



## How to organise a YEMP (Young Event Management Programme)

**Developed on the basis of the Young Event Management Programme (YEMP) at Leading Voices 2025 in Tallinn, Estonia, 2-11/7/2025 as part of Choral TIES.**

In these guidelines we will give a general description of what a Young Event Management Training (YEMP) is, with general information given on how to prepare and plan it, which structures to create, what to consider in terms of additional training and in shaping the detailed schedule.

In addition, as Annexes, we add concrete information and documents in relation to the edition organised in connection with Leading Voices in Tallinn, Estonia, in July 2025.

**For further information on the YEMP also see results of the STAMP project with an edition of the YEMP at the EUROPA CANTAT Festival in Tallinn in 2018:**

**[www.stamp-music.org/projectsresults/yemp-young-event-management/](http://www.stamp-music.org/projectsresults/yemp-young-event-management/)**

### What is YEMP?

The Young Event Management Programme - YEMP was a training event for young managers with training-on-the job, organised by the European Choral Association in cooperation with the Estonian Choral Association and connected to the event Leading Voices in Tallinn in July 2025.

### Why organise a YEMP?

The reasons for offering such a programme were that:

- in many countries in Europe and beyond it is not possible to study cultural management
- where there are studies in cultural management students often complain about the lack of opportunities of practical training, "training-on-the-job"
- for the European Choral Association the programme is a way to discover talented young managers who often will later apply for the youth committee of the association and eventually take up leadership positions in the European Choral World
- for the event at which the programme is offered, in this case Leading Voices in Tallinn, the programme means that there is a group of very dedicated young people who can support the organisation as team members during the event, speak many different languages that are also spoken by the participants, and who can adapt their schedules to the needs of the organisers during this week
- in the specific case of Leading Voices it was especially valuable to have the YEMPers as well as the YEMP coaches and the YEMP training committee present in Tallinn some days before the start of Leading Voices, since the local organising team was very busy with the Estonian Song Celebration happening during these days. The last preparations and the check-in of participants were thus covered mostly by the YEMP group
- The YEMP is thus a win-win project / programme: While the young managers only have to cover their travel expenses and get free training with accommodation and meals as well as local transportation covered during the full training period, the event organisers have a group of highly motivated young volunteers supporting their team before and during the event.

**For a sample budget -> see [Annex 8](#)**

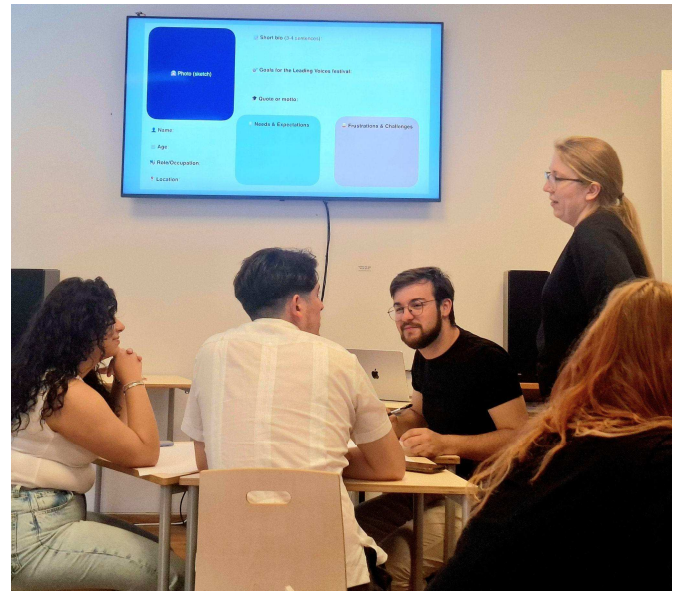
## **Calendar / timing / steps of the preparation and organisation (-> Also see parts of [Annex 4](#))**

- 10-12 months before the event:
  - Creating a “steering committee” that will take care of the formulation of the call, the review of the applications, the selection of the YEMPers, the schedule and the contents of the first two training days -> the steering committee should include at least one person who experienced a programme of this kind in the past, at least one representative of the international organisation and one representative of the local event organisers who are offering the YEMP together
  - Choosing 2 coaches, ideally one from the host country of the event and one from abroad, ideally one woman and one man, though this is not a necessity
  - Adding these two coaches to the Steering Committee
- 8-10 months before the event: Decision of main aspects of the programme, such as
  - the size (how many YEMPers - can be between 5 and 25 depending on the size of the event and the budget available - for Leading Voices we chose 10 YEMPers plus the coaches and steering committee)
  - the duration of the event (it is recommended that the YEMPers will arrive at least 3-4 days before the start of the event, to allow both, 1-2 training days with more general training as well as time to get familiar with the host town and the event before arrival of the participants)
- 6-8 months before the event: Publishing and promoting the call which should include a description of the programme, a draft schedule and what applicants need to submit for their application (-> see [Annex 1 for the Call](#) and [Annex 2 for the promotion](#))
- 5-6 months before the event: Deadline for applications
- 4-5 months before the event: Meeting of the selection committee, selection of the YEMPers, letter of confirmation or rejection sent out. (-> see [Annex 3 for the criteria used for the selection procedure, the balance achieved in the group selected, and sample letters to be sent to all applicants](#))
- 2-3 months before the event: Online planning meeting to prepare an online meeting with the YEMPers and online tasks they should complete before coming to the event, as well as the training programme and schedule
- 1-2 months before the event: online meeting with all YEMPers, to present the team (mentors, YEMP steering committee), the selected YEMPers, the schedule of the training programme and the event to which the training programme is connected
- After the online meeting: online task for the YEMPers (one successful task we used in the past was to split them into two groups - or if you have more YEMPers, two times two groups) and have half of them developing a quiz about the event and the host town, and the other one about the international organisation offering the YEMP -> the everybody has to answer the quiz the other group developed. This helps them get mentally prepared
- During the weeks before the event: last e-mail communication and possible online meetings of the steering committee to finalize the detailed schedule and the details of the training weekend
- During the training course: (-> Also see detailed schedule attached in [Annex 5](#))
  - 3-4 days before the event: arrival of Steering Committee and YEMPers for
    - getting to know each other (including icebreaking games which help you learn the names and find out more about everybody involved)
    - getting to know the host town (ideally with some kind of city discovery game (-> see example attached in [Annex 6](#)))
    - getting to know the event - which can include a “LARP” game with scenarios from previous festivals to test how to react in difficult situations and a testrun for check-in etc.
    - receiving training on more general topics such as fundraising / how to write a budget / environmental sustainability / psychological first aid / how to know your users etc., depending on the budget with external speakers or members of the steering committee (Also see detailed schedule in [Annex 5, programme of the first days](#))
    - getting to know the YEMPers and deciding who will go into which department
  - 1-2 days before the event: Join the team, get to know the departments where they will work First part of training on the job
  - During the event - working in a specific department
  - After the event - evaluation meeting (-> see example attached in [Annex 7](#)) and staff party

Some visual impressions of the Young Event Management Programme (YEMP) in Tallinn



Co-funded by the European Union



## ANNEX 1:

**Call** (see [www.leadingvoices.ee/nieuws/yemp-6-young-event-management-programme-at-leading-voices-2025/](http://www.leadingvoices.ee/nieuws/yemp-6-young-event-management-programme-at-leading-voices-2025/))

### **Apply for YEMP 6 at Leading Voices 2025 until February 5**

*Apply for YEMP 6 (Young Event Management Programme) at Leading Voices 2025 until February 5th*

Are you **young**? Do you want to experience next year's Leading Voices event **as a member of the organisational team**? Do you want to get **international experiences** in the field of event organisation?

