

P1 FYEG Strategy 2022 - 2025

Proposer: FYEG

Agenda item: 7. Plans - To be Published 14 April

Plan text

FYEG Strategy

2022 - 2025

Introduction

FYEG has been growing steadily in terms of organisational capacity and political impact since 2014 and the Green Wave of the EU elections in 2019 has rapidly amplified the process. In 2020, the FYEG Executive Committee started a process for organisational change aiming to ensure that FYEG will continue to develop and grow in a coherent and sustainable way in order to be able to continuously work for a stronger young green European movement.

The Executive Committee, Advisory Committee and Secretariat worked on this organisational change process together with a consultant (the European Activism Incubator). They assessed FYEG's internal structures and processes, evaluated the organisation's main challenges and then selected three key priorities to improve FYEG's capacities and impact. Two of these priorities were linked to FYEG's strategic planning and aimed to (1) create a more focused and actionable strategy and (2) implement processes and tools to ensure the Executive Committee and Secretariat's work is more focused, efficient, manageable and in line with FYEG's strategy and through better delegation systems.

This Strategic Plan is the result of the organisational change process. It is based on a Member Organisations Survey and workshops gathering the Executive Committee, Secretariat and Advisory Committee. It highlights FYEG's core vision and mission, as well as the organisation's strategic focus and objectives for the coming years, setting a clear mandate for future Executive Committees. The Strategic Plan will be implemented through FYEG's Activity Plans and Financial Plans and monitored via a Strategic Framework with Key Performance Indicators (KPIs).

FYEG's main goal is a feminist, diverse, democratic, sustainable and social Europe. In order to achieve our goal we use different channels, political arenas and tools.

Background

FYEG is the European umbrella organisation for Young Green organisations from all over the European continent, from Azerbaijan in the East to Ireland in the West and from Cyprus in the South to Norway in the North. FYEG's member organisations have various backgrounds: local ecological groups, student unions, youth wings of Green political parties and Young Green civil society organisations. They were created and are developing in different political and institutional contexts. They also vary in size and impact, from small or newly established organisations who focus on recruiting members to large and well established organisations who have parent parties in government and focus on putting forward the youth voice in the legislative agenda.

One of FYEG's main roles and challenges is to bring these very heterogeneous member organisations together and support them in bringing forward a common vision. In order to better understand the needs of our member organisations, we launched a Member Organisation survey. The survey aimed to evaluate FYEG's current work and set priorities for its future activities in line with the needs of FYEG Member Organisations. 20 member organisations responded to a set of 22 questions across 7 topics.

The results of the survey showed the following key points:

- FYEG's main strength is seen as capacity building for its members and young green organisations in general. Member organisations are most interested in training related to the development of their organisation (such as volunteer management and fundraising) but a lot of respondents also report that their organisation lacks the capacity and time to attend FYEG's training;
- FYEG's main added values are seen as pioneering new and radical ideas through activities engaging young people and coordinating public campaigns across Europe;
- In line with FYEG's analysis, member organisations identify the political activation and recruitment of members from racialized communities as the most relevant priority to improve the inclusion and representation of racialized communities within our movement.

Along with FYEG's monitoring and analysis of members' engagement with FYEG activities, the results of the survey were fundamental in understanding the needs of the member organisations and incorporating them in FYEG's strategy.

Vision, mission and strategic focus

Vision

FYEG's core vision is a just, feminist, diverse, democratic, sustainable Europe where people are happy and free. Run by young people, for young people, FYEG's core mission is to empower young people to bring forward their perspectives in order to realise this vision, in line with green values.

Strategic focus

In order to realise its vision and mission, FYEG strategic focus for 2022-2025 will be on:

- Strengthening the FYEG Network and Membership Coordination;
- Capacity building;
- Bringing forward the youth perspective;
- Organisational growth.

In addition, FYEG will make inclusion and diversity an overarching focus of its strategy and activity plan, with the aim of building a more inclusive and diverse network where racialised communities and other underrepresented groups are better represented.

Practical implementation

To realise its mission, FYEG is led by its Executive Committee and run by its Secretariat. The FYEG Executive Committee is elected by FYEG's member organisations at the annual General Assembly. The FYEG Secretariat is based in Brussels, Belgium and is managed by the Secretary General, who is elected at the General Assembly. In realising its mission, FYEG is guided by its Political Platform that is adopted by Member Organisations at the General Assembly and

lines out the organisation's political positions and values in detail.

Strategic objectives

Find below the strategic objectives for each strategic focus:

1. Strengthening the FYEG Network and Membership Coordination

The first strategic focus of FYEG is strengthening its network and membership coordination. For more than 30 years, FYEG's Member Organisation have joined forces at the European level, uniting their collective aspirations to learn from each other, to debate, to campaign together and to make the green Europe we wish to see become a reality. FYEG will continue to coordinate its network and member organisations to best serve both the federation as a whole and individual member organisations.

FYEG's long term goal is to maintain and develop a strong and well coordinated federation where member organisations are actively engaged and where FYEG's work complements the work of its member organisations.

Based on this goal, FYEG's priority will be to focus on its current members rather than expanding and growing its membership. This means expansion will only be pursued with organisations that are already connected to other Green family actors such as EGP, GEF or CDN, in countries where FYEG is not yet represented and when FYEG Executive Committee and Secretariat have the capacity to implement a meaningful welcoming process for and with the incoming organisation.

To realise this goal, FYEG will focus on 6 strategic objectives in the coming years:

1. Tailor FYEG member organisation coordination and communication to the needs and demands of the member organisations;
2. Improve the engagement of FYEG's member organisations from the South, especially to ensure they are more proportionally represented in FYEG's political work and long term planning;

3. Improve the engagement of FYEG's member organisations from the East and empower them to be more active in the federation. To this end, FYEG will continue to support and cooperate with CDN, an instrumental and important partner organisation that is committed to develop and implement Green ideas in Eastern Europe;
4. Invest in its candidate member organisations to implement a meaningful integration process;
5. Increase the attention and support towards struggling member organisations;
6. Facilitate political exchanges at the federation level.

2. Capacity building

FYEG advocates for a systemic change that requires a transformation of society as a whole. In order to achieve this, FYEG strategically focuses on capacity building of young people across Europe and empowering changemakers through training and non-formal education projects. As a European organisation, FYEG's work is centred on the European level and reaches the regional and national level through its member organisations who, in turn, reach and impact the provincial and local level.

