



**EEMA**

**Europe, Eastern Mediterranean, Africa  
Youth Exchange Officers Conference**

**EEMA vision of a model RYEP**

**EEMA Guidelines in Youth Exchange**

**TRAINING - SELECTION -  
ORGANISATION MANAGEMENT**

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**ROME 2013**

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**TRAINING**



# *Introduction*

Every year since 1953 the EEMA Conference has gathered YEOs from Multidistricts and Districts of EUROPE, EAST MEDITERRANEAN and AFRICA. The purpose of the conference is *“to improve the exchange experience for young people by providing an annual forum for Rotarians to share knowledge of, to discuss issues arising from, and to explore new opportunities within, the Rotary Youth Exchange Program whilst at the same time enjoying international fellowship in a different EEMA zone country”*

Over the years, this event has seen the participation of an increasing number of YEOs, from outside the EEMA area so has therefore become an event where RYEOs from all over the world meet to exchange ideas, knowledge, experiences, difficulties, issues and make proposals by constructive dialogue for improvement of one of the most fascinating and positive programs of Rotary International, the Youth Exchange Program.

The program aims to lay the foundations for peace at an early age by bringing together young people from countries that may be different in terms of culture, language, religion, way of life, social and school organization.

Following my proposal in 2012 the main issues of the RYEP are now tackled and debated with an increasingly up-to-date approach by

- Encouraging the active involvement of the participants in the conference proceedings by planning of interactive working sessions
- Preparing and publishing EEMA guidelines on various aspects of the RYEP by including in the proceedings a consensus conference dedicated every year to a specific topic (Training, Selection, Management, etc.).

Training in Rotary Youth Exchange Program was chosen as the topic for the first Consensus Conference which took place in Rome in 2013.

The findings that emerged from the 8 interactive Workshops were developed by a Working Group which met several times in the months following the event. The Working Group was composed of EEMA President, Vivi-Anne Assel, EEMA Past President Danielle Baltus, EEMA Consultant Andrew Page, two RI Committee Past Presidents, Dennis White and Leandro Araujo and myself as EEMA Vice President.

The results obtained are contained in this booklet and will become the official EEMA guidelines for Youth Exchange Training

LUCIANO DI MARTINO  
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# ***EEMA Guidelines in Youth Exchange Training***

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## ***Consensus Conference on Training in RYEP***

### ***61st EEMA Conference - Rome 2013***

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# ***EEMA Guidelines in Youth Exchange***

## **TRAINING**

It is widely accepted in the RYEP that training is a critical component of quality exchanges. RI guidelines generally only address Youth Protection through certification. Beyond that, experience has taught Youth Exchange Officers what kind of training will enhance the program and increase the probability of successful, positive outcomes. Based largely on discussion sessions at the EEMA Conference in 2013, these guidelines for “best practices” in training for the RYEP are presented.

For each item there is, or will be, separate detailed suggestions for best practices with additional suggested resources. We understand that changing conditions will require regular re-examination of what emerging issues should be addressed and the best practices to deal with those issues. We also recognize that Youth Exchange Officers, while experts in Youth Exchange, could benefit from being trained themselves in specific techniques for delivering training. They should also be conscientious in finding additional skilled presenters to conduct training.



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## EEMA Guidelines in Youth Exchange

[Abbreviations used throughout the document

LT - Long Term : ST - Short Term : C - Certification Requirement : BP - Best Practice]

### I. STUDENTS - OUTBOUND

#### A What Training and why:

- 1 *What is Rotary* [LT/ST - BP]  
Purpose Rotary and YE, History of Rotary, 4th object of Rotary, Concept of Service
- 2 *District Policies/personnel* [LT/ST - C]  
Effective communication of Rules (Ds)  
What they are and why, Host country/family Rules, School, Travel, Calendar District Personnel, Emergency procedures
- 3 *Cultural Awareness* [LT/ST - BP]  
Explain Differences, How to adapt, Culture Shock
- 4 *Language* [LT/ST - BP]  
Importance of language for successful exchanges ,  
How to learn language - in advance and in country
- 5 *Youth Protection* [LT/ST - C]  
Follow Certification policy
- 6 *Health and Medical Services* [LT/ST - C]  
Travel and Health Insurance
- 7 *Conflict Resolution* [LT/ST - BP]  
Techniques for positive conflict resolution
- 8 *Homesickness/Relationships back home* [LT/ST - C]  
Hazards of electronic communication, student withdrawal, avoidance of over-involved parenting, bring problems to host Rotarians first, avoidance of inbound syndrome, bond with host culture, maintain appropriate contact with YEO back home

#### B Who is Responsible

The District Committee is ultimately responsible for organizing, coordinating, monitoring, and usually providing the training [LT/ST]

- *Where appropriate* [LT/ST - BP]

clubs or groups of clubs may deliver the training.

- *In addition* [LT/ST]

multi-districts, where appropriate, will add to the training of students.



