



**EUROPEAN YOUTH PARLIAMENT**

# **Evaluation of the International Strategy**

Evaluation Report for the International Strategy 2016-2020



## **INTRODUCTION AND METHODOLOGY**

The International Strategy 2016-2020 of EYP was designed with the aim of establishing the next priorities, goals and steps of the organisation. Among its international measures was the task of completing an evaluation, to check how EYP had performed in the last five years and if the objectives had been too ambitious. Evaluating is essential in order to track success and without it, any strategy could become empty words.

This evaluation must be handled with care, as it was not designed when the actual Strategy was written and therefore has been prepared trying to find available sources of information within the network that could serve as indicators for success. Hence, this is not how an evaluation should be done.

For an evaluation to be properly conducted it requires every measure, objective and pillar in the strategy to have performance indicators (e.g. for outreach of a particular target group - “Gather more than 1000 students from remote areas across the network every year”). This was not done at the beginning of the Strategy drafting process and hence it has been up to the team behind this report to consider the best way to measure the level of performance. Once these key performance indicators are written down, the organisation has to track them at least at the beginning of the Strategy period, in this case 2016 or before, and at the end, in this case late 2020. Intermediate checks should also be performed and the EYP Census survey should be used to request those indicators from National Committees. Differences across time should be analysed and the impact of particular measures can be then quantified.

For this special case, the International Strategy Evaluation team has considered several sources of data with its corresponding caveats:

- Governing Body and Council Reports. This source of information was very precise on the completion of international measures from the Strategy but was sometimes incomplete and contacting old GB members was sometimes complicated and time consuming.
- Informal input from past Governing Body members and International Office staff.
- International Measures catalogues and their reports. Reports from 2016 and 2017 were incomplete and sometimes did not have input on the completion of the measures.
- EYP Census survey data from National Committees, which has had varying questions across time and format of the questions. This is a tool that has tremendous potential and requires to be trusted and not changed every year but, on the contrary, strongly designed at the beginning of the strategy period for accurate tracking across time.
- Two surveys, one for NCs (33 responses) and another one for volunteers, alumni and teachers (270 responses), on missing areas that the data above could not provide us and that could serve as appropriate performance indicators. However, this source of data only considers the opinions of those surveyed during the summer of 2020.

This Evaluation report is divided into 12 sections, for each of the pillars. In each chapter, a pillar will be analysed, considering the international measures that were planned and completed and evaluating the effect of these and then some indicators from the data will be described to show the reader how confident the organisation should be about the performance and transformation in the particular pillar in the last 5 years.



The general conclusion from this report is that the success has been limited yet positive. As it can be observed in the different chapters of this report, there is great space for improvement in particular areas, but fantastic progress has been reached in other areas such as welfare, alumni and training compared to 2016. The main obstacle has been lack of implementation and completion of planned international measures, which could have allowed for better results in this evaluation, as well as great communication of the resources created during this five year period available for users, both volunteers and NCs, to expand the capacity and impact of EYP to our participants and the *outer* world.

Additionally, an essential part of this evaluation is the [International Measures Catalogue](#), which compiles all of the international measures planned for the period of 2016-2020 and information on their completion.

While the objective for the International Strategy Evaluation team was to conduct a quantitative and qualitative assessment of EYP activities 2016-2020, the key intent has also been to compile guidelines on strategy evaluation. The purpose for this is to ensure that strategy implementation in the next cycle becomes more effective and cohesive over the years, as well as agile, allowing next generations of Governing Body members to iterate on successes and improvement points, continue the work started by previous members, and guide their work based on defined 5-year targets.

To achieve the set goals for the next strategy and ensure that whatever is done, the international bodies are aware of the results and are able to evaluate any project and initiative, we recommend focusing on documentation by implementing the following:

- Strategy Master file: one document that holds targets and success measures for every pillar so that projects and initiatives within the same pillar are tasked towards achieving the pillar's goal. For greater accountability and precise overview that would help all international bodies, the Strategy Master is the one document to be used within the 5-year strategy, with the projects and initiatives set in stone by members in the same period.
- Project summary templates: one-pager that lists the aim of the initiative, along the measures employed. After the project is complete, brief findings and reflections should be included there. Such an overview would help the next generations to see what worked in the past, what has been tried, and what obstacles and outcomes proceeded. The key part is to track impact – implementing a project is not an end-goal; seeing the desired results that came out thanks to the implementation of a project is an end-goal.
- Quarterly reviews: dedicated time at every GB meeting to go over prioritised pillars for every member and track the impact that comes out of every project and initiative.
- Adhere to the strategy guidelines.

If you have any questions regarding this report, the methodology used in it or the methodology that is expected for the future EYP strategy, please do not hesitate to contact us at [gb@eyp.org](mailto:gb@eyp.org).

Hoping that this evaluation fits its purpose and that a stronger performance and evaluating culture is acquired in EYP,

Maria Fedoruk and Ignacio Argüelles Martínez

### **International Evaluation Team**

This report and its underlying analysis were prepared from January to August 2020.



# CONTENTS

<b>Introduction and Methodology</b> .....	<b>2</b>
<b>Inclusion</b> .....	<b>5</b>
Inclusion.....	5
Outreach .....	6
Mobility .....	8
Regional representation .....	9
<b>Empowerment</b> .....	<b>11</b>
Transversal Skills .....	11
Educational Value .....	12
Opportunities for personal development.....	13
<b>Contribution</b> .....	<b>16</b>
Volunteering .....	16
Democracy.....	17
<b>Stability and continuity</b> .....	<b>21</b>
Organisational stability and continuity .....	21
Professionalism.....	22
Administrative Capacity and Management Skills .....	24



# INCLUSION

## Inclusion

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The main objective in this pillar was to reduce the barriers for participation both in the organisation's structure and culture.

The International Measures proposed for this pillar have had two sub periods, from 2016 to early 2018 and from then until 2020. Firstly, it was a time for reflection and analysis on what the reasons and ways to improve the levels of inclusion were in the network, by for example checking the delegation allocation criteria and revising the participation fee system, as well as allowing NCs to share best practices on outreach and inclusion.

Secondly, it was a time for implementation and internal policy changes. This is observed by the creation of a standard code of conduct that could be used by the whole network, the creation of a network-wide Participant Welfare Policy, providing trainings on participant welfare at Summer Academy and other network-wide events and a [document including best practices from NCs](#).

For the pillar of inclusion, there has not been a strong tracking across time of the improvement or change in this area within the network. Were similar aspects considered for the future Strategy, it would be interesting to mark the main key performance indicators that can be followed year after year, to track improvement or worsening of the inclusion situation in EYP.

Nevertheless, in order to observe the current state of the network in inclusion, from the data extracted we can see that only 55% of NCs have held discussions or trainings on how to ensure an inclusive atmosphere at sessions, with only 15% making use of the best practices' checklist document. Additionally, 48% National Committees state having organised an event with a particular inclusion objective and 52% have reduced the number of formalities and mandatory elements from their events (such as formal dress code for General Assembly, not having Gala events, etc.). However, although these figures might seem disappointing, 91% of NCs reported delivering participant welfare modules at events.

Additionally, inclusion can be understood as not something for event participants but also for members and volunteers of the organisation. In order to sense the level of belonging of the current members, surveys were shared with the network members, teachers and alumni. From the over 270 responses obtained, the main conclusions are the following:

- 82% agree that they can voice a contrary opinion without fear of negative consequences, and just over 6% believe that they cannot.
- 91% believe their opinion is valued.
- 82% agree that their performance is evaluated fairly and 67% believe that they would be part of the organisation regardless of something negative happening to them during an event.

