



COUNCIL OF EUROPE CONSEIL DE L'EUROPE



Your voice within the European Institutions

Report of the study session held by
YMCA Europe
in co-operation with the
European Youth Centre
of the Council of Europe

European Youth Centre Strasbourg
April 23rd – April 29th 2007



This report gives an account of various aspects of the study session. It has been produced by and is the responsibility of the educational team of the study session. It does not represent the official point of view of the Council of Europe.

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Table of Contents

Executive Summary	5
Introduction	7
Aims of the programme	7
Objectives.....	7
Profile of the participants	7
Programme design	9
Detailed programme	10
Main outcomes of the study session	16
Follow up activities	16
Analysis of the session	17
Summary of participants evaluations	17
Summary of the team's evaluation.....	18
Final conclusions and recommendations	19
Appendix One - List of participants	20
Appendix Two – The programme	21

Executive Summary

In the YMCA Europe role and strategy 2006 – 2011 the YMCA Europe sets following objectives in the field of European Representation:

- a) To recruit more young YMCA leaders to be involved in different European networks especially by working closely with the newly established European Alliance of YMCA's Youth Council and to intensify the general training and preparation for this work to maintain a high level of stability.
- b) To develop with the National YMCA Movements a co-ordinated European agenda for our relationship with the European Union and the Council of Europe.
- c) To strengthen our relationship with other related European youth organisations.

Back in 2000 at the EYC Strasbourg the EAY in cooperation with WOSM and WAGGGS organised a seminar called "Putting Youth into Youth Polices", this greatly enhanced the further development of the EAY representation work within the European youth platforms as well as within the National Youth Councils of the sending movements.

The YMCA staff and volunteers are actively involved in the Council of Europe Advisory Council on Youth (from 2001) and the European Youth Forum's platforms and meeting

In year 2005 the new YMCA Youth Council was established on European level with the strong support of YMCA Global Representatives group from England.

Based on this history and background the YMCA Europe together with YMCA Youth Council decided to fulfil the strategy by organizing the study session "Your Voice within the European Institutions". The European Youth Centre in Strasbourg was the best choice of the venue for a study session, where issues relating to the European Institutions are tackled. It gave the participants an opportunity to also see the institutions in the neighbourhood.

The purpose of the session was to train young people in the structures and programmes of the European Institutions in order to prepare them for both participation in and representation of the views of young people. The YMCA has always worked to enable young people to participate at a local and National level. The programme was designed to inform and develop participants, better equipping them with knowledge, skills and enhanced networks, so as to support their performance in their new roles. This Study Session should enable YMCA to expand this work on the wider European stage.

The target group was 30 young youth leaders mainly from YMCA organization, but also from partner organizations (WAGGGS, The Duke of Edinburgh's Award International Association and others) to leverage the existing experience of YMCA member organizations and other partner

organizations in different European structures. The condition was the age 18 – 30, but the main target group was between 18 – 25 years old.

The flow of the programme moved from a focus on the individual and informal peer groups (on day one) to a focus on representing the organisations, examining their structure and culture (on day two), and then used this learning to build the opportunity for specialist input regarding the skill sets in Public Speaking, Negotiating, and planning strategies so that a key exercise, in the formal plenary could take place at the end of the week when these skills would need to be used to work for a position in public debate.

The main line of the programme was the reflective practice which started on day one and was woven through the week, at individual, small group and plenary levels and also included action planning for personal development beyond the period of the programme. During the final collective activity participants had to use all the knowledge and new skills they gained during the session.

Important element of the session was also the introduction of European Institutions and presentation of the youth representation work going on constantly on the level of national YMCAs and YMCA Europe. This started the recruiting process into the representation group of YMCA Europe. As a result of this 3 persons present at the session represented already the YMCA Europe in the European Youth Forum Council of Members meetings and in the CoE Advisory Council.

There were many different more or less interactive methods used during the session such as: PowerPoint and other presentations, lectures, inputs, games, small group and plenary discussion, post-it's, brain storming, group works, presentations of the group work results for the whole group, "opinion" line, tasks, quiz, mind mapping, presentation of other organizations, "magic" blue board exercises, workshops, role play with formal setting, writing letters, different evaluation methods.