### **C How will training be done**

Face to face meetings (orientation, conference, etc.) [LT/ST]

- 1 *Current Inbounds Former Exchange Students* [LT]  
(Rebound/Rotex), parents of former exchange students, former host parents, members of the district committee, outside speakers.
- 2 *Online training* [LT]
- 3 *Software for language* [LT]
- 4 *Social media* [LT/ST]
- 5 *Conference calls/video conferencing* [LT]
- 6 *Written and video material* [LT/ST]

### **D When will the training be done**

- 1 *As soon as the student* is officially selected as an Outbound Candidate they should participate in an official Outbound Orientation, day long, weekend, multiple session, depending on the circumstances. These may be local, district or multidistrict events [LT/ST]
- 2 *Ongoing training* should be conducted on an individual basis throughout the year, as specific needs are identified (language, behavior problems, health concerns, etc.) [LT]



### II. STUDENTS - INBOUND

#### A What Training and why

1 *What is Rotary* [LT - BP]

Purpose Rotary and YE, History of Rotary, 4th object of Rotary, Concept of Service

2 *District Policies* [LT - C]

Effective communication of Rules (Ds) What they are and why, Host country/family Rules, School, Travel, Calendar District Personnel, Emergency procedures, students re-sign exchange agreement rules

3 *Cultural Awareness* [LT/ST - BP]

Orientation to Host Country and Local Differences

4 *Language* [LT - BP]

Importance of language for successful exchanges, how to continue to learn language in country

5 *Youth Protection* [LT - C]

Follow Certification policy

6 *Health and Medical* Travel and Health Insurance, Local services Services [LT/ST - C]

7 *Conflict Resolution* [LT - BP]

Techniques for positive conflict resolution

8 *Homesickness/Hazards* [LT/ST - BP]

Hazards of electronic communication, student withdrawal, avoidance of over-involved parenting, bring problems to host Rotarians first, avoidance of inbound syndrome, bond with host culture, maintain appropriate contact with YEO back home

#### B Who is Responsible

The District Committee is ultimately responsible for organizing, coordinating, monitoring, and usually providing the training [LT/ST]

- *Where appropriate* [LT/ST - BP]

clubs or groups of clubs may deliver the training.

- *In addition* [LT/ST]

multi-districts, where appropriate, will add to the training of students.



### **C How will training be done**

Face to face meetings (orientation, conference, etc.)

- 1 *Former Exchange Students (Rebound/Rotex), parents of former exchange students, former host parents, members of the district committee, outside speakers* [LT]
- 2 *Online training* [LT]
- 3 *Software for language* [LT]
- 4 *Social media* [LT/ST]
- 5 *Conference calls/video conferencing* [LT]
- 6 *Written and video material* [LT/ST]

### **D When will the training be done**

- 1 Prior to arrival should receive practical information about the host country, district..etc. language resources. [LT]
- 2 Immediately upon arrival an orientation and meeting for the Inbound and host family with YEO, Club Counselor, other club officers, etc. [LT]
- 3 As soon as possible after arrival, participate in an official Inbound Orientation conducted by the club, district or multidistrict. [LT]
- 4 Ongoing training should be conducted on an individual basis throughout the year, as specific needs are identified (language, behavior problems, homesickness, etc.) [LT]



### III. STUDENTS - REBOUND

#### A. What Training and Why

While there is no RI requirement for Rebound training, there is a moral obligation to assist the recently returned student at least as much as we assist the Outbound and Inbound student. We know that it takes a substantial amount of time for Rebound students to adjust, re-integrate and appreciate the changes they have experienced. It is in the best interest of everyone to assist Rebounds in these matters [LT - BP]

- 1 Re-entry Understand Reverse Culture Shock, understand positive changes they have made, discussing negative experiences on exchange, guidance from former exchange students Maintain relationship with sponsoring Rotary Club [LT - BP]
- 2 Integration into RI/ROTEX Interact, Rotex, Rotaract, NGSE, orient them to possibilities within Rotary [LT - BP]

#### B. Who is Responsible

The District Committee is ultimately responsible for organizing, coordinating, monitoring, and normally providing the training.

- *Where appropriate*

clubs or groups of clubs may deliver the training. [LT - BP]

- *In addition*

multi-districts, where appropriate, will add to the training of students [LT - BP]

#### C. How will training be done

- 1 Face to face meetings (orientation, conference, etc.) [LT - BP]
- 2 Rotex, members of the district committee, outside speakers. [LT - BP]
- 3 Online training [LT - BP]
- 4 Social media [LT - BP]
- 5 Conference calls/video conferencing [LT - BP]
- 6 Written and video material [LT - BP]



**D. When will the training be done**

- 1 Prior to arrival should receive information about coming home
- 2 Immediately upon arrival a debrief meeting for the Rebound and family with YEO, Club Counselor, other club officers, etc. **[LT - BP]**
- 3 As soon as practical after arrival, all Rebounds should be invited to a meeting to discuss Reverse Culture Shock, re-entry issues and how to stay involved in Youth Exchange and Rotary **[LT - BP]**
- 4 Ongoing follow up should be conducted on an individual basis throughout the year, if specific readjustment needs are identified **[LT - BP]**



### IV. PARENTS - OUTBOUND

#### A. What Training and Why

Training Outbound Parents is not required by RI Certification. However, best practices tell us that well informed parents, who understand the structure of the RYEP and what their children will encounter can help reduce their anxiety and increase their ability to support them appropriately.

- 1 *What is Rotary* [LT/ST - BP]  
Purpose of Rotary. 4th object of Rotary, history of YE, Concept of Service
- 2 *District Policies/Personnel* [LT/ST - BP]  
Effective communication of Rules (Ds) What they are and why,  
Host country/family Rules, School, Travel, Calendar District Personnel,  
Emergency procedures confirm written exchange agreement rules
- 3 *Cultural Awareness* [LT - BP]  
Discuss Culture Shock, need for adaptation
- 4 *Youth Protection* [LT/ST - C]  
Follow Certification policy
- 5 *Homesickness/relations back Home* [LT/ST - BP]  
Hazards of electronic communication, withdrawing, avoid over involved parenting, bring problems to host Rotarians first, avoid inbound syndrome, importance of bonding with host culture, maintaining appropriate contact with  
YEO back home
- 6 *Conflict resolution* [LT/ST - BP]  
Techniques for positive conflict resolution
- 7 *Importance of Language* [LT - BP]  
Importance of learning the language,  
how to learn it - in advance and in country
- 8 *Health/Medical Services* Travel and Health Insurance [LT/ST - BP]

#### B Who is Responsible

The District Committee is ultimately responsible for organizing, coordinating, monitoring, and normally providing the training.

