Next Generation JEF Online Training Sessions
WHAT IS NEXT GENERATION JEF?

- Next Generation JEF is a **re-granting scheme** to support JEF Europe’s grassroots by awarding grants that would enable JEF’s sections to implement actions in their respective member states, tailored to their specific needs within their local context.
- Sections will be required to tackle **intersectional barriers** through their proposed action, in order to further diversify JEF Europe’s membership, ensuring that more social groups are better represented across the JEF network.
- Through **online training sessions in June**, the scheme also aims to guide and help sections to implement their proposed actions, and to strengthen their skills and abilities.
1 THE INTERSECTIONAL APPROACH
2 PROJECT AND MEMBERSHIP MANAGEMENT
3 FINANCIAL MANAGEMENT
1 THE INTERSECTIONAL APPROACH
WHAT DOES INTERSECTIONALITY MEAN?

Coined in 1989 by Crenshaw, this term originated from the need to recognize the differences of Black women in the legal system when compared with White women and men, which then expanded to a broader intersection of a wider array of kinds of discrimination.

Intersectionality recognizes that people’s lives are shaped by their identities, relationships and social factors. These combine to create intersecting forms of privilege and oppression depending on a person’s context and existing power structures such as patriarchy, ableism, colonialism, imperialism, homophobia and racism.
WHAT DOES INTERSECTIONALITY MEAN?

The interdependence of your identity interacts with systems and structures of power. These systems and structures of power help to create and perpetuate oppression of marginalized groups.
WHAT DOES INTERSECTIONALITY MEAN?

"a lens, a prism, for seeing the way in which various forms of inequality often operate together and exacerbate each other"

(Kimberlé Crenshaw, 2020)
WHAT DOES INTERSECTIONALITY MEAN?
In today’s session we will learn how to:

• Outline the key enablers that underpin an intersectional approach for JEFers organizing activities. Enablers are used to analyze and understand context, adopt corresponding initiatives, etc.

• Inform and influence the key considerations for applying an intersectional approach to each stage of development planning/ processes.
1. **Reflexivity** - examining one’s conscious bias, beliefs, judgements and practices, as well as those of JEF may influence the way we interact with someone. Don’t take assumptions for granted!

2. **Dignity, Choice and Autonomy** - respect the dignity, choice and autonomy of all people. This cannot be assumed on behalf of others!

3. **Accessibility and universal design** - take an universal design approach and ensure accessibility and reasonable accommodation. Address barriers!

4. **Diverse Knowledge** - Prioritize and learn from people with diverse forms of knowledge who are typically excluded from ‘expert’ roles. Consult everyone equally!
5. **Intersecting identities** - Consider how diverse identities interact to create unique social effects that vary according to time and place. Identities are not singular and distinct, nor are they additive!

6. **Relational Power** - Keep in mind that people may experience power in one context and oppression in another. Be aware of and challenge relational power, including our own!

7. **Time and Space** - Recognise the influence of time and space. Nothing is static, privilege and disadvantage are fluid and influenced by our social positioning and location. Privilege and Discrimination will be impacting people differently in the same context!

8. **Transformative and Rights-based** - Promote human rights and address inequalities by transforming social structures and changing the way resources and relationships are produced and allocated. Be aware of how you could be creating inequalities!
<table>
<thead>
<tr>
<th>Enabler</th>
<th>Applied</th>
<th>Not Applied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reflexivity</td>
<td>A JEF section organizing a workshop on anti-discrimination to Roma people consults and links up to local organizations for Roma Youth’s rights in order to properly organize an event.</td>
<td>Two able-bodied people deliver a training on what it is like to be disabled in a certain location without consulting disabled people who live in the area.</td>
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<tr>
<td>Accessibility and universal design</td>
<td>A diverse range of people with disabilities are consulted to identify the physical, communication, information and transportation barriers that can prevent people from engaging in the project.</td>
<td>Women with disabilities from remote areas cannot participate in an event due to a failure to provide reasonable accommodation.</td>
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<tr>
<td>Diverse knowledges</td>
<td>Muslim young women from different contexts are consulted to understand their perspectives on women’s empowerment.</td>
<td>An analysis of Muslim women’s empowerment in Europe assumes that women in this community are coerced into wearing the hijab.</td>
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</tbody>
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READING LIST