The main conclusion for this pillar is that there is a good understanding of what is needed, the target groups to put greater effort for but there are two missing aspects:

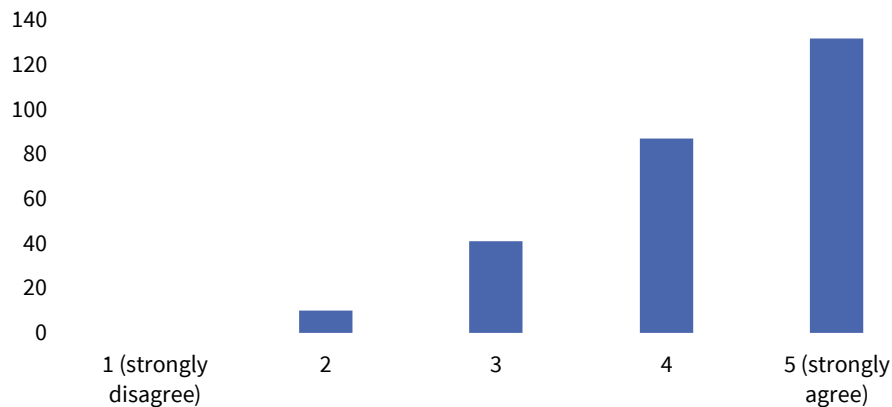
Knowledge sharing of the materials that are available in the Members' Platform as well as capacity to explain and show applicability of that knowledge in NCs structures.



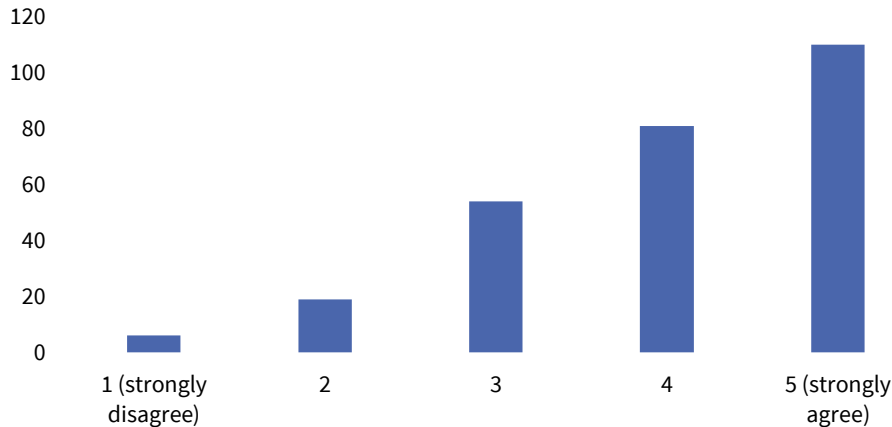
National Committees’ structures and capacity to put effort into events with inclusion objectives.

As a final thought, it is rewarding to see that at least 81% of those surveyed declared feeling part of the organisation and 71% declared that being associated with EYP is important to the way they think of themselves.

### I feel like I belong to this organisation, the European Youth Parliament (EYP).



### Being associated with EYP is important to the way I think of myself as a person.



## Outreach

In the case of outreach, there has been little progress on an international level, as most of the implementation relies on the execution of national measures. The main objective of this pillar was to make the EYP more accessible to those who would not usually reach the organisation and diversify the group of participants at events.

Among the main measures completed there has been a creation of a set of practical guidelines on outreach in 2017, but little modifications have been seen thereafter, lacking deep sections with information on tailoring communication to target groups and cultural understanding. Nevertheless, the material provided serves as a complete guide of measures that National Committees can use to gather participants from outreach groups.



Modules on outreach and inclusion have also taken place at diverse training and knowledge sharing events such as the Summer Academy, the Head Organisers Summit, among others. Nonetheless, there seems to be a need for a stronger push in this front so that National Committees take outreach as one of their top objectives. For this, greater visibility of the content is required and more specific actions.

From a more analytical perspective, one of the international measures considered in 2016 was to modify the Census survey to compile information about the number of participants from each particular target group. The results of this analysis can be found below, with each cell being the number of NCs that stated having that particular number of participants from the particular target group. Please note that value categories are exclusive and therefore entail that if there is an NC in, say, category “<10” it is not considered elsewhere.

One of the first problems that can be traced from the data is that there are many NAs which compile missing answers from NCs as well as lack of knowledge or tracking. Therefore, for the future, greater awareness of the situation and participation of target groups is required. The conclusions that can be extracted are that success in this area has been limited, with difficulties in tracking and not especially successful national measures leading to a lot of NCs having below 20 participants in a given year of each target group. Overall, it seems that joining the results from the previous section and this one, that a majority of NCs lack the structure and possibility to put forward activities with a clear outreach and inclusion objective.

Target group	Year	None	< 10	> 10	> 20	> 30	> 50	> 100	NA
Ethnic minority	2016	0	0	8	4	4	4	3	13
	2017	8	0	7	6	3	1	2	9
	2018	3	0	10	6	2	2	0	13
	2019	2	0	8	2	3	3	1	17
Immigrants	2016	3	0	4	5	7	4	3	10
	2017	0	3	4	8	7	5	1	11
	2018	6	13	5	5	3	1	1	5
	2019	1	7	14	2	2	3	0	10
Low socio-economic background	2016	3	9	7	3	4	3	0	10
	2017	3	6	8	5	3	4	5	5
	2018	0	3	7	4	4	3	3	13
	2019	7	8	3	5	1	2	1	9
Remote areas	2016	4	7	4	4	2	5	0	11
	2017	3	9	3	3	4	3	1	10
	2018	0	6	1	4	8	9	4	5
	2019	1	5	9	0	6	4	1	14



Vocational schools	2016	7	10	7	3	5	0	1	7
	2017	2	10	8	6	3	1	0	10
	2018	3	11	1	7	3	1	1	13
	2019	1	4	4	8	5	8	5	5

As a final thought and although there has been some interest in preparing accessibility plans for EYP events, the network should continue the focus laid out in the [Accessibility Guide](#) to make sure that participating in EYP is open and easy for everybody.

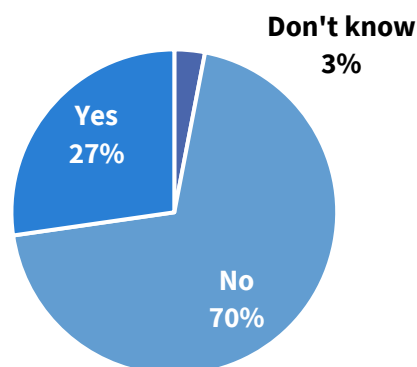
## Mobility

For the pillar of Mobility, the objective is simple and straight forward: to give an opportunity for more members to travel across the network.