FYEG's long term goal in capacity building is twofold. On one hand, FYEG will invest in the capacity building of its Member Organisations to be more resilient, resourceful, sustainable, effective and efficient in delivering change at local and national levels. On the other hand, FYEG will empower young people to be skillful and impactful change-makers that are equipped and confident in developing radical ideas.

Throughout its activities, FYEG will work to develop and foster critical and analytical thinking as well as creativity and progressive ideas among young people, through quality non-formal education, capacity building and intercultural exchanges. FYEG will also encourage and promote inclusive and active participation of young people in democratic processes, especially for young people from racialised communities and other underrepresented groups.

To realise these goals, FYEG will focus on 4 strategic objectives in the coming years:

1. Improve the capacities and resources of FYEG's member organisations and develop their competences in empowering young people at the national level;
2. Increase youth participation in electoral processes, specifically the number of young greens running for political mandates at the national and European level;
3. Create a space for young people to develop progressive ideas with relevant and meaningful political output;
4. Increase the level of inclusion and diversity within the membership of FYEG's member organisations and at FYEG's educational activities.

3. Bringing forward the youth perspective

FYEG fights for equality, inclusion, personal liberties and freedoms, social welfare and survival and well-being of our planet. As written in FYEG's political platform, FYEG does not see a single one of these political issues as a lone priority but instead fights for all of them simultaneously.

In order to achieve its vision of a feminist, diverse, democratic, sustainable and social Europe, FYEG uses different channels and tools. We work to be present and heard at all stages and levels, be it institutions of formal politics or grassroots level.

FYEG has two long term goals for bringing forward the young green perspective: (1) Ensuring that young people can participate and influence democratic processes and political institutions at the EU and European level, especially for young people from racialised communities and other underrepresented groups; and (2) ensuring the development, dissemination and adoption of new radical progressive ideas and policies in line with FYEG's Political Platform, especially in policy areas that predominantly affect youth.

With this goal in mind, FYEG will use its network and capacity building activities to empower young people to bring forward new radical progressive ideas and policies. FYEG will use its platform and media presence to amplify the youth voices and demands, with a particular focus on marginalised young people. When relevant for its work and objectives, FYEG will continue to collaborate with other youth organisations or progressive organisations in order to achieve greater impact and diversify its outreach.

FYEG will use its strategic partnerships with the European Green Party and the Greens/EFA Group in the European Parliament to ensure the youth perspective influences all parts of EU and European decision-making processes. FYEG will aim to continue its work as a member of the Advisory Council on Youth to the Council of Europe, to make sure that the Council of Europe provides democratic and transparent support to youth organisations and prioritises the relevant political priorities of the Youth. FYEG will also continue to influence the UN's climate policies through its COP delegation.

To realise these goals, FYEG will focus on 4 strategic objectives in the coming years:

1. Disseminate FYEG's educational activities and political statements to a broader audience, utilising communication and media tools;
2. Improve the interest and engagement of FYEG's member organisations and young people in European and EU politics through joint campaigns and communications;
3. Improve FYEG's political impact at the European level by focusing on existing partnerships with EGP and the Greens/EFA Group in the European Parliament and, when relevant, by fostering networking with the European Youth Forum and other youth organisations;
4. Increase youth participation, both in terms of voter turnout and in terms of young Greens running for the European Parliament in the EU elections in 2024 via an impactful elections campaign.

4. Organisational growth

Finally, in order to better implement its work and objectives, FYEG's last but essential strategic focus is organisational growth. Since the organisational change process started in 2020, FYEG has made a lot of progress, but there are still a lot of areas where improvement is needed in order for the organisation to be able to more effectively execute its mission. To this end, FYEG will continue to work on its internal structures and processes.

FYEG's long term goals in terms of organisational growth are (1) to have a network and internal structures that are strong, resilient, sustainable and efficient in order to better achieve their goals and objectives and (2) to ensure that FYEG grows in a meaningful, strategic and sustainable way that benefits FYEG as an organisation and as a network.

In the medium term, FYEG will aim at improving long term planning and continuity within FYEG's structures by developing a 5 years Strategic Plan to be adopted at the 2025 General Assembly, proposing the adoption of a 3 years mandate for the Secretary General and evaluating the possibility of extending the length of the mandate for the Executive Committee in the future.

To realise these goals, FYEG will focus on 3 strategic objectives in the coming years:

1. Improve FYEG's internal management, governance processes and transfer of knowledge;
2. Improve the working conditions and retention of FYEG's staff and Executive Committee;
3. Improve FYEG's Strategic Framework with the aim to facilitate monitoring and evaluation of the implementation of the Strategic Plan and to ensure adequate use of resources and capacities when creating the Activity Plans.

P2 Activity Plan 2023 - 2024

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1. Strengthening the FYEG Network and Membership Coordination

FYEG organises two network activities per mandate to facilitate political exchanges.

The **Young Green Forum** serves as a precursor to the annual General Assembly (GA) of FYEG, where representatives from Member Organisations (MOs), working groups, and other FYEG bodies convene online to exchange ideas and discuss organisational and political issues. It is an excellent opportunity for FYEG members to network, establish stronger connections, and provide feedback to enhance FYEG's activities. The Forum will be held online, tentatively by the end of January 2024, and will be mainly used as a space to unveil FYEG's 2024 Election Campaign to FYEG MOs and to receive their input, and to address statutory and political issues ahead of the General Assembly.

The **General Assembly** is the highest authority of FYEG, where MO delegates elect the organisation's leaders and approve new members. Moreover, it is the platform for FYEG's members to present and discuss political resolutions on various policy matters. This is the chance for the network to propose policies on current events. The 2024 General Assembly will be held in late summer, following the European elections. It will be followed by the annual public conference that brings together experts, representatives of the federation, young activists, and FYEG partners to discuss and debate a particular political topic.

FYEG Executive Committee will hold four live EC Meetings, tentatively in June 2023, September 2023, January 2024 and June 2024.

Membership Coordination

FYEG remains committed to fostering the growth and coordination of its MOs, which form the essence of our Federation. In pursuit of this goal, FYEG will

hold **regional meetings**.

