

Minutes of YMCA Europe General Assembly 12. - 16 May 2010

- Place:** Litomyšl, Czech Republic
- Theme:** NOW!
- Participants:** 93 participants from 24 Member Movements and 5 Cooperating Movements were present. From YMCA Europe 10 staff members were present.
- Guests:**
- | | |
|-----------------------|------------------------------------------------------------------------------|
| YMCA of the USA | Ken Colloton, Selma Zaidi |
| Y's Men International | Poul-Henrik Hove Jakobsen, Danish Y's Men Poul V. Thomsen, Danish Y's Men |
| European Youth Forum | Johan Ekman |
| YES Group | Leader Sarah Simmank, Germany |
| HorYzon Switzerland | Werner Stahl |
- Special guests** Terry Ratcliffe, former YE President
Jan Nissen, former YE President
Fatimir Hoxha, Minister of Youth in Kosovo
Pavlina Buzkova
- Apologies:** Iceland, Greece
Dölf Weder, Switzerland, Former YE Secretary General
- Devotions:** The Devotions during the General Assembly were conducted by the Christian Orientation Group chaired by Marloes Meijer, The Netherlands, and assisted by people from The Netherlands, Germany, Switzerland.

1 Opening

Peter Posner, England, President of the YE and Chairperson of the General Assembly welcomed those present to the General Assembly. He gave a short introduction to this year's theme "NOW! - is the time to act". As well he gave a short overview over the General Assembly programme.

The two main topics will be: the continuation of Resource Mobilisation and the work on the next YE role and strategy 2011-2016.

Another important fact will be the leaving of Johan Vilhelm Eltvik by the end of 2010, as he will take over the position of Secretary General of the World Alliance of YMCA in Geneva.

Peter Posner stated that the Assembly had been called according to the §12 of the constitution. He also stated that, since 24 out of 35 Member Movements were present in person, the Assembly was in quorum according to §14 of the Constitution.

2 Introduction of Delegates, Guests, Staff and Apologies

Peter Posner introduced all the Guests and Delegates in accordance with the list of participants and Staff. Apologies were as listed above.

The volunteer crew from the Czech YMCA were introduced as hosts for this General Assembly.

3 Adoption of the Agenda

As an additional point of the agenda had to be included:

8.1 Elections

Decision: The proposed addition was adopted.

Decision: The proposed agenda was adopted.

4 Adoption of the General Assembly 2009 Minutes

Decision: The Minutes were approved as a true record of the meeting.

5 Greetings

The following delegates gave greetings to the General Assembly:

Poul-Henrik Hove Jakobsen, Danish Y's Men

Johan Ekmann, European Youth Centre.

6 Secretary General Speech

Johan Vilhelm Eltvik, YE Secretary General, presented his report entitled "NOW!".

A copy of the report is attached to these minutes.

7 Reports, Operational Plans and Decisions

As a new member of YMCA Europe "YMCA Romania" had been welcomed. YMCA Romania serves as the umbrella organisation that unites the IKE Transylvania and YMCA in Romania. Tibor Nagy, Csaba Veres, Alina V. Pop, Dan Carpov signed the membership document.

The YES group as a result from their pre-conference to the GA gave the following statement:

To be active in the YMCA means feeling at home a place to feel safe, have fun, develop and reach full potential. It encourages young people to belong, contribute and thrive. We, as young people, recognize the challenges faced by YMCAs in Europe including financial difficulties. In order for young people to engage NOW, YMCAs need to share best practices, provide accessible training in fundraising, have a universal elevator speech, work on sharing resources, searching for common goals and shared interests. YMCAs should develop fundraising strategies in order to ensure financial sustainability and to raise awareness of the work being done.

The YES group expects from YMCA Europe to:

- involve YES in formal decision making*
 - e.g. involving YES in the discussion on the GA theme*
 - ExCo members under 30 attending the YES meetings*
 - ExCo needs to report to YES (agendas, minutes...)*
- include YES in the budget of YMCA Europe*
- look at creating a database of good practice and how to share it among YMCAs*
 - see WAY database*
 - identifying the talents in European YMCAs and sharing them.*

7.1 Movement Development

Decision: The reports were received.

7.2. Christian Community (Christian Orientation Group)

Decision: The report was received.

