



Aspiring and Inspiring Youth Leaders

March 2023 Brussels

**This project is a
collaboration
between**



**Svenska
Landhockeyförbundet**
Swedish Hockey Association

Agenda - Prague time

Tuesday 1st of August 2023 : transnational meeting	
18.00 - 21.00 Social Gathering U Hajovny 919, Pruhonice	Gino
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Welcome and opening programme

Gino Schilders

Welcome Mateusz



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AIYL

Welcome Paul



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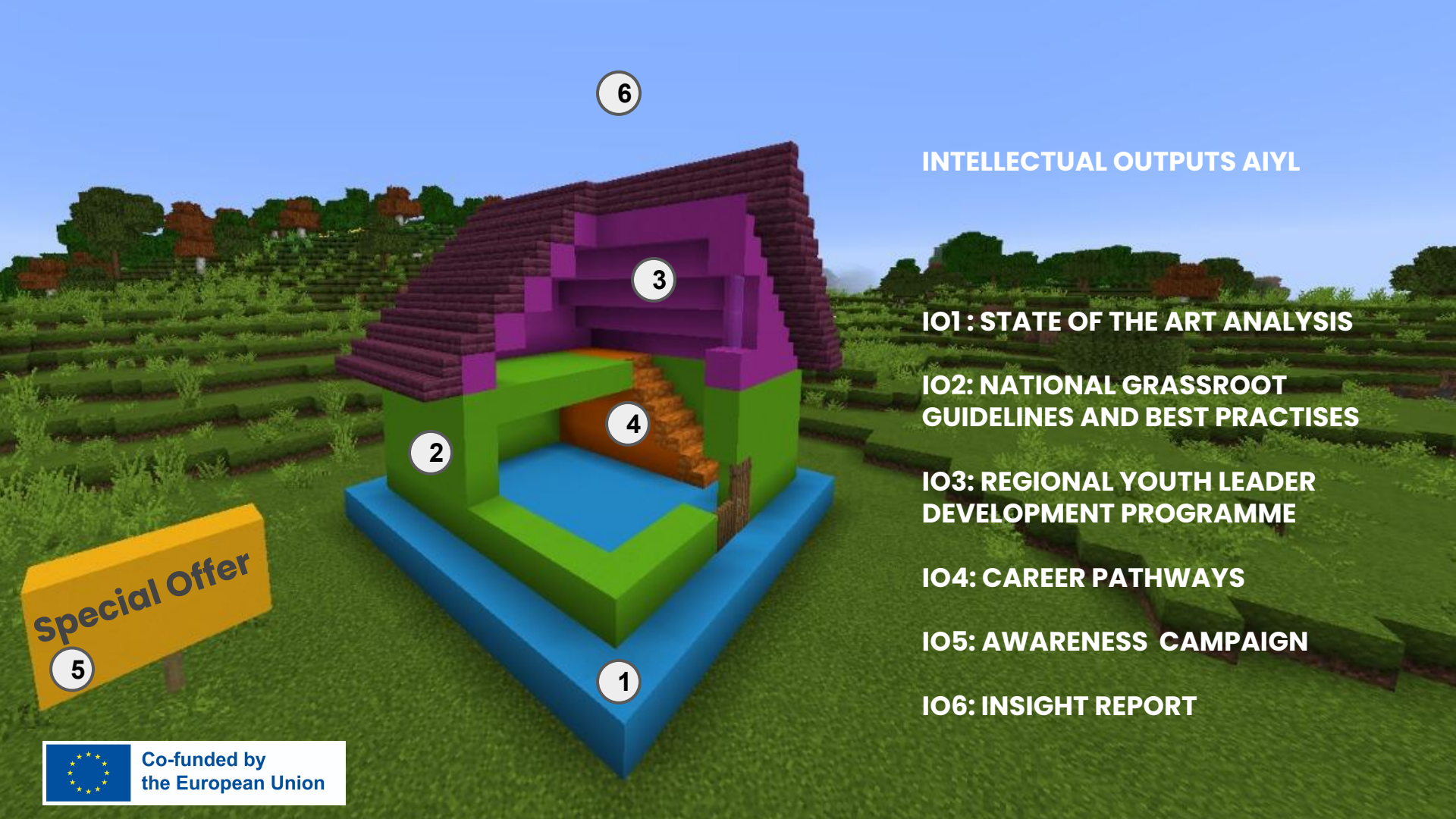
AIYL

Welcome Jamie



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AIYL



INTELLECTUAL OUTPUTS AIYL

IO1: STATE OF THE ART ANALYSIS

IO2: NATIONAL GRASSROOT GUIDELINES AND BEST PRACTISES

IO3: REGIONAL YOUTH LEADER DEVELOPMENT PROGRAMME

IO4: CAREER PATHWAYS

IO5: AWARENESS CAMPAIGN

IO6: INSIGHT REPORT



IO2: National grassroot programme

Cameron Findler,
Andrea Livesey

YOUTH LEADER GRASSROOTS PROGRAMME

What is the Intellectual Output?

The creation of a grassroots programme designed to be adaptable to the contexts of all EuroHockey member national associations

Who is working on



Who is the target?

For NA's with underdeveloped youth leadership programmes

What have we done so far?

What next?

Once we have concluded our final content review, we will have a programme capable of being delivered locally by youth leaders in any of our member national associations. We will support this delivery with the resources that have been created but also with solidarity funding, allowing national associations to bring in expert deliverers to assist them in getting a youth leadership panel up and running in their country.

FEEDBACK

ON THE GRASSROOTS PROGRAMME

THINKING HATS OF DEBONO



Facts



Creativity



Benefits



Cautions



Feelings



Process



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AIYL

WHITE

WHAT ARE THE FACTS?