Considering the geographical implications of the upcoming votes on membership at the General Assembly, the next Executive Committee might consider reviewing the regional zones that are currently: East, Balkans, South, Center-West and North.

The Executive Committee members responsible for these regions will oversee the organisation of regional meetings, the frequency will be decided following the recommendations from the last mandates and it will guarantee coherent coordination and communication across all regions.

The Executive Committee aims to provide more attention and assistance to MOs that have been less active than others. To facilitate this, there is a dedicated budget for MO visits. Furthermore, MOs are encouraged to invite FYEG to participate in at least one of their activities annually to foster a constructive working relationship.

FYEG's strategy to enhance the involvement of its MOs from the East includes ongoing **assistance and collaboration with the Cooperation and Development Network (CDN)** and participating at the European Green Party (EGP) Balkan network meetings. Moreover the second edition of the Young Greens Decentralised Training will be focused on MOs coming from outside of the EU, specifically the Balkan region.

FYEG intends to build upon its previous efforts in the South region, follow up on the outcomes of the live South regional meeting, and further enhance the South region's engagement in FYEG's political initiatives and long-term planning.

Furthermore, FYEG will continue to **track the participation and representation of its MOs** in its activities and structures.

Regarding the upcoming Study Visits, Estonian Young Greens MTÜ Noored Rohelised will be in its second year of candidacy and if they wish to proceed with full membership, a study visit will have to be planned latest by the end of 2024.

2. Capacity Building and Educational Activities

MO trainings

The second edition of the **Young Greens Decentralised Trainings (YGDT)** will bring the same programme as the previous edition, focused on building a vision and recruiting members, to more MOs of the network. The design of the programme will

take into account the input that the trainees of the 2022 edition provided during the evaluation phase. This edition of YGDT will especially target MOs from Eastern Europe and the Balkans in need of strategies to enhance their structures and to recruit and engage new members through activities in line with their vision and mission. The programme will take place during a period of 5 months and include individual consultations, a live training, and online workshops.

In 2024, FYEG will not hold an edition of the Young Greens Decentralised Trainings. The 3rd edition of this capacity-building project will be designed after the EU elections and will be implemented during the first half of 2025. After two iterations of the same programme, the content of the 3rd edition will be developed taking into account the evaluations of the 2022 and 2023 editions, as well as the context of the aftermath of the EU elections, an assessment of the needs of the MOs, FYEG's capacities, and the position of the Green Family in the post-election scenario. The call for MOs will open in autumn 2024.

Focus on youth participation

For 2023 and 2024, FYEG designed a 2-year-long project to support all young people to have a say, influence decision-making and increase diversity in democratic participation, with a focus on election periods everywhere in Europe. For the first phase in 2023, through the "We need the Green YOU(th)!" Annual Work Plan, FYEG will host two main international activities:

- In July, during the 5-day-long **"Writing the Green Stories"** Summer Camp in Sweden, we will see 55 young people come together to explore the importance of narrative-building, storytelling and political communication. Participants will get trained on how to frame complex issues through clear messages and impactful stories, and will be guided by experts to compose the foundational document - the Green Activist Reader - outlining the winning story to influence politics ahead of the 2024 elections and beyond as Young Green Activists.
- From September, the **"Online Influencelection Games"** will be a 4-month long gamification experiment that will see 150 young people competing in a healthy online environment to become the Young Influencelection leaders for the European elections in 2024. A digital platform will gamify the learning process, and turn it into a series of competitive games. By the end of the four months, a small group of trainees will be promoted to Young Influencelection Leaders and become the facilitators of the digital platform to be run in 2024.

For the second phase in 2024, through the **“Your Future Starts Today”** Annual Work Plan, FYEG will host three main international activities:

- In the beginning of the year, a 3-day kick-off event, **“The Green Rave”**, would bring together 70 young people from FYEG MOs, progressive youth and environmental movements, and young politicians to gather final ideas and hone skills for the launch of the European election campaign. The activity will be designed to help young community leaders refine the skills to further raise the issue of the 2024 elections in their local contexts. They will also have a chance to present their work to the wider public during the open event (with approximately 210 external guests). During this event, the Get Out the Vote Europe Tour will be officially launched.
- From the Green Rave until May, the **“Get Out the Vote Europe Tour”** will involve approximately 160 young people directly through 4 decentralised activities, and reach at least 1000 indirectly all over Europe through smaller actions. The core of the activity will be 4 events organised in 4 regions of Europe. The unifying theme of the tour will be getting the youth vote out, i.e. promoting participation of young people in the European elections or increasing their interest in the EU, while promoting the youth message and demands identified in the course of the 2023 Work Plan. The locations will be selected to support our young candidates in their campaigns.
- At the end of the year, a 5-day event **“Ready, Set, Go - The Green Future”** will bring together 55 participants from all over Europe, from FYEG MOs and other youth organisations. The activities will focus on exploring the means of political and activist participation and the enjoyment and successful use of rights and skills in community-building. Taking place during COP29, the event will also include activities focused on exploring ways of sustainable environmental activism, as well as participation in a peaceful demonstration linked to the main events of COP29.

MO Grant Programmes

FYEG will fund decentralised activities implemented by selected MOs through a grant programme both in 2023 and 2024. First in 2023, through the **“EU and you!” Grant Program**, FYEG will support the implementation of 4 to 6 decentralised projects designed to raise awareness on the impact of an EU programme or action for the citizens at the local, regional or national level. The awarded MOs will implement their projects between June and October. Then in 2024, through the **“Get out the vote!”** programme, a selection of FYEG’s MOs will receive financial

support for the implementation of actions and events to promote participation in the 2024 EU elections. These local actions will be implemented in April and May.

Working Groups

After the General Assembly, the **Beyond Growth Platform (BGP)** will organise a session at the pre-conference activity of Civil Society Organisations (CSOs) leading to the Beyond Growth Conference in order to promote our manifesto with Generation Climate Europe to civil society partners and policymakers. The BGP will attend said Conference to represent FYEG's views. After the resolution to the Vienna EGP Congress, the BGP will then aim to draft an FYEG resolution for the 2024 GA, and initiate steps towards developing a detailed working paper.

