



# SENATE MAPPING 2019/2020

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# CONTEXT & METHODOLOGY



# CONTEXT

- In 2013-2014, the ASE « mapped » the Senate in Europe to gain a better understanding of the activities and structures of the Senate groups. That gave some useful information and we now wish to update the data and go into some more details, so that we have a more comprehensive view of the Senate, with its strengths and opportunities.
- In 2013-2014, the ASE contacted national Senate organizations across Europe and asked a series of questions to establish the:
  - Structure and the program of the national Senate organization
  - Number of Senators by Senate number range
  - Amount of dues
  - Communication
  - Meetings and events
  - Relations with current JCI members
- The 2019-2020 Senate mapping project gives us a much clearer picture: what it is doing and how it is operating in the various countries. It also allows us to see where the ASE can add value while enabling us to identify best practice and share it between organizations, so that together we can better serve our members and also support JCI in the best possible way.
- The mapping process helps the countries to see better what they are doing well and what opportunities there are for them to do new things or do things differently. The results of the mapping should also help them to create synergies for the benefit of Senators and JCI.



# ASE Mapping 2019 - 2020

If you have any questions please contact one of these Senators Mapping Co-ordinator  
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Your Chargé d'Affaires

## COUNTRY

### HISTORY & BACKGROUND

Formal name of national Senate organisation			
Total number of Senators appointed <sup>1</sup>		Date National Senate organisation was formally founded <sup>2</sup>	
Other information about formation of National Senate organisation			
Is there more than one National Senate organisation in your country? – give details			

### GOVERNANCE

Date of most recent Constitution/ Bylaws		Legal status of organisation <sup>3</sup>	
When is General Meeting/General Assembly held? <sup>4</sup>		How long is a board elected/appointed for? <sup>5</sup>	
		When does the board take office? <sup>6</sup>	
What limits are there on President standing again? <sup>7</sup>		Is there a limit on length of time on the Board? Please Specify <sup>8</sup>	
How is the President/ Chairman selected? <sup>9</sup>		How long is the President's term of office? <sup>10</sup>	
Membership eligibility <sup>11</sup>		Voting rights <sup>12</sup>	

### 2020 Board Structure (Please also list any vacancies in constitutional structure or normal appointed positions)

Position/Role/Function	Name	Senate number	Male/ female	Elected or Appointed	How long in this role <sup>13</sup>	Total years on the Board <sup>14</sup>
Is there any succession planning? <sup>15</sup>						
Other comments on the Board structure & governance						

Please return by 9<sup>th</sup> December

[See](#) guidance notes

version 1.0

18/11/19

Association of Senators in Europe

[www.ici-senate.eu](http://www.ici-senate.eu)

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**Your Chargé  
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<sup>1</sup> See guidance notes

Association of Senators in Europe  
[www.jci-senate.eu](http://www.jci-senate.eu)  
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# METHODOLOGY & TIMING

- The mapping questionnaire was sent to 37 European countries on November 18th, 2019, with guidance notes.
- We asked return by December 9th, 2019.
- The ASE President Reynold Dumalte, the ASE Ambassador for International Affairs Peter Browning and the chargés d'affaires sent a lot of reminders.
- 25 countries returned the form between November 2019 and May 2020.

→ i.e. a return rate of 67.6%

- 12 countries representing 2% of the Senators in Europe didn't return the questionnaire: Bulgaria, Czech Republic, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Russia, Serbia, Slovakia and Ukraine.
- We collected the questionnaires, synthesized the data and then analyzed them.

Here are the results for 25 countries.







# EUROPEAN SENATORS KEY FIGURES

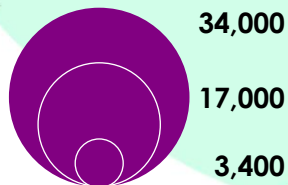


# SENATORS IN THE WORLD

76812 JCI SENATORS IN THE WORLD

## JCI SENATORS IN 2019

Source : JCI website



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# SENATORS IN THE WORLD

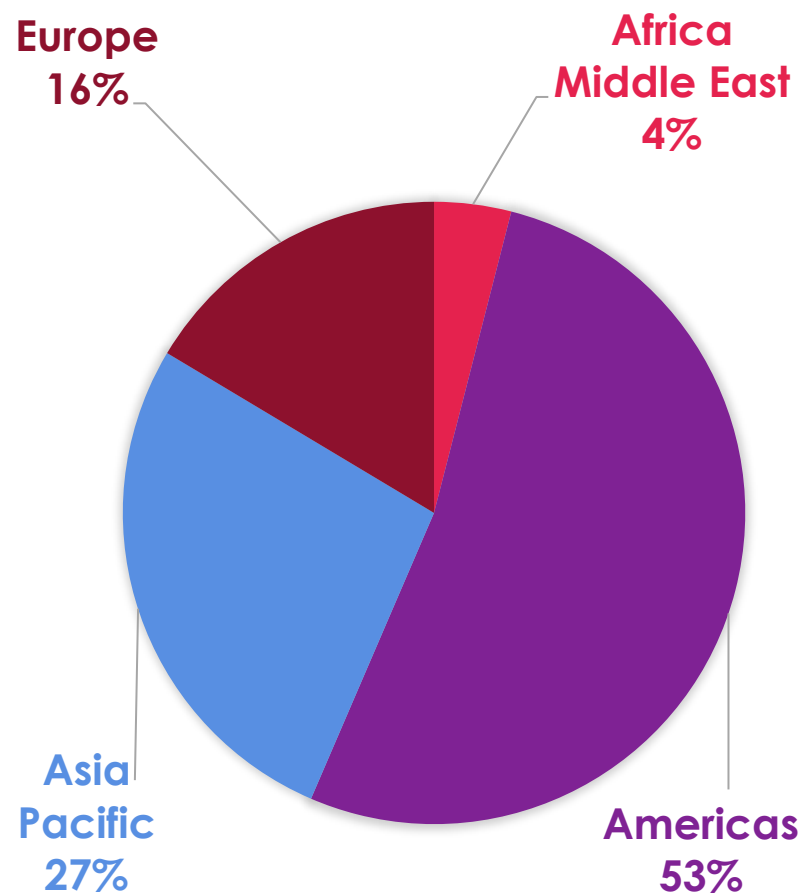
- 7 European countries in top 20

Source : JCI website December 2019



United States	Americas	33029
Japan	Asia Pacific	4948
Philippines	Asia Pacific	3727
Taiwan	Asia Pacific	3270
Canada	Americas	2560
France	Europe	2269
Korea	Asia Pacific	2013
Finland	Europe	1649
India	Asia Pacific	1364
Australia	Asia Pacific	1287
Belgium	Europe	1237
New Zealand	Asia Pacific	1227
United Kingdom	Europe	1084
Netherlands	Europe	917
Germany	Europe	897
Switzerland	Europe	855
Malaysia	Asia Pacific	716
Brazil	Americas	695
Hong Kong	Asia Pacific	633
Côte d'Ivoire	Africa Middle East	565

## 76812 JCI SENATORS IN THE WORLD IN 2019

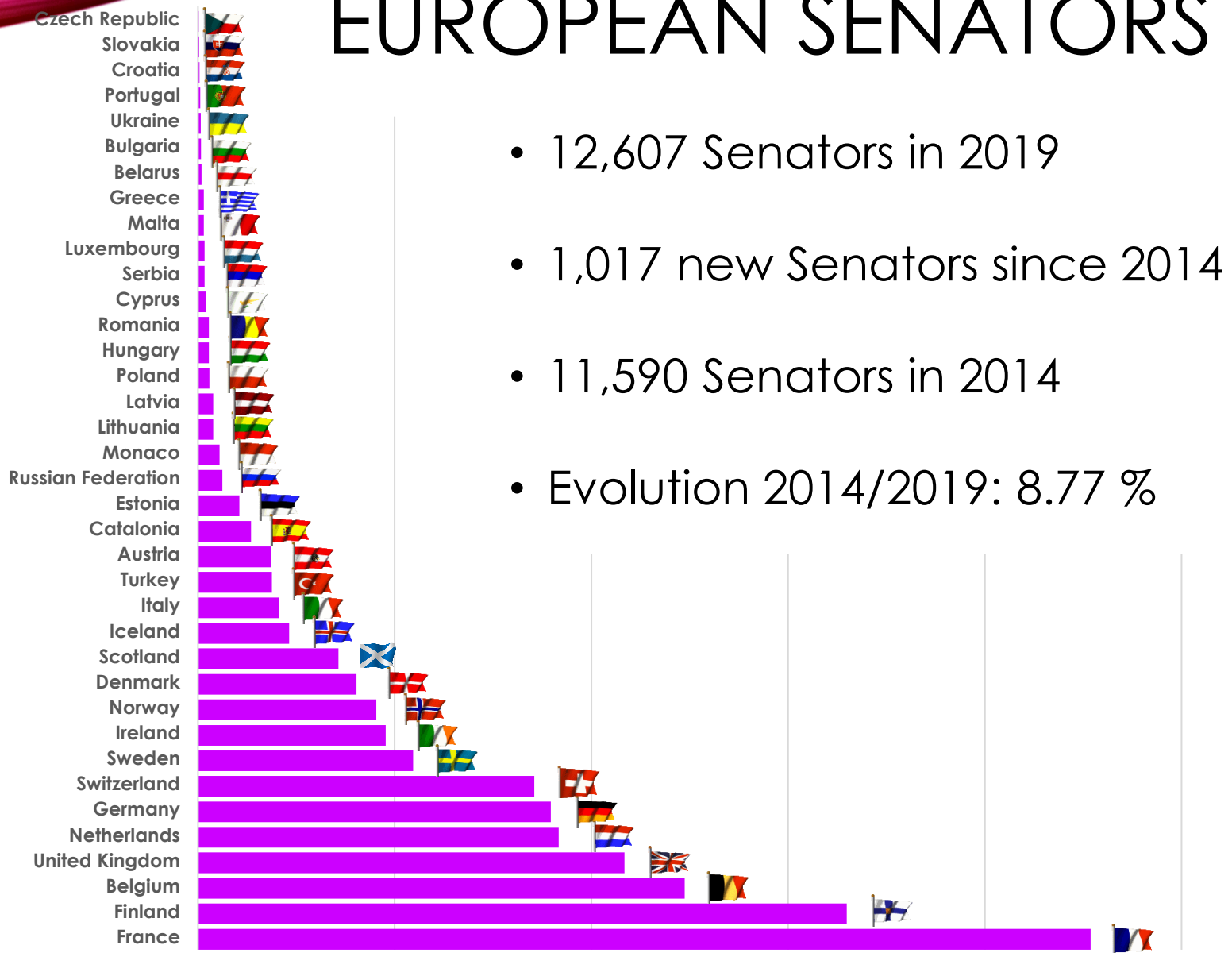


# 37 COUNTRIES IN EUROPE

## JCI SENATORS IN EUROPE



# EUROPEAN SENATORS



- 12,607 Senators in 2019
- 1,017 new Senators since 2014
- 11,590 Senators in 2014
- Evolution 2014/2019: 8.77 %