- We did the pilot in different countries.
- We did in in smaller groups and both online and face to face.
- There was a wide range of time differences.
- There has been cultural adaptation to the pilot.
- The level of involvement was different from the youth leaders but thinking of each person's availability.



YELLOW

WHAT WENT WELL? WHAT IS GOOD ABOUT THE PROGRAM?

- It expands your perspective and your network
- You can learn from each other
- There are different contexts in the groups and changing environments might be good
- It's good to share ideas
- It gives a clear vision of youth involvement
- It provides a pathway Legacy
- It triggers to do more
- The program makes sure there is room for inclusion



BLACK

WHAT ARE THE RISKS OF THE PROGRAM?

- What if there is a lack of support from federations/organizations?
- The moderators of the programs need confidence to stand in front of group
- The participants may be afraid of speaking/being in a big group (socializing, public speaking...)
- Different types of personalities can make it hard
- There must be a safe space always created
- The expectation might be different from all participants
- We might scare them off by doing the pilot, the reality is hard. 'expectations'
- The relationship between the moderators and the team isn't always easy
- It's nice when the first meeting went well, but what if it didn't? How will you cope with that and make sure the second is better?
- When should it take place, how often?
Chance to lose interest of participants.



RED

WHAT ARE FEELINGS PILOTING THE PROGRAMME?

- Frustration: How come some of us do not prioritize it?
- Angry because of the political reasons some of us couldn't do it
- Worried if the courses go wrong
- Happy for those who did it and worked out
- Excited for the potential of the program
- Exhausted because there's a lot going on, we all have different roles in society
- Satisfied of reaching a goal after a lot of work



GREEN

THINK OUT OF THE BOX? WHAT IF YOU
HAD ENDLESS POSSIBILITIES?

- What if we make a board game out of it?
- Components might be used for the youth festival.
- Facilitators training to help the confidence
- Hy not expand it to other sports? Leadership is everywhere!
- Online session for all NA's staff to get to know the program
- Thinking of different ways to knock on NA's doors
- People's experiences on sharing the program, what tools we can use?
- Attributes people bring to the course, why is that a symbol of leadership for you?
- Digitalization of the program so it can be done online
- Map of the world to share where things are happening and moving.



WHAT NEXT?

- Translation into other languages
- Introduction to the programme at the Leadership Festival
- Additional training programme going to the programme with prospective deliverables
- Digitization of resources where possible
- New EHF website with page for AIYL
- Discussions to involve NA staff when a leader expresses interest in running the programme



A female field hockey player in a red uniform is captured in a dynamic pose, swinging her stick. The background is a blurred outdoor field with trees and spectators. The text 'IO3 : Regional Youth Leadership Development Programme' is overlaid on the right side of the image.

IO3 : Regional Youth Leadership Development Programme

Bartel Berkhout

AIYL

RECAP IO3

Prague, 2 August 2023



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AGENDA:

- **Looking back**
- **The Program**
- **Key Actors**
- **Marketing**



Ambers's screen

Give Keyboard & Mouse

Change Presenter

7

Invite

Webcams

Troubleshooting



2020, Our first session, how it all started...

Meeting	Host	Location	Earliest	Latest
#1 Team meeting no. 1 (Kick-off AIYL programme)	SQ	NL/Amsterdam	Feb-21	Feb-21
#2 Review meeting (Insights, National Module, Regional Module, Career Pathway progress)	SQ	NL/Amsterdam	Aug-21	Aug-21
#3 Review meeting (incl. launch of Development Programmes pilot)	WHF	UK / Wales, Cardiff	Feb-22	Mar-22
#4 Review meeting (Grassroot guidelines and best practise, Youth Leader Development programme, Career pathways progress)	SG	UK / Manchester	Oct-22	Oct-22
#5 Final evaluation session (incl Final evaluation all Intellectual Outputs)	CHF	CZ / Prague	Aug-23	Sep-23
#6 EHF Board formal approval session (to embed modules in EHF development curriculum)	EHF	BE/Brussels	Sep-23	Sep-23