In terms of political aims, the **Racial Justice Task Force (RJTF)** will expand FYEG's work on decoloniality, with a deeper focus on specific areas thereof. RJTF will also seek to collaborate with other racial justice organisations, such as the European Network Against Racism's Climate Justice Working Group. Organisationally, RJTF plans to assess our Safer Spaces Policy and to work with the Office, EC and MOs through a survey to update our Inclusion Plan with a focus on racial justice and the inclusion of racialised, culturally- and ethnic-minoritised youth. RJTF will also hold a live meeting in Brussels.

Study Session "Green Perspectives on European Security"

FYEG and CDN will be jointly organising a Study Session titled "Green Perspectives on European Security" at the European Youth Centre in Budapest from 23 to 28 October 2023. The objective of this Study Session is to foster a shared understanding of security in the context of new global challenges, and their intersections, guided by the values of democracy, the rule of law, self-determination, human rights, fundamental freedoms, and feminism.

To achieve this goal, the Study Session will provide an opportunity for learning and fostering intercultural dialogue between youth from various European countries, wherein they can discuss the concept of security and ways to ensure it.

European Youth Congress

The Congress that was formerly known as the "Congress of Young Europeans" is coming to Greece in 2023. This political event brings together young people from various European countries to discuss and exchange ideas on current European issues, such as democracy, human rights, migration, climate change, and social justice. The Congress aims to foster a pan-European dialogue and promote a sense of shared responsibility and solidarity among young Europeans. It is jointly

organised by Heinrich Böll Stiftung, Green European Foundation, and FYEG.

The upcoming 2023 edition of the Congress will take place in Thessaloniki, Greece, from October 19th to the 22nd, and will focus on the right to independent living. This event aims to provide a platform for young Europeans to voice their opinions, share their experiences, and engage in constructive discussions with policymakers, activists, and experts.

3. Bringing forward the youth perspective

General Comms and Campaigns

Our General Communications for 2023-2024 will focus on providing a voice to young people from across Europe. To achieve this we will make clear and concise political statements through social media on current events and ongoing issues. We will work closely with our MOs, the Greens/EFA in the European Parliament and the European Green Party to reach a broader audience.

The **Ecosprinter** will remain independently coordinated by the Ecosprinter Editorial Board. The board will work to provide a space for young people across Europe to write on a variety of issues.

Lobbying, advocating and campaigning for the youth perspective through collaborating with our partners and through participation in international political events

FYEG Co-Spokepersons will closely follow the work of the **European Green Party** by attending its Committee Meetings. Moreover FYEG will continue to send delegates to the EGP Congresses. EGP will organise an in-person Congress in Vienna in June 2023, an online congress in December 2023 and an extended in person congress in January/February 2024, and finally a regular Congress in November/December 2024. In the extended Congress of 2024, EGP will introduce the EU election campaign and elect the Spitzenkandidaten. FYEG will attend these congresses with its delegation and will also organise a youth event at the January/February extended Congress. This youth event will be a moment to introduce FYEG's election campaign as well.

FYEG will have a presence in the EGP Campaign Working Groups, namely the Campaign Working Group and Manifesto Working Group. FYEG will be represented by its EC members when political input is required or by the Secretary-General and/or Communications and Campaign Manager when the meetings are at staff level.

FYEG will continue to **cooperate with the Greens/EFA in the European Parliament,**

in particular with young MEPs on initiatives that are also political priorities for FYEG. The FYEG Secretary-General will continue to follow the Group meetings when the Agenda is relevant to FYEG's priorities. Members of the FYEG Executive Committee will also be present at the Group retreat which will take place in Madrid in September 2023.

The FYEG Communications and Campaign Manager will take part in the Greens/EFA Campaign Taskforce meetings whilst the FYEG Secretary-General and/or EC members will join the political discussions that are related to the European Campaign.

FYEG maintains a strong connection with the **European Youth Forum** through the efforts of an EC delegate. This delegate takes part in various events, policy discussions, and endeavours to build relationships with the Forum's members. FYEG will continue this partnership, specifically during the run up to the elections to support the European Youth Forum's efforts to bring issues and demands of young Europeans to the political debate.

The work carried out from our elected representative in the **Advisory Council on Youth of the Council of Europe** is a key element for disseminating and lobbying for our green ideas. FYEG EC Member Milan Zlatanović will continue his mandate at the Advisory Council on Youth until the end of 2023. For the upcoming 2024-2025 mandate, Sean Currie put forward his candidacy, representing FYEG. If elected, FYEG will continue its work on climate policy to ensure that there will be more funds for green-minded projects through the EYF. Moreover, FYEG will keep monitoring the democracy and transparency of the processes within the Council. Finally, FYEG is committed to ensure that the work of the Council of Europe is beneficial and supportive to all youth organisations, including smaller ones, to enhance their development and the development of the youth movement and civil society as a whole.

Lobbying, advocating and campaigning for the youth perspective through our campaigns and disseminating our work and ideas to new and broader audiences

In the 2023/2024 mandate, all of FYEG's campaign work will be focused on the upcoming EU elections.

The goal of FYEG's EU24 campaign is to **spread our vision** for "a just, feminist, diverse, democratic, sustainable Europe where people are happy and free"; **mobilise, empower, and engage young people** across Europe around our message of hope and our belief in a Green Europe, and to **increase the visibility** and name recognition of Young Greens.

The full details of the EU24 Campaign are set out in the Campaign Plan.

Our 2024 Campaign will focus on:

- Spreading the Young Green vision and increasing the visibility and name recognition of Young Greens
- Active and involved Member Organisations
- Building a Green community
- Empowering young people through the Young Candidates Platform

4. Organisational Growth

FYEG's work on strengthening and improving its internal structures, processes and governance is still vital in order to build on FYEG's successes and to develop and maintain durable, efficient, and strategic foundations for our work. In this perspective, FYEG will continue to work on its strategic planning and Strategic Framework; on the well-being and retention of its EC and staff members; and on internal processes and governance.

Strategic Framework

Last year, a Strategic Framework was created to monitor and evaluate the Strategy and yearly Activity Plans. In the Strategic Framework, each strategic objective listed in the Strategy is linked to relevant activities or tasks and divided into Key Performance Indicators (KPIs). A baseline and yearly target is set for each KPI and responsibilities for the implementation and monitoring of all activities and tasks are decided.