- *Where appropriate*

clubs or groups of clubs may deliver the training. [LT/ST - BP]

- *In addition*

multi-districts, where appropriate, will add to the training of students [LT - BP]



### **C How will training be done**

- 1 *Face to face meetings* (orientation, conference, etc.) **[LT/ST - BP]**
- 2 *Former Exchange Students* (Rebound/Rotex), parents of former exchange students, members of the district committee, outside speakers **[LT - BP]**
- 3 *Online training* **[LT - BP]**
- 4 *Social media* **[LT - BP]**
- 5 *Conference calls/video conferencing* **[LT - BP]**
- 6 *Written and video material* **[LT/ST - BP]**

### **D When will the training be done**

- 1 As soon as the student is officially selected as an Outbound Candidate, parents should participate in an official Outbound Orientation, day long, weekend, multiple session, depending on the circumstances. Depending on the circumstances there may also be local, district or multidistrict events. **[LT - BP]**
- 2 Ongoing training should be conducted on an individual basis throughout the year, if specific needs are identified **[LT - BP]**



### V. PARENTS - HOST FAMILIES

#### A. What Training and Why

- 1 *What is Rotary* [LT/ST - BP]  
Purpose of Rotary, 4th object of Rotary, history of YEP, Concept of Service
- 2 *District Policies/Personnel* [LT/ST - BP]  
Effective communication of Rules (Ds) What they are and why, Host country/family Rules, School, Travel, Calendar District Personnel, Emergency procedures, students re-sign exchange agreement rules
- 3 *Youth Protection* [LT/ST - C]  
Follow Certification rules
- 4 *Host Family Guidelines* [LT/ST - BP]  
FNQ (first night questions), family rules, emergency procedures
- 5 *Cultural Awareness* [LT/ST - BP]  
Awareness of Culture Shock, Need to Adapt
- 6 *Conflict resolution* [LT/ST - BP]  
Techniques for positive conflict resolution
- 7 *Language* [LT/ST - BP]  
Importance of learning the language, how to assist student in country
- 8 *Health/Medical Services Travel* [LT/ST - BP]  
Health Insurance, local services

#### B. Who is Responsible

The District Committee is ultimately responsible for organizing, coordinating, monitoring, and normally providing the training.

- *Where appropriate*

clubs or groups of clubs may deliver the training. [LT/ST - BP]

- *In addition*

multi-districts, where appropriate, will add to the training of students [LT - BP]



### **C How will training be done**

- 1 *Face to face meetings* (orientation, conference, etc.) **[LT/ST - BP]**
- 2 *Former exchange students, former host families, members of the district committee, club Rotarians outside speakers* **[LT/ST - BP]**
- 3 *Online training* **[LT - BP]**
- 4 *Conference calls/video conferencing* **[LT - BP]**
- 5 *Written and video material* **[LT/ST - BP]**

### **D When will the training be done**

- 1 As soon as the host families are identified, they should participate in at least one official Host Family Orientation, length depending on the circumstances **[LT/ST - BP]**  
Depending on the circumstances there may also be local, district or multidistrict events. **[LT/ST - BP]**
- 2 Host Family training should be conducted on a group or individual basis throughout the year, as specific needs are identified (language, behavior, health concerns, etc.) **[LT - BP]**



### VI. PARENTS - REBOUND

#### A. What Training and Why

- 1 Re-entry Understand Reverse Culture Shock, Understand positive changes students have made [LT - BP]
- 2 Integration into RI/Rotex Join Rotary, start or keep hosting [LT/ST - BP]

#### B. Who is responsible

The District Committee is ultimately responsible for organizing, coordinating, monitoring, and normally providing the training.

- *Where appropriate*

clubs or groups of clubs may deliver the training. [LT - BP]

- *In addition*

multi-districts, where appropriate, will add to the training of students [LT - BP]

#### C How will training be done

- 1 *Face to face* meetings (orientation, conference, etc.) parents of former exchange students, members of the district committee, outside speakers [LT - BP]
- 2 *Online training* [LT - BP]
- 3 *Social media* [LT - BP]
- 4 *Conference calls/video conferencing* [LT - BP]
- 5 *Written and video material* [LT - BP]

#### D When will the training be done

- 1 Before their students become "Rebounds", parents should be made aware of "coming home issues" [LT - BP]
- 2 As soon as convenient, certainly within three months of return, all Rebound Parents should be debriefed on "Coming Home" issues (Reverse Culture Shock, adjusting to family, school, etc.) [LT - BP]
- 3 Ongoing follow up should be conducted on an individual basis throughout the year, if specific readjustment needs are identified [LT - BP]



## VII. CLUB - YEOs

### A What Training and Why

- 1 *Orientation to RYEP* [LT/ST - BP]  
How RYEP works at club, district and international level
- 2 *District/RI Policies* [LT - BP]  
All policies and procedures, rules, travel, family visits
- 3 *District and MD organization* [LT - BP]
- 4 *Engagement* Getting YEOs to embrace the program , understand the benefits to Rotary, the students and the world. Why Rotary does YE [LT/ST - BP]
- 5 *Cultural Awareness* [LT - BP]  
Explain Differences, How to adapt, Culture Shock
- 6 *Participate in EEMA Conference* [LT]
- 7 *Youth Protection Certification Guidelines* [LT/ST - C]

### B Who is Responsible

The District Committee is ultimately responsible for organizing, coordinating, monitoring, and providing the Training of club YEOs. [LT/ST]

*In addition* multi-districts, where appropriate, will add to the training [LT/ST]

### C How will training be done

- 1 *Face to face meetings* [LT/ST - BP]
- 2 *Online training* [LT - BP]
- 3 *Conference calls/video conferencing* [LT - BP]
- 4 *Written and video material* [LT/ST - BP]

### D When will the training be done

Club YEOs should be trained periodically throughout the YE year. Ideally, new YEOs will be mentored by experienced YEOs in the club or district.