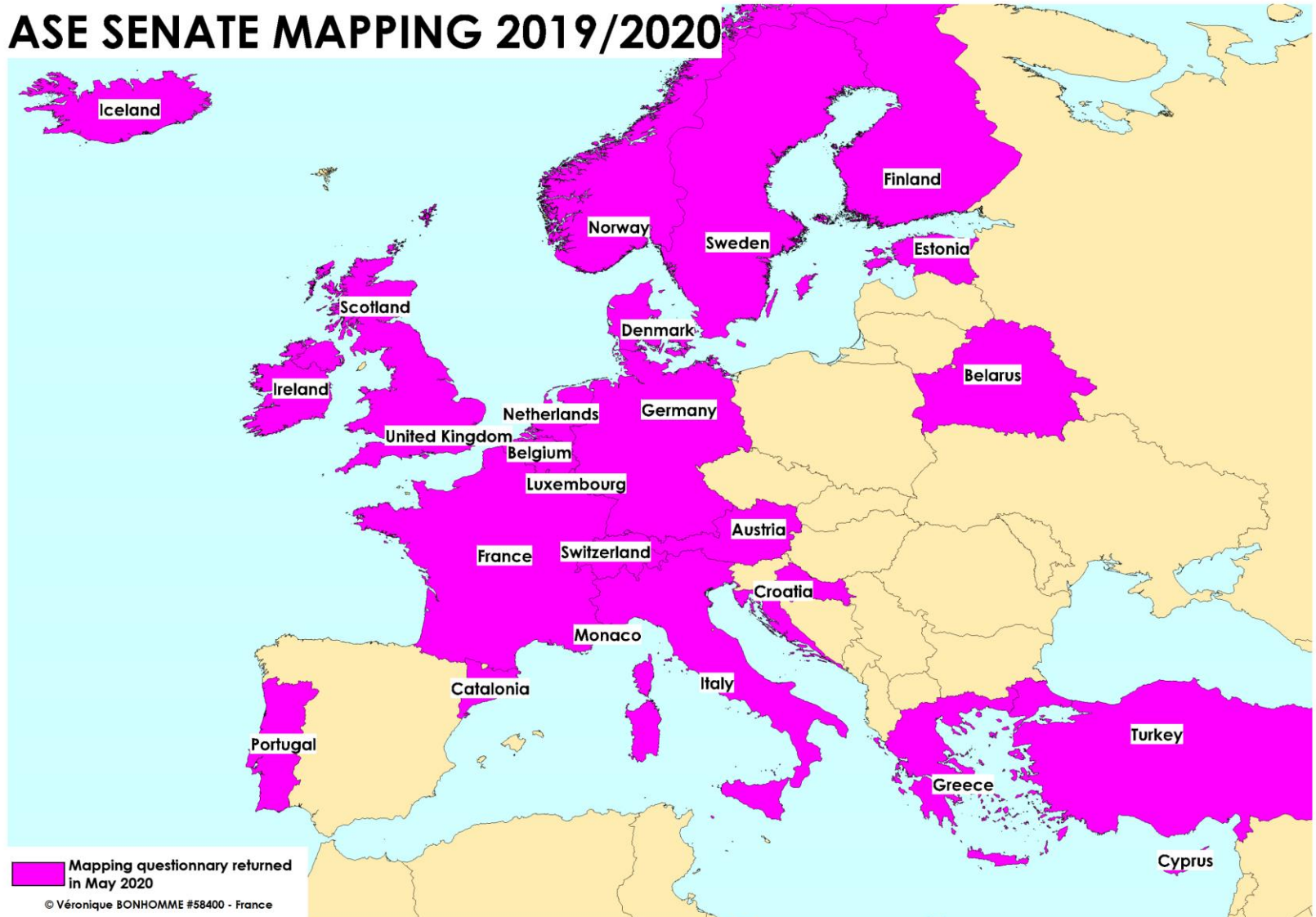
# NATIONAL SENATE GROUPS HISTORY & BACKGROUND





# 25 FORMS RETURNED

## ASE SENATE MAPPING 2019/2020

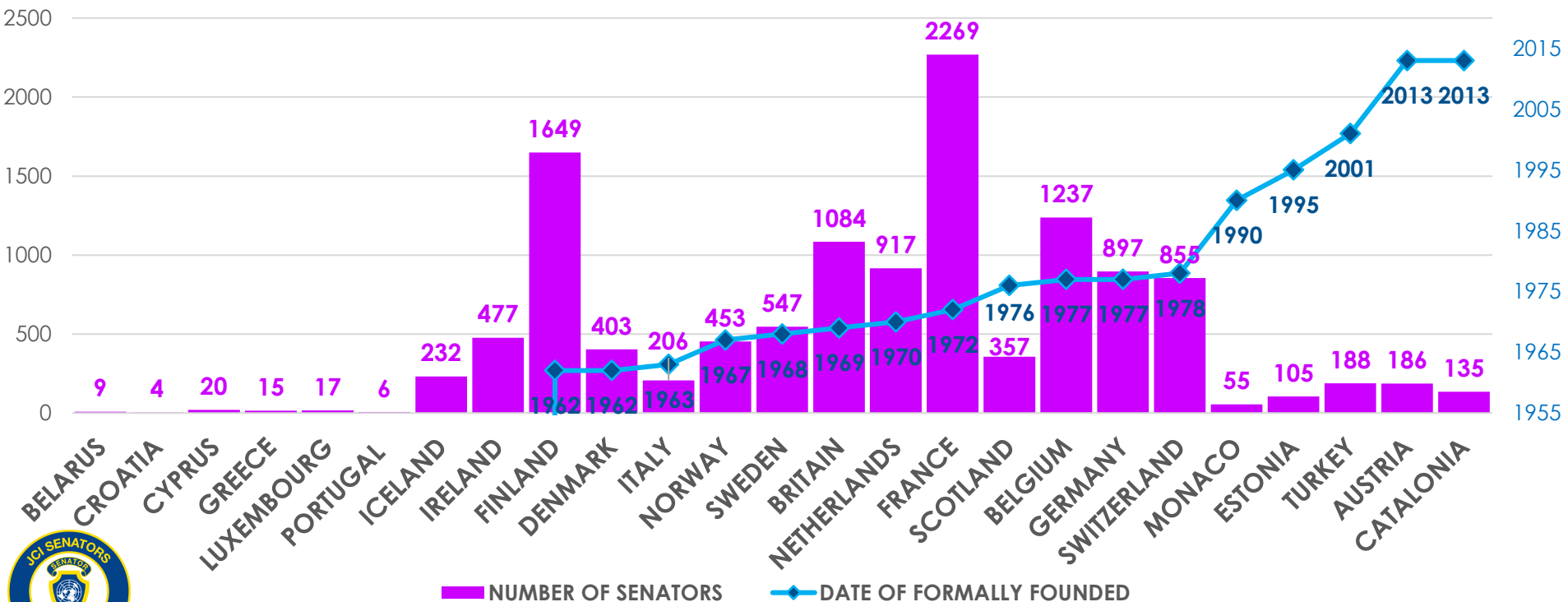




# NATIONAL SENATE GROUPS

- 25 countries representing 12,323 Senators out of 12,607 in Europe (98%) are analyzed in the mapping.
- Only one national Senate organization in each country.
- Average age of Senate organizations: 40 years old.

25 countries



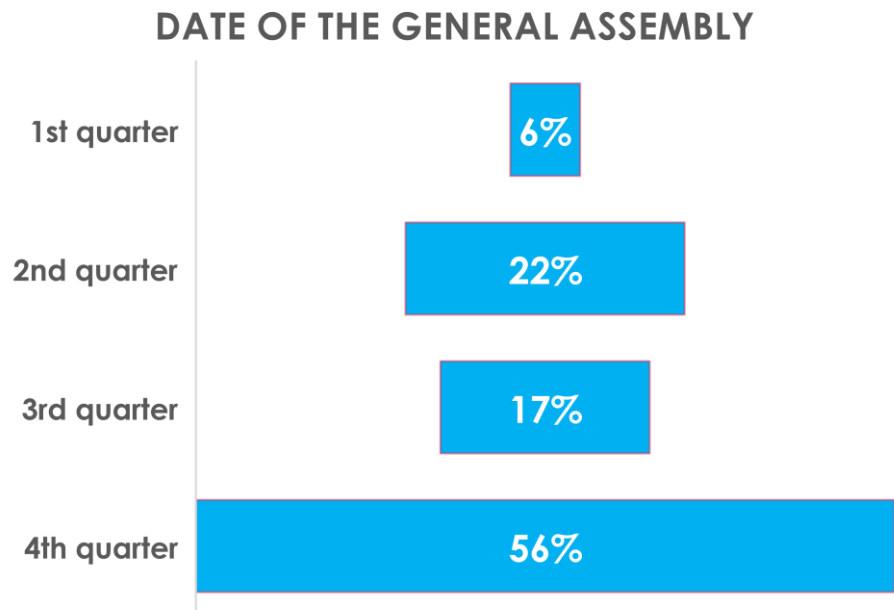
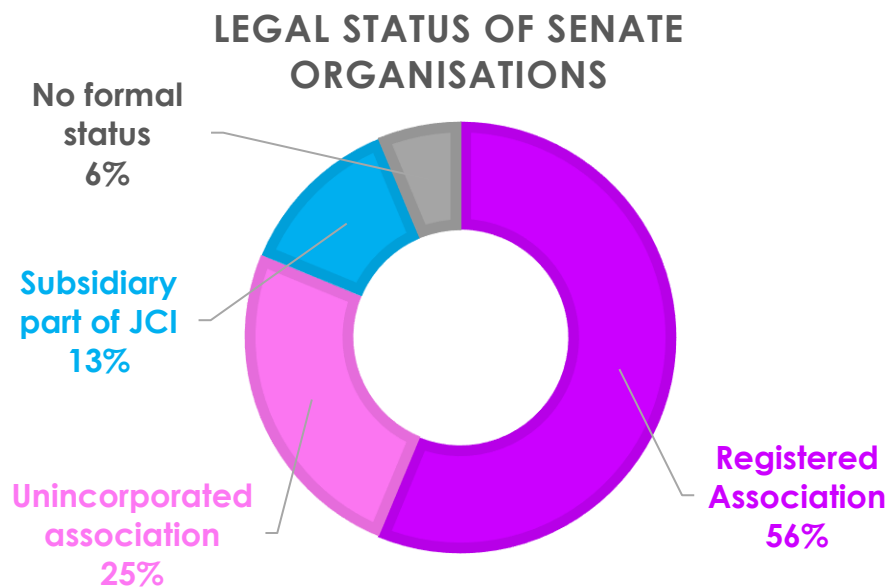