Among the international measures, we could find the following:

- Mobility fund for EYPers from the five outreach groups, focusing in particular on those with a poor socioeconomic background, to offer travel grants to at least thirty applicants each year. On this, there was an intention to transfer this through the NC Support Fund and in different network-wide events, there have been travel reimbursements and support depending on the financial availability.
- Work with NCs to make it possible to offer mobility funds or travel reimbursement for participation in their events. From this, the only output that we have is the answer to the survey from the National Committees, where over a quarter of the surveyed NCs had mobility funds. Among those who do not have a mobility fund, this is because of lack of financial means and/or capacity to find a funds provider that could be interested in supporting this. Some National Committees provide simple travel reimbursements to reduce the participation fees of all participants of an event or have more complex systems that try to tackle one of the five outreach groups, depending on the particular circumstances of the country.

Does your NC offer a mobility fund for EYPers from the five outreach groups?







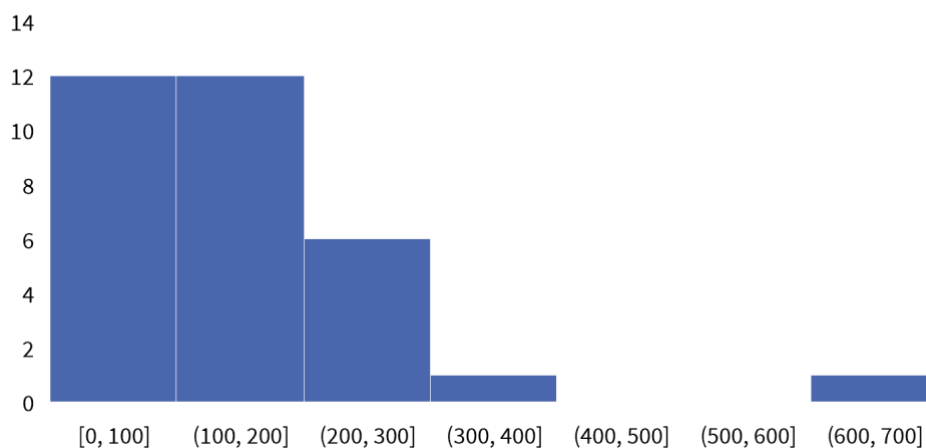
The question for the evaluation would be if there is enough success. It is believed that given the financial circumstances of National Committees and their capacity to approach outreach groups, having one fourth of National Committees with some sort of mobility fund is clearly a success. This area should be continued in some way or another in the future strategy, as it is part of our values and objectives as an organisation, and greater support should be provided by the Governing Body and the International Office to target foundations and companies that can support and provide funds for mobility.

## Regional representation

The regional representation pillar has the objective of integrating all National Committees in the network both in decision making and steering of EYP as well as in network-wide events.

This pillar has been forgotten in terms of the international measures planned and executed, but nevertheless other policies have been implemented to tackle regional imbalances, for example, in International Session selection panels. Among the international measures, it was the objective to reach out to NCs to identify reasons or hurdles met keeping them from attending network-wide events (e.g. BNC meetings, Summer Academy). Mainly, the main hurdle is financial, and although the objective was to reduce the cost of each participant to under a 100 euros per person and NC, the costs are still very high, as shown in the figure below, which summarises the answers of 33 National Committees in the evaluation survey. It still requires greater effort in the future in order to reduce the number of National Committees whose cost is over 200 euros.

How much does it cost for 1 person from your NC to participate in the BNC Meeting?



The other main international measures were to complete an analysis of gender and regional representation in teams of network wide events, as well as national and international governance bodies in the past 6 years is carried out and design a plan to follow-up on the results of the analysis. This task was not fully completed, but nevertheless could be an assignment to be completed outside of the International Strategy.

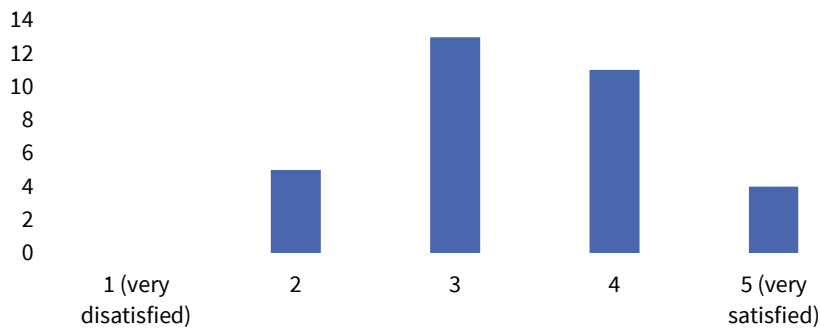
Outside of the international measures and its evaluation, it would be interesting to check how National Committees feel about their participation within the network. Although parts of this section will be evaluated in the *Democracy* section, there are two interesting conclusions reached. First, only half of the National Committees participated in meetings with the Governing Body and Regional Development Council members to



cover challenges and plans of the entity. This means that these international governance structures have not been capable of assisting NCs in their problems and needs.

Additionally, as shown on the figure below, National Committees seem either satisfied or indifferent with the level of cooperation between NCs. However, this is an aspect that is recurrent when asking what National Committees would like to see more of, with examples of sessions, events and projects managed between several NCs. Therefore, the conclusion would be that NCs like regional cooperation through clusters or other structures but believe that they are currently not being effective and efficient enough. In addition, it can be stated that only over half of the NCs that were surveyed had participated in organising events or activities with other National Committees.

### How satisfied are you with cooperation and practices you get from other NCs/your regional cluster?





# EMPOWERMENT

## Transversal Skills

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The objective of this pillar was to integrate the "21st-century skills" that EYP can offer into the educational experience and make sure that there is a provision of skills and traits that can be applied in the academic and professional world, and therefore extend the potential knowledge gain obtained from participating in EYP.

The level of implementation of this pillar has been very limited with long term measures executed particularly with the creation of communication channels allowing for exchanges between past and future officials of knowledge and best practices and a mentorship scheme piloted, offering career and professional development mentoring. This last one has also been implemented on an NC level in some parts of the network. Although the success of these measures may not be palpable, they are definitely long-term structures that will require high maintenance in the future to ensure their accomplishment.

Other measures which have not been completed yet include:

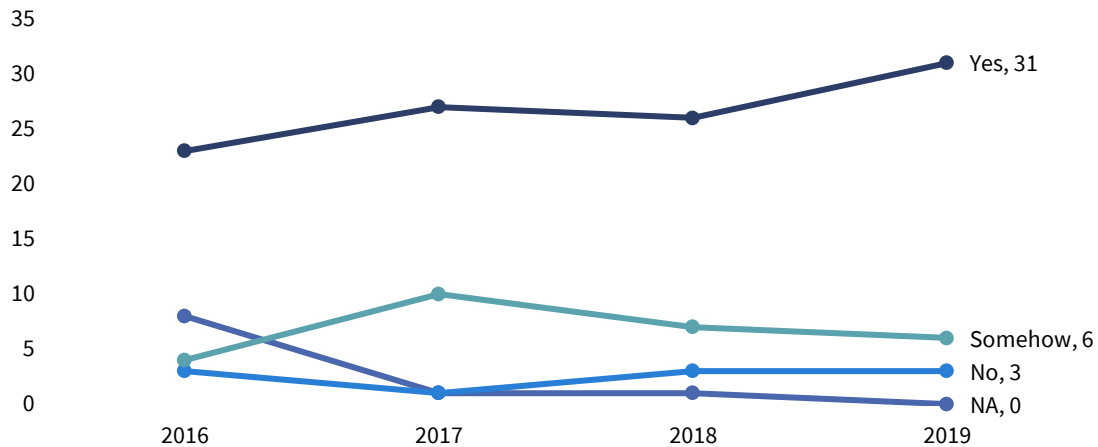
- A fund is set up to which groups can apply for activities aiming to improve EYP as a whole (For example, training for presidents or meetings of individuals passionate about training wanting to discuss/develop tools/concepts for EYP training).
- A catalogue of knowledge, skills and competencies one can develop throughout EYP participation (and the different means/roles that one can work on/gain specific skills/knowledge) is developed and published (for both external and internal comm purposes). Please note that this task is currently being completed.
- A section on the knowledge, skills and competencies one can learn through EYP and how they can be of relevance in one's personal and professional life is made available on the EYP website, together with personal stories of alumni. Please note that this task is currently being completed through the different social media outlets.
- A reflection is held on the value and use of EYP output, as well as ways to maximise it.