Outcomes of the session: participants had opportunity to gain skills which they otherwise would not have had access to, confidence, network, personal skills. They had an opportunity for learning to be taken back into organization. During the training there was a place created where differing organizations had the opportunity to form relationships, share experiences and make future personal/organizational plans.

In spite of several problems which the preparation team faced in different stages of preparation and session (described in the evaluation part) the pilot session was evaluated as successful and the YMCA Europe already plans several follow up activities in the future including better cooperation with partnering organizations and inviting other organizations (from Big 6 group) to share the experiences in this field of work, which is so important for youth sector.

Introduction

Aims of the programme

The aim of the programme was expressed as:

“To equip young people from different European countries to represent the views of their peers in the structures and programmes of the Europe Institutions and to increase the participation of young people in International bodies”

The study session was delivered by YMCA Europe, with the intention of gathering a group of young people who were active in their own YMCA Movements, or national organisations, and who were expecting to be working in the near future at a European level. The study session was intended to provide a programme that would inform and develop participants, better equipping them with knowledge, skills and enhanced networks, so as to support their performance in their new roles.

Objectives

The objectives for the session that were developed were:

- To enable young people to understand how they use their influence.
- To enable young people to understand how they can develop a collective view among their peers.
- To increase knowledge of how people perform in groups and how they, as participants, can fully engage, present their views and effect change.
- To train young people on the purpose and structures of the European Institutions.
- To leverage the existing experience of YMCA Europe member organizations and other partner organizations in different European structures.

The training team used the aim and objectives to regularly re assess that what was planned met these criteria, whilst at the same time producing a programme that was coherent, interesting and fun.

Profile of the participants

The target of the session was to bring together 30 selected youth workers/youth leaders who:

- are actively involved in the YMCA or in a partnering organization
- already have an experience or would like to start to represent their organization in local/national/European structures
- are able to work in English
- are motivated to actively participate, share experiences and be available during the whole duration of the session
- are between 18 and 30 years old

The session actually brought together 32 people, 4 team members and 28 participants with the following profile:

Albania	1
Armenia	2
Bulgaria	2
Czech Republic	1
Denmark	2
Georgia	1
Italy	3
Kosovo	1
Latvia	1
Macedonia	1

Moldova	1
Nagorno Karabagh	1
Netherlands	1
Poland	2
Romania	2
Slovakia	1
United Kingdom	7
Ukraine	1
Other - Egypt	1

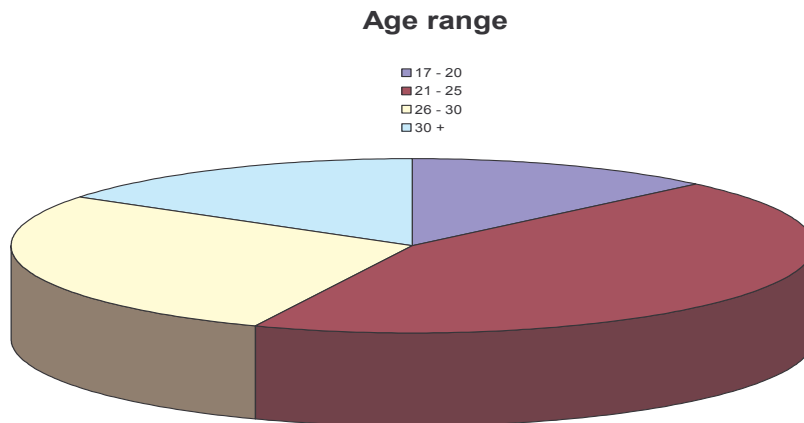
Exceptionally high was the number of participants from the United Kingdom (7). This was because 2 members of team were from England, but nominated by different organizations (Andy Winter nominated by English YMCA and Kie Cummings nominated by Global Representative group from England as youth delegate). Another reason was that the YMCA has 4 huge member movements from UK (England, Wales, Scotland and Ireland) and all YMCA member movements had equal chance to participate. 3 places were offered to WAGGGS and The Duke of Edinburgh's Award International Association. Both of them used this opportunity and send 3 participants, which were in the great benefit of the session, but all of them were from England as well (1 of them was from Cyprus, but working in UK). As all the UK participants didn't know each other before and made all the best to watch their speed of language, this was not observed as a problem during the session.