7.3 European Programmes

On behalf of the **ESG** group and its leader Heidi Niemenmaa (Finland) Merita Goeldi (YE Assessor) gave a short verbal report. She invited to take part in the next ESG seminar and leadership training from September 16-19, 2010 in Transylvania, as well as in the ESG Day at November 6, 2010 and in the ESG Jamboree from July 31 to August 6, 2011 in Germany.

On behalf of the **ESY** group Bo Jorgensen (Denmark) and Volker Kamin (Germany) gave a short presentation by PowerPoint and invited to the next ESY seminar and leadership training from September 23-16, 2010 in Litomyšl.

On behalf of the **ETS** group Nadine Jording (Germany) presented some photos from the last ETS conference in Germany, gave an introduction to the focus points of ETS for 2011-2012, informed that Ten Sing Starter packages have been worked out and she invited to the next ETS festival from July 31 - August 6, 2011 in Germany.

On behalf of the **SI** group Beate Turck (YE assessor) explained that in the moment this group is not "active" at all. Under the leadership of the Dutch YMCA it is planned to organize a kick-off conference for revival in the first half of 2011 in the Netherlands.

On behalf of the **VfE** group Beate Turck (Germany) presented some photos from the last VfE seminar from February 18-22, 2010 in Czech Republic, it has been the 5th seminar since 2001.

The report of the **YES** Group was presented.

Decision: All reports were received.

7.4 World Alliance of YMCAs and Global Cooperation

Decision: The report was received.

7.5 European Representation

Decision: The report was received.

7.6 Finances

7.6.1 Report 2009

Ed Eggink as treasurer of YE gave the report.

Especially he explained the losses YE have due to currency exchange rate fluctuation and bank charges. He appealed to the GA to help to limit these costs. Also he explained the decision of the Executive Committee from this February to take the voting rights from YE member movement YMCA Portugal because of open membership fees.

The actual result for 2009 has been concluded with a deficit of 47.112 Euros.

Decision: The financial Accounts for the year 2009 were unanimously approved.

7.6.2 Auditors' Report and Discharge of Executive Committee

The Auditors' Report was explained by Per-Anders Aglert.

Decision: The Report was unanimously approved.

Decision: The Discharge of the Executive Committee was unanimously approved.

7.6.3 Budget 2010/2011 and National Contributions 2011

Ed Eggink explained that the Executive Committee already had to adjust the budget of 2010 to avoid another big deficit for 2010. The financial reserves have been nearly spent.

The budget and the national contributions 2011 were explained by Ed Eggink. Especially due to the leaving of Secretary General no special additional fundraising goals for the core budget have been considered. The target for the field budget has been limited lower. There is a high need to work on the income side. The Friends of YMCA Europe campaign so far has developed very well. The treasurer answered various questions from the plenary.

Decision: The proposed budget and the national contributions 2011 were approved with one abstention.

7.7 Presentation of Operational Plans 2010/2011

The following operational plans were presented by Peter Posner:

- Movement Development
- Programme Group Coordination
- World Alliance of YMCAs (WAY) and Global Co-operation
- Finances

The question from the plenary regarding the Master Class training has been answered by Ed Eggink. The training has been postponed from 2009 to 2010, because there have been only 6 registrations (from 12 needed). There is definitely a need for this training. Sabine Drescher as member of the European Staff conference board prompted to combine the Master Class with the three weeks European Training Seminar for YMCA Youth Workers.

Decision: The Operational Plans 2010/2011 as formulated by the Executive Committee were unanimously received.

8 General Assemblies 2011-2012

The General Assembly 2011 will take place from June 1 to June 5 in the conference centre Ernst Sillem Hoeve in Den Dolder, the Netherlands.

The General Assembly 2012 is supposed to take place again in the YMCA Training Centre in Litomyšl, Czech Republic.

8.1 Elections

On behalf of the Nomination Committee Nico Marconi (Switzerland) presented the candidates and explained the election procedures. The elections will be secret ballot.

Decision: The following people were elected:

Executive Committee and Auditors for 2 years:

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|----------------------------------|-----------------------|
| Beate Turck, Germany | Assessor (re-elected) |
| Stepan Cerny, Czech Republic | Assessor (re-elected) |
| Karin Hammar, Sweden | Assessor (re-elected) |
| Susan Louhema, Finland | Assessor (new) |
| Mieke Barenburg, The Netherlands | Assessor (new) |

Auditors

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|---------------------------|----------------------|
| Per Anders Aglert, Sweden | Auditor (re-elected) |
| Andreas Baer, Switzerland | Auditor (new) |
| Bob Copleton, Scotland | Substitute Auditor |

Nominations Committee for 2 years

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|-------------------------------|----------------------|
| Armen Bezhanyan, Armenia | Elected (new) |
| Ilona Dielis, The Netherlands | Elected (new) |
| Sabine Drescher, Germany | Elected (re-elected) |
| Suzanne Ekmann, Sweden | |
| Jenni Enquist, Finland | |
| Nico Marconi, Switzerland | Elected (re-elected) |
| Kristian Simonsen, Denmark | Elected (new) |

Decision: Nico Marconi was appointed as Chairperson of the nomination committee.