Nevertheless, this pillar seems to require very little direct intervention as it is considered by the members and alumni that EYP indirectly provides them these 21<sup>st</sup> century skills (94% of those surveyed believe so and 93% agree that after one EYP event, they can re-apply gained knowledge outside of EYP).

Additionally, it would be good to observe to what extent National Committees promote or advertise the skills that volunteers learn in EYP. As shown in the figure below, National Committees have increased their active promotion of this skills, with only 3 NCs not doing any kind of advertisement. This can lead us to the conclusion that communication materials and guides should be provided by the International Office to National Committees which already have the structure and capacity to disseminate them to future participants.



## Do you promote or advertise the skills volunteers learn in EYP to them?



## Educational Value

The Educational Value pillar aims at adjusting the educational methodology and activities to clear target groups across the network. During these Strategy period, the tasks and measures have been mainly analytical and not especially executive, and hence, it can be concluded that although success may be very limited it is an aspect that needs to be continued in the future in some way or another and their success still requires the completion of the initial analysis.

Among the international measures proposed, the following can be found:

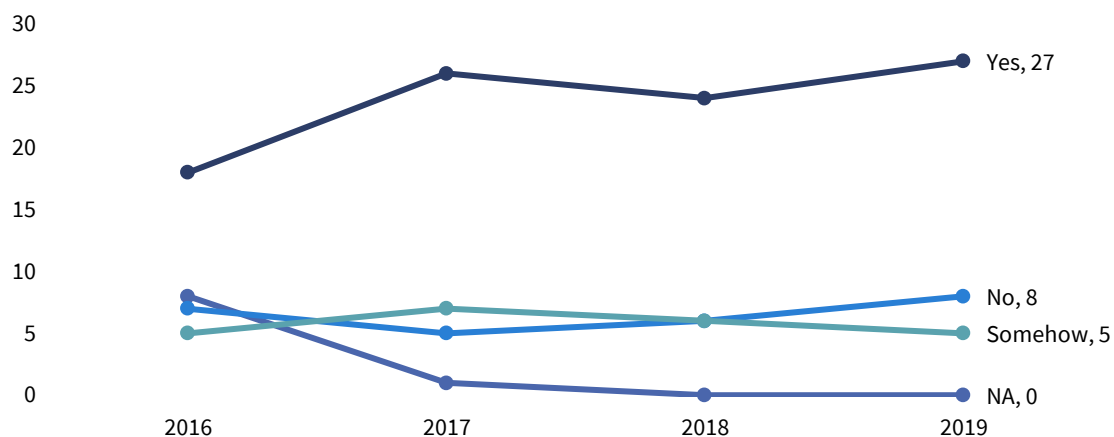
- General training module on the educational methodology of the EYP as outlined in ‘Education in the EYP’. This task cannot be found among the documents in the Members Platform.
- Tailored training modules on EYP methodology for active members involved in NC management or as session officials. This task is completed through Summer Academy modules and Lab events. However, these modules are not shared in the Members Platform and therefore enjoy very limited success and knowledge transfer.
- Guide on EYP methodology targeted at teachers, based on “Education in the EYP”, so that they understand what we do in EYP better and are able to use the methodology themselves. [This guide](#) has proven itself to be successful and useful. It was intended to suffer a revision during 2019, but it was concluded by the Governing Body that it needed very little amendment.
- Evaluation form for sessions in consultation with experts, to better evaluate their educational experience and output. This task was completed and applied in network wide events with the objective of better tracking the educational impact of them on participants.
- A reflection and analysis are held on the extent to which EYP achieves its educational goals, as well as its mission statement. This is among the intentions for the 2020 International Measures in the GB portfolio of Educational Vision and Methodology and is expected to be completed before the end of the year.



- A strategy for impact management in EYP is developed. Although this task has not been completed, initial steps have been taken towards understanding the importance of impact assessment of our activities, as highlighted in the evaluation form section above. Among the international measures set for 2018 and 2019, there was the creation of a questionnaire surveying/measuring the impact of EYP is drafted and sent out at the end of every year. This task has not been completed, and probably further developing the objective and analytical approach of the Census survey would clearly suit the same purpose. However, for that, better data tracking and management for NCs needs to be guaranteed.
- The annual EYP Census format and concept is reviewed and improved, making it more ‘user-friendly’ and enhancing the value/use of it. This project has taken several changes, by adding new questions and in the last year changing the format of the questions into a more categorical variable structure to allow for easier tracking and answering. In the future, the Census survey should be reformatted in order to tackle the objectives of the evaluation of the next Strategy.

Taking into consideration how National Committees are performing, it can be seen from the NC Evaluation survey that around 73% of NC have conducted modules on EYP methodology and, as shown on the figure below, there has been an increase since 2016 in National Committees that have explicitly trained and/or discussed the EYP’s methodological aims and methods with volunteers and teachers, as a way to showing the potential of the EYP’s approach and how that can be applied in other areas of the participants’ lives.

Do you explicitly train or discuss the EYP's methodological aims and methods with volunteers and/or teachers?



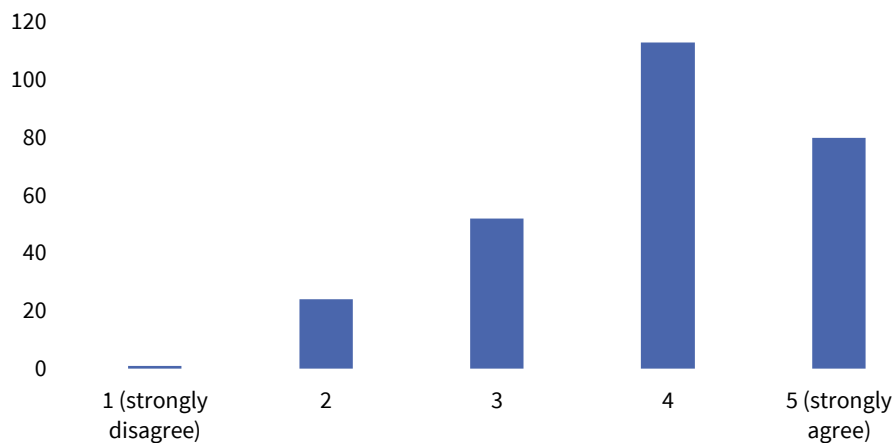
## Opportunities for personal development

The main objective of this pillar was to foster a stronger training culture, not only in terms of quantity but also quality and variety of events, providing a greater scope of skills. The success of this pillar may seem small, but it can be seen that there has been an increase in the training culture, with almost all NCs organising some sort of training event every year.



