



MINUTES OF THE REGIONAL EXECUTIVE OF EMMAÜS EUROPE

15-16 December 2025 - Montreuil

emmaüs

EUROPE

PRESENT

Carina Aaltonen (president), Jean-Philippe Légaut (treasurer), Duncan Lewis, Aurélie Gillman (secretary), and Yvette Gumbs.

EUROPE REGIONAL SECRETARIAT

Eve Poulteau (chief executive), Lisa Ladenburger (group support officer for Europe), Raïssa Gnankou (admin and finance assistant), and Yelena Yvoz (communication and events coordinator).

APOLOGIES RECEIVED

Emmanuel Rabourdin (solidarity coordinator) for Monday 15 December, and Marie Tixier (events coordinator).

AGENDA ITEM	DISCUSSION / DEBATE	CONCLUSIONS DECISIONS
1. Word of welcome and approval of the minutes from the last meeting	<u>Approval of the minutes of the Regional Executive held in July 2025 (Montreuil, France)</u>	Unanimously approved
2. Preparations for the World Assembly and the Elective General Assembly	<p>*The Elective Assembly EI started taking registrations in December 2025 - pass on the information. There is a special area for the elective RAEE in the members' area, and EI is working on a dedicated WA website, which will also contain the elective RAEE documents. January: Receive and examine candidacies and remind the groups. February: President's report and financial report We also need to have the 2025 activity report ready by the end of the term of office in order to circulate it at the WA, even if there is no vote on the activity report at the elective RAEE. We need to start writing it in February.</p> <p>World Assembly (WA) Monday: GA (10:00 - 12:30) proposed agenda Tuesday: Polling station opens Wednesday: Vote counting Thursday: Voting in the afternoon in the event of a second round Friday: First RCEE with election of the Regional Executive from 14:00 to 16:00.</p> <p>Questions Do you want a proposal to be made to increase membership dues at the GA in 2026 or 2027? Do you want voting to be by a single ballot paper or by a show of hands? Do you want to put back the deadline for receiving candidacies?</p> <p>N.B.: Quorum is half of the groups + one group</p> <p>Aurélie: Will the same people be in attendance for the voting on the membership dues? There is a risk of ending up with people who do not know about EE and do not know what we do: remember to provide a quick recap of what has been done. Add a link to all the activity reports so people can see what has been done.</p> <ul style="list-style-type: none"> Candidacies <p>No candidacies have been received to date.</p>	<ul style="list-style-type: none"> Election of our Wise Person Show of hands Votes on the president's report and financial report Show of hands Membership dues increase Vote, with the option of postponing the increase until 2027, if not passed in this vote. Show of hands <p>A 12% increase (-1% per year), showing the amounts and percentages in the document to be sent out in advance.</p> <ul style="list-style-type: none"> Extend the deadline for submitting candidacies: 12 January 2026 Monday 13 April 2026 agenda: Approved Elect the Regional Executive on 17 April 2026: Approved. <p>Should we only meet with the new elected representatives at the first RCEE? Yes</p>

	<p>Extend the deadline for submitting candidacies until 12 December. Get back in touch with the NDs and put a reminder in the December email to the groups, suggesting that the deadline is put back to give candidates more time.</p> <ul style="list-style-type: none"> • Election of the Regional Executive <p>Should we elect the Regional Executive on 17 April 2026? Should candidates make a public announcement? JP: Convene the NDs so that they attend the first RCEE.</p> <p>Duncan: Everything needs to be clear. Eve undertook to call all the candidates to explain to them what their candidacy would involve throughout their time in office, and ask them to consider sitting on the Executive; likewise for the NDs.</p>	
<p>3. Europe Regional Assembly - choice of venue and countdown schedule</p>	<p>One candidacy received from Bosnia-Herzegovina. The UK is unable to put forward a candidacy in the end.</p> <p>Choice of venue</p> <ul style="list-style-type: none"> • SARAJEVO (BA) • Hollywood Hotel • Estimated cost: €140,000 (accommodation, meals, meeting rooms and interpreting) • Suggested date: 26 April 2027 <ul style="list-style-type: none"> - Avoid the April school holidays - Public holidays and Eid in May 2027 <p>Two agenda options</p> <ul style="list-style-type: none"> • Option 1: Three days (costs less) (€140,000) - compact agenda • Option 2: Four days (costs more) - lighter agenda, more flexible option. <p>Most of the members of the Executive were keener on Option 2, but given the constraints surrounding the visits to take place on the last day during the RCEE, Option 1 seems more suitable.</p> <p>Check the option of changing hotel during the visit made by Eve and Yelena in January and cutting costs by negotiating with the hotel.</p> <p>Contact person: Haris, supported by the ISF employees and volunteers.</p>	<p>Agenda Option 1 was approved by the executive.</p> <p>Aurélie is providing Eve and Yelena with a list of French groups that could make upcycled tote bags, and an appeal will be made in the newsletter.</p> <p>Choice of venue: approved</p>