**YEMP = Young Event Management Programme** is designed for providing young and talented choral organisers with a unique training-on-the-job opportunity. It unites digital competencies, an intense course and work-based learning, all within Leading Voices 2025. Learn from the best **and become one of the 10 lucky enthusiasts** who are to make the cut and join the colourful international team. The young YEMPers, fully included in the organising team, will be testing themselves with roles in the various offices of the event, under the guidance of two mentors.

**Financial conditions** are simple: The selected young managers do not need to pay a participation fee, and food and accommodation in Tallinn will be covered. The travel expenses cannot be refunded and have to be covered individually.

**REGISTRATION IS OPEN** – click [HERE /](#) **Deadline for Applications:** 5 February, 2025

*YEMP 6 in Tallinn in July 2025 is part of the project **Choral TIES**, coordinated by the European Choral Association and co-funded by the EU Creative Europe programme.*

#### **Details:**

##### **Who can apply?**

- Candidates aged **between 18 and 30** (you should be under 30 on July 1, 2025)
- Motivated individuals who are interested in professional development in the field of international event organisation
- Candidates must be active speakers of English (languages can be an asset), working language is English

##### **Documents you'll need to submit with the application form:**

1. **Letter of motivation (1 page maximum):**
  - explaining your motivation to be involved in cultural event management
  - explaining your interest in participating in the Young Event Management Programme
  - listing the topics you are most interested in and the skills you want to work on
2. **CV indicating:**
  - studies, internships, and jobs
  - knowledge and expertise in the field of (choral) music
  - organisational skills, knowledge in the field of (arts) management
  - international experience
  - computer skills
  - earlier management courses attended
3. **Photo**

##### **Coaches**

The YEMPers will be trained under the guidance and mentoring of two coaches, one Estonian and one international coach.

They will be available to help the young managers, suggests solutions in difficult situations, monitor and evaluate their work.

For YEMP 6 at Leading Voices the coaches will be **Kristiina Veerde-Toompalu** and **Ruben Timmer**.

**Plan of the training course, 2.-11.7.2025 including training, onboarding and evaluation (see details below)**

##### **Participation is only possible in the full programme!**

Please know that your submitted application **does not guarantee your acceptance** in the YEMP programme. Your documents will be assessed by the YEMP Steering committee and we will be letting you know our **decision in March 2025**.

If there are any confusions or you have additional questions, don't hesitate to contact [info@leadingvoices.ee](mailto:info@leadingvoices.ee)

We can't wait for your applications!  
the Team

## ANNEX 2: Promotion

The event was first advertised in December 2024, together with the announcement of the YOUNG programme offered in cooperation with IFCM and Pueri Cantores International:



In January 2025 it was decided to postpone the deadline to early February in order to reach more potential participants.

The event was published on the Websites of Leading Voices and the European Choral Association, in the newsletters of Leading Voices and the European Choral Association and on Social Media (Facebook and Instagram).

## ANNEX 3 - Applications received and selection procedure

### Applications received:

By February 5th 2025 we had received **21 candidates from 14 different countries** (Armenia, Belgium, Canada, Czech Republic, Chile, Estonia, Ireland, Lithuania, New Zealand, Norway, Philippines, The Netherlands Türkiye and the UK). Additional nationalities included among the participants were Congolese, Macedonian, Portuguese and Ukrainian.

The **gender distribution** among the candidates was remarkably good: 11 men and 10 women (in the field of management in the choral world we often have more men than women applying). Concerning **the age-range**, there were 8 candidates maximum 24 years old in July 2025, and 13 between 25 and 30.

### Selection:

A Steering Committee (composed of the Secretary General of the Estonian Choral Association, the Secretary General of the European Choral Association, two further steering committee members from Estonian and Finland, both former members of the youth committee of the European Choral Association, as well as one Estonian and one Dutch mentor for the YEMP) met on February 12th to select a group of 10 YEMPers from among the applicants.

Based on the CVs and motivation letters, and with the aim of having a good gender balance as well as a good geographical diversity in the group, the steering committee selected **10 candidates from 9 different countries** (Czech Republic, Chile, Estonia, Ireland, Lithuania, Norway, The Netherlands, Türkiye and the UK). Additional nationalities include Portuguese (living in the Netherlands) and Ukrainian (living in Estonia). The list includes 5 men and 5 women, as well as a **good age-range** from 22 to 29 (age in July 2025).

Two additional applicants (1 man and 1 woman from Canada, and The Netherlands (with Macedonian nationality) were put on a waiting list, in case one of the selected candidates will withdraw or cancel their participation.

In the selection procedure we consciously chose **one candidate from Estonia of Ukrainian origin**, and **one application from outside Europe** who will add an international dimension for the European participants.

## Letters sent to applicants accepted, those on the waiting list and those rejected

### 1. Confirmation letter YEMP proposal

Text in the email:

Dear applicant!

You have some amazing news waiting for you in the document in the attachment.

Hope you have an amazing day.

Text in the added pdf attachment

#### CONGRATULATIONS!

Your application to the YEMP programme 2025 in Tallinn has been **successful!**

You have been selected amongst 21 strong applicants from 15 countries, by the YEMP Steering Committee, based on your letter of motivation and your experiences stated in your CV. In total we have selected a group of 10 young people from 10 different countries. We are very much looking forward to meeting you, but there is some work to be done before this can happen. First of all we would like to ask you to **confirm that you are still willing to participate in the YEMP programme**. By confirming this, **you commit** to being in Tallinn from **XXXX** (day of arrival) till **XXXX** (day of departure) and to be fully available during this time (it does not mean that you will have to work 24 hours a day, of course, but that you should have no other obligations during this time).

The application deadline for Leading Voices is still coming, so we do not know, yet, how many participants we will be able to welcome at the event in July. We therefore ask you **not to book your In travel, yet**, until we will give you "green light" after the deadline for applications

In the meantime, once you have all confirmed, we will start putting you all in touch with each other and will at some point ask you to work on some online tasks. We will start by inviting you all to a Facebook group and ask you to present yourselves to your peers. And you can already take some time to browse through [www.LeadingVoices.ee](http://www.LeadingVoices.ee) and [www.EuropeanChoralAssociation.org](http://www.EuropeanChoralAssociation.org).

We are also planning an online meeting with all of you, your mentors and the steering committee in May and will send a doodle for this once the full group has been confirmed.

On behalf of the team of Leading Voices and the YEMP Steering Committee

XXXXXX

SENT to:

XXXXXX

### 2. Waiting list proposal

Text in the email:

Dear applicant!

thank you very much for your application for the YEMP 2025 in Tallinn. We had 21 applications from 15 countries and had a hard time selecting the group of 10 we will be able to work with.

While we are sorry to inform you that you are not among the 10 selected, we are happy to inform you that based on the applications received, you have been put on the **WAITING LIST** for the YEMP programme 2025.

This means that we would like you to be patient to see if an open spot will become available in the programme. We will inform you about it immediately. This might be very soon, in case one of the selected applicants will not confirm, but it can also happen in the coming months. Of course we will understand if a participation will no longer be possible for you by the time this message arrives, if this will take too long.

Of course in the meantime you can also apply to Leading Voices as a regular participant - be assured that the programme will also be for people with your profile.

Best of luck,

On behalf of the team of Leading Voices and the YEMP Steering Committee

XXXXXX

SENT to:

XXXXXX

### 3. Rejection letter proposal

Text in the email:

Dear applicant!