District or Multi-District training events may be utilized to accomplish this.

Club YEOs manuals and online documents can make the timing appropriate to the needs of the new club YEO.

**Issues** -- In various countries the YEO and the Club Counselor roles may be blurred or actually merge. Attention should be directed to the specific tasks that must be accomplished, regardless of the title given to the responsible Rotarian at the club level [LT/ST - BP]



### VIII. CLUB - COUNSELOR

#### A What Training and Why

- 1 Clear, detailed Job description, Orientation to RYE How RYE works, Calendar, important phases of the youth exchange experience [LT/ST - BP]
- 2 District/MD Organization contacts [LT/ST]
- 3 District Policies/RI policies [LT]
- 4 How to Engage Counselor in RYEP Getting YEO to embrace to program, understand the benefits to Rotary, the student and the world. Why Rotary does YE [LT/ST - BP]
- 5 How to be a genuine supportive contact for the student [LT/ST]
- 6 How to prepare the host family [LT]
- 7 Cultural Awareness Explain Differences, How to adapt, Culture Shock [LT - BP]
- 8 Emergency planning, preparing bank of host families [LT - BP]
- 9 Youth Protection Certification Guidelines [LT/ST - BP]
- 10 Participate in EEMA Conference [LT - BP]

#### B. Who is responsible

The District Committee is ultimately responsible for organizing, coordinating, monitoring, and providing the Training of club Counselors, with the assistance of clubs [LT/ST - BP]

*In addition* multi-districts if appropriate, will add to the training [LT/ST - BP]

#### C How will training be done

- 1 *Face to face meetings* [LT/ST - BP]
- 2 *Online training* [LT - BP]
- 3 *Conference calls/video conferencing* [LT - BP]
- 4 *Written and video material* [LT/ST - BP]



### **D When will the training be done**

Club Counselors should be trained periodically throughout the YE year. Ideally, new Club Counselors will be mentored by experienced YEOs in the club or district. District or Multi-District training events may be utilized to accomplish this. Club Counselor manuals and online documents can make the timing appropriate to the needs of the new club Counselor.

**Issues** - In various countries the YEO and the Club Counselor roles may be blurred or actually merge. Attention should be directed to the specific tasks that must be accomplished, regardless of the title given to the responsible Rotarian at the club level.



### IX. CLUB - OTHER ROTARIANS

[Training of Club Members is not a requirement of Certification but is considered to be best practice. However, where Rotarians are in direct contact with students Certification requirements must be followed]

#### A **What Training and Why**

1 *Training the club in engagement*

2 *District/MD Organization*

Getting club to embrace to program, understand the benefits to Rotary, the student and the world. Why Rotary does YE

3 *Introduction to RYE (basics)*

Short version of how YEP works.

4 *Youth Protection if contact with student*

Certification guidelines [C]

#### B **Who is responsible**

Club YEOs and Counselors can orientate the club in the RYEP.

**C How will training be done** - Club meetings and individual meetings.

#### D **When will the training be donen**

Club members should be made aware of the RYEP throughout the Rotary Year.

They should be encouraged to take ownership of the Inbound students and make them a part of the club and the community.

**Issues** - In various countries the YEO and the Club Counselor roles may be blurred or actually merge. Attention should be directed to the specific tasks that must be accomplished, regardless of the title given to the responsible Rotarian at the club level.



## X. DISTRICT - CHAIR AND OTHER COMMITTEE MEMBERS

All training is best practices except when Rotarians are in contact with students

### A What Training and Why

- 1 *Orientation to RYE Basics of RYEP* [LT/ST - BP]
- 2 *District/RI Policies Travel policy, family visits, 4 Ds, chain of command* [LT/ST - BP]
- 3 *District/MD organization How the system works* [LT/ST - BP]
- 4 *Cultural Awareness Explain Differences, How to adapt, Culture Shock* [LT/ST - BP]
- 5 *RYE at International Level*  
How and why to participate in international activities [LT/ST - BP]
- 6 *Relationship with RI Headquarters how to Communicate* [LT/ST - BP]
- 7 *Relationships between District and Clubs, Participation in PETS, etc.* [LT/ST - BP]
- 8 *Relationships with Multi-districts and regional (EEMA) national associations, non-Rotary YE Organizations* [LT/ST - BP]
- 9 *Risk Management and Emergency Training* [LT/ST - BP]
- 10 *Participate in EEMA Conference* [LT/ST - BP]
- 11 *Youth Protection Certification Guidelines* [LT/ST - C]

### B Who is responsible

The District Committee is ultimately responsible for organizing, coordinating, monitoring, and providing the training of all Rotarians in YE.

*In addition* multi-districts if appropriate, will add to the training.

### C How will training be done

- 1 *District training events* [LT/ST]
- 2 *Face to face meetings* [LT/ST]
- 2 *Online training* [LT/ST]
- 3 *Conference calls/video conferencing* [LT/ST]
- 4 *Written and video material* [LT/ST]

### D When will the training be done

District YEOs of all kinds should be trained periodically throughout the YE year. Ideally, new District YEOs will be mentored by experienced YEOs in the district.

District or Multi-District training events may be utilized to accomplish this.

District YEO manuals and online documents can make the timing appropriate to the needs of new District YEOs.