During this mandate and following up on the implementation of the 2022-2025 Strategy, FYEG will update the targets for each KPI in line with the evaluation from the 2022-2023 period. Each EC and staff member will again create an individual plan in line with their roles, priorities and the task division decided at the beginning of the mandate. These plans will ensure tasks are well defined and reasonable plus they will allow easy monitoring of individual performances and contributions to FYEG's work.

In addition, preparations for the development of the next Strategic Plan will start in the second half of 2024. MOs will be consulted through a survey and

during statutory meetings to help set the new goals for FYEG's work. The new Strategic Plan will be adopted at the 2025 General Assembly.

Human resources, internal management, governance processes, and transfer of knowledge

FYEG's main operational roles are shared between the EC and Secretariat. Their good coordination and efficient functioning are essential to the development and implementation of the activities and work of the federation.

The FYEG Secretariat will experience a lot of changes and evolutions during this mandate. First, following the increase in the FYEG Office capacities in the beginning of 2023, with two additional temporary positions until the 2024 EU elections, a new Secretary General will also take office in June 2023. A one-month transition period is foreseen with the former Secretary-General to help set up the new mandate as well as a two-day residential Office retreat that will allow the office to plan the year ahead. Then, following the 2024 EU elections, the FYEG Office is expected to downsize and experience a transition period again with senior staff members moving on to other endeavours.

Through this intense period, FYEG will continue to ensure that the staff and EC well-being and working conditions remain a priority and continue the upward trend started over the past few years. This goes hand-in-hand with the efforts started to streamline and make internal processes more efficient: FYEG will continue its work to improve the internal delegation order between the EC and Office, especially with the more detailed provisions to be adopted in the Statutes; the EC task division will be updated and improved based on the last mandate's evaluation and recommendation. These processes will also be evaluated before the end of the mandate to ensure a good transfer of knowledge and continued improvement. For all of this to be possible in the long run, FYEG will also continue with its fundraising efforts, to ensure the financial sustainability of the organisation.

FYEG will also continue to test and adopt relevant digital tools to facilitate its work. During the last mandate, FYEG started using an accounting software, a project management software and a Customer Relationship Management (CRM) tool. The FYEG Secretariat will continue to improve the use of these different tools as well as explore possible synergies with other areas of work and between different softwares. The Secretariat will also further its experimenting with working time accounting to better analyse and adjust staff workload and capacities.

P3 FYEG - Financial Plan 2023 - 2024

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Note: This is the written financial plan for the budgets of 2023 and 2024. They run from:

- January 2023 - December 2023
- January 2024 - December 2024

1. Summary

FYEG's Executive Committee and Secretariat planned the activities for 2023 as the run up toward the 2024 EU election Campaign, aiming to use this momentum to strengthen FYEG, its structures and member organisations while building the Green wave we hope to see.

FYEG was granted a much bigger grant than usual from the European Commission for 2023. After the catastrophic developments with the youth sector / Erasmus+ grant in 2022, FYEG now benefits from the CERV operational grant that offers a bigger budget and more sensible and sustainable framework for the development of its activities. This is visible in the 2023 Activity and Financial Plans that show the growth and renewed strength of FYEG as well as its path for the next two years. With its increased revenues for 2023, FYEG will have more capacity to organise more activities, also by supporting decentralisation actions through an MO grant program, and to set the path towards a successful election campaign in 2024.

FYEG's financial plans for 2023 and 2024 are presented below. In order to

increase the accessibility of the information the 2023 budget plan is first presented through a simplified version with a few important comments and then through a detailed version with both a narrative breakdown and the full budget plan in Annex. This financial plan also includes a section on gender budgeting. The 2024 budget plan annotated is presented in Annex.

2. 2023 Budget plan

Simplified Plan

Below you will find a simplified version of FYEG 2023 budget plan annotated to briefly explain the difference between the provisional budget voted by the General Assembly in 2022 and the updated budget.

Explanation of the difference between the budget voted and the budget report:

1. FYEG increased working hours in the administrative unit and hired 2 additional staff
2. Administrative expenditures will be higher because of the legal consultancy and procedures needed to update the Statutes and the Office guide
3. Expenses will increase to support FYEG's live statutory activities
4. Expenses will increase to support bigger educational activities and a new MO grant program
5. Administrative revenues are increasing thanks to the CERV admin grant.

6. Detailed version

[Annexed](#) to this plan you will find a table with the detailed budget plan for 2023. The difference between the budget voted at the GA 2022 and the updated budget plan is briefly explained in the 'Comment' column, only when it diverges by more than 10%. Below is the detailed narrative version.

Expenditures - Category 1: Personnel costs

This budget category includes all the personnel costs for FYEG: salaries, benefits, social security and other employment tax contributions, payroll service fee, worker's insurance, etc.

The total personnel costs for 2023 will see a significant increase compared to 2022. Thanks to the new CERV operational grant, FYEG will be able to: (1) create 2 new full time positions until June 2024 to support the 2024 Campaign and new activities; (2) raise the working hours for its Administrative Assistant to 27 hours/week (from 24) and for its Office Manager to 32 hours/week (from 27); (3) decrease working hours for full time staff from 38 to 35 hours/week while maintaining hourly rate for junior staff and maintaining monthly salary for senior staff. This brings working conditions closer to FYEG's Political Platform and wages in line with the non-profit sector in Belgium. The raise in working hours and additional staff will allow the FYEG Secretariat to invest more in the 2024 EU Campaign and increase its support and training for Member Organisation.

Please note that under Belgian regulation, salaries are automatically indexed to follow inflation. The salary raise and the total personnel costs for 2023 were calculated to take this into account, with an estimated 5.5% indexation at the end of 2023 compared to January 2023, in line with the current inflation rate in Belgium and official projections. These calculations and the proposed budget for 2023 might however need to be adapted following the evolution of the inflation rate.

Expenditures - Category 2: Infrastructure and operating costs

This budget category includes all office-related expenses: rent, office meetings and retreats, staff training, softwares and equipment, office supplies, postal charges and utilities, etc.

The total infrastructure and operating costs for 2023 will slightly increase, mainly because of the increased expenses linked to the increased staff and to allow the Secretariat to organise a proper residential retreat after the arrival of the new Secretary General, this will help speed up the onboarding process and swift transition in leadership.