Additionally, when considering the level of knowledge sharing and transmitting different skills, it is considered by 71% of the volunteers in the network that there is good knowledge sharing in the network, however, it is clear that this can be changed and allow for greater effort in this area

### I am satisfied with the knowledge sharing in the network?



Among the international measures planned for 2016-2020, we can find the intention to create content skeletons with suggested modules, ideas for methods and examples of programme for traditional CMO trainings. This task was not completed yet a concept document for T4ETs (outlining purpose, what it is, with ideas on content (minimum mandatory workshops and suggestions for other modules, methods, examples of programme), as well as best practices was published by the trainers of T4ET 2016 and updated in August 2019. These international events have taken place consistently through the years, yet there was an intention to reflect on and develop concrete mechanisms/procedures to maximise and multiply the effect of T4ETs, but this was not completed.

Similarly, there has been an increase visibility of training events (on a national and international level) through social media (Facebook, Instagram, Twitter), thanks to further recognition and social media takeover of training events taking place in National Committees and from the feedback and evaluation side of things, there was an update on the policy to allow for possibility to give evaluations for trainers at events.

However, there has been a lack of development of further ideas for increasing the training culture of EYP. The following tasks were not completed, yet it should be noted that they seem to be appropriate measures but need to be accomplished in order to observe an impact:

- Develop ideas on how to create more opportunities for those interested to train to do so (matching events with those willing to attend as trainers).
- Regional or national T4ETs are actively encouraged - inter alia by designing format of a mini-scale T4ET.
- Develop a short guide on organising training events: why do it, example programs, how to...).
- Reflect on ways in which to raise awareness and increase attractiveness of training events and becoming a trainer.
- Guide for Trainers is published.



Many of the conclusions can also be found in the sections for Educational Value and Transversal skills, and although those pillars require greater reflection and analysis for the future, the pillar of Opportunities for personal development requires maintenance and promotion in order to grant complete success. It has clearly developed very far with the execution of T4ET events, yet the type of activity needs to be scaled down and promoted in order to have a more enriching and underlying effect.



# CONTRIBUTION

## Volunteering

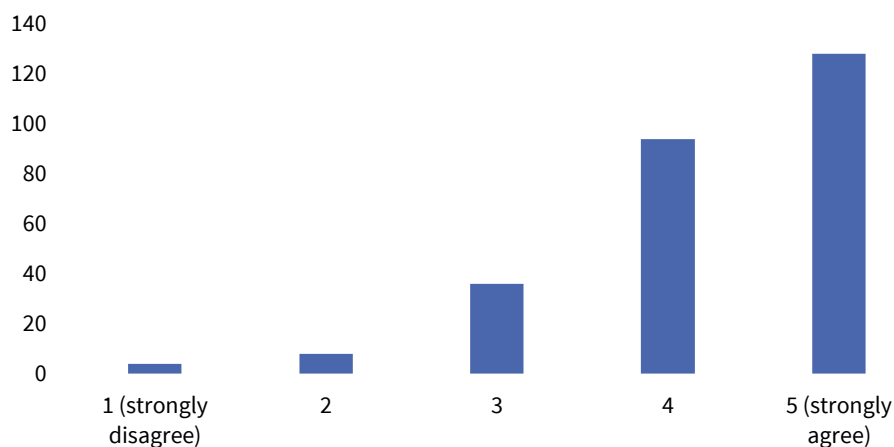
Being EYP an organisation that is 100% dependent on volunteers, it was vital for this International Strategy to include among its objectives to improve the image of volunteering across all organisational levels, reward EYP volunteers and offer them recognition in any way possible for their work.

Measures to do so included making sure that the evaluation and feedback structures were up to date and relevant to the work of volunteers. The EYP Competence Framework was updated, with evaluation forms being reworked in 2017. However, it is the intention in the future to reconsider the competences considered in order to adapt to more soft and transversal skills, but this change is still to be put in place.

One of the main areas of work in this field has been, from 2018 onwards, alumni, where the main measures completed have been the following:

- Alumni reunions take place annually, ideally along-side network-wide events such as ISs. In 2019 this gathering took place physically and in 2020 the event was moved to an online format. Additionally, the Alumni Steering group met at least once a year to develop activities and concepts for the EYP Alumni Network in 2018 and 2019 and decided to move the gathering to an online format in 2020.
- GB works with the Alumni Steering group in developing its own strategy. This has taken place in 2018 and 2019, yet in 2020 it has been put off.
- The EYP Alumni Network members have been informed of significant updates on EYP through several channels such as newsletter, Facebook groups, etc. It has kept the alumni community engaged with the organisation.

### I feel rewarded for my participation in EYP as a volunteer.

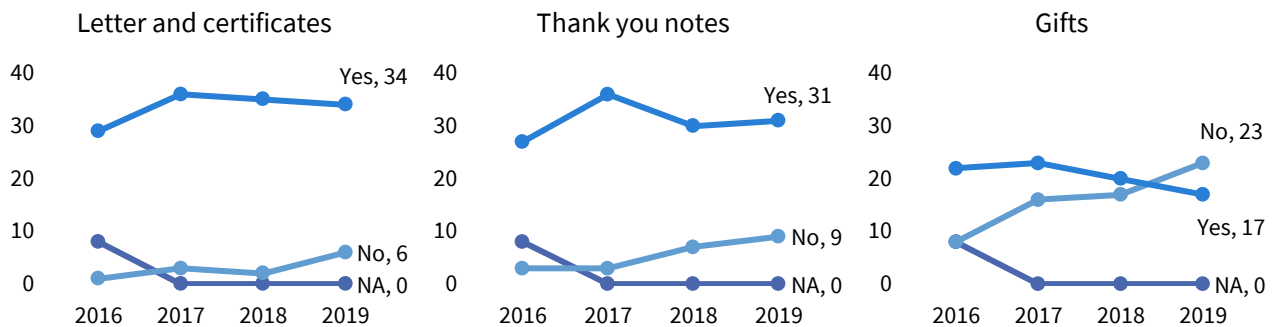


As explained before, one of the main aims was to offer volunteers recognition and reward them for their work. Over 95% of volunteers surveyed would recommend volunteering in EYP to their friends and, as displayed in





the plot above, it can be observed that the vast majority of those (82%) feel like they are rewarded as volunteers in the organisation. National Committees use several tools for this purpose, such as letters of recommendation, certificates, thank you notes and gifts. In the graphs below we can see how letters and certificates as well as thank you notes are common in NCs, yet gifts have reduced their popularity among NCs, with under half of them providing gifts for their volunteers. The International Office also uploaded [templates](#) for event certificates, in order to make it easier for those National Committees that did not provide them.



## Democracy

The objective in this pillar was to strengthen democratic processes across the organisation as well as provide support and promote international governance structures to the rest of the network.

The success in the section has been positive in terms of the creation of guides, contents and materials to be shared with the network, as well as improvements in international policies to allow for better compliance. However, in terms of democratic participation in National Committees, there is an increase in the number of NCs which do not allow all registered members to apply to NC Board elections and still there is a 15% of NCs that do not allow all members to vote.

The section of democracy has had several sub objectives. In the paragraphs below you will find each of the sub objectives and those tasks and measures that have been completed.