### XI. DISTRICT - GOVERNORS, DGEs and DGNs

All training is best practices except when Rotarians are in contact with students

#### **A What Training and Why**

- 1 *Orientation to RYE* [LT/ST - BP]
- 2 *Join district Committee as DGN or DGE* [LT/ST - BP]  
Recommended by RI Code of Policies
- 3 *Youth Protection* [LT/ST - C]  
if in close contact with students Certification Guidelines
- 4 *Learn to be a advocate for YE and YEOs* [LT/ST - BP]

#### **B Who is responsible**

The District Committee is ultimately responsible for organizing, coordinating, monitoring, and providing the training all Rotarians in YE.  
*In addition* multi-districts, if appropriate, will add to the training.

#### **C How will training be done**

- 1 *District training events* [LT/ST]
- 2 *Face to face meetings* [LT/ST]
- 3 *Online training* [LT/ST]
- 4 *Conference calls/video conferencing* [LT/ST]
- 5 *Written and video material* [LT/ST]

#### **D When will the training be done**

District leaders of all kinds (DG, DGE, and DGN) should be trained periodically throughout the YE year. Ideally, new District leaders will be mentored by experienced YEOs in the district.

District or Multi-District training events may be utilized to accomplish this.

District YEO manuals and online documents can make the timing appropriate to the needs of new District leaders.



## **E District Governors**

are expected to be oriented to Youth Exchange at the International Assembly

- a DGs are encouraged to read all the written material provided by RI or the district/multidistrict YE committee related to YE to assist them in doing their jobs more effectively.
- b YEOs should encourage DGE's, when they are elected, to join and participate in the District YE Committee and its activities.
- c DGNs are encouraged by the RI Code of Policies to join their district YE Committee as soon as they are nominated. This should serve as a very effective orientation and training in YE.



### XII. A PARTIAL LIST OF ISSUES RELATED TO TRAINING

This list is not complete. It is a starting point for identifying particular problems or special considerations that will have an impact on attempting to do training as outlined in this document. New and experienced YEOs are encouraged to add to the list as new issues are identified.

- 1 As so much of training depends on the skills of the trainers and will vary from, district to district and country to country, it is essential, that the responsibilities of each person involved in the program be clearly defined.
- 2 Training for STEP will often be different to that for LTEP.
- 3 The purpose of the RYEP may vary from place to place. But the overall objective of promoting world peace and developing students as ambassadors of their countries should always be first.
- 4 RYEP rules such as the “Ds” need to be continually reviewed to take into consideration changing values among young people and emerging issues to advances in technology.
- 5 Time spent training and preparing Inbounds and Outbounds should be fair and balanced. Inadequate preparation of Outbounds by one district places an unfair burden on the hosting district to have to do training when a student becomes an Inbound. Rebound students deserve fair, though not equal, time dealing with the effects of the exchange.
- 6 Excessive turnover among YEOs can be very detrimental to every aspect of the program. Proper preparation of YEOs at all levels is probably the most critical issue in training.
- 7 Students and Host Families alike need adequate training in dealing with issues that can cause conflict in the host family. This is a subject that gets little formal, systematic attention in the RYEP.
- 8 All YEOs need to understand that school placement is their responsibility, not the responsibility of the host family.
- 9 2nd and 3rd host families, as well as a bank of “emergency back up” families should be identified before the students arrive in country.



**EEMA**  
**Europe, Eastern Mediterranean, Africa**  
**Youth Exchange Officers Conference**

**OSLO 2014**

**EEMA Guidelines in Youth Exchange**

**SELECTION**



## *Introduction*

The notes you will read in this handbook concern the EEMA Youth Exchange guidelines which were drawn up this Rotary Year.

As you may know, starting at the 2013 Rome 61st EEMA Conference, the decision was made to include a Consensus Conference dedicated to a specific Rotary Youth Exchange Program topic every year. The project is aimed at developing a series of useful suggestions to facilitate and to standardize Districts' and clubs' preparatory work with outbound and in-bound students.

At the Rome Conference the workshop groups dealt with "Training", the guidelines of which were published and presented last year (2014) in Oslo, where the issue of "Selection" was tackled. This year during the Antalya Consensus Conference, the issue of "Organizational Management in RYEP" will be tackled, the guidelines of which will be presented during next year's EEMA Conference in Helsinki.

This handbook is intended to be used as a reference in the selection of students, host families, Club Counselors, as well as Club and District YEOs and Committees. It offers many useful suggestions regarding the choice of young people to take part in the programs, of host families and other people involved in the care of those in their charge.

The analysis and processing of the data which emerged from the Oslo Consensus Conference was carried out by an international Working Group which met several times in the months following the event. The members of the Working Group were EEMA Vice President, Serdar Kelahmet, EEMA Past Presidents Danielle Baltus and Vivi-Anne Assel, EEMA Communication Coordinator Andrew Page, two RI Committee Past Presidents, Dennis White and Leandro Araujo and myself as EEMA President and Coordinator.

All this is summarized in a series of guidelines which are to be considered as an EEMA vision of a model RYEP, aimed at simplifying and smoothing the work of the committees in charge of Youth Exchange as well as all the YEOs of the EEMA zone. I hope the instructions contained in this booklet are useful to you, your committees and your clubs.

I wish the new working groups every success in analyzing the topic of management, and may common sense – which is what gives Rotary strength – prevail!

*LUCIANO DI MARTINO  
EEMA President 2014-2016*



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## **Consensus Conference on Selection in RYEP 62<sup>nd</sup> EEMA Conference – Oslo 2014**

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# ***EEMA Guidelines in Youth Exchange***

## ***SELECTION***

Every year, thousands of students travel as peace envoys to various countries around the world under the auspices of the Rotary Youth Exchange program. Organizational success depends on many factors, among which the choice of the right candidates through adequate selection is a major factor. However, no selection procedure can fully avoid the chance of an unsuccessful exchange. At best, we make use of information gathered during the selection process to make some reasonably accurate predictions about future performance. The selection process, therefore, might be regarded as a risk management procedure to help eliminate unsuitable applicants, and be an important way to ensure that selected individuals maintain the objectives of Rotary Youth Exchange.