# GOVERNANCE



# LEGAL STATUS & AGM

- 21/25 countries have a formal Senate organization (84%)



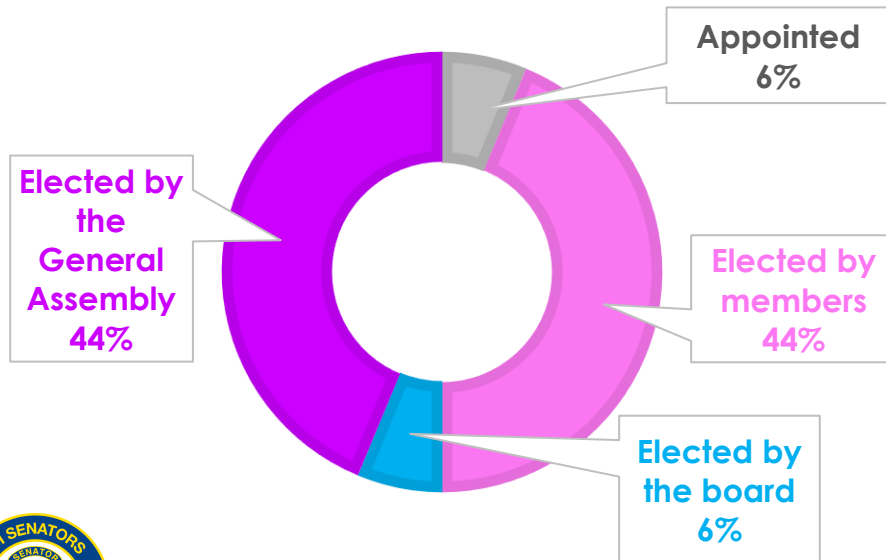
- 47% of the Senate organizations modified their constitution or bylaws in the last 5 years.



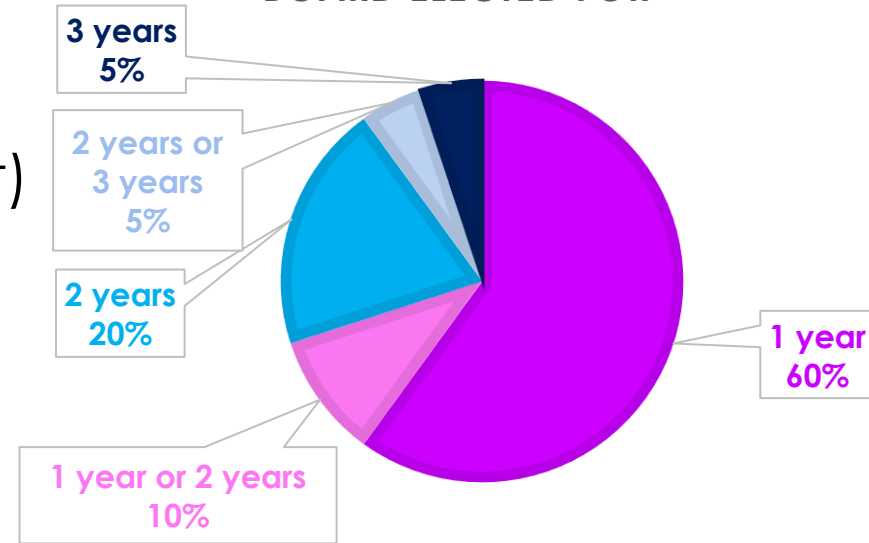
# BOARD ELECTION

- 60% of the boards are elected/appointed for 1 year (65% for the office of President)
- 80% of the boards take office on the 1<sup>st</sup> of January.

## SELECTION OF THE PRESIDENT



## BOARD ELECTED FOR

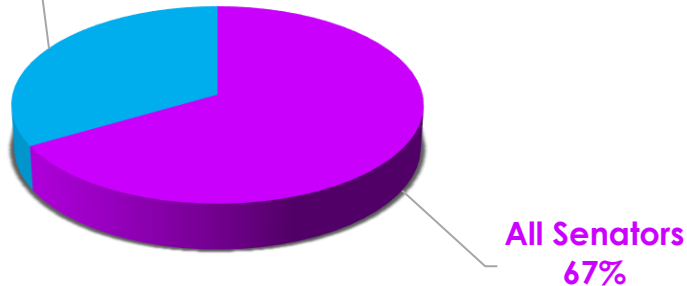


- For more than 55%, there is no limit on President standing again, but generally this does not happen.

# ELIGIBILITY AND VOTES

## Membership eligibility

Senators appointed  
by the NOM  
33%

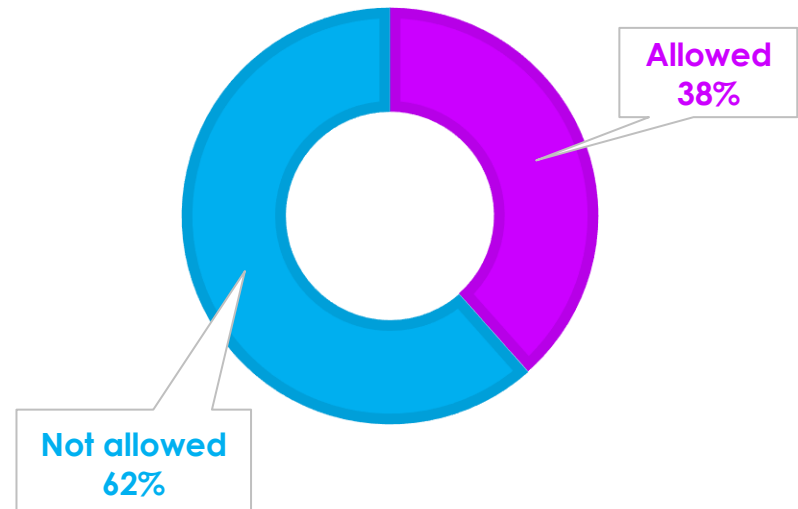


- Foreign senators living in the country can be members, as in Catalonia, Denmark, France, Germany, Monaco, Norway, Scotland, Sweden, Switzerland...

## Voting rights

- 46% of the organizations give a vote to Senators who have paid their dues.
- 8% give a vote only to Senators of the country.

### PROXIES OR POSTAL VOTES

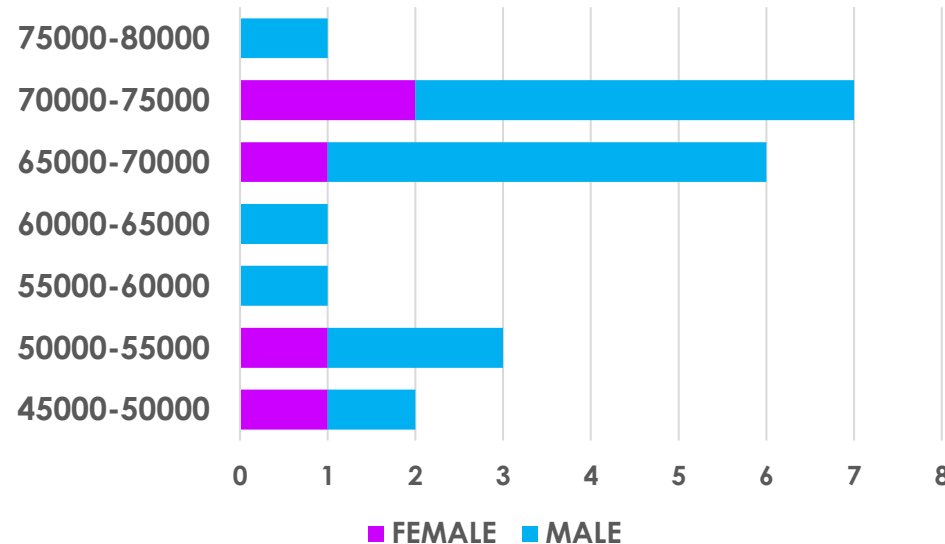




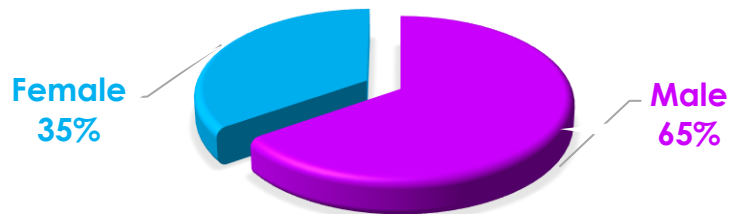
# BOARD STRUCTURE

- 76% of the Senate presidents/chairpersons are male.
- 71% have a number higher than 60,000.
- The average presidents' Senate number is 64,233.

PRESIDENT'S SENATE NUMBER



121 SENATORS INVESTED IN A BOARD



- 121 Senators are members of national boards.
- The average number of the Senators in a board is 5.8.

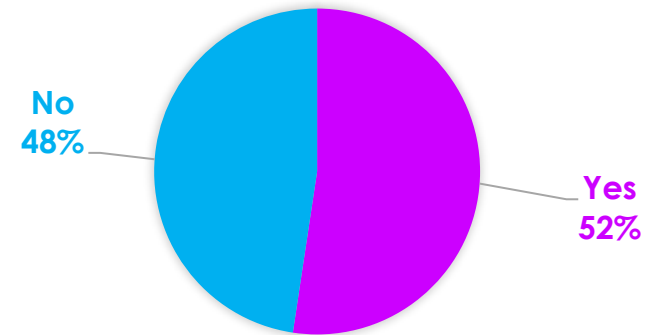


# BOARD SUCCESSION

Is there any succession planning?