We regret to inform you that you have not been selected for the YEMP programme 2025 in Tallinn.

We received 21 strong applications from 15 different countries and only 10 spaces available, and the YEMP Steering Committee carefully chose the most suited candidates, based on the letters of motivation and the experiences stated in the CVs.

We hope that you will not be too disappointed and you will find other possibilities for improving your management skills and discovering the activities of the European Choral Association - Europa Cantat in the future. Of course you can also apply to Leading Voices as a regular participant - be assured that the programme will also be for people with your profile.

Yours sincerely,

SENT to:

XXXXXX

#### ANNEX 4: Schedule of preparation:

The Steering Committee, completed with the two coaches in late 2023, worked on the call (see below) and prepared the programme and schedule of the YEMP, also preparing the distribution of the YEMPers within the organigramme of Leading Voices with the following preparatory steps:

- a planning meeting on March 21st 2025 to prepare the online meeting and online tasks with the YEMPers (see below) and discuss the training programme and schedule
- an online meeting with the YEMPers in May 2025
- splitting the YEMPers in two groups and asking them to write a quiz for the other group (one group developed a quiz about the event Leading Voices and Tallinn, the other about the European Choral Association, using the websites as source, then the other group had to answer the questions in the quiz -> purpose: To get to know the event and the European Choral Association
- Organising a joint meeting with the participants of the IFCM YOUNG Program at Pueri Cantores, online in June 2025 -> purpose: Enlarge the personal network, get to know about the two programmes and the events, as well as about online resources of both the European Choral Association and IFCM
- regular online communication in between
- meetings in Tallinn at the beginning of the YEMP programme and after the first days  
First feedback on who could be good in which position /department of the even

#### First Schedule:

- **Wednesday, 2/7/2025:** Arrival in Tallinn
- **Thursday, 3/7/2025:** First training day: introduction to Leading Voices and the team
- **Friday, 4/7/2025:** Second training day / Attend parts of the Song and Dance Celebrations's rehearsals
- **Saturday, 5/7/2025:** Integration into the different departments of the Leading Voices organisation team (music planning, concert organisation, information services, communication, production) / check-in rehearsal / meeting of the full team
- **Sunday, 6/7/2025:** Meet the Steering Committee and Music Commission / check-in day  
In the afternoon: Final concert of Song Celebration for participants. YEMPers will be able to attend parts of the performance depending on their tasks.
- **Monday, 7/7/2025:** First full day of Leading Voices with concerts in the evening
- **Tuesday, 8/7/2025:** Second full day of Leading Voices with concerts in the evening
- **Wednesday, 9/7/2025:** Third full day of Leading Voices with concerts in the evening
- **Thursday, 10/7/2025:** Evaluation of the YEMP and of Leading Voices / staff party
- **Friday, 11/7/2025:** Departure day



## ANNEX 5: Detailed Schedule and programme:



## Practical Information

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Hotel</b>            | for YEMPers and Youth Committee members of the European Choral Association: <b>Center Hotel</b> , F. R. Kreutzwaldi tn 2, 10120 Tallinn                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Main venue</b>       | for YEMP programme and Leading Voices sessions and most concerts:<br>For all Leading Voices sessions and most concerts:<br><b>Estonian Academy of Music and Theatre (EAMT)</b> , google address Tatari tn 13, 10116 Tallinn / Entrance <u>July 3rd to 6th</u> is from <u>Ravala street</u> . The official entrance <u>July 7th to 10th</u> is through new building from <u>Sakala street</u> , see map on last page                                                                                         |
| <b>Meals</b>            | <b>July 3rd to 5th: Reval Café</b> (with meal tickets). Pärnu mnt. 27, 10141 Tallinn<br><b>July 6th to 10th: Cafeteria of EAMT</b> (ground floor, old building) - with badge                                                                                                                                                                                                                                                                                                                                |
| <b>Local transport</b>  | <b>July 3rd to 6th:</b> Free for all people during Song Celebration -> <u>see here</u><br><b>July 6th to 10th:</b> Free for Leading Voices with badge - NOT free on July 2nd and 11th! To <b>get to Song Celebration Grounds</b> consider using a scooter! Once the concert has started, it will also be possible to use a taxi or Bolt.                                                                                                                                                                    |
| <b>Further info ...</b> | such as how to get from the airport to town will be sent to you separately by the team of the Estonian Choral Association or can be found on the website                                                                                                                                                                                                                                                                                                                                                    |
| <b>Please bring ...</b> | Please bring enough spare clothes, including <b>options for different weather situations</b> (check the <u>weather forecast</u> in Tallinn before leaving). It's recommended to bring sunscreen and your own water bottle. Make sure the shoes are comfortable enough for you to walk some distance, as you will be standing/walking around a lot.<br><b>Formal/official clothes</b> are not obligatory, but you may wish to have something semi-formal with you to attend the final concert or receptions. |
| <b>To prepare...</b>    | Please look at the <b>website</b> <a href="http://www.LeadngVoices.ee">www.LeadngVoices.ee</a> again, answer the quiz if you have not done so, yet, start reading the PDF version of the <b>programme book</b> and look at the <b>organigramme</b> which we will also explain in Tallinn. Also, watch the <b>webinar about networking and working in an intercultural context</b> if you have not done so, yet (there will be a teaser during the meeting on June 28th)                                     |



*Don't worry, you will have the opportunity to attend (most of) the big Song Celebration concert on July 6th and also see some other parts of this unique event. It will be an unforgettable experience! However, your YEMP programme and the work on your corresponding tasks will have to come first sometimes.*