Establishing guidelines on selection will assist YEOs in planning and executing successful exchanges.

Selection in Youth Exchange can be categorized into four areas:

1. Students
2. Host Families
3. Club YEO/Counselor/Committee
4. District YE Chair/Committee

In these guidelines, these areas will be addressed in reverse order, as if starting a Youth Exchange program from the beginning. Reference is made to the RI publication the *Youth Exchange Handbook*, published in 2008 and available to download from [www.rotary.org](http://www.rotary.org). The *Youth Exchange Handbook* contains regulations, recommendations and best practices for setting up a Youth Exchange Program, including issues related to Selection.

Wherever possible the guidelines will follow the “Who, What, When, How and Why” formula used in the *EEMA Guidelines for Training in Youth Exchange*, introduced at the 2014 EEMA Conference in Rome.



### I - STUDENTS

#### A: WHAT

Selection procedures vary from country to country but most of them agree that:

- 1) Students should be asked if they really want to go abroad, if they are eager to learn new ways of life, if they know what Rotary is. They should be well behaved and have a good general knowledge of the world and should relate well with others when in groups.
- 2) Assessments of individuals should include:  
  
Optimism, ability to set and archive goals, adaptability, ability to develop trust, ability to seek and utilize support, good level of self esteem, tolerance of differences, sensitivity to others, ability to recover from stress.
- 3) Students selected should:
  - a. Be aged 15-18 for the long-term exchange program. Exchange candidates' ages must be agreed by both sending and hosting districts before finalizing the exchange, in accordance with the laws and regulations of both countries. For the short term programs, ages will be agreed between districts. Candidates may be older than 19.
  - b. Have above-average academic ability
  - c. Be able to express themselves clearly and effectively
  - d. Demonstrate community leadership skills
- 4) Additional criteria may include:
  - a. Adaptability (outgoing, confident, and willing to adjust to changing surroundings)
  - b. Potential for being an excellent Rotary ambassador
  - c. Complete support of parents
  - d. Proficiency in, or capacity to learn, the language of the host country
- 5) Final selection may incorporate the following criteria:
  - a. Level of maturity of the student
  - b. Ability to exercise good judgment
  - c. Compatibility with goals of Rotary
  - d. Good health, both physical and mental
  - e. The number of students that the district can support

**B: WHY**

Accurate selection procedures reduce the number of incorrect exclusions (false negatives) and inclusions (false positives) of students, resulting in a greater chance of successful exchanges.

**C: WHO**

- 1) The club has the first responsibility for selection. It is closer to the applicant's home and often a member knows the candidate and his/her family. The Club YE Committee identifies and interviews prospective exchange students. It ensures completion of the preliminary application, with appropriate student and parent signatures, and submits it to the district.
- 2) Every prospective exchange student must be interviewed by members of the district committee. It is recommended that the interview committee includes at least
  - a. One rebound.
  - b. One experienced Host Mother.
  - c. Two members of YEP local committee.

**D: HOW**

- 1) Interviews and other assessment tools
  - a. First interview is at the club level.
  - b. Second interview: the district chair and his/her team interview the candidate alone, his/her family alone and then all together.
  - c. An orientation weekend where careful observation of students is made is a good method of assessment of suitability. After selection, continued assessment of students may be achieved through meetings or social media.
  - d. Use of Rotaract and ROTEX with selection and orientation.
  - e. Use of interview questions for which students cannot be prepared in advance.
  - f. Accuracy of the application is essential to a successful selection.



## EEMA Guidelines in Youth Exchange

### **E: WHEN**

Students should be selected and applications completed by December (many Districts organize this selection 12 months in advance) of the year before they are to go on exchange, but must be at least 6 months before the date of departure. This will allow time for the students to take part in orientation meetings, for their district or multi-district to make a placement in another country and for all parties to comply with all RI and government requirements.

### **Issues:**

It is critical to select students based on how they fit into the objectives of the YE program. If we treat the students and their parents as “customers”, we run the risk of becoming a travel agency rather than a Rotary program.



## II - HOST FAMILIES

- 1) RI recommends three host families during a long term exchange. Families do not have to be Rotarians and do not have to have school-aged children.
- 2) It does help the inbound student if in the first host family there are students of his/her age.
- 3) According to the RI Code of Policies, parents of outbound long-term exchange students cannot be required to host as a condition of their child's participation in the program. However, if willing, they may host inbound students or may be asked to assist in finding other suitable host families.
- 4) The short-term exchange program often includes a "family to family" component. Districts can require reciprocal hosting for a student to participate.
- 5) Individual districts may establish guidelines that are more specific than those provided by RI.

### A: WHAT

Rotary International recommends in determining the suitability of host families that the following are considered:

- 1) Why is the family interested in hosting an exchange student?
- 2) Do they host willingly
- 3) Do they know about Rotary International?
- 4) Is the family committed to attending orientation and training for host families and facilitating student involvement in required Rotary activities?
- 5) What experience with different cultures do family members have? (travel abroad, professional experience, knowledge of foreign languages)
- 6) How would the family incorporate an exchange student into daily family life? What chores would be assigned to the student? What additional activities would the family plan to help a young person from abroad get to better know their host country and community?
- 7) How would the host parents handle difficult situations with a student? Would they provide appropriate supervision and take on parental responsibility to ensure the student's well-being? How would they handle language and communication challenges, discipline, emotional issues and culture shock?