	<p>Budget for 350 participants: €190,380</p> <ul style="list-style-type: none"> • Countdown schedule • Communication <p>Logo design: What vibe do we want the 2027 RAEE to have? JP: Peace in response to war Aurélie: Peace Duncan and Carina: Unity, peace and reconciliation Yvette: Peace Carina: Democracy, try to adopt new working methods, and discuss how we can welcome change and handle this transition.</p> <p>Duncan: We need a clear logo, unlike the WA logo. Aurélie: The French term <i>adelphité</i> combines the concepts of brotherhood and sisterhood into a single, inclusive word (<i>adelphité</i> means "inclusive kinship"). Yvette: Who do we want to target? I think we should talk about action against far right violence.</p> <p>Focus on the positives, so "take action for..." rather than "fight against".</p> <p>TOTE BAGS Ask two or three groups to make tote bags. France, Finland and Romania.</p>	
<p>4. 2026 post-RCEE action plan</p>	<p>European Citizens' Initiative (ECI) on food to make progress on the right to good-quality food for all. Launch in January in order to collect a million signatures in a year. Meeting of the national organisations on 22-23 June in Paris at the <i>Maison des Réfugiés</i>. Quality campaign put back, to be rolled out in late March - April - May. Start collecting information about the groups that we could use for advocacy and communication.</p>	<p>The Executive approved the action plan, the delaying of the quality donations campaign, and the new graphic design and photos.</p>
<p>5. Proposed HR scenarios for implementing our 2026 activities</p>	<p>With an elective assembly in addition to the RAEE, and other events to be arranged, we are likely to need more staff to help arrange events in 2026 and 2027. There are various potential scenarios: Marie's sick leave ends and she restarts work on 19 January, but part-time. She will not resume all of her duties, at least not in the first instance. Consequently, Yelena stays with us for both options.</p> <p>JP: The Executive is aware that the situation is challenging. Emmanuel would like to take two or three months of unpaid leave in the autumn, which could free up funds for hiring someone to help with the RAEE logistics.</p>	

	<p>Théo might be available part-time, if required. We shall await Marie's return.</p> <p>For advocacy, the idea would be to recruit someone in 2026, publish a job advert in January in order for the person to start in May 2025, if possible for the WA. The job description will be sent to the Executive very shortly. Carina: We wanted to allocate too many duties to this position. We also need to better define the allocation of tasks. Manon's strong point was analysing texts, which proved useful with RREUSE. This needs to be retained. We need to be able to work more on poverty issues. Reuse and poverty issues are the priority.</p>	
<p>6. Financial situation and 2026 budget</p>	<p>Presentation delivered by Jean-Philippe</p> <p>We have kept to budget overall. No particularly notable events. We still need to send out a few membership dues reminders. But the unpaid dues will undoubtedly be paid in time for the WA. Progress needs to be made on monitoring new groups in order to add them to the request to pay membership dues. Carina: What percentage of groups had paid by 30 November? Raissa: Under 70% for 2025. 2/3 have paid for 2024. Aurélie: I would like a list of EF groups that are not up-to-date so that reminders can be sent out.</p> <p>2026: An increase in employee costs New cost: President's allowance budgeted over seven months. Advance on the 2027 GA and costs of taking part in the WA and elective GA. Cross-collective is quite costly as 50 people travel to Paris. Football tournament Exchange of practices New cost: Compensation for the interpreters. A total of €570,000, we are hoping to receive increased membership dues because of the year's events, but it is ambitious. Risk of a 2026 budget deficit, but we do have cash reserves, specifically for the RAEE costs. The groups value the European level of the movement because of our close ties and tangible initiatives. We must maintain this in order to ensure that membership dues are paid.</p>	<p>Are we planning to offer the Eastern European groups help with the cost of travelling to the WA? There is no special procedure, but we will help if requested to do so by individual groups.</p>