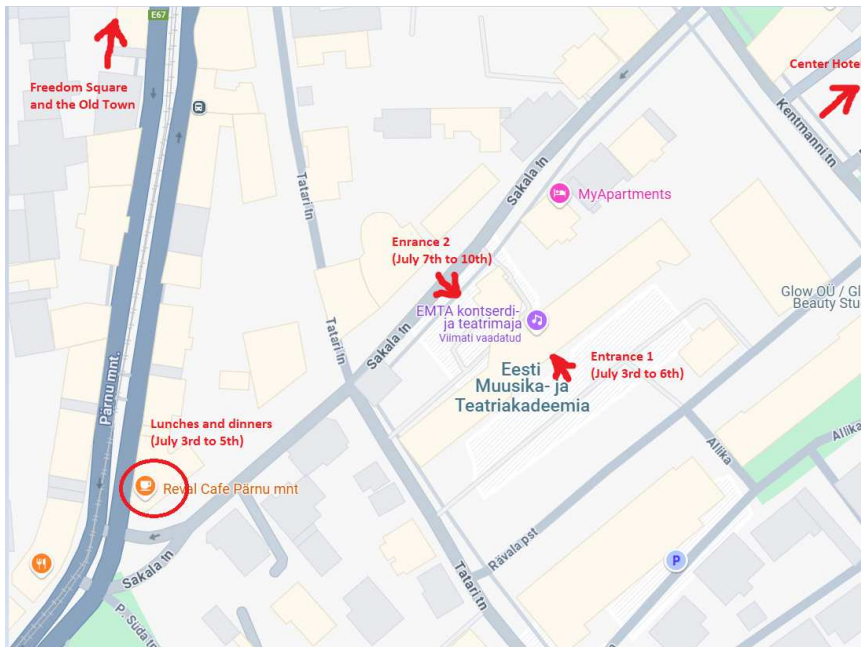
**See next page for detailed schedule**

## Schedule - YEMP @

| When?                       |                       | Where?                                | What?                                                                                                                           |
|-----------------------------|-----------------------|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| <b>Wednesday<br/>2/7/25</b> | <b>18h</b>            | Lobby of Center Hotel                 | Meeting Point for those who have already arrived. Meet Ruben & Kertu, walk to Open Singing                                      |
|                             | <b>19-20.30h</b>      | Tuvi park                             | <b>Open Singing</b> of Song Celebration                                                                                         |
|                             | <b>20.45h or 21 h</b> | To be announced<br>Check Signal group | Meeting in a restaurant / pub (everybody covering their own costs - no dinner provided on Wednesday)                            |
| <b>Thursday<br/>3/7/25</b>  | <b>10h</b>            | EAMT<br>Seminar room A207             | <b>Official start of YEMP</b>                                                                                                   |
|                             | <b>10-11h</b>         | EAMT room A207                        | <b>Icebreakers, warmups</b> - with Anna                                                                                         |
|                             | <b>11.30 - 12.30h</b> | EAMT room A207                        | <b>Introduction</b> to Leading Voices, the YEMP programme and the YEMP team - with Ruben & Sonja                                |
|                             | <b>13-14h</b>         | Reval Café                            | <i>lunch (with meal tickets)</i>                                                                                                |
|                             | <b>14.30 - 16.00h</b> | EAMT room A207                        | <b>Interactive game</b> - how to deal with specific situations, based on real situations - with Sonja and others                |
|                             | <b>16.30-17.00h</b>   | <b>EAMT room A207</b>                 | <b>Psychological First Aid</b> with Anna                                                                                        |
|                             | <b>17.30-19.00h</b>   | EAMT start in A207                    | <b>Find your way in EAMT</b> interactive game - with Illia                                                                      |
|                             | <b>19-20h</b>         | Reval Café                            | <i>dinner (with meal tickets)</i>                                                                                               |
|                             | <b>afterwards</b>     | Up to you                             | <i>Free evening</i>                                                                                                             |
|                             | (parallel)            | tbc                                   | YEMP Committee distribute YEMPers in organigramme                                                                               |
| <b>Friday<br/>4/7/25</b>    | <b>10-11h</b>         | EAMT room A207                        | <b>How to understand your users</b> (the people you are designing an event for) - with Kristiina                                |
|                             | <b>11-12h</b>         | EAMT room A207                        | <b>YEMPers meet the Estonian Team</b> with presentation round and explanation who is responsible for what - with Kaie and Sonja |
|                             | <b>12h</b>            | EAMT - location tbc                   | Start packing bags - with Mare / some help transport material from the office / Parallel put tables to office                   |
|                             | <b>13-14h</b>         | Reval Café                            | <i>lunch (with meal tickets), also Burak</i>                                                                                    |
|                             | <b>14-14.30h</b>      | EAMT Great Hall foyer                 | <b>Instruction by Liis Lillemägi and Nikita</b> about elevators etc.                                                            |
|                             | <b>14.30-15.30h</b>   | EAMT - location tbc                   | <del>Continue packing bags with Mare</del>                                                                                      |
|                             | <b>15.30-17h</b>      | EAMT room A207                        | <b>Fundraising and budgeting</b> - with Ruben                                                                                   |
|                             | <b>16.30h</b>         | EAMT - chamber hall                   | 1 YEMPer in Masterclass, start preparing                                                                                        |
|                             | <b>16.45h</b>         | EAMT - chamber hall                   | Quick registration of Masterclass students - 1 YEMPer                                                                           |
|                             | <b>17h</b>            | EAMT - Chamber Hall                   | Start of Masterclass                                                                                                            |
|                             | <b>17.30-18.30h</b>   | EAMT room A207                        | <b>Presentation of Song &amp; Dance Celebration from practical point of view</b> - with Kertu & Kristiina                       |
|                             | <b>19-20h</b>         | Reval Café                            | <i>dinner (with meal tickets), also Burak</i>                                                                                   |
|                             | <b>afterwards</b>     | start in Reval Café                   | <b>Discover Tallinn Game</b> (ending in a pub) - with Kertu                                                                     |

|                            |                       |                                            |                                                                                                                                                                                                                                                                 |
|----------------------------|-----------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            | 20h                   | St. Johns church                           | <b>Pre-Leading Voices concert with 3 choirs</b> (Free entrance)                                                                                                                                                                                                 |
|                            |                       |                                            |                                                                                                                                                                                                                                                                 |
| <b>Saturday<br/>5/7/25</b> | <b>09.30h</b>         | EAMT - Foyer in front of Great Hall        | <b>Packing Bags! (see below)</b> Setting up offices (Sonja, Ruben, Kristiina and later Anna with Kaie & Varje & Teele?)                                                                                                                                         |
|                            | <i>specific tasks</i> | EAMT                                       | <i>Ciara with Riisto &amp; Masterclass (morning only)</i>                                                                                                                                                                                                       |
|                            |                       | EAMT                                       | <i>Illia with Varje / Suus and Monika with Illia and Varje to talk about Labs and Composition Masterclass<br/>-&gt; afterwards join team with Mare packing bags.</i>                                                                                            |
|                            |                       | EAMT Foyer                                 | <i>Kotryna with Mare all day,, start packing bags / Jonas, Mateij pack bags with Mare and Kotryna, Anna will help initially, other YEMPers will join later</i>                                                                                                  |
|                            |                       | Meet in EAMT Foyer                         | <i>Alejandro, Ronya and Jaime hang up signs (are ready) And meet Teele? Signs are with Mare, check if sb. from the EAMT can help you if needed (Liis) - check with Kotryna where they can be hung up<br/>-&gt; afterwards join team with Mare packing bags.</i> |
|                            | 12-13h                | Reval Café                                 | <i>lunch (with meal tickets)</i>                                                                                                                                                                                                                                |
|                            | 13h Optional          | Vabaduse square                            | <b>Start of Song Celebration parade</b> - possibility to watch the beginning, can also be watched from hotel Central                                                                                                                                            |
|                            | 16-17h                | EAMT room A207                             | <b>Environmental Sustainability</b> - with Sonja                                                                                                                                                                                                                |
|                            | 17.30-18.30h          | EAMT Foyer in front of Great Hall          | <b>Test Run for registration on Sunday</b> (without Estonians, with Mare, Sonja and other YEMP Committee members)                                                                                                                                               |
|                            | 19-20h                | Reval Café                                 | <i>dinner (with meal tickets)</i>                                                                                                                                                                                                                               |
|                            | afterwards            | Up to you to decide                        | <i>free evening - or programme to be announced</i>                                                                                                                                                                                                              |
|                            |                       |                                            |                                                                                                                                                                                                                                                                 |
| <b>Sunday<br/>6/7/25</b>   | <b>may vary ...</b>   | EAMT offices                               | Schedule of YEMPers will mostly be defined by their respective offices on Sunday, with individual plans. Some will have to support the festival office for registration.                                                                                        |
|                            | <i>specific tasks</i> | EAMT                                       | <i>Ciara with Riisto &amp; Masterclass (morning only)</i>                                                                                                                                                                                                       |
|                            |                       | EAMT                                       | <i>Illia with Varje / Suus and Monika supporting them? Music Office checkin</i>                                                                                                                                                                                 |
|                            |                       | EAMT Foyer                                 | <i>Kotryna with Mare / Alejandro, Ronya and Jaime supporting them? Checkin for participants</i>                                                                                                                                                                 |
|                            |                       | Meet in EAMT Foyer                         | <i>Jonas, Mateij meet with Viktoria and plan Social Media - take pictures of checkin.</i>                                                                                                                                                                       |
|                            | 10h                   | EAMT Foyer                                 | <b>Start of registrations</b> (with Estonian team until 12.30)                                                                                                                                                                                                  |
|                            | 10-13h                | EAMT Chamber Hall?                         | Masterclass / 1 YEMPer helping there                                                                                                                                                                                                                            |
|                            | 10-11h                | EAMT meeting room                          | Meeting of LV Music Commission (maybe an occasion for some YEMPers to meet the members)                                                                                                                                                                         |
|                            | 11-12h                | EAMT meeting room                          | Meeting of LV Steering Commission (with Kaie & Sonja)                                                                                                                                                                                                           |
|                            | 12.30-14h             | Cafeteria of EAMT                          | <i>lunch in two shifts (with badges)</i>                                                                                                                                                                                                                        |
|                            | 14-21h                | Song Celebration Grounds                   | <b>Closing concert of Song &amp; Dance Celebration</b> = Opening Concert of Leading Voices (YEMPers can join after 15h, Estonians will leave around 12.30)                                                                                                      |
|                            | 15h                   | EAMT Foyer in front of Great Hall          | <b>End of registrations</b> (with Estonian team leaving after 12.30) / Latecomers can register again on Monday morning                                                                                                                                          |
|                            | 15h                   | Music Office (Festival Office)             | <b>End of registrations</b> (with Estonian team leaving after 12.30) / Latecomers can register again on Monday morning                                                                                                                                          |
|                            |                       | Food available at Song Celebration Grounds | <b>Dinner not provided</b>                                                                                                                                                                                                                                      |
|                            |                       |                                            |                                                                                                                                                                                                                                                                 |
| <b>Monday<br/>7/7/25</b>   | <b>08.30h</b>         | EAMT Foyer of Great Hall                   | Registration opens for latecomers (festival office)                                                                                                                                                                                                             |
|                            | <b>0930-10.15h</b>    | EAMT Great Hall                            | Plenary session with Open Singing, keynote speech and introduction to the programme of the day                                                                                                                                                                  |
|                            |                       |                                            | <b>Attention</b> - YEMPers in Masterclasses and Labs may have their own, separate schedules                                                                                                                                                                     |

