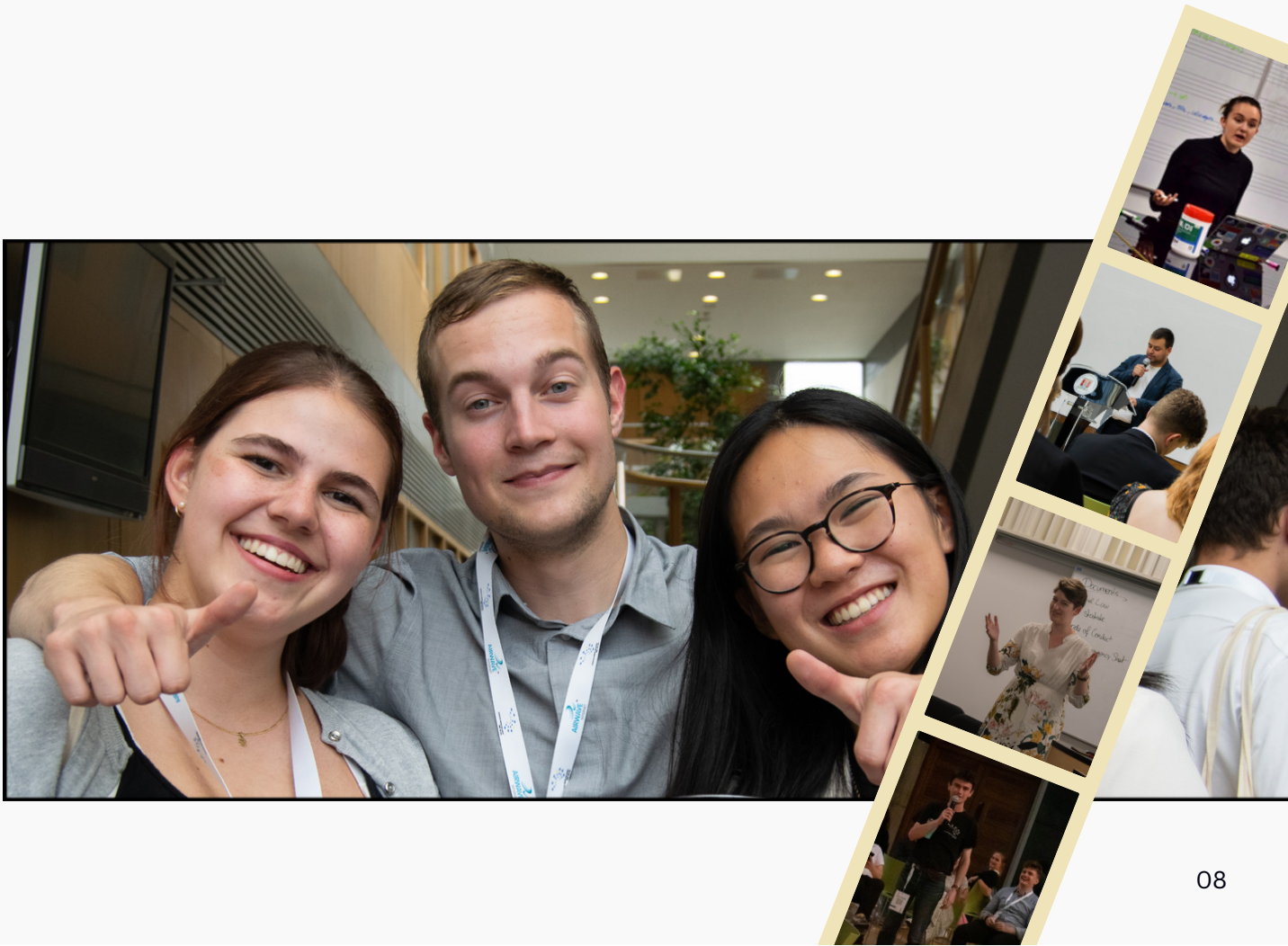
1. **Compliment** and **acknowledge publicly**
   - ◯ create feedback for constructive criticism (private, private then public or public → important to provide examples for your board work)
2. **Sharing stories**
3. **Don't get attached**
4. **Don't make assumptions**
5. **Don't judge**
6. **Listen**
   - ◯ ask questions, relate to self from personal situation, body language, eye contact, open online: cam and mic on, nod, jazz hands, environment from connection