	<p>With regard to travel, we are going to visit groups in Italy, Spain and Switzerland, because these three countries need monitoring and mobilising in order to take part in the RA. And a visit to Ukraine in January.</p>	
<p>7. HR session without the staff team</p>	<p>The executive decided to increase pay based on the 2025 inflation figures. The index point will be increased based on the INSEE (France's National Statistics Institute) inflation figures. Effective from January.</p> <p>In addition, staff will be paid a bonus of €2,000 per person: €1,000 in January and €1,000 in June.</p>	<ul style="list-style-type: none"> • Increase based on the INSEE rate of inflation in January. • In addition, staff will be paid a bonus of €2,000 per person: €1,000 in January and €1,000 in June.
<p>8. The issue of coordination between EI and the regions. Proposed improvements.</p>	<p>How can monitoring of the regions and groups be improved?</p> <p>There are several potential responses at different levels.</p> <p>If it is a question of having one or more points of contact for the EI-EE secretariats, the answer is simple: due to the geographical closeness and good relationships between the teams, the EE employees know exactly who to contact for each topic.</p> <p>With regard to relationships between our two levels of action, however, we feel that the regions should be consulted before any decisions affecting them are made, rather than after the decision is taken; they are consulted about how to implement an initiative which has been decided without prior consultation of the regions. This would avoid a reoccurrence of what happened when hiring the regional support officers, for instance.</p> <p>Regarding monitoring of the groups and regions: the EI staff team cannot be aware of the issues and circumstances of all the groups, so it is important to draw on the national organisations, where relevant, and on the regions. Emmaus is a bottom-up rather than a top-down organisation, and this is what differentiates us from other organisations in the same sector. All the levels of our organisation that can make the views of our grassroots organisations heard are important.</p> <p>One of the issues that we are facing is monitoring groups encountering difficulties or that fail to uphold the Emmaus values.</p> <p>Monitoring is relatively well done when there are functional national organisations in place (e.g. in France and the UK) with the resources available to support the groups. However, even in the two countries mentioned, over the last few years we have seen that the statutes needed to change to enable the national organisations to intervene if issues arise. And changes are underway to improve the way we operate. The whistleblowing systems put in place in the UK and France are also part of the ongoing improvements.</p> <p>On the other hand, in countries with national organisations without paid employees, we are in a midway position, with the region sometimes being called upon to intervene in the groups, even though it is already rather late in the day to sort out the problems.</p>	

	<p>Over the past two years, we have set up annual meetings of the national organisations arranged by EE to enable them to discuss the issues that they face and identify solutions together; however, these meetings are not enough in themselves.</p> <p>In countries with no national organisations, the Europe Region has tried to arrange regular visits and is supporting the groups in Eastern Europe via the collectives. The collectives have been focusing on increasing groups' independence over the past year at the "cross-collective" meetings, but this needs to be stepped up.</p> <p>We believe it is important to be able to work with the other regions and EI on these issues surrounding the different levels of intervention and the resources that we can utilise to this end. The scope of each level of action needs to be better defined to avoid duplication and help build capacity in a manner that respects our movement's spirit of independence. We suggest starting a discussion process on how our movement can strengthen the various levels of support available for groups and better define the role of EI, the regions and national organisations to ensure the success of the decentralisation process decided upon several years ago but not yet completed.</p> <p>We would like to share this proposal in order to discuss it with the other regions. Ask Adrien to gather together the answers from all the regions or suggest to him that we contact the other secretariats directly about this proposal.</p>	
<p>9. Steps to take following Fatima and Eve being questioned by the police</p>	<p>Meeting with the other organisations travelling on the same flight: Migreurop, ANAFE, CIMADE, One drop in the Ocean.</p> <p>In January, submission to the advocate of the person who was detained and deported regarding the violence observed during the deportation. OK for EE to sign.</p> <p>Eve and Fatima have already been banned from travelling on Air France for two years because of a failure to comply with instructions and incitement to riot.</p> <p>If legal proceedings for obstructing an aircraft commence against those questioned, including Eve and Fatima, a communications initiative will be rolled out to inform wider society.</p> <p>Emphasize human rights, the deportation conditions, and the need to protect citizens who sound the alarm when people are being mistreated.</p>	<p>EE will cover the costs if a fine is to be paid and the legal fees, plus the communication costs if needed.</p>
<p>10. Feedback from the last EI Board</p>	<p>The proposed reform of the statutes states that the regions or EI could help fund national organisations' operating costs: check what this means and potentially amend at the Board before the WA. (To be clarified with Adrien).</p>	
<p>11. Update on the implementation</p>	<p>In the weeks following the RCEE, Lisa has been to meet with groups in Northern Spain and Palermo in Italy. These groups are involved in education. She took photos and videos for our communication work and the exchange of practices.</p>	