Expenditures - Category 3: Administrative expenditure

This budget category includes all FYEG's general administrative expenses: extraordinary administrative costs (such as work-permit costs, costs related to the internships, etc.), external accountant, official registration of newly elected Executive Committee members, bank account fees and insurances.

The total administrative expenditures will double in 2023, due to the needs for one shot legal consultancy linked to the Update and publication of the new Statutes as well as the update and registration of the Office guide.

Expenditures - Category 4: Meeting and representation costs

This budget category includes all expenses related to the meetings of FYEG's network and bodies, as well as representation in partners meetings: Executive Committee meetings and allowances, the General Assembly, Member Organisations training, Young Greens Forum, FCAC meeting, membership fee to EYF, contribution to CDN, visits to Member Organisations and representation to meeting of the European Green Party, the Greens/EFA Group in the European Parliament and other partners.

The total meeting and representation costs for 2023 will increase for three main reasons: (1) the increase in live EC meetings from 3 to 4 to better fit the timeline and requirements of FYEG activities; (2) the overall increase of the GA budget (to balance with the decrease of the Spring Conference budget) that reflects higher expenses due to inflation; (3) the continued higher level of FYEG's contribution to CDN compared with 2021, permitted by the increase in membership fee and other administrative revenues; (4) the increase in representation and visit towards MOs and partners. These changes continue FYEG's focuses towards strengthening its network and membership coordination and bringing forward the youth perspective.

Expenditures - Category 5: Direct Costs: projects and campaigns

This budget category includes all expenses related to projects and campaigns: the Annual EYF work plan, the Spring Conference organised together with the General Assembly, the activities organised around COP, Study Session organised with the Council of Europe's Youth Department, Campaigns, Ad Hoc projects and working group projects.

The total direct costs for projects and campaigns in 2023 will almost double because of the increase in the size of the EYF Work Plan activities, the early start of Campaign expenses toward the 2024 elections and the introduction of a new MO grant program. All of this is made possible by the new CERV administrative grant, increased cooperation with the Greens/EFA Group in the European Parliament and funds secured through the FYEG Campaign Fund.

Ad hoc expenses in 2023 will include a live South region meeting and Ecosprinter edition.

Expenditures - Category 6: Allocations to the next year and reserves

This budget category includes allocations and reserves for next years. As of 2023 FYEG only has two strategic reserves: a campaign fund for the 2024 EU elections and a payroll safety fund as a safety net for salaries in case of a decrease in administrative grants.

The allocations and reserves for 2023 are in line with the budget plan adopted at the 2022 GA. FYEG will continue to allocate 5 000 EUR yearly to its Campaign Fund, on track to collect the 20 000 EUR planned for 2024.

Revenues - Category 1: Administrative Income

This budget category includes all of FYEG's administrative grants and revenues. The total of this category for 2023 is significantly higher than previously planned, mainly because of the new CERV operational grant.

The CERV operational grant is a four year framework program that the Secretariat had applied for in 2021. The framework partnership was confirmed and granted in 2022 but the yearly grant attached to the framework was not granted for 2022 and FYEG was put on the reserve list for the rest of the program. Thanks to the perseverance and hard work of the Secretariat, FYEG secured the grant for 2023. This grant makes a big difference in FYEG's budget as it significantly increases administrative revenues and brings short-term stability to the budget until 2025 (as the Secretariat believes they will be able to secure the yearly grant for 2024 and 2025). However it also comes with a lot of challenges as the requirements for the yearly grant application and reporting significantly increase the Secretariat's workload and the grant only covers participants and activities within EU member states. This means that securing other revenues is essential in order to continue serving FYEG's non-EU members and participants. In this endeavour, FYEG is lucky to benefit from the EYF administrative grant that covers activities across all Council of Europe countries and raised the grant amount for 2023.

Revenues - Category 2: Projects & Campaigns income

This budget category includes all of FYEG's projects grants and revenues as well as the funds available for cooperation with the Greens/EFA Group in the European Parliament. The total of this category for 2023 is in line with the budget plan adopted at the 2022 GA. The total amount planned through cooperation with the Greens/EFA group is maintained but secured through direct cooperation.

Gender budgeting

As a feminist organisation, FYEG believes it is important to realise its budget from a Gender perspective. Through its quota systems and attention to balanced representation within all its bodies FYEG already has the essentials in place for gender budgeting. For 2023 FYEG will also continue to plan its activities and work through the gender budgeting lens by implementing the following measures:

- Ensure the basis elements of a safe space when budgeting and planning for activities;
- Improve the working conditions and workload for all its employees;
- Improve the conditions and workloads for its volunteers, especially amongst volunteers in elected positions;
- Review the use of the gender budgeting and reporting framework to better fit the needs and vision of FYEG and its member organisations.

2024 Budget Plan

In [Annex](#) to this plan you will find a table with the detailed budget plan for 2024.

Explanation

The tables and annexes mentioned can be found here: <https://fyeg.org/s/Financial-Plan-GA24>

P4 Campaign Plan 2023-2024

Proposer: FYEG

Agenda item: 7. Plans - To be Published 14 April

Plan text

Background Information

Political Background

The last few years have seen crucial changes in defining European cooperation. From the pandemic to the cost of living crisis and up to the dreadful invasion of Ukraine by Russia, Europe is facing several major political challenges. While warm winters keep breaking temperature records year after year, and deadly heat waves are sweeping over Europe setting millions under threats, we are still to determine the future of the planet and the future of the young people.

Through our shared struggles and aspirations, we see that not a single one of our political issues is a lone priority. We refuse to choose between the survival and well-being of the planet, our personal liberties and freedoms, and social welfare. To be Green means to fight for all these demands simultaneously.

Towards the European elections we strive to achieve our goal of a feminist, diverse, democratic, sustainable, and social Europe. This means maintaining our leadership on climate and environment, mainstreaming social justice into all aspects of our politics and campaigns and strengthening our role as defenders of democracy and freedoms. We need to give our voice for the voiceless, and keep bringing up political topics others are too scared to talk about.

The European Parliament elections of 2024 are all about daring, uniting, and fighting for social justice on all levels. FYEG advocates for systemic changes that cannot be achieved through a catalogue of single-issue political measures. They require the dismantling of various systems of oppression and the transformation of society as a whole. To achieve this, we strive to gather young people on grassroots level running campaigns together, supporting local struggles, and empowering them to take action.