Participants were nominated by:

- YMCA organizations in different countries in Europe and the YMCA Europe - 27 participants including 4 team members
- World Alliance of YMCAs - 1 participant from Egypt
- The Duke of Edinburgh's International Award association - 2 participants from UK
- European branch of World Association of Girl Guides and Girl Scouts - 1 participant from UK
- Juventus national organization from Moldova – 1 participant from Moldova, studying in Sweden

The gender mix was: 12 Female, 20 Male

The age profile of the 32 participants and team members was:



The External Advisor and the 5th team member from the European Youth Centre was Ms. H  l  ne Barkovic. 2 External Experts were running the workshops – Marina Hristova from Bulgaria and Tatijana Bilankov from Serbia.

Programme design

The programme (see Detailed programme) was designed from the outset to be experiential in as far as the process of the group coming together for the programme gave an opportunity for that process to be used and interrogated as a rich source of learning for the participants, giving insight into the ways that influence is used, groups are formed, and issues are brought together for representation. This was always seen as a challenge to those delivering the programme, to facilitate sufficient of the connections and create enough space for participants to use the skills of reflective practice to enable them to associate positively with their own learning during the week

So the flow of the programme moved from a focus on the individual (on day one) to a focus on organisations, examining their structure and culture (on day two), and then used this learning to build the opportunity for specialist input regarding the skill sets in Public Speaking, Negotiating, and planning strategies so that a key exercise, in the formal plenary could take place at the end of the week when these skills would need to be used to work for a position in public debate.

The final element of the programme was the reflective practice which started on day one and was woven through the week, at individual, small group and plenary levels and also included action planning for personal development beyond the period of the programme,

Detailed programme

Day One – Tuesday

In this series of sessions had three key objectives:

1. To enable the whole group to begin its bonding so as to enable good working and experiences throughout the week
2. To enable young people to understand how they use their influence
3. To enable young people to understand how they can develop a collective view amongst their peers
4. To provide an opportunity to develop the skills of reflective practice

9.15 – 10.45 led by Andy, with whole team

- Introduce the team
- Introduce participants (small groups etc.)
- Try out microphones
- Our agreement about ways of working
- Outline of the programme (Aims and Objectives)
- Learning Outcomes of participants
- An introduction to the day and the journey of the day

Methods: PowerPoint presentation, game, small group discussion, programme on A3 sheets, expectations on the post-it's, brain storming.

11.15 – 19.00 led by Kie, with Andy & Helene

The participants explored how they have used their influence in relation to their family and other close individuals and groups

The participants identified skills that they have used and to consider positive and negative instances of their use

Participants identified personal values that have underpinned the things that they have influenced and the ways that they have influenced

Participants took their learning from the individual setting and used this to reflect on their work in groups, in influencing and in being influenced. There was an input on group dynamics to this element and some examination of how participants can best make use of those dynamics, given their gifts and skills in influencing.

Participants experienced gaining a collective view (or views) from within the group so that they can reflect on the experience and identify approaches, skills, and processes that they can utilise.

The reflection on the experience should also draw out reflection on both the personal and organisational values.

Methods: group work, outcome should be presented to the whole group, game, “opinion” line on the floor, task

Day Two – Wednesday

On day one we looked at how things in terms of influence work for participants as individuals and in groups. On day two we moved our work to the organisational level and looking at lobbying. Our main objectives were :

1. To enable young people to better understand their own organisations
2. To enable participants to reflect on the skills needed in order to represent their organisations well.

9.15 – 18.00 led by Vardan, with Martina

We wanted participants to explore the culture, values and the most important documents of the YMCA organisation and other present organizations and to be able to be explicit about their own place in their organisation

In exploring the culture they had to think about:

- Where is the power
- How are decisions made
- How does information flow
- What are the rituals, symbols and traditions

We wanted participants to think about how people outside of their organisation see them.

We wanted participants to explore amongst the different organisations that are at the study session so that we can identify issues on which there can be a collective view

When there was plenary sharing the drawing was done out of the fact that organisations work at different levels, with different coalitions (i.e. church groups) in different settings. One of these is the European Youth Forum.

We wanted participants to develop and compare a brief for a representative of their organisation at national and European level as a way of drawing together their learning about the complexity of representing an organisation. This was fed back pictorially on Thursday morning in plenary.