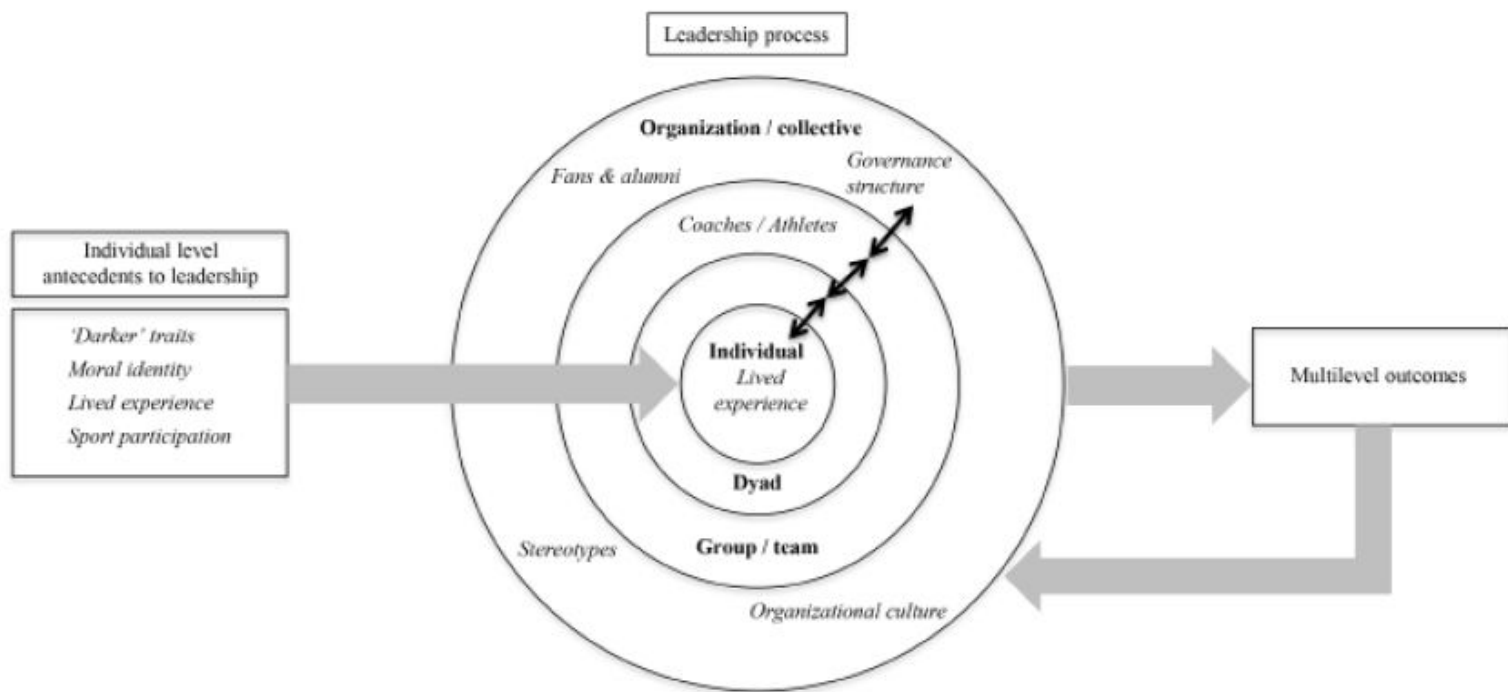


Figure 1 — Multilevel conceptual model of leadership in sport management.

AIYL BLUEPRINT CURRICULUM

“an open springboard plan for our AIYL”

**Acquire
skills&knowledge**

**Personal growth
& interaction**

**Own a Topic
Build a project**

Good Governance Nat/Int

**Analyse & Build
your team
Interdisciplinary
collab)**

**UN sustainable
development goals**

DNA Culture

EHF agenda and others

Sports & Politics

**Leading the “safe”
organization
(aristotle
methodology)**

**Beyond social
entrepreneurship**

**Leading a sports
organization**

Sports & Media

Strategy in Sports

**Personal
leadership
training
selfreflection and**

ORIGINAL AIYL **YOUNG LEADERS PROGRAMME CHARACTERISTICS:**

- A strong focus on supporting exceptional young people **to solve local problems** through grassroots sports initiatives, sustainable business models and start up initiatives in local communities
- A 12 Month programme concentrating on a specific stages in the phases of **developing a solutions.**
- A mandatory 1-week learning sprint to provide an **online introductory** education.
- A **blended learning** approach with HALF YEARLY learning activities and in-person events
- An emphasis on **leadership development**



The Program



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CONTENT

01 FOREWORD

- EHF text

02 INTRODUCTION

- Project description
- Mission
- Program objectives for the World of Hockey and beyond
- Purpose of the program
- A manual for who?
- Collaborations European Institute of Hockey

03 DEFINITIONS

- Introduction
- Values of the European Hockey Federation
- What is youth leadership in sports

04 COURSE MANAGEMENT

- Course Management of the European Institute of Hockey
- Collaboration with the European Hockey Federations
- Active roles for EHF sponsors
- The mentor's and teacher's workforce
- Profile, role and tasks of the A/YL educator
- Profile, role and tasks of the A/YL mentor
- Year program: program highlights, roles and responsibilities



Driving the program

- **6-8 positions per class, 1 class per year**
- **8-month program**
- **Program starting in September – Ending in April**
- **Recruitment starting in January every year**
- **Participation confirmed on 1st of June**



MENU ONLINE COURSES

Values in Sports

Governance and
Business

Organizational
DNA in sports

Personal
leadership and
Leading
effective teams

Developing
technical
leadership



CULTURAL AND ORGANIZATIONAL CONTEXT

Sports Governance

- * How is the Eco system of sports organized?
- * Governance of a club and a federation
- * About IOC and beyond

Cultural & Organizational DNA

- * Introduction in Organizational psychology
- Cultural differences in organizations
- * Cultural differences and the sport context

PERSONAL DEVELOPMENT

Leading yourself

- Self reflection capacity
- * Exploring inner values
- * Inclusiveness and open mindedness
- * Self regulation

Leading teams

- * Respect for differences
- * Foster collaborations
- * Develop group goals and focus
- * Creation of a safe environment
- * Allignment of teams
- * The Aristotle project
- Amy Rdmunson

VALUE CREATION

What is value?

- Terminology into practice
- SDG's introduction

Introduction of value creation models

- How to use value creation models for your / project



PROJECT MANAGEMENT

Business case development

- The creation of a Business strategy for Sports related projects
- How to integrate the SDG;s
- How to build an integrated M&S campaign
- Digital media and communication planning

Curriculum AIYL



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Learning Outcomes

Pitching a project in a Dragons Den

Project development skills

Personal mentoring

Understanding of the Eco-system of Sports management

Intro into network of (inter)national Hockey

Official Project Presentation for relevant client

Project Application and integration of SDG's

ETC.