Based on the European Parliament Youth Survey (2021) the political issues that

young people would most like to see prioritised are tackling poverty and social inequality (43%); followed by combating climate change and protecting the environment (39%); and combating unemployment or a lack of jobs (37%). More than a third would also like to see priority given to improving population health and wellbeing, and more than a quarter to improving access to education and training (28%) and tackling corruption (27%).

In terms of socio-demographic differences: tackling poverty and inequality, and combating climate change and protecting the environment is more commonly mentioned by females than by males. Combating climate change and protecting the environment was more popular among the age groups of 16-19, while issues such as combating unemployment and improving population health and wellbeing were more popular among the older age groups.

Based on the data on voting behaviour at different ages in the European Union in the 2019 elections, Greens are the biggest party among 18-26 year olds polling up to 20% of the votes in the age group. At the same time, a 5 % drop happened in the age group of 26-35 year olds.

Besides activating the age group of 26-35, we have to take into consideration the voting percentage of young people. The turnout increase, that took part in the elections of 2019, was mostly powered by the younger generation across the EU. Specifically young citizens under 25 years (+14 percentage increase in voting), as well as the 25-39 year-olds (+12 percentage increase). Reasons behind the increased voting in the 2019 European elections were motivated by an increase in sense of civic responsibility, a rising sentiment that voting can make things change, as well as voters' strengthened support for the EU. (European Parliament 2019.) Almost half of the young people (46%) have voted in the last local, national or European election (European Parliament 2021). Increasing the amount of young voters even further would be the best way for the Greens to gain more votes. This we can achieve by bringing more topics that interest young people into debate.

The most commonly identified barriers to voting in elections are: lack of interest, a belief that politicians are not listening to people and a lack of understanding of the issues (European Parliament 2021). With our campaign, we have to aim to build up the trust of young voters, speak in a language that they can understand and communicate about topics that interest them.

Campaign background

FYEG has been growing steadily in terms of organisational capacity and political impact since 2014 and the Green Wave of the EU elections in 2019 has rapidly amplified the process. In 2020, the FYEG Executive Committee started a process for organisational change aiming to ensure that FYEG will continue to develop

and grow in a coherent and sustainable way in order to be able to continuously work for a stronger young green European movement. Currently, FYEG is at its biggest and strongest in terms of financial and organisational capacity. Moreover FYEG Alumni are represented in the European Parliament, National Parliaments and also in the Boards of Partner organisations.

Looking back to 2019, with the urgency of the climate crisis being brought to the forefront of the political agenda, the European elections campaign was a success. The Greens/EFA group in the European Parliament increased from 52 to 71 MEPs, providing the Green European family with new opportunities for organising and pushing for change. FYEG's campaign contributed positively in bringing about the Green Wave. We were able to establish a common ground for campaigning, providing a good basis for potential future campaigns around transnational lists.

We are building this 2024 elections campaign based on the learnings of the 2019 elections campaigns.

This Campaign Plan should be read together with the FYEG 2022-2025 Strategy and 2023 and 2024 Activity Plans.

Goals of the campaign

The goal of FYEG's election campaign is to spread our vision "a just, feminist, diverse, democratic, sustainable Europe where people are happy and free"; mobilise, empower and engage young people across Europe around our hopeful message and our belief in Green Europe, and to increase the visibility and name recognition of Young Greens.

Focus of the campaign

Our 2024 Campaign will focus on:

- Spreading the Young Green vision and increasing the visibility and name recognition of Young Greens
- Active and involved Member Organisations
- Building a Green community

- Empowering young people through the Young Candidates Platform

Focus 1: Spreading the Young Green vision

FYEG fights for equality, inclusion, personal liberties and freedoms, social welfare and survival and well-being of our planet. As written in FYEG's political platform, FYEG does not see a single one of these political issues as a lone priority but instead fights for all of them simultaneously.

1. Campaign Narratives

As part of the 2024 Elections Campaign, we need to bring forward a simple, concrete, authentic, hopeful and collective story. Based on the learnings from the 2019 elections campaign and considering that FYEG has completely renewed its political platform in 2021, we have decided not to write an election manifesto. Instead, we will solidify our political platform into maximum four main priorities, messages, narratives, and stories that we can repeat throughout the campaign. These will be solidified with concrete policy recommendations.

FYEG has decided on the priorities based on the existing research and polls that map out the concerns of young Europeans; the profiling of the European Greens and the Greens Group in the European Parliament; the membership surveys executed in 2018 and 2020. The FYEG Executive Committee identified four core issues that Young Greens have a strong political position, that appeals to Young Europeans and will complement the work of the European Green Party.

Our messaging will be comprehensive enough to bring forward our vision in its entirety but flexible enough to adapt to the current news cycle so that it doesn't appear tone deaf. Our slogans will be defined early enough to allow repetition and outreach but not too early to be outdated with the current pace of events.

Separately to our political priorities we will endeavour to promote 'Get Out The Vote' messaging with partner international organisations. This is a powerful way to increase voter turnout, promote democracy and develop our relationships with these international organisations.

In order to allow flexibility, FYEG is planning a three fold approach to its campaign narrative:

1. Finalise the campaign slogan and narratives (July - October 2023)

2. Publish the campaign slogan, campaign visuals, narratives and messages (February 2024)

3. Publish the campaign stories and policy proposals (February 2024)

2. Campaign Brand Identity

FYEG recently updated its branding, adopting a fresher look. For the 2024 election campaign we will develop a separate campaign brand identity that complements our campaign narratives. For the 2024 election campaign, we plan to execute a tender to solicit visionary, modern and exciting proposals.

FYEG will distribute the merchandise to the volunteers and will also use it to fundraise for the campaign.

3. Communication Tools

Our communications related to the campaign will be focused through 4 main areas:

1. Social Media - The FYEG social media strategy will be adapted to focus resources on promoting the campaign messages, promoting our candidates and recruiting volunteers.
2. Email - Actionnetwork.org is an online platform that enables us to connect with our activists and mobilise them for our campaign. This powerful tool helps us build stronger relationships with our supporters and effectively engage them in our mission by targeting with greater precision.
3. Internal channels - We will continue to use Telegram to communicate with those already engaged with FYEG and we will explore alternate channels for communicating with our community of volunteers.
4. Press - The role of traditional press will be secondary. Media will be invited to key events during the campaign and press releases issued.