Methods: Quiz about YMCA and other organizations, plenary discussion, presentation of seven basic elements of an organization, mind mapping group work + feedback, brainstorm on external stakeholders, presentation of other organizations, input on how the representation of young people on the European level works now through the European Youth Forum and other youth platforms, profile of ideal representative on the “magic” blue board

Day Three – Thursday

This morning was about completing the review of the skills needed for a national and a European representative and then making a connection into the skills of lobbying so that participants can complete a self assessment about their skill levels, and where the gaps exist.

9.15 – 10.45 led by Vardan, with Martina and Helene

Small groups of participants had to present to the group a flipchart sheet that shows and compares the key elements of their brief for a national and a European representative. We wanted participants to review all of the sheets and then to draw out and discuss the differences and the similarities so that we make a seamless link into a set of lobbying skills that we have already prepared.

11.15 – 12.30 led by Helene and Andy

The participants reviewed their own skills and capabilities against our predetermined list so that they can identify the gaps of where they are and where they would like to be as a way of helping them to think about what they need to do to close the gaps.

In the last part of this session we put the group into small groups for a large group activity that took place on Friday afternoon in which participants had to use a formal setting with a brief that facilitated them as they use their lobbying skills and experience discussion, debate, negotiation etc., in a formal setting.

12.30 – 19.30

This was free time for participants to explore Strasbourg a little, visit the Council of Europe if they wished, and meet outside the Cathedral at 19.30 for a group dinner that was pre arranged at a close by restaurant.

Day Four – Friday

This day was about preparing for the activity at the end of the day.

There were three workshops

Negotiation Skills	(Marina Hristova, external trainer and YMCA representative in the CoE Advisory Council)
Public Speaking	(Tatijana Bilankov, CoE external trainer)
Developing strategies	(Vardan)

These run from 09.30 – 10.45, 11.15 – 12.30 and 14.00 – 15.15

Each group attended each workshop and then there was further group time before the activity began at 16.30

The purpose of the collective activity

The exercise was intended to create an opportunity for participants to put into practice the skills they have been identifying and developing during the week. Using influence, group building, developing strategies and public speaking are all involved.

The object

The exercise was completed in 3 groups and there were two objectives. The first objective was to succeed in getting issues onto the main agenda of the meeting in which everybody participated in part two. The second was to win the debate on each agenda item through putting forward well developed arguments that involve the entire group making contributions.

The final assessment of group and individual success was made by the panel using the criteria that are set out later in this instruction.

The panel

The panel included:

The Commissioner for Education	Martina
The Commissioner for Social Affairs	Helene
The Commissioner for Youth & Sport	Vardan
Observer/assessor	Kie
Chairperson	Andy

The exercise

This took place in the plenary hall on the ground floor on Friday afternoon and was held as a formal session, requiring formal dress.

The exercise started in some respects already before the excursion.

Participants had to debate a new White Paper on Youth. Your group needed to decide which key issues should be included in the white paper and then which of these should be argued by the group to have space for debate on the main agenda.

At 16.00hrs on Friday, each group made a 5 minute presentation which was timed and they were cut at 5 minutes. The purpose of their presentation was to give strong reasons for each of the issues or areas of debate that your group wants to have on the agenda for the main meeting.

Following the 4 presentations there was a short break during which the panel determined the agenda for the main meeting.

At 17.00hrs the main session started. There was a formal debate of each of the items on the agenda. These were allocated an amount of time each. In debate each participant was allowed a maximum of 3 minutes for their contribution and speakers were selected, as far as possible to give each person an opportunity to make a contribution and to give each group a balanced amount of time.

If the item was from one group then all the group members should argue for the issue/position that their group has given. If the item was not theirs then they can choose which side to take but there was always least one group on each item which debated against the main proposal, and their object as a group was to be seen and heard as the group with the best planned and thought out positions and arguments on each of the items whether for or against.

At the end of the session there was time for each group to work together to debrief the exercise in terms of personal contribution to the whole process and the group's performance in the exercise. At 19.15hrs, in the small working room, the panel gave their assessment and observations to the teams.

Assessment criteria

The assessment of the winning group was on all of their work between the exercise instructions given and the end of the exercise on Friday afternoon.