1. No Country Woman by Zoya Patel
2. Trans by Juliet Jacques
3. Women, Race and Class by Angela Y. Davis
4. Dark Secrets: After Dreaming by Jeanine Leane
5. Don’t Call me Inspirational: a Disabled Feminist Talks Back by Harilyn Rousso
6. Too Much Lip by Melissa Lucashenko
7. Hunger: a Memoir of (my) Body by Roxane Gay
8. Sister Outsider: Essays and Speeches by Audre Lorde
9. Girl, Woman, Other by Berardine Evaristo
10. Educated by Tara Westover
11. On Intersectionality by Kimberle Crenshaw
This is intrinsically linked to your participation in the scheme. As a non-partisan organisation, we aim at ensuring full access and participation, reflecting the basic right of everyone to be heard.

Your section will be asked to consider:

- the inclusiveness of your planned action;
- the internal structures of your section.
Project management and your section’s membership are interlinked. No project can be successful without members supporting and attending any of its activities and at the same time, retaining members is more difficult if you do not have ongoing projects which are opportunities.
Before starting to plan your project:
- Make a SWOT analysis to identify potential risks and develop mitigation strategies.
- Monitor and assess risks regularly, adjusting plans as necessary.
- Establish contingency plans to address unforeseen events or challenges.
- Encourage a proactive approach to risk identification and resolution.

Define project objectives, scope, and deliverables.
Identify stakeholders and establish clear communication channels.
Create a detailed project plan, including tasks, timelines, and dependencies.
Set measurable goals and success criteria.
Assemble a project team with members having the required skills and/or expertise.

Clearly define roles and responsibilities for team members.

Foster open communication and collaboration among team members and hold regular meetings.

Consider your members, and how you want to involve them - just as participants, with a more active role in subcommittees etc.

Do you want to use the project to increase membership? Start small and grow slowly.
Even if you don't have a large budget and cannot allocate resources for a custom visual identity and logo for the project, you can still invest your time to ensure that your project has a cohesive and consistent look to it.

- Choose and stick with the same fonts, colours, elements and imagery for your project's materials and when promoting your project.
- Use beneficiary logos, and mention beneficiary and source of funds in posts.
The key to a successful project is how well you promote it with your audience.
Promotion should take place before and after activities.
Make sure to use your project logos, as well as mention your beneficiary (with their logos) in your posts.
GDPR policy.
Promotion can take the form of:
- Social Media posts
- Reaching out to external and/or partner organisations
- Physical posters and adverts
- Newsletters
- Promotion by third parties
Once you get approval and/or sign your agreement, you can start implementing your project. Make sure to communicate with your beneficiary if there are any change of plans, explaining the situation clearly.
Document your project by taking photos, keeping attendance sheets etc. Be prepared to adapt and adjust project plans based on changing circumstances or unforeseen events. Embrace a flexible mindset and encourage the team to find creative solutions to challenges.
Your section can start planning activities immediately once your application is approved.

Once we receive a signed and correctly filled-in Implementation Agreement and Request for Payment your section will receive the a 50% pre-financing of the grant.

Your section will need to adhere to the activities you detailed in your application. If you need to make any changes for any reason, you should inform JEF Europe immediately.
EVALUATION & LEARNING OUTCOMES

- Evaluation doesn't only come at the end of the project, but should be a continuous process at every step.
- Conduct a thorough project review to assess outcomes and lessons learned.
- Celebrate project success and acknowledge the contributions of the team.
- Complete all necessary documentation and handover processes.
- Solicit feedback from stakeholders to evaluate project performance.
If you have a project with multiple activities, prepare summaries of all activities, with your plan, how the actual implementation went, as well as any problems you faced.

- Share all your photos of your activities and evidence, such as attendance sheets, screenshots from social media posts, analytics etc,
- Final expenses overview with supporting evidence.
TOOLS YOU CAN USE

- **Keeping Track of everything:** Google Keep, Google Drive, Notion
- **Team communication:** Slack, WhatsApp, Facebook Groups, Messenger
- **Improve your Comms:** Canva, Photoshop
Creating and monitoring a budget is 10% finance skills and 90% project management skills.