### Foster the knowledge and awareness of International Governance structures

- Workshop on International Governance was delivered at all network wide events (e.g. Summer Academy, Presidents' Leadership meeting, BNC training) as well as an [International Governance workshop skeleton](#) on EYP Governance was designed for National Committees to use.
- GB visits to national events/national General Assemblies if opportunities arise, yet this only took place a couple of times in 2019. Nevertheless, participation of the GB in national General Assemblies should still be promoted, in a physical or online setting through a video conference call.
- Produce visual materials on EYP on the international level for both internal and external use, which can be found on the Members' Platform.



## Work distribution and decentralisation of tasks

- Revision of the focus and work distribution of the Councils. This process was completed by the Governing Body in 2019 with the placement on hold of Councils and the trial of Governing Body Associates. Its results are still to be tested at the end of the term, yet initial impressions highlight that they have been more effective and easier to decentralise tasks to. Furthermore, there was the intention for Council chairs (or members of the Councils as substitute) attend BNC meetings and update NCs on the Council's work, which was done consistently, although not always all Councils were represented.

## Policy implementations in International Governance

- A [mechanism for dispute resolution](#) between bodies of international governance was put in place as well as a system for dealing with breaches of Charter and policy by National Committees in BNC Meetings of 2019.

## International Governance and volunteers' communication

- A less formal communication channel was established and widely used between international governance bodies and NCs/network (i.e. Slack, International Governance FB group) and have been used effectively by all structures of International Governance, while trying to make conclusions, decisions, suggestions and thoughts much easier to follow and understand.
- There was an aim to have a minimum of 3 livestreams a year with GB and other international governance bodies. Although there have been some and during the COVID19 crisis and the online events that happened, there was greater visibility and opportunities for the Governing Body to show their work and be asked by volunteers, this has not been to the extent that was expected, and should be encouraged more and potentially in different formats and spaces such as the Summer Academy and webinars and other online events.
- International governance bodies publish regular reports on their work (to be shared with their network) - e.g. GB sharing quarterly reports of work progress. This objective has been partly followed, with the GB providing a mid-term and a final report on their work. The preparation of such documents is very time consuming, and although the measure has not been fully met, it can be said that it has attained its aim. Additionally, measures for the upcoming biennial cycle were expected to be reviewed at the first meeting of the GB of the year; the timeline is further detailed and implementation steps, with success indicators defined for each measure. This was evaluated on a yearly basis and measures were adapted according to the needs and capacities. However, the success indicators were not defined for each measure, and as explained in the introduction, it has clearly hampered the possibility of an even more thorough evaluation.

## Elections

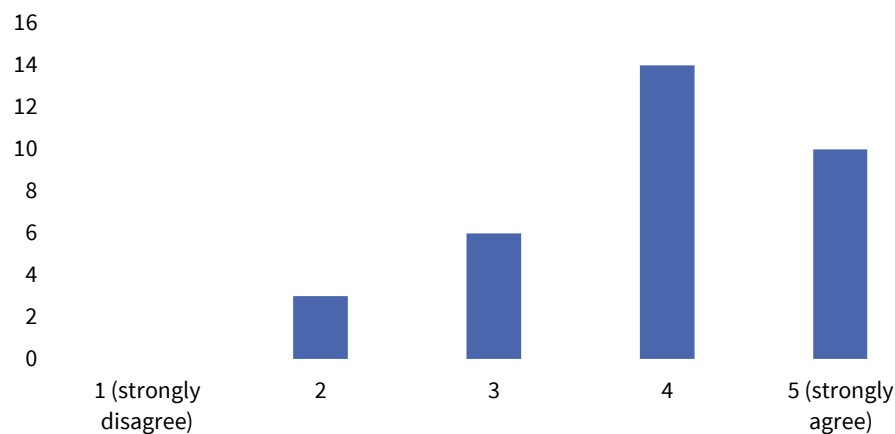
- The International office developed a communication strategy for GB and BNC elections aimed to reach and engage a broader audience, but the document has still not been finalised for internal



use, but this ensured a strong media presence around elections on the topic.

- On another note, from a more analytical perspective, the satisfaction of the volunteers and NCs is vital in understanding how successful these measures have been. The following conclusions can be reached:
- 79% of National Committees surveyed are satisfied with the moderation of topics by the BNC Board.
- However, 58% of NCs answered that they were satisfied with the knowledge sharing practices put forward by the BNC Board, which entails that there is room for improvement here with more opportunities for knowledge exchanges.
- 89% of NC Boards know who to contact in the International Governance structure when a problem arises.
- Regarding steering the network, it is disappointing to see that only 42% of National Committees feel like they can steer the network aside from BNC Meetings, which entails that it is not easy for NCs to demand changes and transform the organisation outside of legislative procedures.
- The value increases for the NCs' feeling to provide input for the future strategy to 73% of those surveyed.

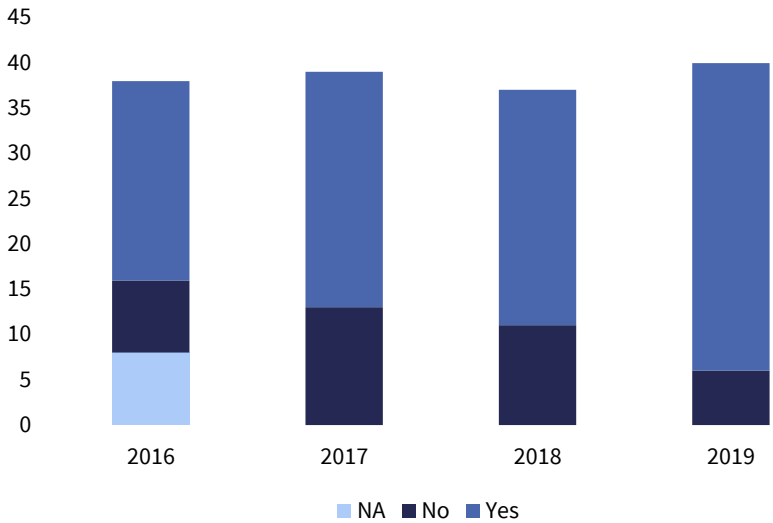
### My NC board has the opportunity to share input on the strategy of EYP.



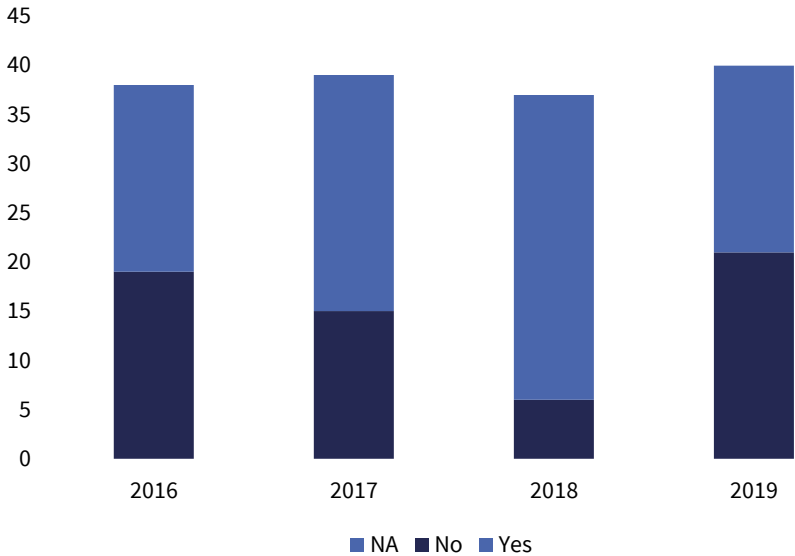
Looking at more specific data regarding the internal democratic processes of National Committees, it can be observed that the number of National Committees that do not hold annual elections has reduced from 5 in 2016 to only 1 in 2019. With regards to being able to vote in elections, only 6 NCs do not allow all registered members to vote in the NC Board elections, decreasing from 13 in 2017. However, it seems disappointing to observe that the number of NCs that do not allow all registered members to apply for NC Board positions has increased across time, as it can be observed in the plot below, reaching 21 National Committees in 2019 (over half of them).