The outgoing members of the Executive Committee (Merita Göldi, Switzerland and Olga Lukina, Belarus) and Nomination Committee (Anja Enzendam, Suzanne Ekmann, Stefano Tomarelli) were thanked for their contribution by Peter Posner.

Peter Posner informed the GA about the next elections in 2012, because then most of the positions in the executive committee have to be elected new. It will be very essential to find suitable candidates in the next two years.

9 Any Other Business**YMCA Europe award for long and outstanding service**

Gerhard Gruhler, Germany was given the YMCA Europe award for long and outstanding service. Johan Vilhelm Eltvik specially thanked Gerhard Gruhler for initiating outstanding fundraising campaigns for YMCA work in Slovakia, Russia, Armenia and Georgia.

Central London YMCA, England

A short PowerPoint presentation from the first YMCA worldwide has been given by Mark Harrod about their encouraging efforts cooperating with political authorities to strengthen the work of the Central London YMCA and YMCA England.

CVJM Hochschule - International YMCA University of Applied Science, Germany

Barbara Schellhammer (Prof. Dr.) gave a short verbal introduction to the new International YMCA University in Kassel, Germany. It initiates interdisciplinary learning by integrating the disciplines Christian Education, Social Work as well as Social- and "Diakonie" (Christian Social Service/ Social Welfare Work) Management.

YMCA Europe Festival 2013

Johan Vilhelm Eltvik announced that it has been decided by the executive committee to organise another YE Festival from August 4-10, 2013 in Prague. A steering committee has already been appointed and will meet for the first time here at the GA.

Elections at World Council of YMCAs July 19-24, 2010 in Hong Kong

From YMCAs in Europe 6 candidates are nominated for the elections of the executive committee of the WAY. As delegates of the GA Ed Eggink (the Netherlands), Nadine Jording (Germany), Ian Pearsan (England) and Michael Will (Scotland) just "showed their faces". Also nominated are: Kjetil Fretheim (Norway) and Uku-Rasmus Lind (Estonia).

Search process for new Secretar General of YE

Peter Posner gave a short overview with regard to the search process for a new secretary general.

The appointment of Johan Vilhelm Eltvik by the executive committee of the WAY will take place a day prior to the World Council, so that the official appointment can be affirmed during the World Council.

Until then the executive committee of YE will work on a job description. The job will be advertised from August 1, 2010 probably until September 30, 2010.

A special search committee will be formed by 4 members of the executive committee of YE and 1 national secretary. The plan is to end the selection process by personal interviews with candidates early November 2010. The search committee is expected to present up to 3-4 candidates to the executive committee of YE, so that they can take a decision if possible already in the November 2010 executive committee meeting in Prague.

YMCA of the Netherlands

Cees Bremmer invited the GA of YE for 2011 to the Ernst Sillem Hoeve in Den Dolder and gave a short PowerPoint presentation about the work of the Dutch YMCA.

10 Thanks and Closing Remarks

Peter Posner thanked all delegates, volunteers and staff for their contributions, especially he thanked Johan Vilhelm Eltvik for many successful and encouraging years with the YE and closed the General Assembly.

Litomysl, Czech Republic
May 2010

Beate Turck

Peter Posner

Appendices:

- 1) list of workshops and results
- 2) market place information
- 3) role and strategy 2011-2016 - collected results

Appendix 1

List of workshops and results:

- (1) **Information - Knowledge**
(Strapline, Slogan, Unified Presentation)
by Ben Hunter, Mark Harrod, England
- (2) **Information - Knowledge**
(Annual reports, Website creation, External PR)
by Radek Hlavsa, YE
- (3) **Fundraising - Confidence**
(YMCA Day, Joint campaigns, Analysis of Friends of YMCA Europe, Annual Campaign, Endowment Fund)
by Vardan Hambardzumyan, YE, Ken Collton, USA and group of Experts
- (4) **Impact Assessment**
("The Girl from Schidren's List", other assessments)
by Selma Zaidi, USA, Michal Szymanczak, YE

Some remarks from the plenary to the workshop session:

Spent joint efforts to coordinate leadership trainings within YMCA Europe and the coalition of international YMCA universities (bundle up strengths).