The financial part is simple and relies on just a few reflexes and common sense, while the project management part is the most important and requires experience.
1) **Is your project taking place among a legal structure?** Depending of your legal structure, you may have legal accounting requirements to comply with.

2) **Do you have a funder with reporting expectations?** If yes, you should of course comply with their requirements. Funders’ requirements often exceed those of conventional accounting. In addition to providing an invoice for an expense, you may also need to provide proof of payment or a contract, or boarding passes for example, depending on the type of expense.
HOW TO DEFINE A BUDGET

1) **Starting from the goal and the budget available:** Before you set up a budget, you should have a clear idea of the goal you want to reach and the way you want to. Indeed, in the end, budgeting and finance are only tools at the service of the project.

2) **Considering the reporting expectations:** if some of your funding sources involve specific rules for budget construction or the type of eligible expenditure, you should also take these into account before building your budget.
HOW TO DEFINE A BUDGET

3) **Building the budget:** includes listing all the expenses you intend to incur to reach the previously defined goal, within the limits of the maximum amount allowed. You can create a budget very simply using a spreadsheet like excel or google sheet. When there are numerous expenses, it is common to group them by type (accommodation, travels etc) or/and by event if the project includes the organisation of several events.

4) **Being conservative:** The best way to go over budget is to make over-optimistic assumptions. A good budget is a pessimistic one, which takes uncertainty into account. It must allow for the fact that some things will cost more, or that some last-minute expenses are unpredictable. That's why it's so important to draw up the budget with an experienced person who knows the reality of the type of project for which the budget is being produced.
MANAGING FINANCES DURING THE PROJECT

- **Collect the appropriate documents:** Everytime you spend money, you need to collect a proof of the transaction - This proof can be an invoice or a receipt AND in some cases, should include further evidence such as boarding passes, train tickets etc.
- Collecting invoices and receipts is the minimum and is mandatory to comply with your obligations if you have some.
- What is an appropriate document? An appropriate document such as an invoice or a receipt must include several informations which may vary from country to country but are always more or less the same : date, good or service sold, VAT if applicable, price...
- Don’t forget to communicate with every stakeholder about those rules!
1) **Update your budget as often as needed:** Updating your budget means add your real costs to your budget tab to compare them with what was expected. When should you do that? Every time you are not absolutely sure to match with the budget. It’s often a better idea to make small, periodic updates to keep things fresh, rather than a big update too late, only to find that the budget is not on track.

2) **The project person must be directly involved to bring his vision of what happened.** This is often the case, but it’s useful to specify it in case the person in charge of updating the budget wasn’t present during the operations. Without its operational vision, it’s very easy to forget some expenses.
1) The most usual way to pay is by card and bank transfer. The main advantage of those methods is to easily keep track of your spendings. In case your funder allows to pay with cash, you definitely can of course, but take care to keep a very precise track of it.

2) Be careful not to mix up paid and unpaid invoices. Double payments can easily happen!

3) Cashflow: This is especially a problem for larger projects: you need to make sure in advance that you'll have enough money in your bank account when you pay your expenses. On large projects, this means checking that the instalments’ schedule is compatible with the deliverables schedule.
Once the project is over, you may have to report your finances to your funder. You often need to use templates provided - consider this also in the monitoring phase for sparing workload from having to adjust the format. Normally if you’ve built your budget from the outset on the basis of the funder’s expectations, and if you’ve updated it regularly, this should be easy.

Cross check if you have the proof for every expense: Last but not least, you should check should check that you have all the documents to back up your claims.
After your action, you will need to:

- Send us your **invoices for all expenses incurred** via post and;
- Submit an **Activity & Financial report on the shared drive by 31st November 2023**. In this, you will have to provide detailed descriptions of the actions implemented, supplemented by the necessary evidence such as photos, screenshots of the communications for the event as well as tangible proof of each action’s impact on removing intersectional barriers.

After this process, we can then calculate your final grant. (e.g. you applied for €400 but only spend €300, we will ask you to reimburse us the €100 unspent (or without invoices). It is therefore important to keep all your invoices and be as realistic as possible when proposing your action.
Q&A TIME
GET IN TOUCH

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