- Yes for 52%
  - Deputy/1<sup>st</sup> VP: 20%
  - Secretary: 5%
  - Active board member: 15%  
will be the President

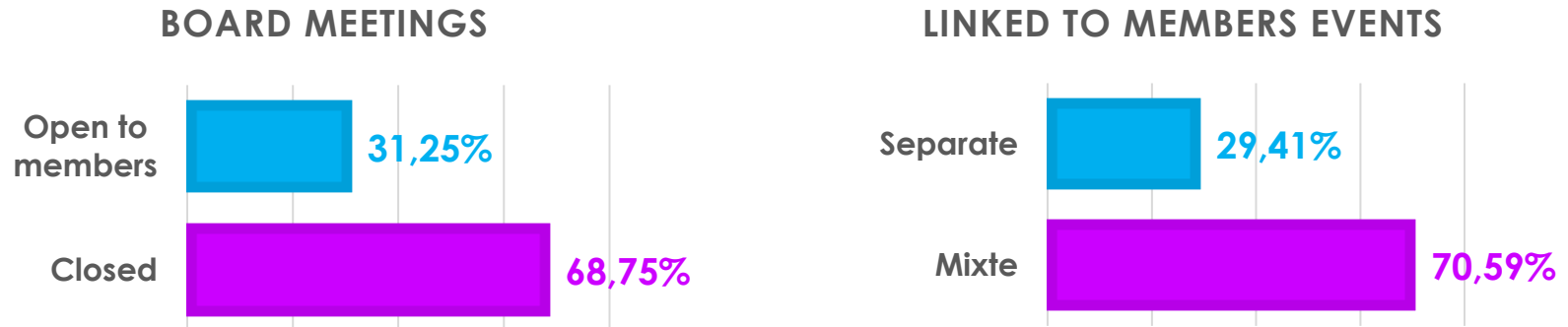
SUCCESSION PLANNING



- No official succession planning for 48% but:
  - Give priority to recruiting among the younger generation.
  - Active searching each year.
  - Always in mind.

# BOARD MEETING

- 16 Senate organizations hold between 2 and 12 board meetings per year, i.e. an average of 5.4.



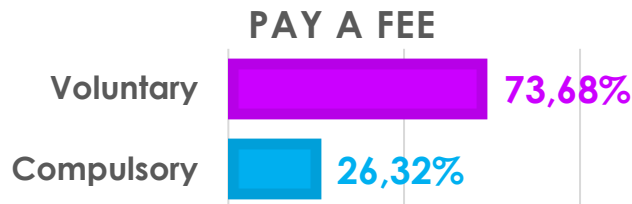
- Majority of the countries hasn't any regional or local Senate structure.
- In Finland, Sweden, Ireland and Catalonia, there are regional or local Senate structure formal or informal, independently of the national Senate organization, with varying degrees of activity.



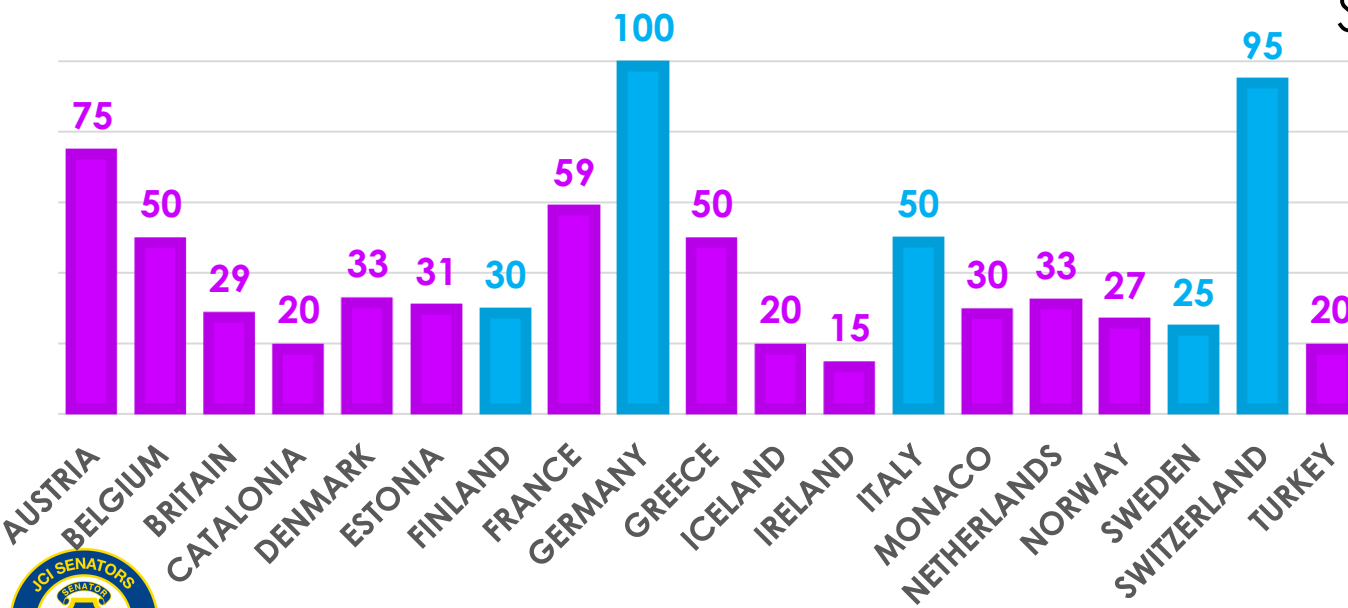
# FINANCE

# MEMBERSHIP FEE

- 19 countries have flat and yearly membership fee.



**ANNUAL FEE IN €**



## Specificities:

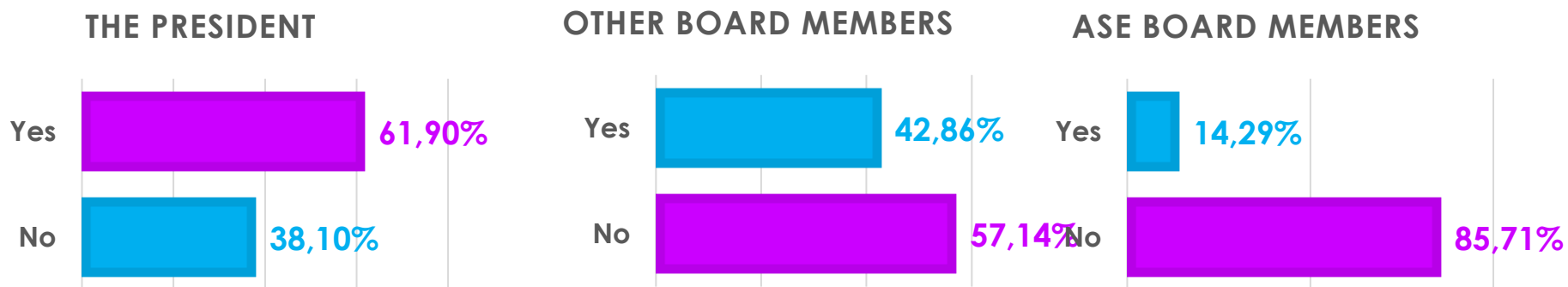
- Fee for life (Denmark, Finland).
- Different fees for Senators under 40, for couple of Senators or for company (France).
- Free fee for Senators over 80 (Finland).
- Free fee for Senators under 40 (Sweden).





# FINANCE

- 6 countries are purely funded by donations.
- 64.71% of the countries have other key sources of support:
  - sponsorship, surplus from events, lottery, advertisers in Senate news or Senate directories, sales of merchandise.
- Do you support financially?



- Financial support for registration fee (European conference, ASE spring meeting, World congress, national meetings), few support travelling costs and accommodation.  
(Belgium, Britain, Denmark, Estonia, Finland, France, Germany, Iceland, Netherlands, Norway, Sweden, Switzerland, Turkey)



# FINANCE

- The most significant expenditure areas:
  - Support to NOM and members: NOM projects, bursaries, support JCI young members in international career, international events, NOM newspaper, NOM training academy, members attending events (9 answers).
  - Events (5 answers).
  - Representation expenses: President, Board members (4).
  - Award (3).
  - Communication (3).
  - Directory (3).
  - Database (1).
  - Board meeting (1).
  - Charity (1).