4. Setting the Agenda

1. European Green Party

Manifesto

The European Green Party is going to have a Manifesto for the Elections. FYEG will be part of the Manifesto Working Group and will be represented by a co-spokesperson to make sure that FYEG priorities are reflected in the manifesto. FYEG will not write its own manifesto but will make use of the EGP Manifesto during the campaign, as much as possible.

Campaign Working Group

The European Green Party is going to have a Campaign Working Group. FYEG will be part of the Campaign Working Group and be represented by a member of the Secretariat and an EC member, working on the campaign on FYEG side to liaise with the group on practicalities and priorities.

2. Greens-EFA

The Green-EFA is going to establish an Information Campaign Taskforce at staff level. FYEG will be part of the Taskforce and be represented by a member of the Secretariat. Where possible, FYEG should also join the trainings/away days of the communications and outreach teams.

3. Youth Forum

FYEG has already provided input on the Youth Forum Manifesto for the elections. FYEG will be part of the advocacy discussion with the political groups and will be represented by its EC members.

Focus 2: Active and Involved Member Organisation

In line with the 2022-2025 Strategy, FYEG's first strategic focus is strengthening its network and membership coordination. A strong and well coordinated federation would mean a strong and well coordinated election campaign where member organisations are actively engaged with FYEG's election campaign.

A successful EU election campaign relies on active and involved member organisations. In order to facilitate their involvement in the elections campaign FYEG will continue its grants program and will enable macro and micro grants for FYEG Member Organisations to organise local, regional or national election campaigns, specifically with a focus on increasing the young voter turnout.

Focus 3: Building Green Community

In the years of 2023 and 2024 FYEG's educational activities will focus on EU24 elections. The 2-year-long project we designed is aimed towards building a community of young Greens that will help us mobilise for the European elections offline and online.

The Green community building will happen as follows:

Recruitment

First, we will recruit Young Greens interested in volunteering for the elections campaign throughout FYEG's educational activities in 2023. This work has already started with the Youth Assembly, and will continue with the Summer Camp in Sweden in July.

Engagement

We will then engage all the volunteers we've recruited using online resources, allocated human resources, and a dedicated online platform where volunteers can start to organise, all of this in parallel to the "Influencelection Games".

Community-building and fun

The next step will be to ensure they have fun, so that they stay involved and we can organise them. To do this we will keep them motivated, continue facilitating a digital space where they can connect and most importantly ask them to meet us for the most exciting campaign event, the Green Rave in February 2024.

Mobilisation

Finally, we will empower them to become volunteer leaders. As volunteer leaders, we will ask them to convince more people to join the campaign, to organise small actions as stops of the European Train Tour, to engage potential voters online, to translate messages and slogans, to send out press releases, and so much more. Their involvement will culminate in the GOTV campaign ran in the last week

before the vote.

Focus 4: Young Candidates Platform

In the European Elections 2019 campaign, FYEG created a Young Candidates Platform (YCP). It started as a means to get young greens on the European lists for green parties and then became a support network for selected candidates to share their experiences and reach out for help. The YCP was a huge success: 7 members of the candidate platform were elected as MEPs!

FYEG will continue with its Young Candidates Platform for the 2024 Elections, with the aim to create a support network for young greens who are putting themselves forward for the EU elections, to build capacity of the candidates and also to visualise and “put faces to” the Young Green campaign.

The Young Candidate Platform’s work will follow four streams of action:

1. Getting Young Greens on the lists of Green parties and in electable positions

Wherever possible, the Platform will provide mentorship to young people to support them in their negotiations with mother parties not only to be put on the lists as candidates, but to be placed in electable positions.

2. Training and equipping the Young Candidates

The Platform is a space where candidates can build their skills and are given concrete tools to run their campaigns. This varies from public speaking and debating workshops to access to a CRM to run a strong digital organising campaign, from tips on how to handle online hate speech to an efficient engagement ladder for volunteers and supporters.

Trainings will be held online, with the exception of one in-person two-day meeting organised November 2023.

3. Campaigning for the Young Candidates

The Platform will also concretely support Young Candidates giving them visibility to, promoting their profiles, getting them speaking time at debates, and organising actions in their countries. The mobilisation of volunteers will

be crucial to achieve this, which is why this work will go hand-in-hand with milestones and events of the Green Community.

4. Management of the YCP community

The Platform will finally be a space where Young Candidates can return to whenever they are struggling with their campaign or when they need to seek peer advice from other Young Candidates. A safe space and support network. As such, the Young Candidates will meet regularly online to keep in the loop with each others' campaigns and do this journey together.

With the Platform FYEG will strive to address the lack of diversity in politics and people who hold elected positions: not just getting young people in offices but to be an accessible resource for women, racialized people, people with disabilities, LGBTQIA+ people, socio-economically marginalised people and anyone with an otherwise disadvantaged background. These profiles will also be prioritised in the selection of candidates to join the Young Candidate Platform.

Human Resources

FYEG will allocate the following human resources to ensure that the campaign objectives are met:

FYEG Central Campaign Team:

The FYEG Campaign Team will be composed of:

- 3 EC Responsibles for the Campaign, with one of them being a Co-Spokesperson
- Secretary-General
- Community Manager
- Communications and Campaign Manager

On top of this, each Focus will have the following team working on it:

Focus 1: Spreading the Young Green vision:

- Communications and Campaign manager
- Two volunteer members
- One Executive Committee member

Focus 2: Active and Involved Member Organisations:

- Projects Coordinator
- Community Manager
- One Executive Committee member

Focus 3: Building Green Community

- Community Manager
- Two volunteer community organisers
- One Executive Committee member

Focus 4: Young Candidates Platform

- One Executive Committee member
- Community manager

Budget

282 We have allocated €20,000 (€14,000 in 2023 and €6,000 in 2024) in funds to be
283 spent on four areas.

284 • Design work

285 • Merchandise printing

286 • Merchandise distribution

287 • Campaign Team meetings

Explanation

Citations and annexe can be seen in the full version of the document: <https://fyeg.org/s/Campaign-Plan-GA23>