Program description and design principles

1. Admission criteria
2. Profile of the participant
3. How to Qualify for the Program
4. Program Flow
 - Recruitment potentials
 - Mentors and Teacher assignments
 - Personal intake potentials
 - Dragons Den
 - Own your “hockey project”
 - Online sessions and present your project
 - Final presentation to stakeholders of your “own hockey project”



JAN 2024



JAN

FEB

MARCH

JUNE

AIYL

Enter the Program

ONLINE

Enter the Program

FEDERATION

- *Promotes the candidate
- *Checks the requirements
- *Assigns a Federation Mentor
- *Consent of National Board

EHF

MODERATORS

ONLINE INTAKE

PROJECT

REQUIREMENTS

1 day - 2 day parts

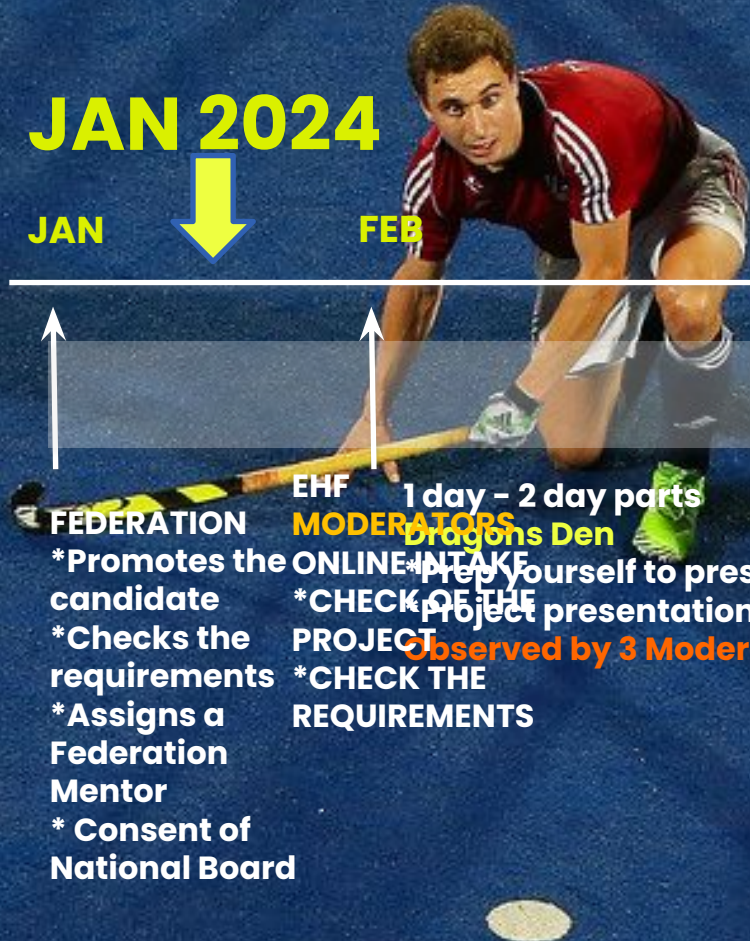
Dragons Den

*Help yourself to present

*Project presentation pitch

Observed by 3 Moderators

*CHECK THE REQUIREMENTS



ONLINE SESSIONS (1ST)

1. Curriculum session + assignment
2. Field research and wrap up
3. Online presentation

ONLINE SESSIONS (2ND)

1. Curriculum session + assignment
2. Field research and wrap up
3. Online presentation

IN PERSON FINAL EVENT
EHF FINAL 8 EASTER
1 Moderator, 6 Clients in jury

AUG

SEPT

OCT-NOV

JAN-FEB

MARCH

APRIL

APRIL 25



ONLINE

F2F

Opening of the Program
Introduction
Project presentation
candidates
Moderator –Participant
teams

Managed by 3 Moderators

ONLINE SESSIONS (3RD)

1. Curriculum session + assignment
2. Field research and wrap up
3. Online presentation

PRESENTATION PREP

Coaching of the Mentor
Educator Guidance

AIYL

**Program
cycle**

INTERACTIVE ASSIGNMENTS:

WHAT DO YOU CONSIDER TO BE THE **KEY
PRODUCT(S) OR SERVICE(S) OF A
PROFESSIONAL SPORTS CLUB
AND / OR SPORT FEDERATION?**

YOU ARE ALONE...