10 principles of amazing coaches (2):

7.**Be brave**
8.**Be yourself**
9.**Be present** (no phone)
10.**Build rapport**
- ◯ self-assured
- ◯ reliable
- ◯ admitting when you're wrong (private/public dilemma)
- ◯ don't take the defence
- ◯ accept mistakes, don't defer blame
- ◯ discuss internally on slack/discord/etc.
- ◯ e-mail, social media

Good practices:

- It's a good idea to consider your relationship with a person before your start a relationship with them/have a meeting.
- Categorising provides a super helpful structure to set expectations.
- We all want to be leaders, but very often you need managers, coaches and mentors to execute successful events.
- Offsites are great for bonding.



MENTAL HEALTH AND CONFLICT/CRISIS MANAGEMENT

Creating safe(r) space - input from the SG team

Think with:

1. There is a Safeguarding Team! Woop!
2. Not everything is covered in the international policies – important to consider your national support systems
3. ESP = Event Safe Person

Good practices:

- Safe council
- Open calls for Event Safe Persons
- Event Safe Person training
- Having two Safe Persons (SPs) is comfortable for sharing and helping out
- Mixed SPs teams have a lot to bring: national SPs know the local context/legislation/language/etc. + international SPs can bring new knowledge and have a fresh look at the issue

Useful links:
Safety & Welfare Slack Server
Safety & Welfare Hub
sct@eyp.ie
Welfare Wiki Page
IRSCT: safe@eyp.org

Non-violent communication

Think with: a Healthy model for communication

1. **Observe:** starting a sentence with something you observed, including facts (no judgements, no conclusion)
2. **Feelings:** telling how this situation affected you
3. **Needs:** why did it affect you
4. **Request:** based on your needs, what do you expect from a person, coming with ready solutions helped

Crisis Management: Looking at Case Studies

Think with:

1. The fewer actors are involved in the conflict the easier it is to resolve it
2. The sooner conflict is addressed, the more likely it is to find a way
3. Conflict prevention is more effective and less costly than conflict resolution
4. We should always focus on changing the situation or issue, not the person
5. Conflicts that are addressed are a space for growth

Tips:

- Perceive conflict as the opportunity to improve and rethink something
- NVC and Constructive feedback are the key instruments for approaching communication during conflicts
- Regular constructive feedback and team retreats have the ability to prevent potential conflicts

No more bad blood: conflict transformation

Ways to address conflict:

- **resolution**
- **transformation:** changing the setting so that it's no longer a conflict
- **management:** finding a way for the conflicted parties to still work together / co-exist
- **prevention**

<u>There is a "good and bad" conflict</u>

"BAD" CONFLICTS

- focus on people
- focus on the past
- separate the parties

"GOOD" CONFLICTS

- focus on facts, situations
- focus on the present, future
- bring together

Good practices:

- Defining the type of behaviour of actors in conflict will help to understand how to approach the conflict
- Look for the solution that benefits everyone not only you
- Listen to all needs and interests
- Important to differentiate positions from needs and interests, and ask the question **WHY**

OUTREACH AND DIVERSITY

What is Diversity?

Think with:

- EYP's overarching goal: to promote active citizenship
- Think in terms of this goal rather than in terms of human resources – EYP's goal is not just to recruit people for sessions – many different formats can promote active citizenship.
- Concept: "centralise the margins": rather than organising an event and thinking after the design phase about how marginalised groups can be included, think already during the project design how you can tailor the format to specific needs.