<p>of the WFA initiatives</p>	<p>Pamplona has 300 employees, including 30 companions. The education initiatives are arranged by the grouping of local authorities. The Emmaus collection and sorting centre is used to raise school pupils' awareness about the environment and for waste sorting training for council employees arranged by an Emmaus companion.</p> <p>In Bilbao, the group arranges lots of visits to their collection and sorting centre, particularly university groups. Likewise in San Sebastian, where they have an employee whose job role is education and awareness-raising. Bilbao has a creche so that volunteers with children can work at the community at the weekend.</p> <p>In Italy, Nicola's post is funded by Emmaus Italy and involves working with young people and students on Emmaus' various struggles. In Palermo, they arrange class meetings about textile overproduction, in particular. Nicola offers practical exercises, for instance, upcycling.</p> <p>In Italy, sixth-form colleges have to provide citizen education lessons as part of the curriculum, meaning that Nicola has some legitimacy.</p> <p>They also get the young people to visit the community and get the companions to talk about what they do.</p> <p>The intention is to publish these videos on social media, in the same way as the <i>All you need is less</i> campaign. Lisa is also planning to summarise the resources and initiatives developed by various countries and Emmaus groups to provide inspiration and enable other groups to run youth initiatives.</p> <p>With regard to a global campaign on overproduction, the Spanish people she met were strongly in favour of initiatives to encourage degrowth.</p> <p>They are already doing this.</p>	
<p>12. Member group survey: project relaunch</p>	<p>Background</p> <p>Several years ago, the RCEE approved the idea of a survey of the groups every two years in order to communicate more effectively and bolster our advocacy work. The information gathered would also enable us to answer RREUSE's annual questionnaires.</p> <p>Théo had made a start adapting the annual questionnaires sent by the UK and French federations to their members. He was greatly simplifying them. However, nobody has taken over this work since his departure.</p>	

	<p>Lisa suggested that she continue with this work, as it would enable her to ask the groups other questions and get to know them better.</p> <p>The Executive suggested improvements to the questionnaire. It will be sent to the groups and the NDs (excluding the UK) in late January and a report will be presented in April once the data for France and the UK have been incorporated (collected by their national organisations).</p>	
<p>13. Solidarity - 2026 projects</p>	<p>Brief overview of the European solidarity projects delivered by Emmanuel.</p> <p>Five groups have submitted solidarity projects, and Emmaus Rzeszów (Poland) has submitted two projects, one for the Green Transition Fund (GTF), and the other for Emmaus solidarity funding.</p> <p>The Executive examined the seven submitted projects and gave three final opinions.</p> <ul style="list-style-type: none"> - The Emmaus Rzeszów project (boiler repair - €22,491) submitted to the GTF was unanimously approved. The funding will be transferred in late December 2025. - Emmaus Lisbon-Caneças' project (renovate the community house) was approved by the Executive for passing on to Emmaus International. - Emmaus-ISF's project (renovate a house to create a home for older people), which could have been funded by the Housing Foundation, was refused. The Housing Foundation is only able to fund one project per region this year. The Executive approved the project submitted by Emmaus Caneças. <p>The Executive approved the allocation of the projects to the various sources of funding available in the Emmaus Movement. This endorsement does not mean that the Movement will actually fund these projects.</p> <ul style="list-style-type: none"> - MPFSC, Lithuania (help launching an income-generating activity, €22,600) - European Solidarity Programme, subject to receiving clarification about the project. - Otaharin, Bosnia-Herzegovina (help developing a new social initiative, €20,000) - European Solidarity Programme, subject to receiving clarification about the project. - Lublin, Poland (replace the community house's windows, €7,328) - Green Transition Fund, subject to receiving some answers. - Rzeszów, Poland (purchase of a truck for collections, €50,000) - Annual solidarity programme, subject to putting forward less expensive options. - Lisbon, Portugal (renovate the community house, €51,000) - Housing Programme - Emmaus International and the Housing Foundation will take the final decision. - Emmaus-ISF, Bosnia-Herzegovina (renovate a house, €40,000) - rejected by the Executive. 	<p>The Executive unanimously approved the application to replace the boiler submitted by Emmaus Rzeszów, for €22,491 of funding from the GTF.</p>