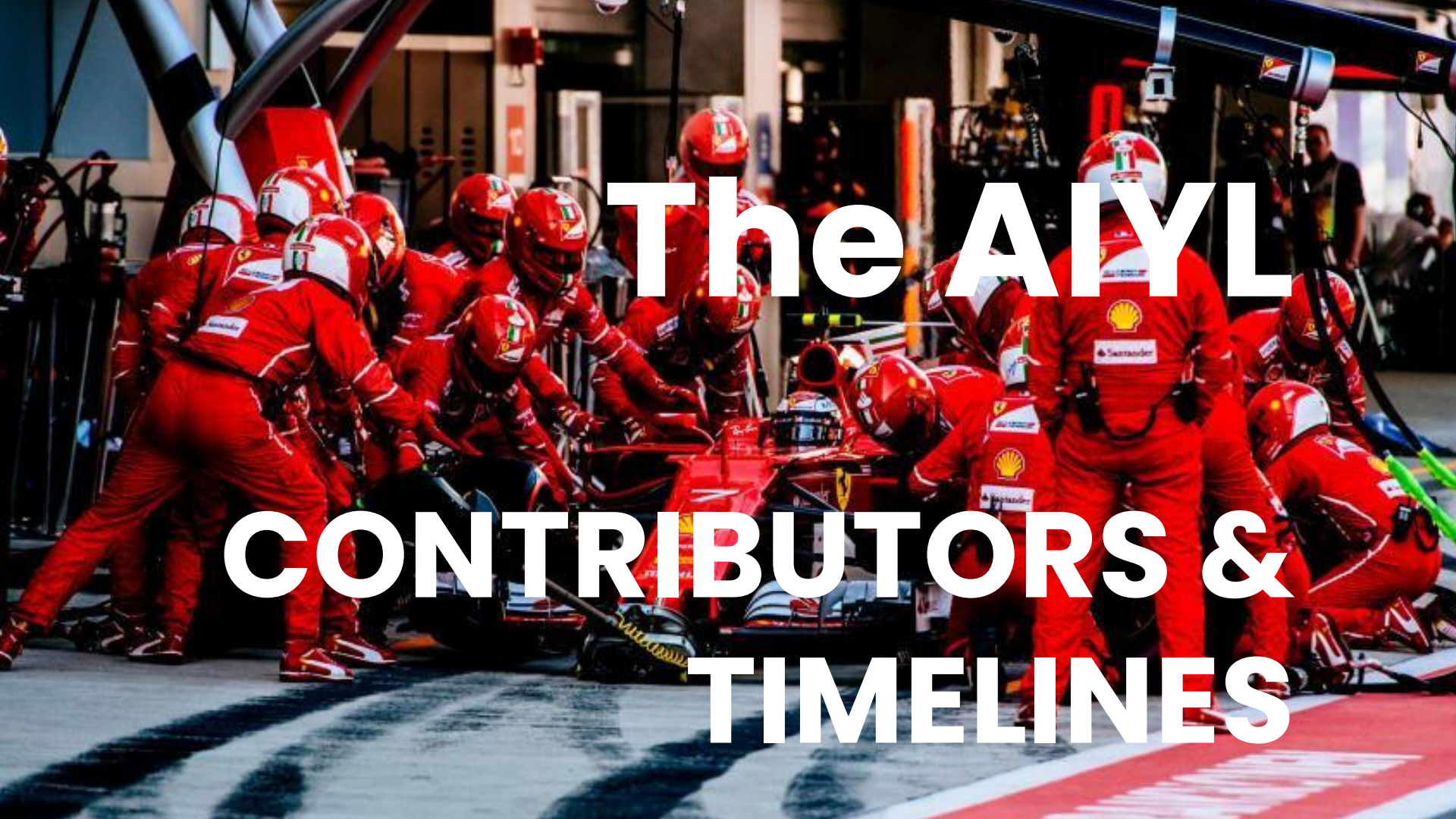
YOU HAVE 4 MIN TO PRODUCE

A MAXIMUM OF 4 OUTPUTS IN THE ORDER OF IMPORTANCE

((IS THERE A NEED TO SEPERATE FEDERATION AND CLUB?))

SHARE&IMPROVE YOUR OWN MODEL WITH 1 OR 2 NEIGHBOURS – 4 MIN

NAME AND BE ABLE TO EXPLAIN 4 OUTPUTS IN THE (renewed) ORDER OF IMPORTANCE



The AIYL CONTRIBUTORS & TIMELINES

OCT 2024



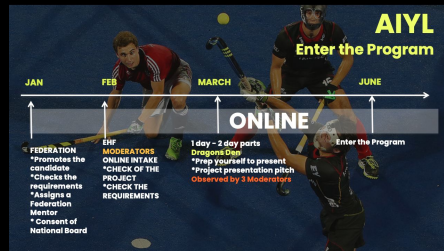
FEDERATIONS

1 MENTOR (8 SESSIONS + 1 F2F)
1 POTENTIAL CANDIDATE
ACCESS TO BOARD MEETINGS
& OFFICIALS AND NATIONAL OFFICE

EHF

PROGRAM & TEAM MANAGEMENT
3 MODERATORS (1 MODULE EACH)
FULL ACCESS TO TOURNAMENT
ORGANIZATIONS AND OFFICIALS
AND EHF OFFICE

JAN 2024



APR 2025



Timelines

AIYL





Key actors

- Federations
- Participants
- Mentors
- Teachers
- Euro Hockey



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FOLLOW US



iocyoungleaders [Follow](#) [...](#)

219 posts 3,194 followers 368 following

IOC Young Leaders they/them
Sports
The official page of the IOC Young Leaders
(previously Young Change Makers)
campsite.bio/iocyoungleaders

EYOF 2022 Panasonic ... Feb spotlight... WA Para G... More Beijing... Beijing 2022

IOC Young Leaders - Instagram

View →



IOC YOUNG LEADERS
COMMUNITY OF PRACTICE

Founding Partner
Panasonic

MANAGED AND ENGAGED BY THE
IOC YOUNG LEADERS PROGRAMME

IOC Young Leaders Community of Practice

Listed group

IOC Young Leaders – LinkedIn



IOC Young Leaders
2.4K followers · 205 following

[Follow](#) [Message](#)

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View →



IOC Young Leaders
@iocyoungleaders

IOC Young Leaders programme empowers youth to leverage the power of sport.

[Follow](#)

IOC Young Leaders – Twitter

View →



panasonic_global [Follow](#) [...](#)

Panasonic
The official global account of #Panasonic Corporation est. 1918.
#PanasonicGreenImpact for #ClimateAction.
See more [👉](#)
bit.ly/3t2IXm1

Panasonic – Instagram

AIYL
young leaders

Q?



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Communication plan

Gino

3. What shareable dissemination materials to consider?

A brief summary document/ tool kit		T-shirts	
Video clips of training in practise		Small gadget with logo	
Video clips of testimonials/ambassadors			
Logo / visual / brandstyle			
Pictures from Youth Leadership Festival (to show what is possible)			
Stickers with logo / visual			
Video with elevator pitch			
Infographics poster that can be used on social media			
Slide-deck / presentation			



Video shooting instructions

- What is the youth leadership programme about? Bartel
- Why should young leaders join the programme? Jamie
- How will the grassroots model help your country? Cameron
- I ... am ... a young leader.... and ... I want ... to ... make ... a ... difference ..! Alina, Marek, Mateusz, Cedric, Danylo
- I was a young leader and I made a difference! Jamie
- Thank you European Union for your support of this Erasmus programme!
Gino
- Other questions?