European representation is definitively very important also for YE. We need to be well-known as the voice of young people in Europe. YMCA must stand for clearly defined youthwork/aims.

Use European Years (theme of a year) also for YE, f.e. Year of volunteers!

Apply for grants as one organisation that serves all European countries!

The Fundraising Workshop of YE will be repeated in September 2010 in London (the February workshop was attended due to Icelandic Ashes mainly by English participants.)

Appendix 2

Market place information:

A lot of very interesting and useful reports and announcements have been presented by various delegates and movements.

All presentations are available from the YE office in Prague or from YE website.

1. YMCA/YWCA World Youth Festival, Umea, Sweden
July 19.-27, 2014
and World Council of World Alliance of YMCAs
July 21.-27, 2014
presented by YMCA/YWCA Sweden
2. International YMCA University, Kassel, Germany
"BA in Human Development and Leadership in cross-cultural Dialogue"
presented by Prof. Dr. Barbara Schellhammer, Germany
3. International YMCA Youth Workers Camp, Michelstadt, Germany
August 7.-14, 2010
More information under: www.cvjm-teencamp.de/international
presented by Silke Leitenberger, Germany
4. YWCA World Council, Zuerich, Switzerland
July 10.-16., 2011
Topic "Women creating a safe world"
More information under: www.worldywca.org
presented by Merita Göldi, Switzerland
5. KIE Training Centre "Sóvár", Balaton, Hungary
More information under: www.sovar.hu
presented by Lilla Ureczky, Hungary
6. YE Training Centre Litomyšl, Czech Republic
for summer 2011 special touristic packages available, more information under:
www.ymcaeurope.com/training-centre
presented by Jana Mackova
7. "Together in diversity" - Study session in Budapest, Hungary
November 7.-12., 2010
organised by COG group, the team is still looking for 2 more leaders from
eastern/central European movements
presented by Marloes Meijer, the Netherlands
8. ETS (European Ten Sing) Festival, Ziegenhagen, Germany
July 31.-August 6., 2011
Topic „Movin!“
presented by Nadine Jording, Germany and Stephan Cerny, Czech Republic
9. Y's Men Europe
presented by Poul V Thomsen, Denmark
10. YMCA Belarus Programme Festival, Vitebsk
August 5.-9., 2010
by Volha Krus, Belarus
11. National Music Festival 2009, organised by YMCA Serbia
presented by Ivan Andrasik, Serbia
12. "Bosnian adventure - campaign for ethnic diversity and against created stereotypes" by
YMCA Bosnia, Sarajevo, Bosnia-Herzegovina
September 16.-22, 2010
presented by Azra Bogucanin, Bosnia-Herzegovina
13. YMCA Europe at World Council of YMCAs in Hong Kong
This is the result of an interest group of this GA. We agreed to produce special "YE at
World Council" T-shirts for all European delegates, to organise a common presentation
as YMCAs in Europe in the Global Village, to organise an activity in the Global Village
(leave your fingerprints)

More information will be sent out soon from YE office in Prague
presented by Beate Turck, Germany

14. EYCE - Ecumenical youth council in Europe
presented by ...?
15. "Catch the vision" seminar of YE, Yerevan, Armenia
October 18.-24, 2010
presented by Vardan Hamb.
16. International YMCA Ukraine Programme Fair, Kiev, Ukraine
August 2011
presented by Victor Serbulev and Adam Rychlik
17. Conveniat 2009 "Let's get together!"
Film presentation by swiss youth festival with more than 3.500 participants
presented by Pete Bürki

Please fill in all your events in the Event calendar at the YE website!