### Number of NCs where all registered members can vote at the NC Board elections



### Number of NCs where all registered members can apply for the NC Board





# STABILITY AND CONTINUITY

## Organisational stability and continuity

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In this overarching pillar of Stability and continuity, the objective was to make sure that the long-term stability of EYP was guaranteed, and in particular for this pillar of organisational stability and continuity, it was aimed at making sure that stronger foundations were built and that sharing of knowledge was smooth and easy for both international and national governance structures.

Similar to the previous chapter, this pillar was one of the ones that included a wider variety of measures and all of them can be found in the [master table](#). Among those actions that were completed, the following can be found:

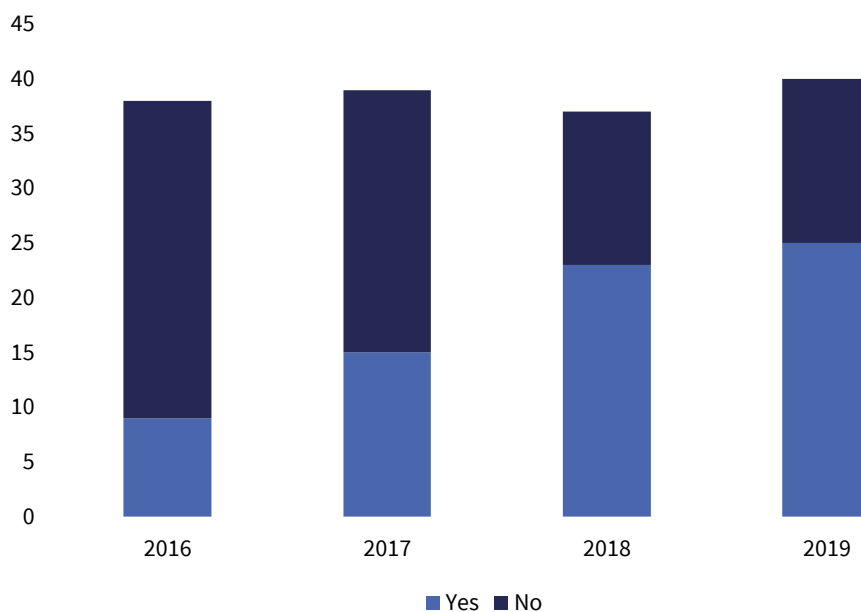
- Several measures on enhancing transitions for National Committees, for instance, the creation of a transition package including the NCMD Guide, a checklist for board transitions, an NC board transition guide and National Strategy Guide. These documents have proved to be useful, yet, although National Committees have established transition periods, not all have executed more advanced options such as ‘Transition weekends’ or transition documents, and greater development needs to be placed in this field.
- Development of a structure for knowledge sharing in the network. This is a structure that has been approved by the Governing Body of 2019, yet its final development is currently being designed and executed. This is an area where volunteers and NCs have expressed their need for better development, which sometimes relies on better promotion as most of the materials are already available.
- Ensure strong visibility for all network wide events, with the aim to increase awareness as to their concepts, international governance and network wide activities (Summer Academy, T4ETs, Leadership Meetings, Fundraising Summits, HO summits, BNC meetings etc). This has been very effective, especially in promoting the wide variety of events with efficient and effective social media takeovers, which have implied offloading work from the International Office’s social media team. Most notably it has proved to be a fantastic tool for promoting events and activities taking place in National Committees.
- Spell out and formalise legal effects of derecognition (rights and obligations). This has been added to the [Charter](#) and the [Policy on National Committee Recognition](#).
- NCs obligations under the Charter, policies and flowing from the values and mission of EYP are spelled out in a [‘Code of Ethics’](#). This can be found in the Members’ Platform.
- [Values Guide](#) is reviewed and published. This can be found in the Members’ Platform.
- Publish an overview of accomplishments, trends and developments in the network on an annual basis. This can be found in the state of the network document or the tracking of information from the Census survey. Potentially, this could be part of the evaluation process, by adapting the questionnaire to tackle the objectives of the future Strategy and hence evaluate performance on a yearly basis in a concentrated and strategic manner.



- Social-media plan to include emphasis on the magnitude of the network (geographically, in terms of numbers, age, difference in profiles, cultures etc). The results of this report were shared with National Committees in early 2020.

A fantastic measure to observe how many National Committees have transformed their internal structure to look for greater stability and a long-term continuity is the Number of National Committees with a Long-Term Strategy. In 2016, only 9 NCs had a strategy, and in 2019 25 NCs do so. In 2020, it is expected that not many National Committees will embark themselves in having a new strategy until the 2021-2025 EYP Strategy is published.

NCs with a Long-Term Strategy



## Professionalism

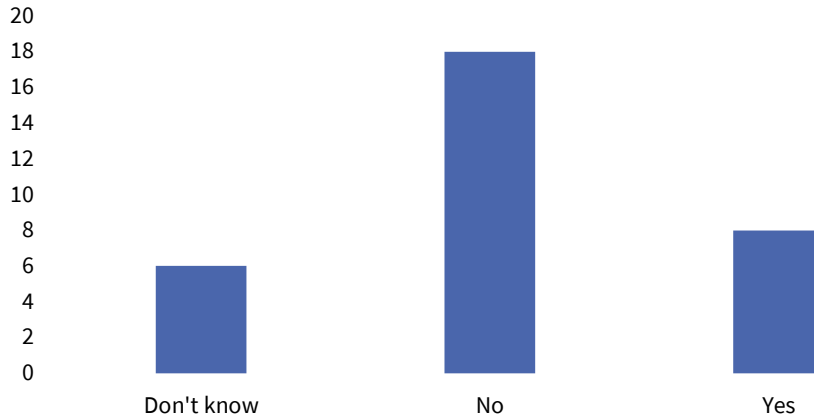
When considering Professionalism as a pillar there was an intention to establish EYP as a youth-run organisation with a high level of credibility and which could surprise the ‘adult world’ in the way it approaches challenges and runs through processes.

The measures implemented in this pillar could be divided into three sections: implementation and support on national strategies, fundraising and partnership building and communication.

In the first section, national strategies support, NCs were offered ‘in-house’ support with developing/updating/assessing implementation of their national strategy/measures, a focal person from the GB has been appointed annually to assist NCs with their national strategies. These measures have proven to be effective yet not fully used by National Committees, as shown in the figure below, where only 8 of the 33 National Committees surveyed stated having received support from Governing Body members when building their national strategies.