|                             |              |                                                                                                                                  |                                                                                                                                                                                             |
|-----------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             | 10.30-12h    | EAMT different rooms                                                                                                             | Parallel sessions of 90 minutes - see programme book and <a href="#">website</a> for details                                                                                                |
|                             | 12.30-13.30h | EAMT different rooms                                                                                                             | Parallel sessions of 60 minutes - see programme book and <a href="#">website</a> for details                                                                                                |
|                             | 13-15h       | <i>Cafeteria of EAMT</i>                                                                                                         | <i>lunch slot for staff &amp; session leaders (with badges)</i>                                                                                                                             |
|                             | 15-16.30h    | EAMT different rooms                                                                                                             | Parallel sessions of 90 minutes - see programme book and website for details                                                                                                                |
|                             | 17-18h       | EAMT different rooms                                                                                                             | Parallel sessions of 60 minutes - see programme book and <a href="#">website</a> for details                                                                                                |
|                             | 17.30-20h    | <i>Cafeteria of EAMT</i>                                                                                                         | <i>dinner slot for staff &amp; session leaders (with badges)</i>                                                                                                                            |
|                             | 19-20.15h    | EAMT Great Hall                                                                                                                  | Main evening concert (check <a href="#">website</a> or programme book for details)                                                                                                          |
|                             | 22-23h       | Niguliste Church                                                                                                                 | Night concert (check <a href="#">website</a> /programme book for details)                                                                                                                   |
|                             |              |                                                                                                                                  |                                                                                                                                                                                             |
| <b>Tuesday<br/>8/7/25</b>   | 09.30-23h    | <b>See Monday</b>                                                                                                                | <b>Same basic schedule as Monday</b>                                                                                                                                                        |
|                             | 14.15-14.45h | EAMT Chamber Hall                                                                                                                | in addition: short lunchtime concerts (only Tue & Wed)                                                                                                                                      |
|                             | 22-23h       | EAMT Great Hall                                                                                                                  | Night concert (check <a href="#">website</a> /programme book for details)                                                                                                                   |
|                             |              |                                                                                                                                  |                                                                                                                                                                                             |
| <b>Wednesday<br/>9/7/25</b> | 09.30-18h    | <b>See Monday</b>                                                                                                                | <b>Same basic schedule as Monday</b>                                                                                                                                                        |
|                             | 14.15-14.45h | EAMT Chamber Hall                                                                                                                | short lunchtime concerts (only Tue & Wed)                                                                                                                                                   |
|                             | 18-18.45h    | EAMT Rooftop Café                                                                                                                | Friends' Auction (public, open to anybody interested)                                                                                                                                       |
|                             | 19-21h       | EAMT Great Hall                                                                                                                  | Final Concert                                                                                                                                                                               |
|                             | 21-22h       | EAMT Rooftop Café                                                                                                                | Reception for session leaders, committees etc.                                                                                                                                              |
|                             |              |                                                                                                                                  |                                                                                                                                                                                             |
| <b>Thursday<br/>10/7/25</b> | 11-13h       | EAMT meeting room                                                                                                                | Evaluation Meeting of LV Steering Committee (with Kaie and Sonja present, also for meetings below)                                                                                          |
|                             | 13-14h       | <i>Lunch in Lido Restaurant in Solaris Centre (5 min from EAMT) - please be there at 13.10h! Because we have to pay together</i> | <i>lunch for all YEMPers, YEMP committee, all those attending the meetings of the steering committee and/or the music commission, as well as for Estonian staff (Kaie will inform them)</i> |
|                             | 14-16h       | EAMT meeting room 524                                                                                                            | Evaluation Meeting of LV Music Commission                                                                                                                                                   |
|                             | 14-15h       | EAMT meeting room 526 confirmed                                                                                                  | Evaluation Meeting of YEMPers with coaches & committee (Sonja joining for the last 15 minutes or so)                                                                                        |
|                             | 15:00-17:00  | EAMT Foyer and festival office                                                                                                   | With Mare and Aiki giving instructions: put together all the material of Leading Voices and bring it back to the office of the Estonian Choral Association.                                 |
|                             | 16.30-18.30h | EAMT meeting room 524                                                                                                            | Choral TIES partner meeting                                                                                                                                                                 |
|                             | 19h          | <b>Lendav Maaler,</b><br>Kentmanni tn 4                                                                                          | Staff Party for all those who had a red badge<br>See location: <a href="https://maps.app.goo.gl/FvC4j5YimEWXWLuv7">https://maps.app.goo.gl/FvC4j5YimEWXWLuv7</a>                            |



## ANNEX 6: Example of City Discovery Game:

### Friday, 4/7/2025 from 20:00 - DISCOVER TALLINN GAME

- 📍 Start: EAMT / Reval Cafe 7 minutes
- 1 Jaani (St. John's) Church & Vabaduse väljak (Freedom Square) 7 minutes
- 2 Niguliste (St. Nicholas's) Church 4 minutes  
*\* Take the route through the courtyard of Rüütli 8 building, up the stairs.*
- 3 Danish King Garden 6 minutes
- 4 Patkuli viewing point 10 minutes
- 5 Vana-Kalamaja square 5 minutes
- 6 Balti Jaama Turg (Baltic Station Market) 3 minutes
- 7 Telliskivi Park 5 minutes
- 🏁 End: Telliskivi Creative City <https://telliskivi.cc/en/> -> Põhja Konn?