	<p>The next RCEE will be held online because of the World Assembly. We need to find a way to obtain the Regional Council's opinion before the March RCEE, which will be too short. The solution is for the elected representatives to carefully read the projects before the RCEE, and for them to take a quick vote on Emmanuel's proposed allocation. 30 minutes should be enough time to discuss the projects.</p>	
<p>14. Group monitoring: Targu Jiu, Ukraine, Cross-collective meeting</p>	<p><u>Ukraine</u> The Executive approved the principle of monthly financial support until March, without having to request support again. The monthly support for November was approved.</p> <p>The reason for the visit by Carina, Jean-Philippe and Emmanuel is that Oselya has received a request from the city council to increase the number of their clothing collection containers. The other plan is to hire someone to raise funds. The idea would be to have a meeting with Lviv Council. They will travel to Lviv on 12-16 January.</p> <p><u>2026 cross-collective meeting</u> The cross-collective will take place in early June 2026 at Adèle Picot training centre and will bring together some 60 people. The costs are expected to rise. Instead of visiting an Emmaus group, the idea is to get an outside speaker to deliver a talk/short training course on a specific topic. We need to think about activities as they need to be educational. Why not have themed and practical workshops?</p> <p><u>Targu Jiu</u> No specific developments. The report has been finalised, as well as the cover letter. They should be sent out to the groups in question in January.</p> <p><u>Situation in the Italian groups</u> Could a collective be created to give fresh impetus to the work? Work on living and working conditions in Switzerland. For the next period of office, maybe there is a need to work on group support.</p>	<p>Approval of the principle of continuing monthly support until March: passed unanimously.</p>
<p>15. Football tournament for peace and human</p>	<p>If confirmed (uncertainty relating to the very busy schedule for the first six months of 2026), the tournament will take place on 1-5 July, with 50-70 participants. The tournament would be open to young people from the host town. Two topics emerged at the last tournament: mental health and interculturality.</p>	

<p>rights in Bosnia in 2026</p>	<p>A companion attended the national meeting of companions and spoke about the tournament; this generated lots of reactions. Emmaus France could therefore take charge of this event in the future, and even arrange it. The tournament could become French, and EE could fund the interpreting and travel for participants from Eastern Europe.</p> <p>There will be no football tournament in 2027.</p>	
<p>16. Feedback from various meetings</p>	<p>Emmaus International at the Peoples' Summit /COP 30 Yvette travelled to Belém in November. Julia, an EI employee, went to COP 30, and the rest of the delegation attended the Peoples' Summit - the parallel event. Over 1,000 civil society organisations were in attendance.</p> <p>We took part in workshops on the role of women (the group most affected by the climate crisis). We met many indigenous peoples who are directly affected. COP 30 was a forum for white men in suits. She preferred the summit because it was more tangible. A lot of assertions.</p> <p>Our delegation was too big and not sufficiently prepared. The other delegations had been preparing for two years; we were simply observers. We had a manifesto listing our assertions but there were no printed copies and we therefore missed opportunities.</p> <p>It was a first trial run, but for future meetings we need a smaller delegation to cut costs, and we need to prepare in advance and remember to prioritise local groups getting involved. We need to prepare thoroughly and work out our delegations' aims.</p> <p>GSEF 2025 in Bordeaux Carina took part in the Global Social and Solidarity Economy Forum (GSEF). Over 10,000 participants and over 100 different countries. 169 round-table discussions and 13 plenary sessions. The event lasted four days. The forum was held in France but was an international event. EF and EI were in charge. For EE, it would have been interesting to talk about waste recycling, but as it was not a European event, EF instead focused on participatory education trial initiatives on the climate convention.</p> <p>Carina met Youssouf Kamara, chair of Amal, a third-sector organisation advocating for the rights of delivery drivers and riders working for platforms such as Deliveroo. They are</p>	

	<p>often undocumented. She thinks that it would be worthwhile inviting him to the assembly to talk about decent work.</p> <p>These big events are worthwhile if we focus on our specialism: reuse and shelter and support.</p> <p>RREUSE conference in Naples Yvette, Eve and Sofia de Benedictis from Emmaus Quarrata attended.</p> <p>Aurélie expressed an interest in taking part in the meetings on textiles and reuse: OK</p> <ul style="list-style-type: none"> • Graphic identity Emmaus UK has a new graphic identity. Duncan was part of the steering committee on the graphic identity in the UK. There was no clear stance on the name. The idea was to emphasize homelessness and exclusion. The wording and images needed updating. UK has tried to use brighter colours, with a contemporary image. 	
<p>17. Schedule</p>	<p>16 February: 15:00-17:00 online Executive meeting: items on the agenda - end of financial year, solidarity, update on candidacies, and the 2027 RAEE.</p> <p>The RCEE will take place online on 5 March.</p>	

As there were no further items on the agenda, the president closed the meeting.

Carina Aaltonen
President of Emmaus Europe

Aurélie Gillmann
Secretary of Emmaus Europe