## EEMA Guidelines in Youth Exchange

- 8) What is the general condition of the home (clean, adequate heat and light, etc.)? Would you want your child or grandchild living in this home? Does the family have the necessary resources to host a student (space, time, good health)?
- 9) What are the planned sleeping arrangements for the student? (The student must have his or her own bed. If the student must share a room, it must be with a child of the same gender, preferably of similar age).
- 10) How will the student get to school and to organized activities?

### **B: WHY**

- 1) Host families are a big part of the success of the exchange. Integration is not possible if the inbound doesn't feel welcome in his/her host family.
- 2) Ensuring safety and welfare of the student.

### **C: WHO**

The selection of host families is in almost all cases, a joint effort and responsibility shared by the local club and the district. The multi-district may be involved in a monitoring and compliance role.

- 1) Host families are often found by the candidate's family. The club meets with the host families before the candidate is interviewed at district level.
- 2) The local club:
  - a. checks host family applications
  - b. provides the necessary related documentation (for example Volunteer Agreement, background check form) and any other required information.
- 3) The Club YE Committee interviews the prospective host families reviews all documentation and makes the final decision as to their suitability to host an inbound student.



**D: HOW**

- 1) Interviews.
- 2) Application forms.
- 3) Home visits.
- 4) References and background checks

**E: WHEN**

All families must be identified and approved before they host the student.



### III - CLUB YEO/COMMITTEE/COUNSELOR

#### A: WHAT

- 1) Club YEOs should be:
  - a. Club members who have been trained by experienced committee members.
  - b. Determined Rotarians, willing to accept the task
  - c. Knowledgeable of the world of young people.
- 2) A Club YE Committee should have sufficient members to fulfill all the responsibilities to which a club commits when participating in YE. Committee functions should include, but not be limited to:
  - a. Coordinating club Youth Exchange activities within the district program and ensuring compliance with RI and district policies
  - b. Attending district Youth Exchange meetings
  - c. Establishing club expectations for students
  - d. Ensuring that students attend mandatory functions, such as orientations or district conferences
  - e. Receiving feedback from students for program modification
  - f. Notifying district Youth Exchange chair of any student issues or concerns
  - g. Finding students, host families and helping with selection
  - h. Talks to club by students
- 3) Club Counselor
  - a. Should enjoy working with young people and be prepared to advocate on behalf of the student should any issues arise during the exchange
  - b. may not be members of a student's host family
  - c. should not be a close friend or relative of other volunteers involved with a particular student (e.g. school principal or host family).



The counselor has the following additional responsibilities:

- a. Establishing contact with the student before arrival, explaining the expectations of the club and the district. Maintaining and documenting regular contact (at least once a month)
- b. Counseling the student in matters such as choosing classes, making friends and participating in activities
- c. Helping the student adapt to the culture and learn the language

### Issues:

(from the *Youth Exchange Handbook*) The Club Counselor is a special and critical member of the Club YE Committee. Serving as liaison between the student, Rotary club, host family, and community at large. The Rotarian counselor plays a crucial role in the success of the Youth Exchange program. The counselor serves as the student's primary Rotary contact, easing his or her transition into the country and the community through regular personal contact throughout the year.

### B: WHY

- a. Club YEOs and committee are an essential part of the exchange experience.
- b. The Counselor is the most critical role in the YE program. The wrong choice can be detrimental to the success of an exchange not only for the student but also for the host club.

### C: WHO

The Club Youth Exchange Committee is appointed by the President and is chaired by the Club Youth Exchange Officer. At least one Counselor should be a Club Rotarian but may not necessarily be a member of the Youth Exchange Committee.

### D: HOW

All Club YE personnel appointed by the President should be selected following advice and recommendations from members and others experienced in Youth Exchange. It is highly recommended that a succession plan is formulated.



## EEMA Guidelines in Youth Exchange

### **E: WHEN**

- 1) Club Youth Exchange committee appointments should be made by the Club President-elect as early as possible to ensure taking office in a timely manner.
- 2) New counselors may be orientated by a Rotarian with previous counselor experience.



## IV - DISTRICT YE CHAIR/DISTRICT COMMITTEE

Rotary Youth Exchange is a District Program, under the authority of the District Governor, following the rules and guidelines established in the RI Code of Policies. Some districts voluntarily belong to regional or national multi-districts, sharing the administrative aspects of the program.

### A: WHAT

The district committee should have sufficient personnel to administer the program at a district level. Sample job descriptions are included in the *Youth Exchange Handbook*. Recommended personnel include:

- 1) An Assistant District Chair (preferably who will succeed the chair)
- 2) An Inbound Coordinator
- 3) An Outbound Coordinator
- 4) A Youth Protection Officer
- 5) Various country contact YEOs, as needed
- 6) It is recommended that the District Governor Nominee be appointed to the committee each year.
- 7) It is recommended that District Governors change no more than 50% of the members of the district committee in any given year.

### B: WHY

The District Committee and Chair maintain stability and continuity in the programs and ensure the safety and welfare of students as well as maximizing the benefit to them of their exchange experience.

### C: WHO

- 1) The Youth Exchange District Chair is appointed by the District Governor.
- 2) The remaining District Committee members are appointed by the District Governor in collaboration with, and following the recommendations of the District Chair and current District Committee members.
- 3) RI recommends that District Chairs have a minimum three year term limit.



## EEMA Guidelines in Youth Exchange

### **D: HOW**

- 1) All District YE personnel are appointed.
- 2) Advice and recommendations from experienced YEOs should be solicited by the District Governor.

### **E: WHEN**

- 1) All district Youth Exchange committee appointments should be made by the District Governor-elect as early as possible to ensure taking office in a timely manner.

### **Issues:**

To ensure continuity it is critical that a succession plan be established for each position on a district committee.

All district committee members should be encouraged to participate in district, multidistrict, national, regional and international conferences and training opportunities.