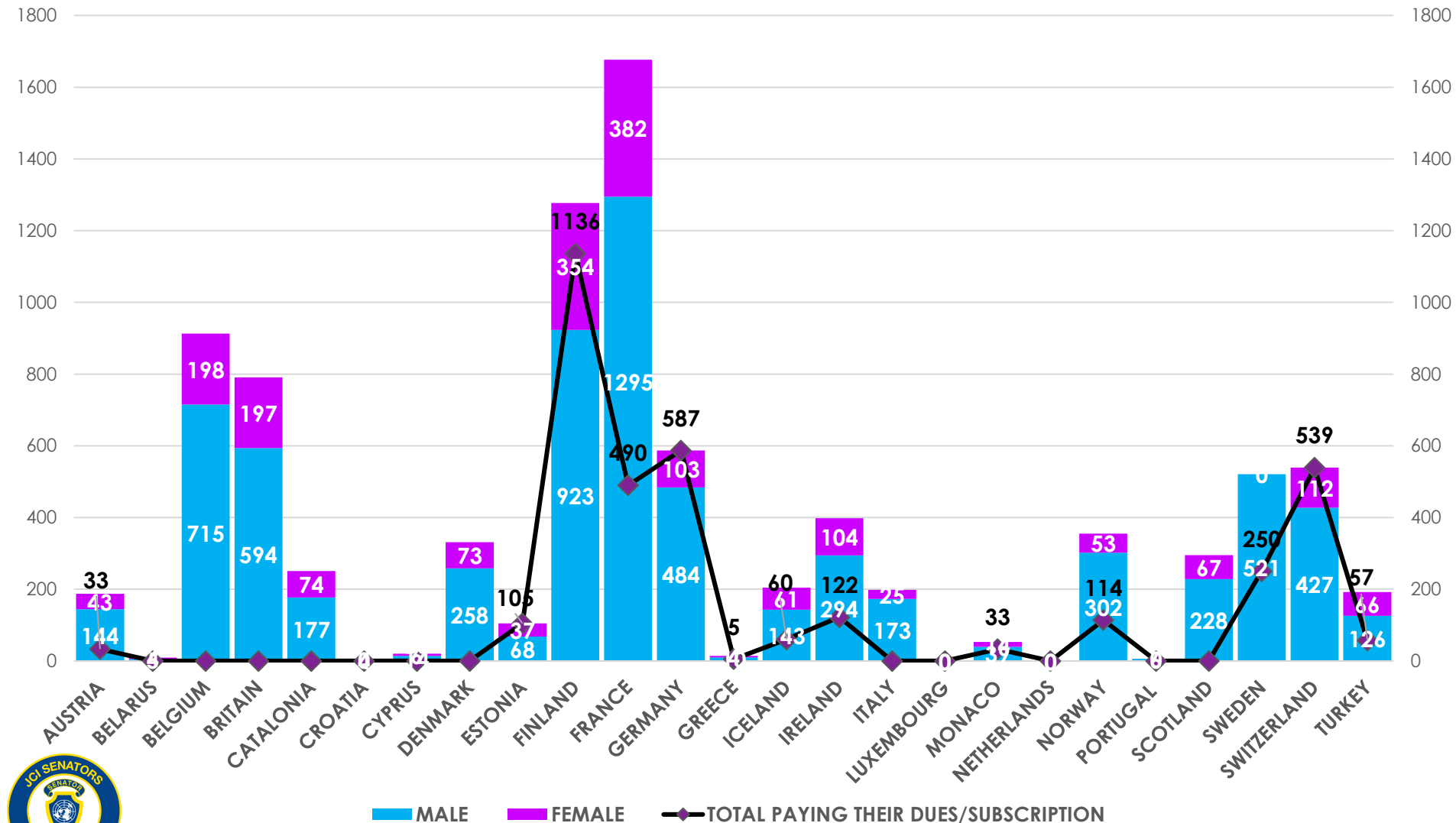




# CURRENT MEMBERSHIP

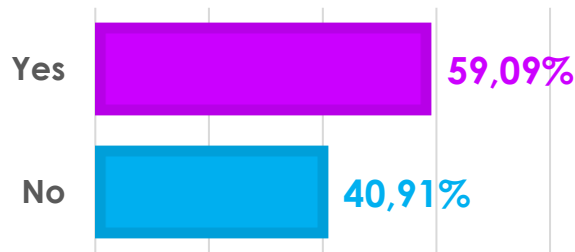
# CURRENT MEMBERSHIP

## NUMBER OF SENATORS



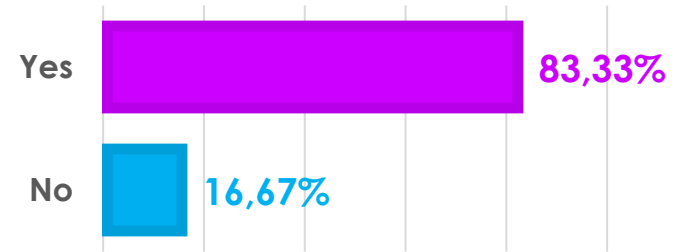
# NEW & YOUNG SENATORS

- Is the Senate involved in deciding who receives a Senatorship?



- Senate president is consulted and gives a recommendation, opinion, advice (6 countries).
- Senate president and Senate IPP are involved in a national committee (3).
- Decision is coordinated with NOM president (3).

- Is the Senate involved in the award ceremony for the new Senator?



- Senate president assists NOM president (5 countries).
- Gives the certificate and pin (4).
- Makes a special address and welcomes the new Senator (4).
- Senators always present (2).



# NEW & YOUNG SENATORS

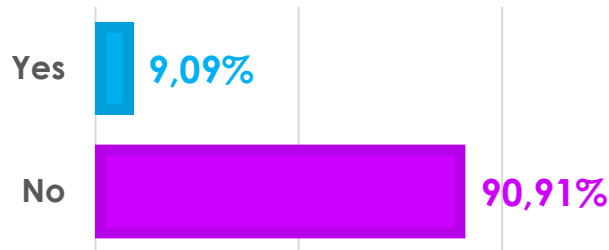
- What does the Senate do to welcome new Senators?

AUSTRIA	We are at the award ceremony. President has a call/meeting with them about the Senate.
BRITAIN	Send out a welcome letter from the Chairman. Invite them to social events. Ensure they come to Senate events at conferences abroad. Encourage participation.
CYPRUS	We didn't have any new Senators.
CROATIA	Make a special ceremony in a national JCI event in Croatia.
DENMARK	Nothing much apart from what we do to all senators – good information, SenateNews, answer questions etc.
ESTONIA	All the Senators in the room congratulate the new Senator.
FINLAND	Send information package and invitation to join JCI Senate Finland.
FRANCE	We welcome them during national events and offer them the directory and a little gift.
GERMANY	A board member attends each ceremony for a new Senator and offers him/her a free ticket for the next Senate conference (Seko).
GREECE	A special ceremony.
ICELAND	On the first Senator meeting they have to introduce themselves and answer questions from other Senators before acceptance of the group.
IRELAND	Announcement on Senate Facebook page and invitation to join the closed group. Letter from chairperson.
ITALY	Celebration during congress or assembly.
NETHERLANDS	Welcome with a traditional beer mug.
NORWAY	We arrange a meeting during the national convention or we send some information to the new Senators when appointed locally. In addition, the new Senators are asked to submit a presentation of themselves, which is printed in the Senate newsletter.
SCOTLAND	Nothing formal – just congratulated by chairmen/other Senators and encouraged to attend events. Looking to formalize welcome.
SWEDEN	We send an introductory e-mail and include news in Senate newsletter.
SWITZERLAND	Special drink for first-timers.
TURKEY	Only interprets on the eligibility of the candidates.



# NEW & YOUNG SENATORS

- Do new Senators get any financial incentives to participate?



- In Germany, the new Senator receives a free ticket for the next Senate conference.
- In the Netherlands, they offer events for free (but senators need to pay at no shows).

- Are there any incentives for first time participation in Senate activities by Senators from any period?
  - Nothing special.

- Any other comments about new & 'young' Senators

- Introduce new Senators to the culture of the Senate.
- Make the events attractive for new Senators.
- Try to make some weekends inexpensive
- Recognize them in the GA
- Put picture of the nomination on Facebook
- Mention in the newsletter.

- Do you have any events targeted at 'young' Senators?

- Special programme for young Senators at Seko.





# COMMUNICATION



# WEB/SOCIAL MEDIA



WEBSITE

Yes



60,00%

No



40,00%



FACEBOOK

Yes



76,00%

No



24,00%



INSTAGRAM

Yes



8,00%

No



92,00%



TWITTER

Yes



12,00%

No



88,00%



LINKEDIN

Yes



12,00%

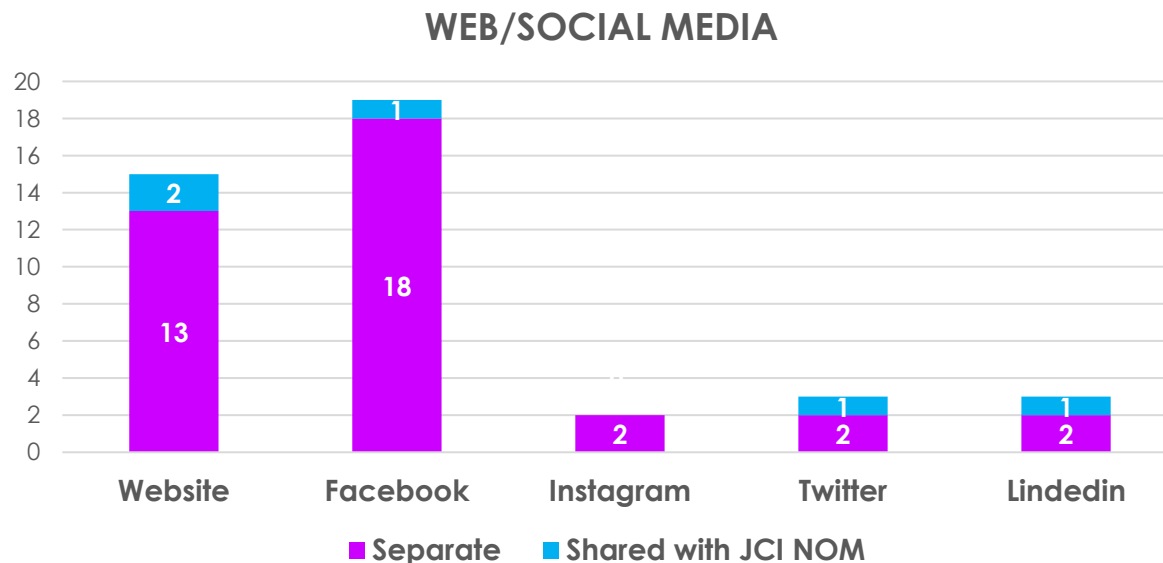
No



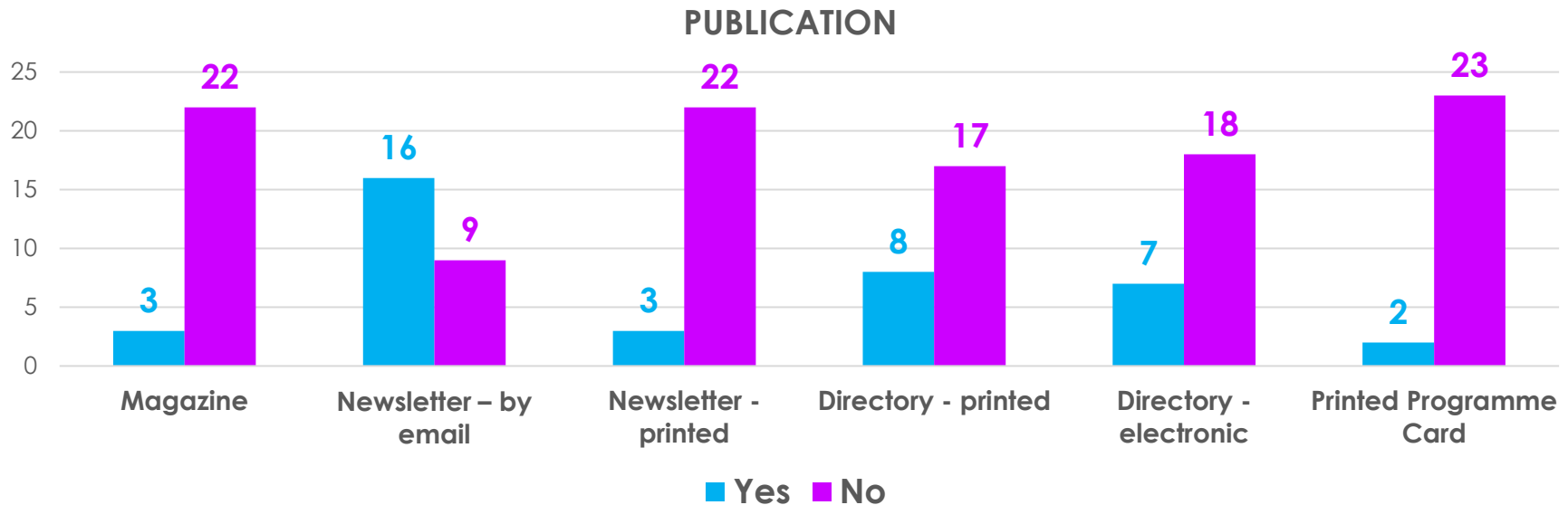
88,00%

# WEB/SOCIAL MEDIA

- Between 2014 and 2020, Senate organizations have developed their web/social media: especially Facebook with an evolution of 37%.
- Social media are not sponsored, and they don't include paid advertising.
- No Senate organization uses the Xing network.