### Did you receive support from GB in building these strategies?

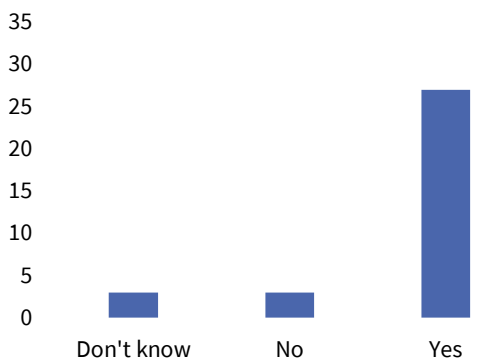


In terms of partnerships and external representation, there was an intention to put forward greater development in the area of strategizing partnership building, systematising and consolidating work done on it, with the aim of even seeking external expertise for further support but none of these measures were fully implemented. On the other hand, regarding external representation, GB members have been briefed on partners attending events and a discussion is held on key messages/approach in engaging and following up with them. These aspects have been included in a protocol for external representation that was created in 2019, which has still not been shared with the network.

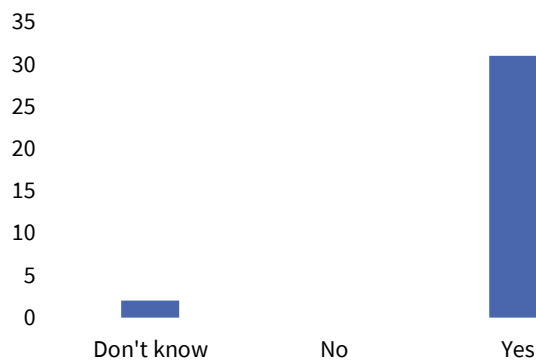
With regards to communication, there has been a great increase in the engagement obtained from social media from both the international pages as well as National Committees' accounts. An updated Communication Manual was published together with a Communication Strategy and Guidelines, which are all available on the Members' Platform. Additionally, a workshop on national communication strategy implementation took place at a BNC Meeting.

The documents mentioned above are widely used by the network, as shown in the two figures below, and hence shows the success in their implementation as well as a potential cause for the great improvement in engagement figures on social media.

Do you use the EYP Communication Guidelines templates?



Do you use the EYP Communication Guidelines?





## Administrative Capacity and Management Skills

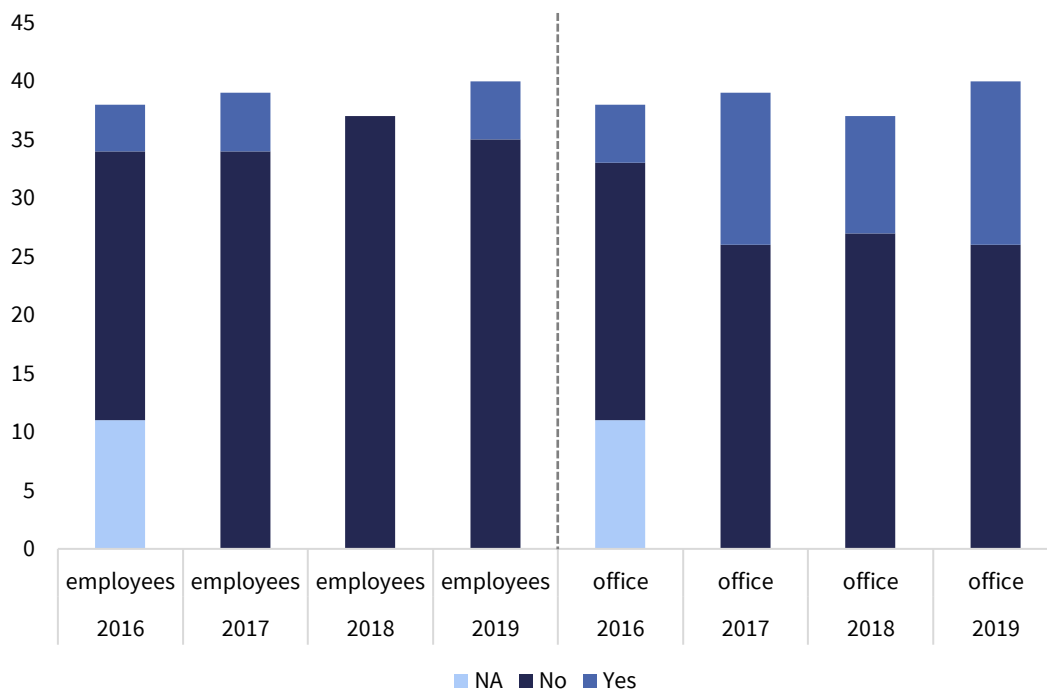
For this pillar, the aim was to increase our administrative capacity, making sure that processes were more established in National Committees, and develop management skills of volunteers, by also providing them with skills that could be applied elsewhere.

One of the main aims of this pillar was to provide support for National Committees and this was done through meetings between an NC, Governing Body and the Regional Development Council member to cover specifically defined topics by the Governing Body, as well as provide basic introductions into the EYP governance, strategy, check current challenges and plans of the National Committee. As explained in the section on Regional Representation, this approach was not used by many National Committees, however, it has proven to be useful for the NCs.

National Committees have consistently demanded greater support on fundraising. On that matter, webinars and discussion groups have been set up in order to share knowledge and best practices in an online format. Additionally, there have been opportunities for NCs to informally chat and share ideas and best practices during the BNC meetings and the Summer Academy, which has added fundraising training as an integral element of the event.

As a proxy of financial development of National Committees, the use of office space and employees can be used, as well as a way to observe the level of stability of each national entity. We can observe in the plot below that the number of National Committees that have an office space have increased since 2016, yet employees (including interns) are still seen very seldomly in NCs, with only 5 in 2019.

NC has office and/or employees.



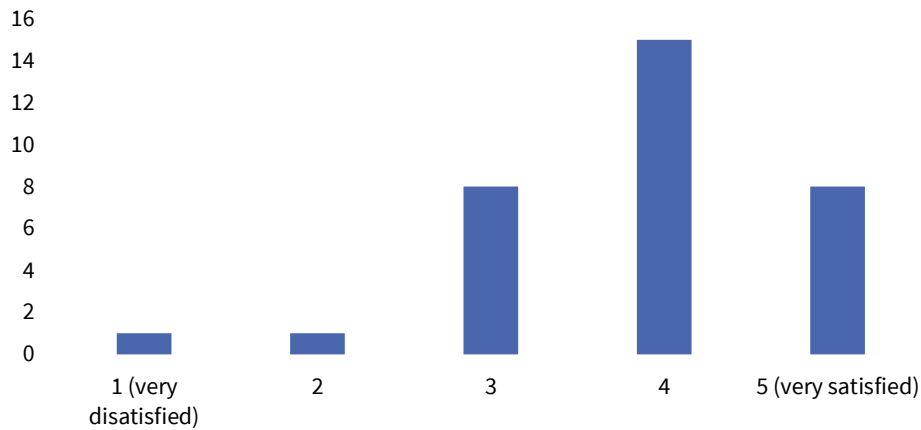
Moreover, when looking at the management skills gained by the volunteers, especially in NC board positions, for the purpose of this evaluation it is interesting to see that 91% of those NC board members surveyed agree that being part of the board has equipped them with management skills. Although this may come as a great





piece of news, it is perceived by some that these leadership skills are obtained with the role rather than received through support and training, as expressed by 30% of the NC board members surveyed.

### As an NC board member, I receive support to increase my leadership skills.



This pillar has seen great improvement, but yet again is dependent on financial stability and growth of National Committees, which could allow for even greater changes. Additionally, more support could be actively provided to National Committees from the International Office and the Governing Body on national strategies and tackling upcoming challenges.