There were opportunities to use all of the thinking that was generated in the work with Kie and Helene on building groups, using your influence in the group and beyond. There was plenty of time to agree the values that the groups will support and to find out where they are the same or different from the other groups. They could use all forms of lobbying to both individuals and groups. They could use presentation, public speaking and debating skills as individuals and as a group.

The panel used all of these criteria as a basis of their assessment of group's performance.

Following the activity there was a de-brief in both small groups and in plenary

Day Five – Saturday

This was the last day and started with an opportunity for further reflection on the learning from the activity.

9.15 – 10.45 led by the team

Continued de brief/evaluation of the activity.

11.15 – 12.30 led by Helene and Martina

A presentation about the places where lobbying and coalition building can take place in the European scene with examples of the current issues that are the subject of discussion/debate. This

included an outline of the structures of the Council of Europe and the European Union and the way that the European Youth Forum could be used by an organisation to further its own objectives. Internet presentation and examples from the ongoing representation work were given.

14.00 – 15.15 led by Vardan and Kie

This session was about following up the initial action plans that individuals produced on Thursday morning and getting them to use a coaching model to work with each other to outline 2 learning objectives each that will improve their performance in lobbying and creating coalitions

15.45 – 16.30 led by Helene and Kie

Last interactive session that facilitated an evaluation of the Study programme with output that was incorporated into the final report and which provided material for the team to use in the evaluation of their performance. Different methods and games were used.

Main outcomes of the study session

Main result for the YMCA Europe is 28 young people from different European countries trained in the structures and programmes of the European Institutions, prepared for both participation in and representation of the views of young people. Important is also to mention the development of the partnership with 2 other European Youth organizations.

Main learning points for participants:

- Better understanding how they use their influence and develop a collective view among their peers on local/national/European level.
- Increased knowledge and practical skills to perform in groups and how they can fully engage, present their views and effect change.
- Better overview on the purpose and structures of the European Institutions.
- Better understanding of complexity of the European Youth sector gain by sharing with participants from other youth organizations.

Follow up activities

In the “Action planning” session participants fulfilled the task to write down the “letter to themselves” - their personal plan for the future development in this field and the “letter to their organization” – commitment how to use gained knowledge and skills in the future for their organization. Letters were sent 1 month after the session to remind them about their promises.

Some participants showed their interest and applied to join the “representation” group of the YMCA Europe and represent YMCA organization in European platforms and events. The result is that two

of the participants represented the YMCA Europe in the Council of Members meetings of the European Youth Forum and 1 youth member of the team represented the YMCA Europe in the CoE Advisory Council and Joint Council on youth questions.

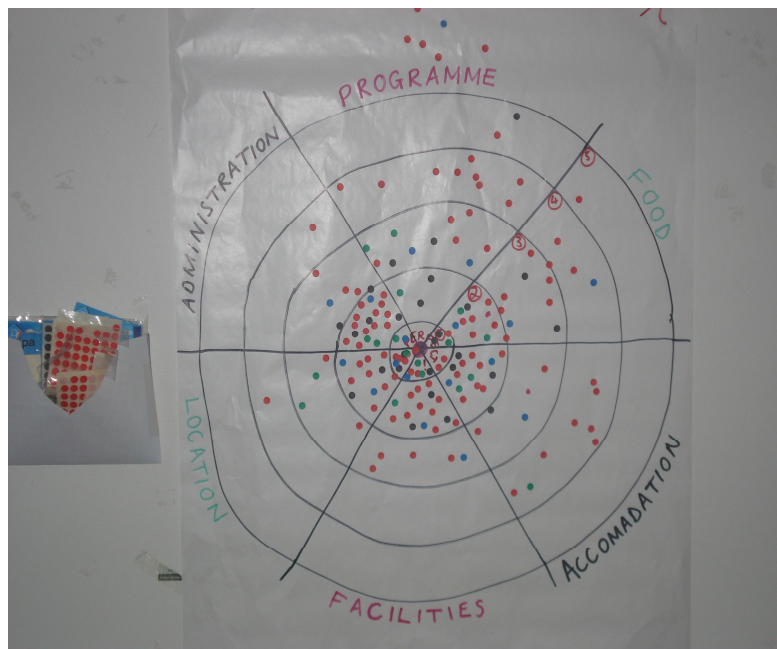
YMCA Europe plans to organize a reunion of study session participants during the YMCA Europe 2008 festival, which will take place 3 – 9 August in Prague, Czech Republic. The main aim is to plan together involvement of participants into the YMCA Europe structures.