Lunch,

hopefully



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Communication plan focusing on getting the 8 candidates

- Presentation Cedric (and others?) on Youth Festival?
- Letter to federations: Review the letter. What is missing, what should be added? What can be improved?
- Info leaflet for youth leaders
-



Communication plan focusing on getting the 8 candidates

- Letter to federations: Review the letter. What is missing, what should be added? What can be improved?



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AIYL

Feedback on application letter

What's missing?

- main goal not clear -> catchy main goal /purpose/ slogan
- Project examples -> bullet points / sentence
- Mandatory sessions -> add
- Value for youth leader/ learning objectives and skills learning
- Different structure. Start with the WHY



Feedback on application letter

- Creating
- Why + value
- What + value
- Which skills are required
- Requirements / involvement costs
- Contact
 - ○ Dragon Den: description missing
 - ○ selection process -> how?
 - ○ Value for federation and their engagement + exact cost
 - ○ time input mentor
 - “crispy” to the point

Feedback on application letter

- AIYL -> change name - organised by EHF + partners
- ACTUAL COST (ADD €)
- WAY
- FEATURES (and guest speakers)
- ADVANTAGES
- BENEFITS -> also to federation
 - -> why mentor + how chosen?
 - -> dedicated EHF mentor to with (x+y) if needed?
- NEXT STEP + PRICE in the end. * see website * for practical info
-
- MEDIA? LINKS? ↑ THAN TEXT -> **GRAB ATTENTION**



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**Remember we all
have a role in this**

....

Dissemination workshop

WHO?

1. Organisations where you have a connection?
2. Organisations where we do not have a direct connection?

WHAT?

3. What shareable dissemination materials to consider?

1. Organisations where you have a connection?

EHF Youth leadership panel	Cedric/ Chloe	East Cheshire Hockey	Oskar
Engso Youth	Cedric/ Chloe	Old Youth Festival group	Marek
IOC Young Leaders Programme	Cedric/ Chloe	Czech Hockey clubs	Marek
KBHB/KNHB	Cedric	Ukraine hockey clubs	Danylo
Flemish Sport Federation	Cedric	DHC Hannover, DTV Hannover	Danylo
University of Gent	Cedric	Sport Leaders UK	Andrea
Belgian Athletic Federation	Cedric	CIMSPA	Andrea
ISCA	Cedric	UK Coaching	Andrea
Keele University	Oskar	Sport England	Andrea
CHF	Oskar	Sport for development coalition	Andrea

1. Organisations where you have a connection?

Youth Sport Trust	Andrea	Euro asian sport	Adam
EHF/FIH	Gino	Academic -> ISSA, QRSE, ECSS, BSA	Adam
Czech Olympic Committee/CUS/NSA	Gino	DIF/DEI - Danish sport ass'ns	Adam
National Sport Agency	Gino	42 EHF Member national associations	Cameron
XX8 Sport Federations Czech	Gino	EHF Youth Leadership Festival	Cameron
Erasmus partners from other projects	Gino	Youth Sport Trust	chloe
Senegalese NOC	Adam	Hockey Wales	Chloe/ Lily
UCPH Media Dept	Adam	Safe sport International	Chloe
Kokusaikan University	Adam	Ulster university (Sport NI)	Chloe
INT Universities	Adam	Sport Wales	Chloe



1. Organisations where you have a connection?

University of south Wales	Chloe		
Cardiff Met university and hockey Club	Lily		
Sport Wales	Lily		
Hereford Sixth form College	Lily		
Stride Active hereford	Lily		
MadHockey	Lily		
Future Sports	Lily		

2. Organisations where we do not have a direct connection?

Mediterranean Youth Foundation			
Sport Youth Social media groups			
Other sport federations in the country			
Regional and international federations			
IOC Youth Leaders Programme	Cedric		
Hockey England			



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Legacy

Adam Evans &
Gino Schilders

FUTURE LEADERS HERE

A close-up photograph of a baby with light brown hair and blue eyes. The baby has a serious, determined expression and is wearing a green and white long-sleeved shirt. The baby's right hand is clenched into a fist. The background is a blurred, sandy beach.

YES!

What did we plan?

IO	6.INSIGHT REPORT & LEGACY REPORT			Q4 2023	
	ANALYSIS OF KEY FINDINGS				
6a	* Agree on methodology and instruct partners how to document insights/key findings along the way		Mar-23	May-23	Ada
6b	* Key outcomes/insights pooled from partners		Jul-23	Oct-23	Ada
6c	* Publish insight report (for use by other organizations or e.g. students)		Jul-23	Nov-23	Ada
6d	* Review intellectual outputs		Mar-23	Oct-23	Ada
6e	* Define KPI's for tracking of pilots/implementations after the 3 years		May-23	Sep-23	Ginc
6f	* Develop and plan future focus group discussions through the EHF Youth Panel		May-23	Sep-23	Ginc
6g	* Write and produce Legacy document describing how the outputs will be sustained after the Erasmus+ programme		Jul-23	Oct-23	Ginc



How to ensure the programme will run coming 5 years?

- Embedment in Hockey Institute is a great start!

But what about

- HR (how to ensure quality lecturers, redundancy solutions)
- Finances (how to keep it accessible/feasible)
- Belief (who will keep the flame burning next to Tom/Cameron?)