# PUBLICATION

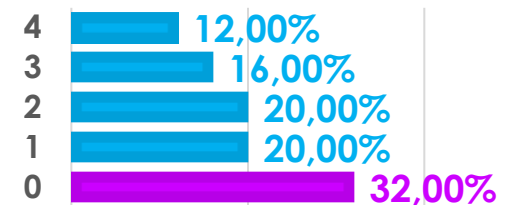


- 32% of the countries have no publication.

## Frequency:

- Magazine: 3 or 6 per year.
- Newsletter – by email: monthly (5 countries), 2-3/year (4), 4/year (2), 5-7/year (3), when needed (2).
- Newsletter – printed: 1/year (2), 2/year (1).
- Directory – printed: 1/year (6), 1 for 2 years (2).

## NUMBER OF PUBLICATION





# PUBLICATION

- Just Senate or shared with JCI NOM
  - All publications are just Senate ones except 4 countries who share with JCI NOM:
    - their printed directory (Belgium, Sweden)
    - their electronic directory (Finland, Monaco).
  - A specificity: Britain magazine is the ASE magazine
- Sponsored:
  - Only magazine and newsletter for Denmark are sponsored.
  - Only Switzerland directory is sponsored.
- Paid advertising included:
  - Magazine: 2 countries (Britain, Denmark).
  - Directory-printed: 4 countries (Austria, Belgium, France, Switzerland).
- Publication distribution:
  - Magazine: digital (1 country), printed for contributors (2).
  - Newsletter: free to all Senators who have a mail (16).
  - Directory: free for members (France also gives to NOM Board & LOM Presidents / Sweden to NOM Members)



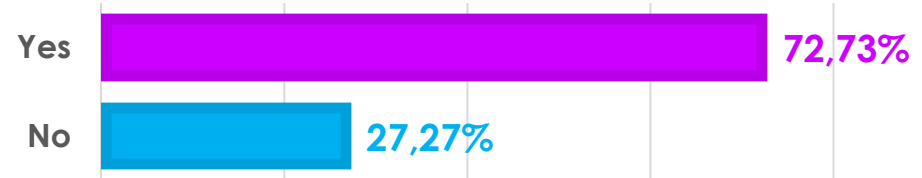


# ACTIVITIES



# ACTIVITIES

- Do you have a national programme?



- Locally, dinners or cocktails are planned.
- International involvement:
  - Individual Senators attend international events (regional conferences, the European conference, the ASPAC and the World congress) when they identify something that interests them.
  - They participate at the ASE general assembly during the EC.
  - They attend the ASE board meetings.
  - Some countries have strong connections and very good relationship with other countries and participate to their Senate events (Seko, British Senate Drumming out, EUKO, WEKO,...).
  - Some Senators are elected or appointed in the ASE team.
  - Some support the NOM in their international activities.
  - Majority of Senators have an interest in local and national. Only a few have an interest in international engagement.



# ACTIVITIES

- 59.1% have specific actions to welcome first timers to events or to enable attendees to get to know each other.

AUSTRIA	Call/meeting with president. We have a Friends of Senate Alumni with JCI focus program.
BELGIUM	Grants for first timers.
BRITAIN	Send them a congratulation and welcome card. Invite them to an event. Encourage participation where possible. Attend JCI UK events and get to know the members. Let them know how we work in the Senate. We also support JCI UK financially with bursaries and help with training where possible.
CATALONIA	As we are a small NOM, most of the Senators know the new members.
DENMARK	Internationally no. On national level we have an ongoing communication to each individual Senator related to activities that are planned in order to make him/her attend the events. First timers are received with a welcome drink at their first event after granted senatorship.
FINLAND	First timers' cocktail on general meeting.
FRANCE	We organize a booth at each event, reception and meeting point, promotion of the activities of the French Senate with organization of cocktail lunches. Personalized welcome during the GA. Invitation to the Senators' bar.
GERMANY	He/she receives a free ticket for the first Seko. At the GA of the Sekos first timers will be specially welcomed and recognized.
GREECE	Training to the new members and information about JCI.
NETHERLANDS	Yes, for each EC/WC Dutch Senate gives one ticket for free to first timer.
NORWAY	We arrange a Senator weekend in September where both "old" and "young" Senators meet for company visits, seminars and social gathering. We will in 2020 try to set up the program being even more interesting for the younger generation of Senators.
SWITZERLAND	Drink once or twice a year and the Senate days. We had a special project which was the creation of a bench between JCI members and Senators. The aim was to create and reinforce links. 16 LOM have taken part to this project and we can see around Switzerland 16 benches. A communication has been made around this project.
TURKEY	Senators attended the JCI Turkey Training academy and drumming out ceremony was made there to mix with the JCI members. We had no specific actions for the first timers.



# MEETINGS & EVENTS

<b>General Assembly/ AGM</b>	1/year (16 countries), 2/year (3 countries), 3/year (1 country).
<b>Drumming Out/ Changing Chain</b>	Are organized by 11 countries.
<b>Senate Weekend</b>	1/year (Estonia, Greece, Norway, Turkey), 2/year (France), 8-9/year (Britain).
<b>Senate Day</b>	1/year (Austria, Estonia), 3/year (Switzerland).
<b>Senate Dinner</b>	Are organized by 12 countries.
<b>Family event</b>	1/year (Germany, Ireland), 3/year (Catalonia).
<b>Sport event</b>	1/year (Denmark, Greece, Switzerland) (Golf, football).
<b>Business/Economic event</b>	Austria, Netherlands and Norway.
<b>Other events</b>	Drinks, social, art, cultural day, BBQ, board meeting weekend, local Senators meetings.

*Generally, partners/spouses are welcome to the events.*





# RELATIONSHIP WITH JCI – NOM & LOMS





# RELATIONSHIP WITH JCI – NOM & LOMS

- How are you involved with your NOM?

AUSTRIA	Regular contact with the national board, has been getting better again.
BELARUS	NOM does not exist in Belarus, this is impossible due to situation in the country.
BELGIUM	Just links between boards – Participation in GA.
BRITAIN	Attend events and communicate regularly with them. Help with training if required.
CATALONIA	We know each other.
CYPRUS	We are advising and supporting our NOM through our experience, some Senators are participating in the NOM meetings.
CROATIA	Supporting, mentoring and advising national officers. Providing growth and development trainings.
DENMARK	Work together concerning new senatorships, appointing means from our travellers' foundation for young JCI members, participating in the NOM meetings for LOM and NOM representatives in order to promote the offers from the Senate.
ESTONIA	Senators are in the mailing list and can participate in events.
FINLAND	Presentation during NOM meetings. President visits board meeting in January. One award in the award program. Agreement about digital directory and communication. Senate page in NOM magazine.
FRANCE	Regular exchanges with the NOM president. Participation in all events organized by the NOM. Intervention of the Senate president at the NOM's general assembly.
GERMANY	Senate chairman is member of the national board of JCI Germany.
GREECE	Mentoring and providing growth and development trainings.
IRELAND	The chairperson is usually invited to address the first national meeting of the national board and council.
ITALY	We cooperate in personal growing programs and with sponsorship support.
LUXEMBOURG	JCI Senators individually support the JCI Luxembourg national organization.
NETHERLANDS	Good relationship with NOM board. Shared heading of a fund to support international for JCI NL members.
NORWAY	Participating in some of the NOM board meetings. Direct contact between NOM president and Senate president. Senate president or his/her representative is invited to participate in the NOM leader weekend events, which are 2 times a year.
PORTUGAL	Coaching and mentoring.
SCOTLAND	Involved as and when requested to provide assistance. It is important that day to day matters are left to the current membership and we are not seen to interfere.
SWEDEN	No formal involvement, but Senate chairman and national president expected to keep in close contact.
SWITZERLAND	The Senate president is in the JCIS board with a consultative voice.
TURKEY	We communicate mostly online on WhatsApp board group and on social media.



# RELATIONSHIP WITH JCI – NOM & LOMS

- How are you involved with your LOMs?

AUSTRIA	Direct contact with some LOMs, stronger focus now with friends of Senate. Ambassadors are to be created again.
BELGIUM	Ambassador program – VP in board.
BRITAIN	No unless requested.
CATALONIA	It depends on the chapter, but in many of them, Senators participate in JCI member activities.
CYPRUS	Participating in their events to support them.
CROATIA	Participating in local projects as well as advising local officers. Providing growth and development trainings.
DENMARK	Through the local presidents and the NOM meetings.
ESTONIA	Senators are in the mailing list and can participate in events.
FINLAND	Local Senators have different kind of activities with their LOM: awards, mentoring, organize some events like company visit, Crayfish party etc.
FRANCE	Regular exchanges with local Senators. Invitation to local events.
GERMANY	Senators can visit their LOM meetings and events.
GREECE	Mentoring and providing growth and development trainings.
IRELAND	Each LOM may invite some of their Senators to bigger events.
ITALY	We give mentoring support if needed.
LUXEMBOURG	JCI Senators individually support the JCI Luxembourg national organization.
NETHERLANDS	Local Senators are in contact with LOMs special programme to support LOMs together with JCI NL.
NORWAY	Senate president or his/her representative is invited to LOM member meetings. Participation is dependent on travel distance and economy.
PORTUGAL	Coaching and mentoring.
SCOTLAND	Involved as and when requested to provide some assistance. It is important that day to day matters are left to the current membership and we are not seen to interfere.
SWEDEN	No formal involvement.
SWITZERLAND	Every member of the Senate board has a good involvement in his LOM.
TURKEY	Senators support training activities. Senate board members try to join 24 LOM meetings as far as possible.