YMCA Europe submitted to grant application for the next study session in 2009, with equal participation of different organizations (YMCA, WAGGGS and The Duke of Edinburgh's International Award association, YWCA, WOSM) and the assistance of the European Youth Forum. The grant application was successful and secured part of the funding for the session. The communication with the organizations partnering in this session on European level improved a lot and resulted into closer cooperation in few common projects.

Analysis of the session

Summary of participants evaluations

The participants were mixed in their evaluation of the event. This is best captured in their target style evaluation which gives a good overview.



There were consistently high levels of satisfaction with most elements of the study session except when this came to the programme where there was a much greater diversity of view within the group.

The group had declared a set of expectations at the beginning of the week and at the end had satisfied all but three of their own expectations with many expressing how they had developed their understanding of both how and where they could exercise their skills.

Summary of the team's evaluation

The team were generally satisfied that the study session had worked according to plan and fulfilled what had been set out to achieve. However, as might be expected there were several areas where the team would aim to work differently on another occasion and this emerges in the final conclusion and recommendations.

The team had prepared for a group of young people who were relatively inexperienced however the group that had attended the study session were generally older and more experienced than had been anticipated. There were also a number of participants who were extremely hard to motivate to participate in sessions and whilst everyone met the 80% rule of session attendance, for one or two this was quite close and although they made sessions they often arrived late and did not appear to participate as fully as their fellow participants might have hoped.

The team had prepared the programme with a wide range of learning styles and opportunities in mind. The team were conscious that the learning methods needed to vary and that any one style should not predominate. However, amongst a number of participants there was a sense that they wanted to sit back and not work, expecting the style to be more in the mode of 'teacher – pupil' , again reflecting an opportunity for potentially less engagement.

The team thought, on reflection, that more could have been made of the final evaluation although the team had carried out what it had planned. This reflected one of the views of the team that building a programme from scratch, with a team that had not worked together before was a real challenge in the time that had been allocated and although the team had worked and responded to what had emerged throughout the study session, it was thought that more time in the planning and preparation would have produced an even richer learning experience for the participants and the team alike.

Final conclusions and recommendations

Final conclusion

In spite of several problems which the preparation team faced in different stages of preparation and session the pilot session was evaluated as successful and the YMCA Europe already plans several follow up activities in the future including better cooperation with partnering organizations and inviting other organizations (from Big 6 group) to share the experiences in this field of work, which is so important for youth sector. We should continue with this kind of activities to encourage young people to be actively represented on the European level and gain skills which they otherwise would not have had access to, confidence, network, personal skills, take their learning back into their organization and spread the experiences within their peers. During the session there was a place created where differing organizations had the opportunity to form relationships, share experiences and make future personal/organizational plans, this has a great impact on the future networking, representation work and partnership of all organizations involved.

Recommendations for the EYC and future organizers of study session

1. The team appreciated the funding that supported their planning weekend at the centre at which the study session was to be held. This familiarisation was essential to the success of the programme. However, the team would strongly recommend that where the team are from different nationalities and are working together for the first time with a programme that is to be developed by them as an original programme, that two pre-event planning sessions are necessary.
2. The team would recommend the EYC secretariat to react to the reports done by organizations within reasonable time to avoid additional problems with completing the report more than 1 year after the session.
3. The team understand the difficulties and complexities of assembling a cohort of young people from across Europe at the best of times and a short time span increases the difficulty of the exercise however the team still felt that on balance participants should only be accepted for the programme if they fit the profile being assembled, understanding that lower numbers might mean the cancellation of a programme.
4. The team would recommend that more resources are applied to developing the skills of potential participants, **and their supervisors/managers** across Europe to work using reflective practice to the highest levels. The skills of the informal educator are central to working with young people and should be inherent in any programme promoted by the European Youth Centre.