Tips:

- Academic knowledge and experience put pressure on members/delegates.
- In the end, what people remember from a session is never the academic content but the human experience.
- Sessions in your own language could foster people to join EYP more

Good practices:

- Logistics: work with the event safe person with having a checklist to cross-check if your event will be accessible
- If you want to have diversity in your event: have diverse people in your team
- Include travel reimbursements in your budget
- Having a safe room (Another good practice is to have a prayer room).
- Having a feedback box
- Inclusive language

Schools outreach and inclusion - input from EYP France

Think with:

You can build inclusive programmes, adapted to a specific public's needs

Good practices: *(a few examples from inclusive programmes)*

Debating group programme (OpenVox)

Advantages: short and easy to implement. Can also be implemented by teachers. Low financial costs.

Resources: debate kit, with articles, resources, questions and debate methods

How? Students get to debate on social and political themes in their classrooms and school.

Student fora: 1-3 days.

What? Session for students

Advantages: Provides a platform for students as well. Can lead students to engage as officials

"Ligher" sessions (Citoyenneté en débat)

What? Similar to session, but shorter

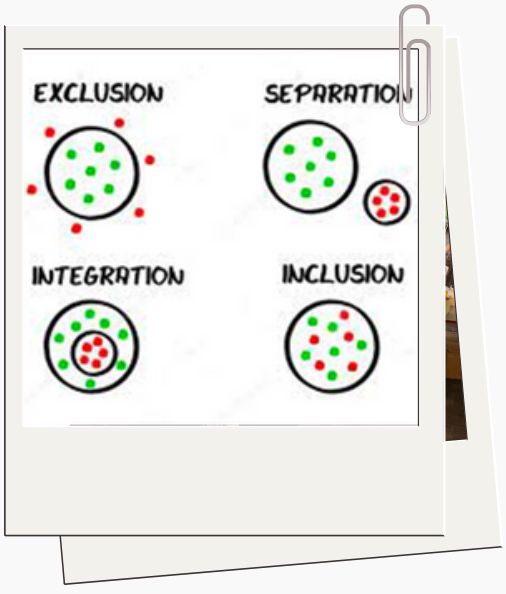
Advantages: more accessible (academic level, timeframe). Less organisational work.

->More information on the EYP France website

EYP4All: Building inclusive and accessible programmes

Think with:

- Including others take time
- There are different priorities of inclusivity in each National Committee
- What if we are not actually inclusive?
- do we create the opportunity to include as many people as we can?



The money neither jiggles nor flows: Improving Financial Accessibility

Think with:

- Talking about money is always easier for people who have money. Furthermore, every culture and country has a different approach to talking about money.
- There are differences between public and private schools and how they approach certain issues.
- Every NC is different, and it is not a matter of comparing each other but checking what can be improved regarding financial accessibility in your NC.
- Mobility funds are often not well known.

Good practices:

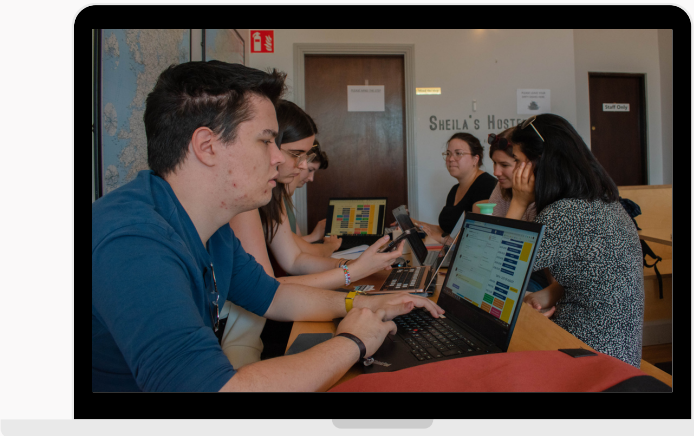
- travel booklet being more transparent on the session costs (transport, local prices averages, tips like student discount, describing the costs during the session day by day)
- target cost waivers (e.g. membership/participation fee can be optional for members who cannot afford it)
- Figure out hosting situation (have intl. officials stay extra nights at NC members instead of a hotel)
- Communicate the fees' deadlines well in advance
- Make special arrangements for leniency about fee deadlines
- The NC pays the participation fee in advance (Problem: delegates never pay the NC back, the delegates are less financially tied to the session and might be more likely to drop out)
- Offer travel reimbursement (Erasmus+ programme can be used)
  -> for travel reimbursement, it can also be tailored to certain needs (participants who live further away receive a higher travel reimbursement)
- Have sessions take place in cities that are cheaper and more accessible to travel to
- Implementing shuttles for participants from the airport/train station (Make contracts with transportation companies)
- Have regional events so that no matter how remote you are, you always have people to reach out to. Have them ask for tips
- Cooperation with schools and involving them in the conversation (school funds)
- Send fundraising guide to participants