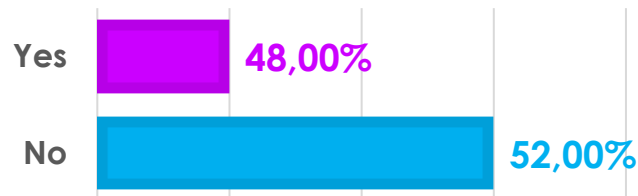
# RELATIONSHIP WITH JCI – NOM & LOMS

- Do you do things together?
  - Senators regularly participate in NOM and LOM events.
  - Active members are invited to sport event, excursion on Senate weekend and meeting together.
  - On LOM level, some Senators are mentors, attend local LOM meetings or are trainers.
  - We try to support them for their projects either financially or morally.
  - We help with training and have developed training systems/programmes for them.
- Do you sit on each other's boards?
  - Britain: Two members are eligible to sit on our council.
  - Finland: President of JCI Finland sit on our board.
  - France: National president invited to Senate AGM.
  - Norway: Senate president and deputy president can participate in JCI NOM board meetings.
  - Scotland: Senate chair invited to attend JCI Scotland national council meetings and AGM. JCIS national president invited to Senate AGM and annual dinner.
  - Switzerland: The Senate president is in the JCIS board with a consultative voice. The JCIS president is not in the Senate board.



# RELATIONSHIP WITH JCI – NOM & LOMS

- Do you make any awards to individuals?

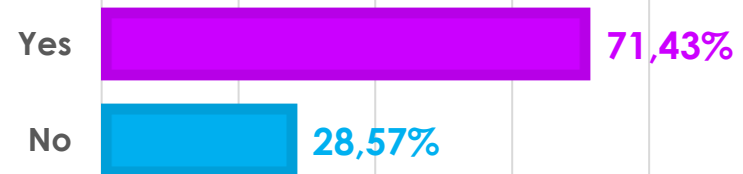


- € 5,000: Finland (project).
- € 5,000: Germany (most active LOM, highest number of new members).
- € 1,000: France (international project or best development).
- € 1,000: Britain (bursaries and awards (EC conference fee for an outstanding new member)).
- Most outstanding local leader/president: Norway.
- Best new member: Scotland (€ 570), Estonia, Greece.
- Best member: Switzerland (ticket for next EUKO), Turkey (travel expenses to join the WC), Denmark (participation in JCI event).
- Only Senator of the year: Sweden.
- Grants for training programs or to attend international events: Italy.



# RELATIONSHIP WITH JCI – NOM & LOMS

## • Do you give financial assistance?

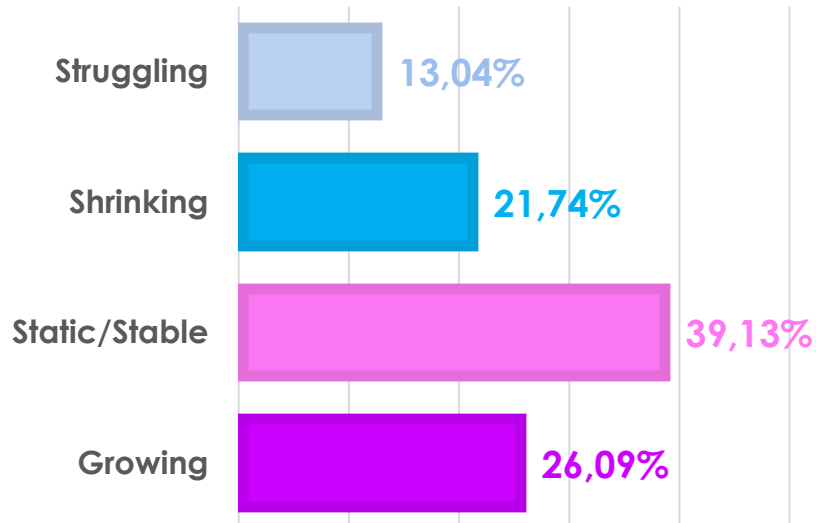


AUSTRIA	Give financial assistance to active members if they are going internationally to further the JCI spirit.
BELGIUM	Grants for trainings, for international event for first-timers.
BRITAIN	Up to £900pa. It cannot be carried over from previous years. Three bursaries per year. They invoice us and it is paid out of them.
DENMARK	The funds are typically equal to a congress fee plus accommodation.
FRANCE	Travel costs for members who attend JCI European Academy.
GERMANY	Support of Junior Chamber Germany, approx. € 35.000 per year for projects and international events.
GREECE	Providing some assistance at the NOM's events.
IRELAND	Gives bursaries to 2 first timers to attend European conference and World congress (1 each) to the value of early bird registration to each event.
ITALY	Grants for training programs or to attend international events.
NETHERLANDS	We work together on communication means and share costs.
NORWAY	We have a Senator fund of NOK 10.000, where the LOMs can apply for financial support for their activities locally or for specific project activities. The maximum amount that can be given each year is 2/3 of the fund.
SCOTLAND	Other financial assistance given on a case by case basis where considered appropriate e.g. attendance at Leadership Academy and other training events, to support events being run by the National and Local organizations.
SWEDEN	Two scholarships annually for JCI members attending their first international conference or congress. Amount is SEK 5 000 per person (approximately € 500).
SWITZERLAND	We have a training fund that supports training efforts at both NOM and LOM levels. The Senate has a sympathetic ear for the concerns of the active, and, also finances if the board of directors classifies it as meaningful and in accordance with the statutes. International congresses in Switzerland are co-financed.
TURKEY	To the JCI Turkey Training Academy and in 2020 financial assistance to LOM projects is studied under the supervision of the NOM.



# RELATIONSHIP WITH JCI – NOM & LOMS

- What is the active status of your NOM & LOMs?



## Struggling:

- Croatia, Iceland, Norway.

## Shrinking:

- Austria, Belgium, Catalonia, Netherlands, Sweden.

## Static/Stable:

- Britain, Denmark, France, Greece, Ireland, Italy, Luxembourg, Monaco, Switzerland.

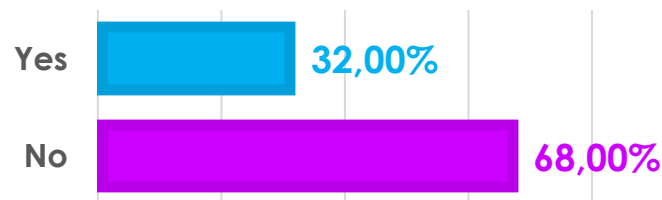
## Growing:

- Cyprus, Estonia, Finland, Germany, Scotland, Turkey.



# RELATIONSHIP WITH JCI – NOM & LOMS

- Is there a national JCI Foundation?



- What is its relationship to the Senate?
  - Representation in the board (Belgium, Netherlands) or Trustee electoral committee (Britain).
  - Senators are members (Finland) or donors (Sweden).
  - Joint appearance with the Senate at the tradeshow at the JCIS national congress (Switzerland).





# THE FUTURE OF THE SENATE



# SWOT



# STRENGTHS

AUSTRIA	Active Board / Strong connection in the old WC Team.
BELGIUM	Number of senators.
BRITAIN	Membership / Regular meetings / Communication / Fellowship / Fun.
CROATIA	Young Senators.
DENMARK	A long term international relationship / You can always trust your fellow Senator / A so-so free of charge professional network leads to stable relations.
ESTONIA	Growing membership / Active members / Strong network / 25 years of history.
FINLAND	Lot of members / Active member in local level / Active new members.
FRANCE	Creating links between senators (national/local events) / Fee / Representative network of the board of directors on the territory / History / Regional animation of the senators.
GERMANY	Good relationship to the NOM / Nearly 600 members / Strong board / Good financial standing / Nearly every new Senator joins our organization.
GREECE	Support of the oldest Senators, financial etc.
IRELAND	Friendships and camaraderie / Close relationship with NOM / Mentoring of local presidents and national board by Senators.
ITALY	Networking
NETHERLANDS	Strong network / Similar mentality through the generations.
NORWAY	Regular electronic newsletter sent per mail 6 times a year / Senator weekend (Senotium) arranged for more than 20 years, with 35-50 participants / Good involvement with ASE over many years / Complete Senate board elected for 2020, including deputy president / When the Senators meet, they have FUN.
PORTUGAL	International experience of individual Senators / Professional experience of the Senators.
SCOTLAND	Small, friendly organization / Informal nature of organization allowing Senators to continue enjoying each other's friendship / Involvement of more recent Senators.
SWEDEN	Committed board / Good IT support systems / Many active "older" Senators.
SWITZERLAND	Coming early in February.
TURKEY	Younger Senate / Ambition for 2020 and on / Older members are still active and supportive / History of the Senate is being gathered / Better communication tools.



# WEAKNESSES

AUSTRIA	Strong reliance on WC group / Weak national organization.
BELGIUM	Age of Senators / Implication / Low budget.
BRITAIN	Not enough members joining in weekends / Old age / Illness with members / Dying!
CATALONIA	Assistance to the events.
CROATIA	No need for proper national Senate structure.
DENMARK	An increase of competitive activities for young Senators reduces focus on Senate options / JCI no longer has a genuine profile compared to other equal organizations.
ESTONIA	Poorly structured organization / Arguments about legal status of Senate organization.
FINLAND	Lack of interest to regional meetings / Not much interest in international activities.
FRANCE	Age of Senators / Difficulties in engaging Senators in governance / Low percentage of contributors / Low participation of Senators in events.
GERMANY	Not enough time to do everything that could be done, no professional administration (everything is voluntary work).
GREECE	Lack of a national Senate constitution.
IRELAND	Poor participation of Senators.
ITALY	Lack of time / Difficult to move
NETHERLANDS	JCI is not priority anymore.
NORWAY	55 % of appointed Senators are from LOMs that no longer exist and average age of 355 Senators current alive is 68 years / Out of 355 Senators alive, 66 are not interested in information or paying Senator fee / Only 114 of 289 Senators invoiced, payed the voluntary Senator fee in 2019 / Low income of membership fee, limits the operating budget for the Norwegian Senate / Do not usually know who will be next Senate president until a couple of months before GA.
PORTUGAL	Weak NOM and LOM / Not having new Senators for some years.
SCOTLAND	Lack of formal program due to limited interest from Senators.
SWEDEN	Lack of strategic plan / No multi-year succession planning.
TURKEY	Silent members.