Appendix 3**Role and Strategy 2011-2016**
- a first brain storming collection -

Peter Posner introduced the GA to the Role & Strategy brainstorming process while summing up some thoughts and ideas:

- changing demographics = influence on programmes
- diverse cultures
- Religious diversity - interfaith dialogue?
- (social) inclusion - Begleitung
- migration - refugees (economic migration)
- “fortress Europe” - barriers against migration
- changing nationalism
- YMCA in 43 countries - growth has stopped
- Movement development - develop my YMCA
- Reduced governmental funding
- Societies becoming older
- Europe as part of the world -which role we play?
- Increasing use of technology (skype, video conferences)
- Environmental issues -in YMCAs? What part are we playing?
- Youth mobility
- Volunteers - difficult to find? Challenging job?
- Exclusion - gap of having and not having
- Finding - is it harder to find it?
- Decline of population - closing of schools - children = clients of our YMCAs?
- Health, drugs
- Impact assessment - can you tell what impact YMCA can give to society? Do we have a voice?
- Grinding - tell the story “who are you?” Elevator speech - method (speak easy in 30 seconds)
- Governance, doing things properly
- Sustainability
- Flexibility - what are our programmes? Relevance?
- Young people in leadership positions
- Becoming visible
- Competition from other area YMCAs
- Communication and knowledge transfer
- Advocacy (standing up on behalf of others)

10 brainstorming groups have been built from the plenary. They were supposed to think/dream/brainstorm about the new Role and Strategy 2011-2016 of YMCA Europe. Results should be written down on flip chart papers. The group leaders were supposed to give a final verbal short report on their session back in plenary.

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| <p>The results from the brainstorming session / typed notes from all flip chart papers:</p> |
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| <p>Group 10</p> |
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1. youth leaderships - YMCA a world leader in developing the capacity and opportunities for young people to be leaders
 - recruit
 - train
 - use
2. start new programs like “tweensing” and dancing and youth camps and children’s disco and non-commercial café (supporting projects abroad)
3. general youth work programme networking
 - key programmes, goals outcomes (impact assessment)
4. volunteer recruit/development
5. youth mobility
 - exchange
 - volunteering
 info on how to exploit funding streams/ideas/workshops
6. engaging parents/families
 - family programmes
7. branding
 - world brand
 - need to be able to tell the story - what are we about?
 - what are we best at?
 - our diversity: our greatest strength and our weakness?
 Slogan:
 “helping young people build a future!” look at the national visions and use the best of them to make a good vision for the European YMCA. and remember the “C” in the vision, that should not take more than 30 seconds to say in an elevator.
8. it’s important that the YMCA still will have a great number of strands/legs in future!
9. documents/prove quality and numbers

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| <p>Group 8</p> |
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Miki Erdinger, Marloes Meijer, Andreas Geering, Margriet Drent, Patrik Schröder, Silvia Lazaridis

- priorities
- development necessary, not anymore founding YMCAs but helping each other develop , YE is the platform for activities, programme, exchange
→ idea of programme groups, perhaps strengthen programme groups and find new groups, like migration to SI group
- movement strengthening according to 3 pillars of GOP
reflect common history, find common focus / understanding, common future
→ future: political awareness and engagement, consider which groups are needed
- at the moment: local - regional - national - European ... → European never reaches local thematic events, networking part, exchange
- have programme groups closer to needs in the field, at moment only networking
- YE shall offer Begleitung to programme groups, YE fundraises for programme of groups; YE must foster and strengthen information flow and spread

Programme secretary?? / number of regional secretaries depending on situation

What is the task of YE?

- Exchange, build expertise (requires certain amount of staff) which is found on national

levels, key issue: political advocacy and representation on European level in European Union (Brussels) → EU has one partner to talk to (=YMCA Europe)

- Representation on European church level (CEC), YMCA is not concurrent to churches circle of YMCA and churches → more connection, YMCA and churches should know from each other
- help use EU funds, fundraising
- help information and communication (telephone conferences, video conferences, internet platform, ...) → efficiency through professionalize work more
→ save time for relationship to sponsors, save money, care about environment
- video conferences help get things done, because e-mails can be postponed

Most strategic issues

Communication (and networking) through all Europe according to the needs of the different European countries

Starting from common purpose / common ground, where are we? → common value base mission / vision for focusing all the growth

Focus on struggles in western European countries (→ movement strengthening), e.g. fundraising, finding volunteers

Political issues and bond with churches more on European level

YMCA internal → platform

YMCA external → one voice to EU and churches and European institutions

Visibility to political discussion

Fundraising → EU and other sponsors (local, regional governments, company's, donors, national funds)

YMCA Europe

find common purpose / values / mission

(after years of growth and with many new member movements)

| <u>external</u> | <u>internal</u> |
|--------------------------------------------------------------|------------------------------------------------------|
| one voice / partner | “what do you need, country XXXX?” |
| □ for the contact with EU (Brussels) | → exchange platform |
| □ churches on European level (CEC etc) | → mutual movement development |
| □ other institutions (governments, sponsors, companies, ...) | → help with struggles (fundraising etc.) |
| | □ help + improve communication and information |
| | □ work professionally and efficiently |
| | □ office: as small as possible - as big as necessary |

Questions:

Should YMCA Europe have own programmes?