MANAGING A NATIONAL COMMITTEE

Using our second hands: Digital tools

General Tips:

- It is best to use one workspace for NC work (either Google Drive or Microsoft 365)
  ->Google Drive Premium is free for NGOs
- GDPR has to be taken into consideration
- Shared drives in GDrive have unlimited storage
  ->Are best to use for session drives
- Buffer can be used to plan posts on Twitter or LinkedIn
- Use the members' platform to share the knowledge with other NCs



Specific Tools (1):

Password Manager

- Bitwarden (costs money)
- Keepass (open source)
- Secrets (can be used to send around passwords)

Workspaces

- Google Suite (NGOs are offered free premium GSuite)
  - § The bare minimum for GDPR
  - § Google Calendar is amazing. It can also be used to coordinate the NC board
- Techsoup (https://www.techsoup.org/)
- Notion can also be a very powerful tool (be aware of the different account plans)

Specific Tools (2):

Communication

- Slack can be used for board or NC communication
- Mattermost is an alternative
- Make sure to actually use these communications platforms to avoid going to FaceBook Messenger/WhatsApp/...
- Discord can be used as well
- Mailchimp can be used for Newsletter

Graphic Design

- For PR, Canva is a good resource (the premium version is a good investment, and frequently used colours can be saved. The free version does the job well too!)
- Flickr can be used for pictures
- Figma is an open-source version of Adobe
  - -Can be used to make logos or graphics
  - -The files can then be implemented in Canva

Hello From the Other Side: Transferring Knowledge Board-to-Board

Think with:

1. The shorter the timeframe of knowledge transfer, the more efficient
2. The main challenge of knowledge transfer: unrealistic expectations with too little support
3. Any information documented can be accessible by any members of your organisation in the future – the question is: how to make people read/check out these documents?

Good practices:

1. Standardise guidelines and internal procedures
2. Transfer portfolios and databases,
3. Event documentation

Better Call Saul: How to avoid legal crises and what to do if you get sued

Think with:

1. Who is legally responsible for your National Committee?
2. Who can sign contracts in your National Committee?
3. Who advises you in legal issues in your National Committee?

Good practices:

1. Adding disclaimers to e-mails is helpful.
2. Always double-check dates before booking tickets.
3. Establish written agreements for delegate exchanges.
4. Setting up a driver's policy helps clarify liability in case of an accident.

The best of both worlds: Digital vs. Real world

Think with:

- Digital sessions are the only events some NCs can hold. They are the only way they continue their activities
- COVID is still very much a thing and digital sessions are a safe alternative
- It's cheaper to attend a digital session, as well as more accessible for some (Visa procedures and costs, travels, time)

Good practices:

Next-level digital sessions include:

- ◯ Financial Accessibility
- ◯ Pre-Session Trainings
- ◯ Learning how to use new technology (Canvas, Miro, etc.)
- ◯ Easier access for foreign participants
- ◯ Less physical drain

Impact measurement (Monitoring and Evaluation) & Progress tracking tools for NC board

Think with:

- Quality management ≠ impact assessment ≠ evaluation.
- The impact is what happens to people, to the network, to EYP in general, through our programming
- EYP Impact Framework aims to assess:
  - ◯ Impact on individuals
  - ◯ Impact on the organisation
  - ◯ Impact on broader society
- EYP has different tools to measure impact:
  - ◯ NC census
  - ◯ EYP Members' Survey
  - ◯ Safe Core Team
  - ◯ Event survey
  - ◯ Focus groups

How to measure impact:

- ◯ have an objective: e.g.EYPers learn new skills
- ◯ have a metric: e.g. improvement of skills
- ◯ have an indicator: e.g. numbers of EYPers whose skills have improved

- This framework helps you to work from a strategic, rather than a task-oriented perspective.
- Impact frameworks can certainly change with every new board/year.
- Approach the GB/Janis is this is a process you want to start or deepen with your NC

Good practices:

- Make sure to have a realistic, measurable impact framework.
- It could be helpful to establish a “ritual”, a regular time slot to reflect with the board on the NC’s impact.
- Keep it simple! You can’t measure everything.
- Plan ahead. Measuring impact is a long-term project.

WORKSHOPS

Green is the new Black: Sustainability and the EYP

Think with:

- We are starting to live in the climate change effects also in Europe
- The strategy of EYP is focusing also on being more sustainable
- Trying to be more sustainable, but nothing “mandated”
- We have a very big carbon footprint - "In 2019, ~ 30 000 EYPers emitted 641 000 tCO2e. At the same time, ~12 million Rwandans emitted 7 000 000 tCO2e.”
- EYP Sustainability guide

Good practices:

FOCUS ON

- Paper cups
- Walking transfers
- No paper (or less paper)
- Focus on local businesses
- Meat-free food alternatives

TRY TO AVOID

- Excess food
- Arriving only via plane

Reflection Group Sessions

It's never a bad time to take a step back and reflect on your journey!

Reflection groups allow trainees to reflect on their day and the knowledge and skills acquired, as well as on their own contributions. They also contribute to creating smaller trust groups and allow the trainers to collect feedback through the event (with the possibility to adapt the programme accordingly if needed)

Action Plan Development Sessions

Taking Matters into our own hands and shaping the future!

What is crucial about the Summer Academy and other trainings is not just what trainees learn, but also how NCs can benefit from it.
For the first time, several specific slots have been reserved for trainees to look at the knowledge and skills they've acquired and reflect: on how can they bring them back to their NC.
Participants had a chance to group according to regional clusters and/or according to their portfolios. They could reflect on questions such as

- **What, among what I learnt, can be useful to my NC?**
- **Which knowledge and tools (acquired in the past days' workshops) can help my NC overcome the obstacles we're facing?**

This concept is to be developed further during future trainings.

LEGAL DOCUMENTS & BODIES

Legal Documents

- National Law (laws regarding minors, NGO laws, financial/tax laws, employment laws)
- NC statute
  - With this document, you can provide the legal framework for your NC.
  - There are a lot of nation-specific templates for NGOs online
- Code of Conduct (the law of EYP)
- Medical Emergency Sheet
- Driver's Policy
  - The minimum amount of sleep
  - No alcohol consumption on the previous day
- Transfer of Rights (for Media Teams)
  - MTMs transfer their picture rights to the NC (The NC can use the pictures for their own promotion
  - Especially for copyright: Ask the Communications Team of the IO, they have guidelines and helpful advice!
- GDPR
- Written agreements
  - Venue contracts, sponsorship agreements, grant agreements, delegate exchange agreements
  - All agreements should be written down and signed/agreed upon by all parties involved

Legal Bodies

Advisory Board/ Auditors/ Board of Trustees
Before making a big legal decision, ask them for input
Financial Auditors can make sure to keep the money flow in check *[Receipts are everything!]*

Legal Counselling/ Law Clinics
there are some organisations that offer free legal counselling (they can operate nationwide or are from universities)

Lawyers
Some lawyers offer their legal advice pro bono
Ask around in your NC: Who has family, relatives or contacts that can be used?

Summer Academy 2022

trainings special edition

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