# OPPORTUNITIES

AUSTRIA BELGIUM BRITAIN	Growing with Alumni to strengthen network. Ideas. To develop the Senate fellowship & meetings by organizing more meetings per year and encouraging more people to attend. / To bring together Senators who we haven't seen for many years. / To travel and meet Senators around the world / To try new experiences.
CATALONIA DENMARK	Generational change in the senate. New senators are still involved in JCI. Good relation to the NOM and LOMs / Efficient communication system / Stable economy.
ESTONIA FINLAND FRANCE GERMANY	Organizing some international event. Lot of interest to board / Easy to get new members involved. Links with the NOM and LOMs / Regularity of appointment of new Senators. Making the association attractive for young Senators / Helping JCI Germany to gain new members.
GREECE NETHERLANDS NORWAY	Visit from Senators of stronger NOMs. Build upon experiences and know how. Make the Senator directory electronic in order to simplify the maintenance of member data / Change the newsletter in order to fit the modern platforms for digital communication / Do a survey to get feedback on Senate activities that motivate the younger generation of Senators to participate / Continue with succession planning in order motivate younger Senators to take a position in the Senate Board / Motivate younger Senators to be mentors for LOM Board members.
PORTUGAL SCOTLAND SWEDEN TURKEY	International work of several Senators. To support JCI Scotland. Possible partnerships with other non-profits. Better communication with NOM / Better communication with JCI members individually / Young active NOM members in the Senate.





# THREATS

AUSTRIA	Loosing JCI Austria, becoming a ghost organization.
BELGIUM	Lack of interest / Gap between members and Senators.
BRITAIN	Not enough Senators attend weekends away / Inactivity / Not enough new senatorships being made / Illness / Death.
DENMARK	Decrease of members in the feeding organization: JCI Denmark / Reduced interest from new Senators due to their increasing attacks from a larger variety of activities to handle besides the Senate / Death of a culture within the Senate means purposeless membership.
ESTONIA	Other organizations / Other activities.
FINLAND	Some new members don't remember that they are Senators.
FRANCE	Decrease in the number of NOM members / Other associative commitments / Culture of the self-centered individual.
GERMANY	Loosing members, being not attractive enough for young Senators.
IRELAND	Lack of interest in taking up roles / Few new senatorships being awarded.
ITALY	Less implication of Senators.
NETHERLANDS	Everybody is very busy, Senate is one among many priorities.
NORWAY	If JCI Norway dies, no new Senators / Increased number of old Senators with no activities in local Senate or contact with an existing LOM / Failing in engaging younger Senators to do mentoring and be trainers in LOMs / Reduced payment of Senator fee will limit the financial latitude for the Senate board / Loosing Senator engagement when the number for LOMs and members in JCI Norway is declining.
PORTUGAL	Lack of renovation of Senators.
SCOTLAND	Other commitments meaning Senators have lack of time / Interest in being involved.
SWEDEN	Few new Senatorships awarded / Lack of commitment to JCI among younger Senators / General lack of interest in non-profit organizations in society / Struggling NOM.
TURKEY	Political ups and downs / Overall economic troubles in business life.



# SWOT OVERVIEW

## Strengths

- Number of Senators
- Active members
- Fun & Friendship network
- Relationship with NOM and LOMs

## Weaknesses

- Age pyramid of Senators
- Participation in events
- Structure of the organization
- Lack of interest

## Opportunities

- New Senators
- Relations with the NOM & LOMs
- Possibilities to be attractive

## Threats

- Lack of interest
- Struggling NOM
- Lack of new senators



# OBJECTIVES & ACTION PLAN

## • Objectives: Short term

AUSTRIA BELGIUM BRITAIN	Grow the network with friends of Senate. Activation of new ideas. Communicate more dynamically with Senators. Enthusiasm is contagious. Help & support Senators.
CATALONIA	Check Catalan and Spanish Senate records on jci.cc.
CYPRUS	To organize Senators' meeting and speak about the future of JCI Cyprus Senate.
DENMARK	Motivate inactive Senators to participate through more local and regional arrangements with a variety of content. Be happy with those who are present and motivate those who are absent.
ESTONIA FINLAND FRANCE	Organizing social interaction between Senators. Increase information rules for area leaders. Get more Senators to join the association / Organize more meetings between Senators
IRELAND ITALY NETHERLANDS NORWAY	Engage Senators in EC2020 activities. Involve more Senators. Share & connect. Finalize administrative tasks related to member data and communication towards the Senators.
PORTUGAL SCOTLAND	Support the re-affiliation of JCI Portugal. To continue supporting JCI Scotland and providing opportunities for Senators to enjoy friendship.
SWITZERLAND	Network between Senators (and generations) and between Senators and JCIS members.
TURKEY	Increase the number of active Senate members in order to involve them more in JCI activities / Increase the support activities towards JCI chapters / Increase the attendance to international meetings (EC, WC).

## • Action plan: Short term

AUSTRIA BELGIUM BRITAIN CYPRUS	Activate 80 "Friends of Senate". Proxy event / What's in it. To carry out the objectives. To get active and bring the most possible Senators back to action. Regional activities throughout the year.
DENMARK	Informing Senators of JCI Estonia and Senate events.
ESTONIA	Regular newsletter, new webpages how to be elect, period of term.
FINLAND	Imagine to organize a multinational Senate meeting.
FRANCE	Regularly inform Senators about proposed activities. Get more Senators on the Facebook page and email.
IRELAND	Involve Senators of all LOMs.
ITALY NETHERLANDS	Organize small but attractive events / Regular communications for and about Senators.
NORWAY	Establish an electronic Senator directory. Update the Senate website. Change newsletter to fit new platforms for communication.
PORTUGAL	Coaching and mentoring of JCI Portugal members.
SCOTLAND SWEDEN SWITZERLAND TURKEY	No formal action plan prepared. No action plan exists. Coming early in February. Increasing one to one communication.



# OBJECTIVES & ACTION PLAN

## • Objectives: Medium term

AUSTRIA	Strengthen the main organization and infuse JCI spirit.
BELGIUM	Implication of young Senators in board decision.
BRITAIN	Be a more active Senate organization. Implement our strategy to ensure regular monthly (or more) meetings of Senators. Expedite the potential of the British Senate with our working framework of the Council team. Continuous support of JCI UK to benefit everyone. Try to engage more Senators with the European programmes. Contact with old Senators.
CATALONIA	Make our first event as JCI Cyprus Senate.
CYPRUS	Involve more younger Senators in activities as initiators, so they start running the activities.
DENMARK	Create local/regional circles that expand the feeling of Senatorship to all.
ESTONIA	Supporting sustainability to motivate the activities and JCI Estonia.
FRANCE	Reorganizing governance and mode of operation.
ITALY	Finance some JCI Italy programmes.
NETHERLANDS	Pay it forward.
NORWAY	Do a survey to get feedback on activities to be prioritized by the Senate board.
SWITZERLAND	Network between Senators (and generations) and between Senators and JCIS members.
TURKEY	Increase the number of active Senate members in order to involve them more in JCI activities / Increase the support activities towards to JCI chapters / Increase the attendance to international meetings (EC, WC).

## • Action plan: Medium term

AUSTRIA	Find one project for JCI Austria to gain critical mass in team.
BELGIUM	Recruitment in board.
BRITAIN	Carry out our strategic plan to its full potential.
CYPRUS	To hold an event with Senators from other countries in our country.
DENMARK	More activities focused on younger Senators.
ESTONIA	Annual awards.
FRANCE	Implement the Senate's associative project.
ITALY	Organize a JCI Italy Senate big event.
NETHERLANDS	Connect Senators and active JCI members and support LOMs.
NORWAY	Complete at survey within Q1 2020. Senate board to evaluate the result of the survey and present the result of prioritized activities.
TURKEY	Increasing one to one communication.



# OBJECTIVES & ACTION PLAN

## • Objectives: Long term

AUSTRIA	Strong new Senators for our organization.
BELGIUM	Each member participates at least at one event.
BRITAIN	To engage more of the Senate in our activities and weekends away. To help & support JCI UK as much as possible. Be engaged in European and world Senate programmes.
CYPRUS	To become a strong Senate and keep it alive.
DENMARK	Secure the succession of the Senate by having for any central position a replacement figure ready to take over.
ESTONIA	Representation of Senators on NOM, regional and world level.
FRANCE	Boosting the involvement of young Senators in the structure.
NORWAY	Complete the generational change in the Senate.
SWITZERLAND	Network between Senators (and generations) and between Senators and JCIS members.
TURKEY	Increase the number of active senate members in order to involve them more in JCI activities / Increase the support activities towards to JCI chapters / Increase the attendance to international meetings (EC, WC).

## • Action plan: Long term

AUSTRIA	Hand over to next generation.
BELGIUM	Development of new opportunities in Senate.
BRITAIN	To ensure we are on track to achieving our goals and regularly monitor our framework is on track.
CYPRUS	Always keeping the Senators motivated and also be in communication with each other to strengthen our relationships and our Senate.
DENMARK	Inspire younger Senators to fully concentrate on leading and continue securing the Senate in its form.
ESTONIA	Participation in conventions, conferences and congresses.
FRANCE	Increasing Senators' involvement in LOMs.
NORWAY	Engage younger Senators to be mentors and trainers. Complete the programme for succession planning.
TURKEY	Increasing one to one communication.





# CONCLUSION



# CONCLUSION

- Thank you very much to all national Senate presidents/ chairpersons for your precious contributions.
- The results of this 2019-2020 Senate Mapping give us a global vision of the Senate in Europe: what it is doing and how it is operating in the various 25 countries, representing 98% of the European Senators.
- A very interesting job to learn more about the Senate organizations in Europe, identify the best practices in each country and share it between organizations. It's also a real working database for the next ASE boards to work more efficiently and to serve our members better.
- I thank Peter Browning for his help and support for contacting Senate organizations. And I especially thank the ASE President Reynold Dumatte for the opportunity he gave me to serve the ASE and contribute to its development, impact and influence.





# THANK YOU ALL!

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