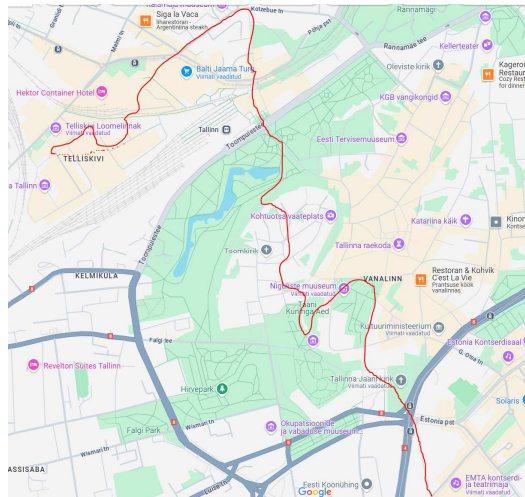
|                                                                                                                                                                                                       |                                                                                                                  |                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>(1)</b> COUNT THE STEPS ON THE STAIRS FROM THE FREEDOM SQUARE TO THE FREEDOM MONUMENT                                                                                                              | <b>(2)</b> FIND THE CHURCH WHERE VOX CLAMANTIS WILL PERFORM AT<br><br>BONUS: HOW LONG IS THE ECHO IN THE CHURCH? | <b>(3)</b> TELL A STORY IN CIRCLE, WITH EVERYONE SAYING ONLY ONE SENTENCE, ABOUT WHAT IS THE CONNECTION BETWEEN TALLINN AND THE FLAG OF DENMARK |
| <b>(4)</b> CAN YOU SPOT:<br>a) TV TOWER (one the highest buildings in Estonia)<br>b) OLEVISTE CHURCH (St. Olaf's - used to be a tallest building in medieval Europe)<br>c) THE SONG FESTIVAL GROUNDS? | <b>AT ALL THE POINTS:</b><br>TAKE A GROUP PHOTO or SELFIE AT EVERY STOPPING POINT                                | <b>(5)</b> SING TOGETHER A SHORT SONG ON THE STAGE OF VANA-KALAMAJA SQUARE                                                                      |

**(6) TEACH EVERYONE HOW TO SAY "CHEERS" IN YOUR LANGUAGE**

**(7) SHARE A GLASS OF ESTONIAN BEER AT TELLISKIVI**

**(8) SEE A (LIVE-) STREAMING OF THE ESTONIAN DANCE CELEBRATION AT TELLISKIVI PARK**

*Live-stream of the Dance Celebration concert at 18.00-21.00 / repeating at 22.00-01.00 in Telliskivi Park (Telliskivi str 60/2) -> pubs there: e.g. Vaat Tap Room or (several) Gin places  
Easy to get back to the hotel from Telliskivi by tram (either direct line or change in the city centre)!*



## **ANNEX 7: Example of Evaluation:**

### **NOTES FROM THE EVALUATION MEETING**

#### **>> Introduction - 5 minutes**

#### **>> Round 1: General feedback - 20 minutes - Please let us know what your thoughts were.**

- Do you feel that the training prepared you for the work during Leading Voices
- Do you feel that the training is useful for you outside the LV?
- What surprised you about the event management? Are there new things you feel you've learned

#### **YEMPer 1:**

- Lovely programme, hasn't experienced anything like that ever
- Happy that her wishes were taken into consideration
- Quite intense for her
- Slight adjustments: timetabling for the masterclass - there were times she didn't get a break. A lot of things to do (videos, keeping the leader of the masterclass in time, the conductors, etc.). It also wasn't the best that she had to start at the same day that she got to know that she has to work in the masterclass.

#### **YEMPer 2:**

- Group wasn't bonded enough in the beginning, only one exercise where everybody together works
- Chats - using two platforms was very confusing. Next time use one platform.
- Not challenging enough for her.
- For the music commission: opening & closing concert. Opening - wasn't our event (Song Celebration), closing concert - only choirs, didn't connect it the participants there. No feeling of something really closed and finished. More networking (cafe on the ground floor in the foyer?)

#### YEMPer 3:

- Very clear where to go and who to call, team was helpful. Felt very supported.
- A lot of things were on paper. Used more digital tools (schedule etc.)

#### YEMPer 4:

- Confusing emails in the beginning when exactly we need to come (early or late).
- Training was good, even if you know stuff good to go over again
- Liked his position, but was hard to work in the media team. Viktoria's workload was a lot and all centered around her (information, what to do etc.)
- Generally very happy
- Have a Google Folder where all the information and documents are in one place

#### YEMPer 5:

- Could go to all of the sessions she wanted
- What was hard: reach the technical team (first session nobody picked up the phone, they didn't show up)

#### YEMPer 6:

- Great that there was already contact before the event (video calls, tasks, etc.)
- Training was very very tiring (attention span issues)
- Felt very supported
- Workload of the production office - not too much for everyone, some had to work a lot, some not. They could have helped Kotryna in the Info Desk

#### YEMPer 7:

- He got to know in March that he got accepted. The issue of being part of the Estonian team and YEMP team.
- He got to know on Friday that YEMP starts on Thursday, not Sunday because he didn't get the communication emails because he didn't need info about travelling and accommodation. A lot of unnecessary stress because he didn't get the information.
- Had a nice cooperation with Varje

#### YEMPer 8:

- Liked how people just came at random places to help her.
- Difficult scheduling in the info desk as it wasn't clear when exactly was she needed (info desk opening times?)
- First day is super intense, then it went calmer.
- Production and info desk could be more intertwined.

#### YEMPer 9:

- Confusing with the e-mail when he was accepted. ("You're accepted but please don't buy the ticket right now")
- He got a feeling that he's maybe just a second option or so. Communication was not very clear.
- More online activities before the festival.
- Don't know the staff people (the ladies)
- Learn how to connect the technical stuff (the basics)
- Talk about FOMO at the festival (add to Anna's topic of mental health)
- Overall everything is great, he liked how it was organised (premium experience)

#### YEMPer 10:

- Leading Voices sprit is great for him. Final Concert could have been more about connecting people, weird ending, there was a lack of ending a festival.
- Social team: everything was put on to Viktoria, she had A LOT of work, they wanted to help her, but they couldn't.
- YEMP programme - have a half day to prepare for the upcoming tasks (when Viktoria arrived then suddenly there were A LOT of tasks).
- Felt supported.

#### >> Round 2: KIKA (Keep, Improve, Kill, Add) - 25 minutes

- 4 post-it colours, everyone a pen

- 5 minutes: write down everything you can think about.
- (KIKA: Keep, Improve, Kill, Add)
- present them, stick on big sheet - cluster

<https://www.menti.com/altbu1njo3xc>

topics to be KIKA-d in the kahoot:

- online:
  - online meeting with the YEMP team
    - Too much information
    - More interactive
    - Meeting notes (short overview what it was about)
  - preparatory task
    - One more quiz (two exercises) - so that they could meet more beforehand. More simple tasks?
    - Mixing up with the groups
    - Team-building tasks before (presentation about a person etc.)
  - online meeting with YOUNG
    - KILL: two hours of talking and presenting the festivals. Why did they meet? How do they overlap, should they overlap? What was the purpose of the meeting?
    - IMPROVE: meeting with Youth Committee people (YOUNG programme of IFCM?).
- training:
  - ice-breakers
  - **Introduction** to Leading Voices, the YEMP programme and the YEMP team
    - Turn things into games, gamification?