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Evaluation Targets (or goals)

- Evaluators help define programme goals;
 - We need applicability and relevance in the face of the recognised 'need'
- Goals must be:
 - Well defined and informed by some sort of evidence of need (and theory of some sort)
 - Feasible
 - Measureable
 - Evaluable.
 - Ideally, have a critical success factor or 'threshold' for success
- Bad goal: 'Raise awareness of disability sport'
- Good goal: Increase the proportion of boys aged 10-12 who meet physical activity guidelines by 0.5% in year 1 and 1% in year 2 of the association football programme, delivered in 10 community settings (equivalent to 500 new participants per year, of 50 new participants per context) in the next 3 years.
 - Yes/No



Evidence Brainstorm

- For the IO(s) you are responsible for/involved in;
 - What information can you provide that suggests how successful it was?
 - What information can you provide that highlights what we learned? (unexpected/new things)
 - What information can you provide that shows what can be better in the future?
 - What information do we still need to collect?
- Examples: Timelines, Quantitative data (how many, much, often), Qualitative data (experiences, interviews etc),



Learnings : programme management (Gino)

- Even more communication and clarifications upfront before starting the programme to prevent changes in the participants + repeat the message that the programme manager is there to help also with political issues
- Communication with Brussels challenging as not allowed to call. Time consuming and frustrating at times as it's difficult to find a workable answer via helpdesk due to assumption project leads do not work with the programme guide. Project contact person very helpful and interested in the programme however
- Project lead to keep responsibilities more where they are. Sometimes took over the lead with the aim to help out but meant others did not take always responsibility
- Set up regular calls with federations (stakeholders not directly involved) to keep them informed and to get them involved more actively ensuring a better follow up with their consortium partner
- Positive spin off is the creation and deepening of networks





What is ahead of us?

Gino

Finances 2023

- Travel costs : send latest 15.8.2023 to Michaela. Too late? possible non-payment
- IO fee : 60% already invoiced. pls issue PAYMENT REQUEST for 10% of the fee.
- Use „payment request“ instead of „ Invoice“
- •Description: "Request for reimbursement of costs incurred in connection with Erasmus+ project - AIYL (Aspiring and Inspiring Youth Leaders) as agreed in the Grant Agreement."
- should just feature the amount. No VAT for the IO fee Payment Requests
- No other possible currency then EUR for the IO Fees
- Payment requests can not have IO Fee and e.g. travel in 1 invoice. Must be separate





Let the world know

- Create a post now and share with the world. Share link with Michaela
- 10 minutes



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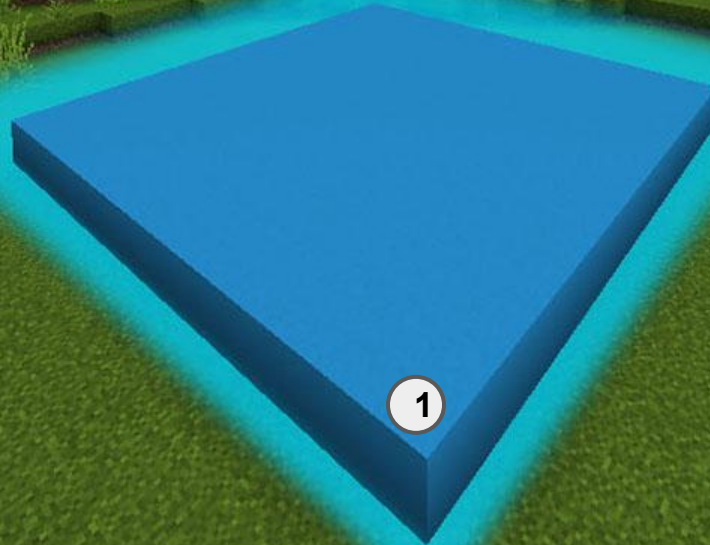
29th and 30th November in Brussels