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Youth Exchange Officers Conference

**ANTALYA 2015**

**EEMA Guidelines in Youth Exchange**

# **ORGANISATION MANAGEMENT**





## *Introduction*

Approximately eight thousand students from over 82 nations: participate in Rotary Youth Exchange. These annual figures represent a phenomenon that significantly contributes to making Rotary International great. This is a program that engages an army of school-age teenagers every year, moving them around the world, enabling them to have an extraordinary life experience, and making them ambassadors of peace. As a vital part of this international organization, EEMA is committed to ensuring that the complex machine of this service runs smoothly in every sector: volunteer base; the educational and cultural interests of the participants; clubs' and districts' focus on the selection of participants and host families; and the care needed managing every aspect of the Inbound and Outbound Students' experience.

*LUCIANO DI MARTINO*  
*EEMA President 2014-2016*





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## **Consensus Conference on Organisation Management in RYEP 63<sup>rd</sup> EEMA Conference – Antalya 2015**

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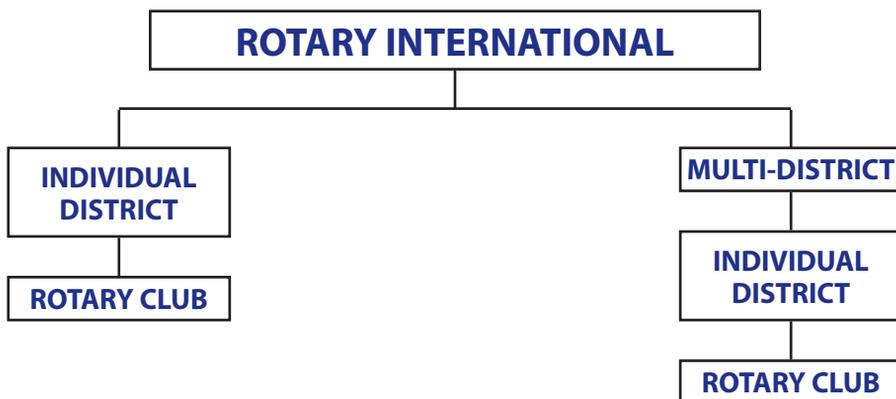


## ***THE GUIDELINES***

The RYE Program is managed at the District level with local Rotary Clubs' tangible contributions. Within this delicate operation, the clubs' support and sponsorship are key elements. Indeed, our clubs are the ones that activate the service, mobilize the local Rotarian and non-Rotarian communication network, contribute to the selection and training of students, families, counselors and YEOs. They manage the day to day details that make the exchange work – like checking visas, insurance, emergency fund, student allowance, and dozens of other essential tasks.

In order to make the Districts', Multidistricts' and Clubs' preparatory work and implementation of the annual Youth Exchange programs easier, EEMA has prepared some guidelines intended to serve as a model in terms of organizational management in the RYEP. Essentially, club and district delegates should focus on these primary objectives: What should be done and why, who should be responsible for each task, how each task should be accomplished, and when in the course of the year each should be done. They are guidelines that can direct Rotarians to effective management of the Youth Exchange program.

Rotary Youth Exchange is organized and administered at several levels with some variation among district and multi-district within EEMA. The following chart represents the organization of most Youth Exchange programs:





The individual district is the primary organization, recognized by Rotary International to conduct the RYE program. Individual districts are certified by RI. Many districts organize into multi-districts representing geographic groupings of districts within a country, or all districts within a particular country. The district youth exchange program is administered by a committee, led by the district chair, appointed by the district governor. At the club level, the program is administered by a committee, led by a committee chair (YEO), appointed by the club president. The club YEO appoints a club counselor and other committee members as needed.

**At every level, club, district and multi-district, there should be:**

- 1. An organizational chart similar to the one at the previous page.**
- 2. A designation of which tasks are responsibility at the club, district and multi-district and which might be shared responsibilities.**
- 3. Specific titles and written job descriptions for every YE position.**
- 4. A list of tasks to be performed on an annual basis related to:**
  1. Students (Inbound, Outbound, Rebounds-Short and Long Term).
    - I. Promotion/recruitment
    - II. Selection (see pages 38-40 or EEMA guidelines booklet 2014/2015 pages 10-12)
    - III. Training (see pages 10-15 or EEMA guidelines booklet 2013/2014 pages 8-13)
    - IV. On-going monitoring and support
  2. Host Families.
    - I. Promotion/recruitment
    - II. Selection (see pages 41-43 or see EEMA guidelines booklet 2014/2015 pages 13-15)
    - III. Orientation
    - IV. On-going monitoring and support (interviews, application forms, home visit, references and background checks)
  3. Outbound Parents
    - I. Orientation
    - II. On-going support (interviews, application forms, home visit, references and background checks)



## EEMA Guidelines in Youth Exchange

5. **A calendar of events and tasks to be accomplished.**
6. **A financial plan for the program (including funding the program, who is responsible for what expenses – parents, host family, club, etc.)**
7. **A crisis plan and crisis team (natural disasters/political unrest/death)**
8. **A strategic plan including succession of key leadership positions**
9. **A set of district-specific policies and procedures for such things as:**
  1. General rules (such as the 4 Ds).
  2. Disciplinary procedures.
  3. Student travel.
  4. Alcohol use.
  5. Background checks and references for host families and Rotarians.
  6. Youth protection training (including district Youth Protection Officer).



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**Youth Exchange Officers Conference**

**HELSINKI 2016**  
Still in progress

**EEMA Guidelines in Youth Exchange**

# **FINANCIAL MANAGEMENT**

The results of the consensus conference to draw up the guidelines of Financial Management in RYEP will be presented at the EEMA conference 2016 in Warsaw.







See you in Warsaw 2017