- LARP
  - Give them the information that it's basically doomsday scenarios, not everyday.
  - Use "they/them" rather than "he/she" and "her/him" in the description of the scenarios
- learn your venue game
  - see the map beforehand (came from putting the signs up - mapping it out themselves)
  - Smaller groups
- PFA
- How to understand your users
  - Need more time for creating the personas
- Meeting with the festival team (? might not need to evaluate)
- Fundraising and budgeting
  - Need more time and simplify
  - Not whole festival but a part of it?
  - Talk about strategies how to get funding
  - Pre-created budget or a game like where there's a fixed budget and you have to make decisions (if you take this, then this will have less for that and these are the consequences etc.). More like a puzzle with pieces.
  - Real case scenario - some real budget, more like a case study
- Song Celebration
  - Practical to hear about any event that is happening in the country around the same time
  - Could have been a pre-activity before the festival (a webinar for example).
- learn your city game
- Environmental sustainability
- test run for registration
  - the important information should be written down
  - timing of the test-run - we knew what we're doing, why are everybody doing that.
  - Have the activity when we have still energy
  - LARP - they didn't know yet where is what or what's the layout.
  - Smaller groups
  - Needs more time
  - Timing of the team book - that had important info there that could have been important to know already at the test-run. Can't remember everything then,
  - Timetable it when ALL the YEMPers are available
- positions available for YEMPers
  - first announce the positions and then talk about the tasks in the office.
- 1 day working in your position before the festival
  - LABs & masterclasses were confusing as they were music and production and other offices together
  - It should be clear who is in charge of the office or what.
  - A lot of assumptions, but they should be written down (the tasks, the expectations for YEMPers).
  - Need more supervision
  - would be great a second YEMPer with who you can coordinate the tasks with and stick together
- coaches
  - 2-3 minutes to talk with the person about how you're actually doing (we did, with Jonas it just happened that he reached out to us first than Ruben).
  - Mindfulness, check-in questions for the YEMPers every morning or evening
  - 10-15 min daily meetings for discussion rounds in the beginning of the day.

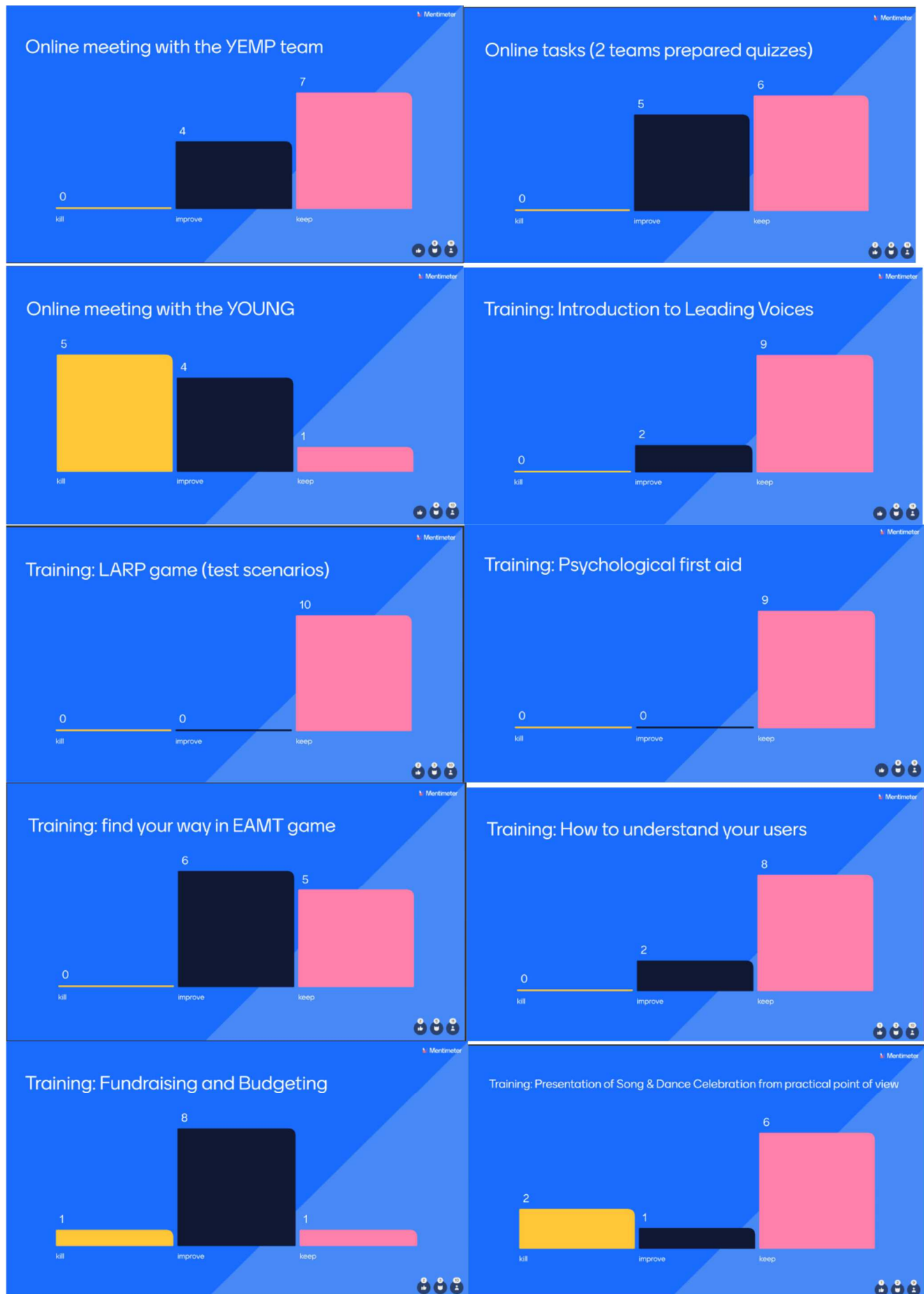
YEMP programme average rating was 4.8 out of 5 points ,see last slides of mentimetre below.