INTELLECTUAL OUTPUTS AIYL

IO1: STATE OF THE ART ANALYSIS

ADAM

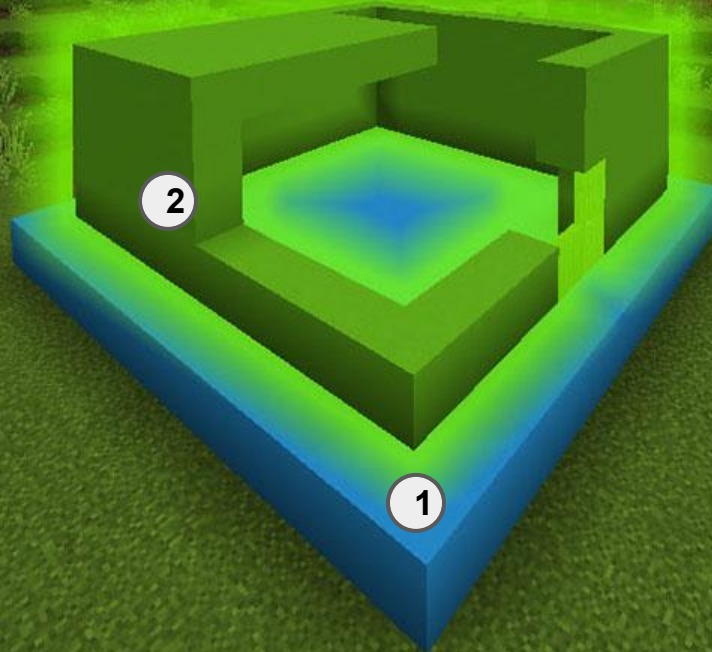


INTELLECTUAL OUTPUTS AIYL

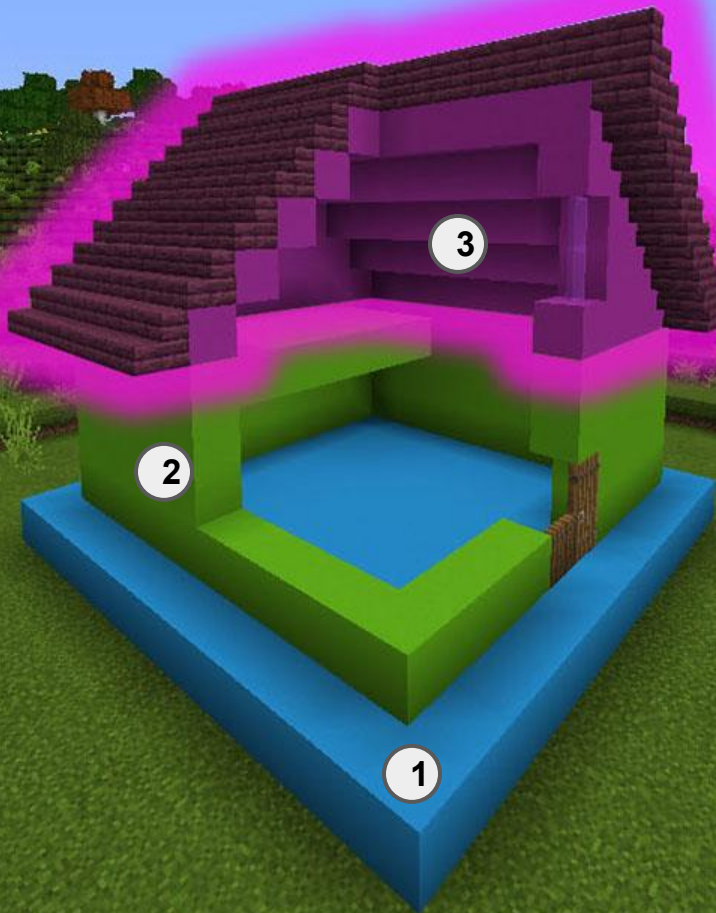
IO1: STATE OF THE ART ANALYSIS

**IO2: NATIONAL GRASSROOT
GUIDELINES AND BEST
PRACTISES**

TOM



**THOMAS
& BARTEL**



INTELLECTUAL OUTPUTS AIYL

IO1: STATE OF THE ART ANALYSIS

**IO2: NATIONAL GRASSROOT
GUIDELINES AND BEST
PRACTISES**

**IO3: REGIONAL YOUTH LEADER
DEVELOPMENT PROGRAMME**

INTELLECTUAL OUTPUTS AIYL

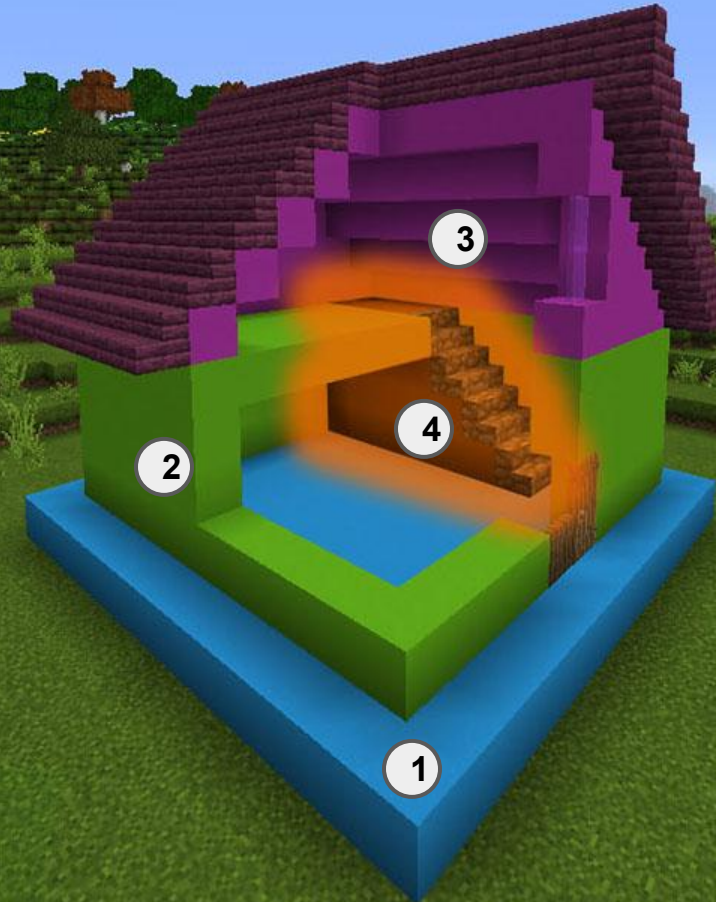
IO1: STATE OF THE ART ANALYSIS

**IO2: NATIONAL GRASSROOT
GUIDELINES AND BEST
PRACTISES**

**IO3: REGIONAL YOUTH LEADER
DEVELOPMENT PROGRAMME**

IO4: CAREER PATHWAYS

TOM



INTELLECTUAL OUTPUTS AIYL

IO1: STATE OF THE ART ANALYSIS

**IO2: NATIONAL GRASSROOT
GUIDELINES AND BEST
PRACTISES**

**IO3: REGIONAL YOUTH LEADER
DEVELOPMENT PROGRAMME**

IO4: CAREER PATHWAYS

IO5: AWARENESS CAMPAIGN

SPECIAL OFFER

5



TOM

2

4

3

1



INTELLECTUAL OUTPUTS AIYL

IO1: STATE OF THE ART ANALYSIS

**IO2: NATIONAL GRASSROOT
GUIDELINES AND BEST
PRACTISES**

**IO3: REGIONAL YOUTH LEADER
DEVELOPMENT PROGRAMME**

IO4: CAREER PATHWAYS

IO5: AWARENESS CAMPAIGN

IO6: INSIGHT REPORT & LEGACY

GINO



LOONEY TUNES



That's all