Appendix One - List of participants

	Surname	First Name	Country	Organization
1	Alfieri	Marco	Italy	YMCA
2	Astaniou	Helen	UK	The Duke of Edinburgh's International Award association
3	Collin	Victoria	UK	YMCA
4	Cottey	Laura	UK	WAGGGS
5	Csiki	Kinga	Romania	YMCA
6	Cummings	Kie	UK	YMCA – team member
7	Curcuruto	Roberto	Italy	YMCA
8	Dabrowska	Malgorzata	Poland	YMCA
9	Erdinger	Miki	Czech Republic	YMCA
10	Gergis	Sophia	Egypt	YMCA - World Alliance
11	Ghazaryan	Artur	Armenia	YMCA
12	Hambardzumyan	Vardan	Armenia	YMCA – team member
13	Hudcovska	Martina	Slovakia	YMCA – team member
14	Iliev	Viktor	FYR of Macedonia	YMCA
15	Ilut-Pop	Marius Gabriel	Romania	YMCA
16	Kozareva	Snezhina	Bulgaria	YMCA
17	Kusa	Rafal	Poland	YMCA
18	Lavis	Tom	UK	YMCA
19	Meijboom	Nusa	Netherlands	YMCA
20	Melkumyan	Davit	Nagorno Karabagh	YMCA
21	Miryanov	Georgi	Bulgaria	YMCA
22	Nyholm Nielsen	Tina	Denmark	YMCA
23	Opanasyuk	Oleksandr	Ukraine	YMCA
24	Parduzzi	Agron	Kosovo	YMCA
25	Povlsen	Peter Munk	Denmark	YMCA
26	Russo Spena	Vincenzo	Italy	YMCA
27	Shavladze	Revaz	Georgia	YMCA
28	Shytaj	Artjon	Albania	YMCA
29	Stace	Hannah	UK	The Duke of Edinburgh's International Award association
30	Uzulina	Linda	Latvia	YMCA
31	Vasilcenco	Alexandru	Moldovia	Juventus
32	Winter	Andy	UK	YMCA – team member

Appendix Two – The programme

Programme for YMCA Europe Study Session at the European Youth Centre

23rd – 29th April 2007

Your voice within the European institutions

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
08.30 Breakfast	08.30 Breakfast	08.30 Breakfast	08.30 Breakfast	08.30 Breakfast	08.30 Breakfast	08.30 Breakfast
Training team to arrive for 18.00 on Saturday 21 st April	09.15 Introductions Meet the Group Meet the Team Meet the Programme	09.15 Morning Reflection Knowing your organisation	09.15 Morning Reflection Ideal representatives Tools for lobbying	09.15 Morning Reflection 1.Negotiation skills 2.Public Speaking 3.Developing strategies	09.15 Morning Reflection Open Session	Rooms to be cleared by 10.00 and participants leave for home
Participants to arrive for dinner at 19.00 and introduction to the European Youth Centre	10.45 Refreshments	10.45 Refreshments	10.45 Refreshments	10.45 Refreshments	10.45 Refreshments	
	11.15 Personal and group influence	11.15 Your values & the values of your organisation	11.15 Skills assessment & personal action planning	11.15 1.Negotiation skills 2.Public Speaking 3.Developing strategies	11.15 The European Union & the Council of Europe	Training team to meet from 09.00 m-12.00 to complete work before departure
	12.30	12.30	12.30	12.30	12.30	
	12.45 Lunch	12.45 Lunch	12.45 Lunch	12.45 Lunch	12.45 Lunch	
	14.00 The group building process	14.00 Knowing the others (stakeholders) & creating collective views	Free time to explore Strasbourg	14.00 1.Negotiation skills 2.Public Speaking 3.Developing strategies	14.00 Action Planning	
	15.15 Refreshments	15.15 Refreshments		15.15 Refreshments	15.15 Refreshments	
	16.45 Building a collective view	15.45 Representing your organisation		15.45 Collective activity	15.45 Study Session evaluation	
18.00 Travel Reimbursements	18.00 Small group reflection	18.00 Small group reflection		18.30 Debrief		
19.00 Dinner	19.00 Dinner	19.00 Dinner	Meet outside the Cathedral at 19.30 for dinner in Strasbourg	19.30 Dinner	19.00 Dinner	
20.00 Welcome to the EYC & first introductions	20.00 Inter cultural evening			20.30 Collect your travel reimbursements	20.00 Last night Goodbye Party	