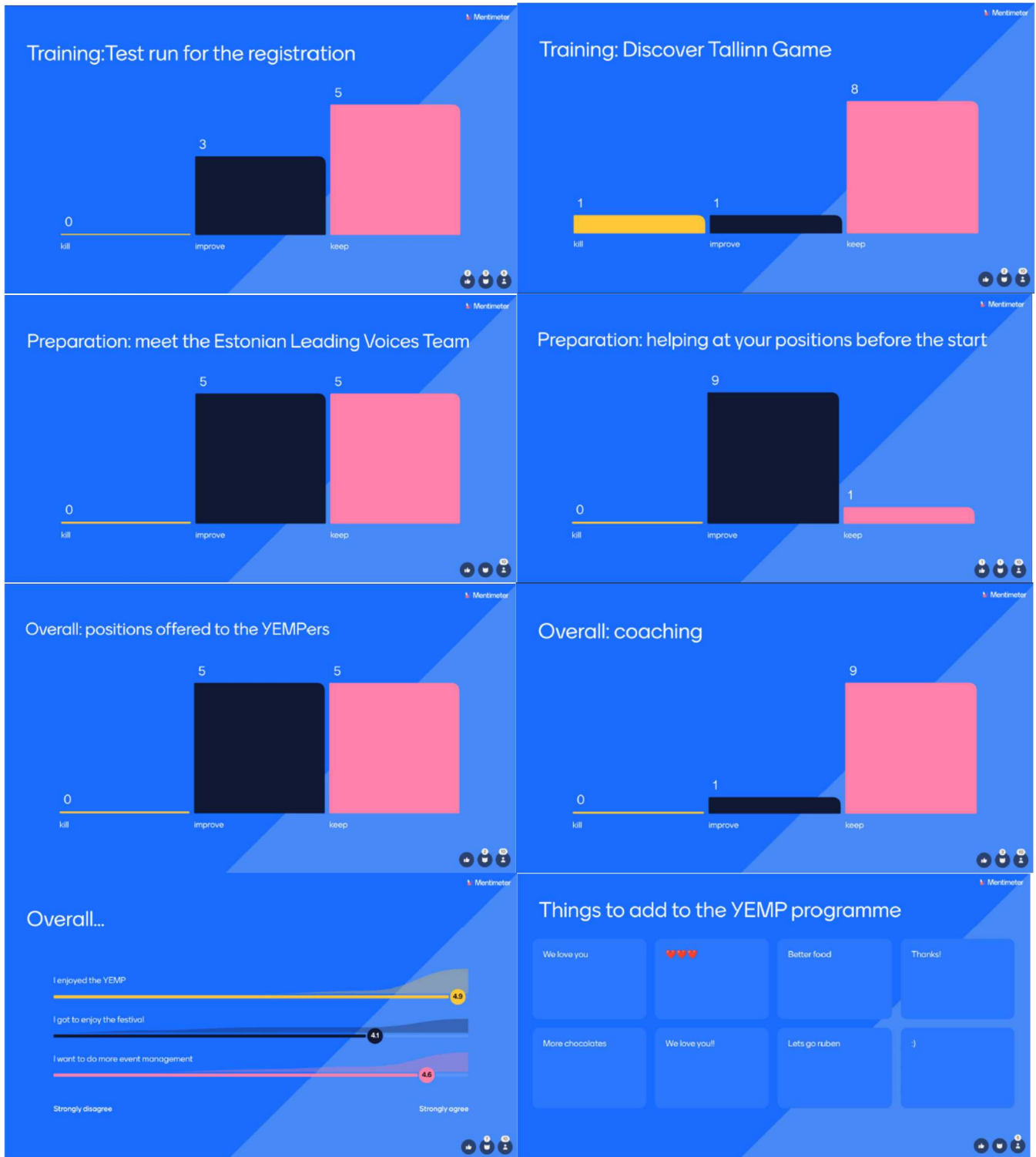
### **>> Round 3: Reflection from the coaches per YEMPer - 5 minutes**

### **>> Wrap-up - Certificates handing out - AOB - 5 minutes**

- **Would you recommend the YEMP programme to your choir friends**

## Mentimetre results of Kill - Improve - keep:





## YEMP - Sample budget on the example of the 2025 edition at Leading Voices

in green = figures you can adapt to your own event

in grey = referring to figures in green

|                                                                                           |                          |                          |                         |                    |
|-------------------------------------------------------------------------------------------|--------------------------|--------------------------|-------------------------|--------------------|
| <b>Travels</b>                                                                            |                          |                          |                         | <b>12 000,00 €</b> |
|                                                                                           | <u>number of persons</u> | <u>number of travels</u> | <u>costs per travel</u> | <u>total costs</u> |
| <b>YEMP Coaches</b>                                                                       |                          |                          |                         |                    |
| international:                                                                            | 1                        | 1                        | 400,00 €                | 400,00 €           |
| local:                                                                                    | 1                        | 0                        | 0,00 €                  | 0,00 €             |
| <b>Other YEMP Committee</b>                                                               |                          |                          |                         |                    |
| international:                                                                            | 2                        | 2                        | 400,00 €                | 800,00 €           |
| local:                                                                                    | 2                        | 0                        | 0,00 €                  | 0,00 €             |
| <b>YEMP participants (have to cover their own travel expenses)</b>                        |                          |                          |                         |                    |
| international:                                                                            | 9                        | 0                        | 0,00 €                  | 0,00 €             |
| local:                                                                                    | 1                        | 0                        | 0,00 €                  | 0,00 €             |
| <b>Accommodation</b>                                                                      |                          |                          |                         | <b>8 937,00 €</b>  |
|                                                                                           | <u>number of persons</u> | <u>number of nights</u>  | <u>costs per night</u>  | <u>total costs</u> |
| <b>YEMP Coaches</b>                                                                       |                          |                          |                         |                    |
|                                                                                           |                          |                          | (Hotel single)          |                    |
| international:                                                                            | 1                        | 9                        | 130,00 €                | 1 170,00 €         |
| local:                                                                                    | 1                        | 0                        | 0,00 €                  | 0,00 €             |
| <b>Other YEMP Committee</b>                                                               |                          |                          |                         |                    |
|                                                                                           |                          |                          | (Hotel single)          |                    |
| international:                                                                            | 2                        | 9                        | 130,00 €                | 2 340,00 €         |
| local:                                                                                    | 2                        | 0                        | 0,00 €                  | 0,00 €             |
| <b>YEMP participants</b>                                                                  |                          |                          |                         |                    |
|                                                                                           |                          |                          | (twin simple hotel)     |                    |
| international:                                                                            | 9                        | 9                        | 67,00 €                 | 5 427,00 €         |
| local:                                                                                    | 1                        | 0                        | 0,00 €                  | 0,00 €             |
| <b>Meals</b>                                                                              |                          |                          |                         | <b>2 550,00 €</b>  |
|                                                                                           | <u>number of persons</u> | <u>number of days</u>    | <u>costs per day</u>    | <u>total costs</u> |
| <b>YEMP Coaches</b>                                                                       |                          |                          |                         |                    |
| international:                                                                            | 1                        | 8,5                      | 25,00 €                 | 212,50 €           |
| local:                                                                                    | 1                        | 0                        | 0,00 €                  | 0,00 €             |
| <b>Other YEMP Committee</b>                                                               |                          |                          |                         |                    |
|                                                                                           |                          |                          | (Hotel single)          |                    |
| international:                                                                            | 2                        | 8,5                      | 25,00 €                 | 425,00 €           |
| local:                                                                                    | 2                        | 0                        | 0,00 €                  | 0,00 €             |
| <b>YEMP participants</b>                                                                  |                          |                          |                         |                    |
|                                                                                           |                          |                          | (twin simple hotel)     |                    |
| international:                                                                            | 9                        | 8,5                      | 25,00 €                 | 1 912,50 €         |
| local:                                                                                    | 1                        | 0                        | 0,00 €                  | 0,00 €             |
| <b>Fees</b>                                                                               |                          |                          |                         | <b>2 000,00 €</b>  |
|                                                                                           | <u>number of persons</u> |                          | <u>fee per person</u>   | <u>total costs</u> |
| <b>YEMP Coaches</b>                                                                       |                          |                          |                         |                    |
|                                                                                           | 2                        |                          | 1 000,00 €              | 2 000,00 €         |
| <b>Workshop leaders</b>                                                                   |                          |                          |                         |                    |
|                                                                                           | 4                        |                          | 0,00 €                  | 0,00 €             |
| <i>(workshops were offered by members of the steering committee on a volunteer basis)</i> |                          |                          |                         |                    |
| <b>Other costs</b>                                                                        |                          |                          |                         | <b>0,00 €</b>      |
| <b>Rental costs meeting rooms</b>                                                         |                          |                          |                         |                    |
| <i>Subsidy in kind by Estonian Academy of Music</i>                                       |                          |                          |                         |                    |
| <b>Staff costs local organisers</b>                                                       |                          |                          |                         |                    |
| <i>Subsidy in kind by Estonian Choral Association (Leading Voices)</i>                    |                          |                          |                         |                    |
| <b>Total costs:</b>                                                                       |                          |                          |                         | <b>14 687,00 €</b> |
| <i>EU Funding for 2025 edition in Tallinn (Choral TIES): 11 470,00 €</i>                  |                          |                          |                         |                    |