Should YMCA Europe have another financial system: membership fee for basic services and money for extra / additional services?

Group 7

- less done better is more
- representation
 - support representatives
 - youth policy group
 - improve communication
- => clear - agreed - message

- resource mobilization
 - youth in action etc. funds
 - proactive attitude
 - dedicated staff member?
 - sharing good practises, see W.A. or improve communication
 - make use of new technologies
- Youth organisation: adhere to subsidiarity principle
 - we don't know youth/they do not know us -> include youth!
 - adapt to modernizing society
 - use youth culture, to meet their needs, but first we need to understand
- professionalization
 - build relationships with commercial partners
 - use Begleitung in finding partner/sponsors
 - combine youth/technology/communication to raise funding
 - marketing/communication strategy
- programme field
 - general idea for PGs/strategy
 - strengthen PGs
 - how to convey the message of goals distinguish means/ends
 - combine events?
 - look at sister organizations (e.g. scouts)
- music/media/video/arts
 - explore strategic opportunities with partners
- working methods
 - rethink how to improve including everybody!

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| Group ? |
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- support volunteers
 - young people are our future
- how does Europe fits in the world?
how do we get clear who we are?!
manifest profile...
- open communication
 - honest, true, not over persons, with
- movement development
 - focus on reaching young people
- working together, trainings together
- share ideas/knowledge
before we need to know what we do
- one size fits none
- YMCA Europe should serve, lead and connect
- joint voice, to be listen to
- coordinate, position building

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| Group 6 |
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Strategy

What do we need from YMCA Europe?

- formulating a clear vision and goals (mission = founding documents?)
 - common brand/logo
 - strong youth
 - offering belonging, values to youth
- including youth
 - more attractive programmes
 - identity - belonging to / values
- strengthening movements
 - three pillars

- YERT
- training programmes for youth leaders
- to offer more(easier) ways to communicate (Skype etc)
- European representation (we need to have a “voice”)
- relevant programmes for Europe (for young people within Europe!)
 - new structure
 - Europe wide, not just parts/regions
 - assessment
- => advocacy issues
(examples:)
- health
- education
- ...
- formulate three issues relevant for young people
agenda of YMCA Europe 2011-15
- exchange of talents/competences/knowledge
 - data base
 - exchange programmes
 - face to face
 - website
- assessment tool (top-down)
 - international
 - national
 - local
- make someone responsible to push/release the strategy
- one page paper, keep it simple

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| Group ? |
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| <ul style="list-style-type: none"> - best practice sharing - including faith and FR - focus on common themes not geography - improve visibility of YMCA Europe work - be more responsive to the national movements - ensure representation of staff and excom in the working areas |
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| Group 4 |
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| <ul style="list-style-type: none"> - use modern communication tools - improve communication <ul style="list-style-type: none"> - update website - keep it up-to-date - open exchange/chat/info pages for members - stakeholder analysis - clarity vision/mission - work on linking local YMCAs to world/area movements <ul style="list-style-type: none"> - work on visibility - better link between programs and programme groups <ul style="list-style-type: none"> - more focus on programme groups coordination/focus - sharing good practices <ul style="list-style-type: none"> - assessment of effects of programmes - work on “common space” <ul style="list-style-type: none"> - create platform(s) - migration - young people need/ask for guidance <ul style="list-style-type: none"> - personal development/identity - work on festival/frequency |
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- staff not organised in regions?
but topic oriented (fundraising, themes)
- pass festival experiences on to national movements
keep momentum going
- facilitation of contacts between national movements about relevant
projects/developments
- create platform for info exchange between experience and un experienced YMCAs
 - best practises
- mobilising new programmes/new resources
- strategy in line with WAY strategy
- include young people more

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| Group ? |
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Ideas:

- Alumni
 - keep in contact with people who have left
- prioritising
- database
 - share good practise
 - one point of contact
 - share what works
 - training programmes available (leadership)
 - toolkits for different programmes <- BRAND
 - measure impact
 - collecting before connecting (need to know what people do before you can share that)
 - YMCA to connect all the amazing things that are done
- gather impact from all of the YMCAs
 - can “prove” what the YMCA does
- programmes
 - not do them themselves but facilitate (networking)
 - actively asking people building up a network
 - field groups review
- academic research for needs of community (needs to be comm.. based as well)
immigrant community -> a changing community “just because it worked 50 years ago
does not mean it will work now
- (triangle sign - spirit mind body
- international exchanges/experiences (Prague)
 - regular activities that bring young people to discuss
- fundraising support
 - resource mobilisation
 - EU fund (be the experts)
- connect to EU on matter of youth policy
 - why are we not?
 - specific research by YE as to why?
 - political officer?
 - institutional presence (not just by 1 person)
- look at YES capacity to do these actions, if not what needs to change?

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| Group 1 |
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- improve communication in a more personal way
- clear vision together i.e. “provide space for young people to develop to their full potential”
- programme field needs to be changed
a primary role is facilitation
change of staff to more facilitation from movement development

- training is another key role
- not to have it's own programmes but to facilitate
- change programme groups to networks
- young people on decision making positions, see to it that they can develop - i.e. through mentors
- mentor programme: more experienced people on YE's meetings
someone from the excom is involved/related to YES group
- branding: also facilitate to national movements can come together ... joint projects and apply for money together
- exchanges/network more opportunities to meet through the network
- focus on a couple of areas
- representation and advocacy work but on specific areas where we want to focus ie. environment, migration, (unemployment), social polarisation etc.
decide on what areas we will be active
- we want the strategy to focus on 2-3 events (see above)
what we should lobby for, apply money for, put staff time into this, on an European level!!
- review at the field group system
- focusing on issues rather than try to merge MD and PG

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| Group: ?? |
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we are...

- why do we need a YMCY Europe?
- equal attention and support opportunity

we do...

- connect young people
- concept of training
- partner group for every movement
- every movement gives a report to get a whole picture of Europe
- development still needed, to various countries, not only new or eastern ones

how we do...

- travelling secretary
- think about entire structure (of FG, PG and programme groups)

[see also photos from flip charts]

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| Presentation of brainstorming groups in plenary. |
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| Every group was supposed to bring up 2-3 major points from their brainstorming phase. |
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Group 1 (Karin Hammar reported)

- YE = as facilitator for / of programmes rather than having own programmes
- Connecting YMCAs
- Focus on few areas for few years (environmental issues, representation, advocacy)

Group 2 (Amy Wilson reported)

- Connecting people
- Connect people -when you know what they do share good practise-methods
- Collecting before connecting

Group 3 (Eliana Graf, Liga Efeja reported)

- Best practise sharing - including faith and fundraising
- How to talk that we are a Christian organisation
- Ensuring representation of YE staff and executive committee in working areas / programmes

Group 4 (Ed Eggink reported)

- Create platforms, lobby side
- exchange of experiences
- need for new projects in YMCAs
- programme oriented
- give faces to programme / projects
- use festival in strategy

Group 5 (Kaare Dag Magersnes reported)

- challenge - sharing best practises
- based on local needs /getting it down
- networking
- smaller European programme festivals / share programmes
- more programme groups - new issues
- festival as tool - thematic festival / regional festival

Group 6 (Mieke Barenburg, Sarah Simmank reported)

- clear goal / vision -> strategy
- three pillars
- relevant programmes
- improving communications

Group 7 (Ken Montgomery, Gerald Tosserams reported)

- representation - know what the message is
- more resource mobilisation (concentrated on youth culture)
- programme - transfer good programme to music / arts media
- more effective - more awareness about language (English as 2nd language)
- problem - new secretary general -> not involved in Role & Strategy process?

Group 8 (Silvia Lazaridis reported)

- situation now after growths - >we need common purpose / mission
- YE = partner for EU / churches
- What do we need from YE
- Exchange platform
- Learn from each other
- Communication and information

Group 9 (Mark Harrod, Mario Saliba reported)

- Why do we need a YE?
- What do we need as National Movements?
- Step back in our world today (rather than taking our existing structures for granted)
- Partner groups for every country
- Importance of open communication / transparency
- Serve - lead - connect
- Staring ideas / best practises
- Supporting young people / training together / learning together
- Find framework - what describes us all (instead we are all the same)

Group 10 (? Reported)

- Leadership recruitment / qualify them
- Develop new programmes
- What are we best at
- Acting is everything