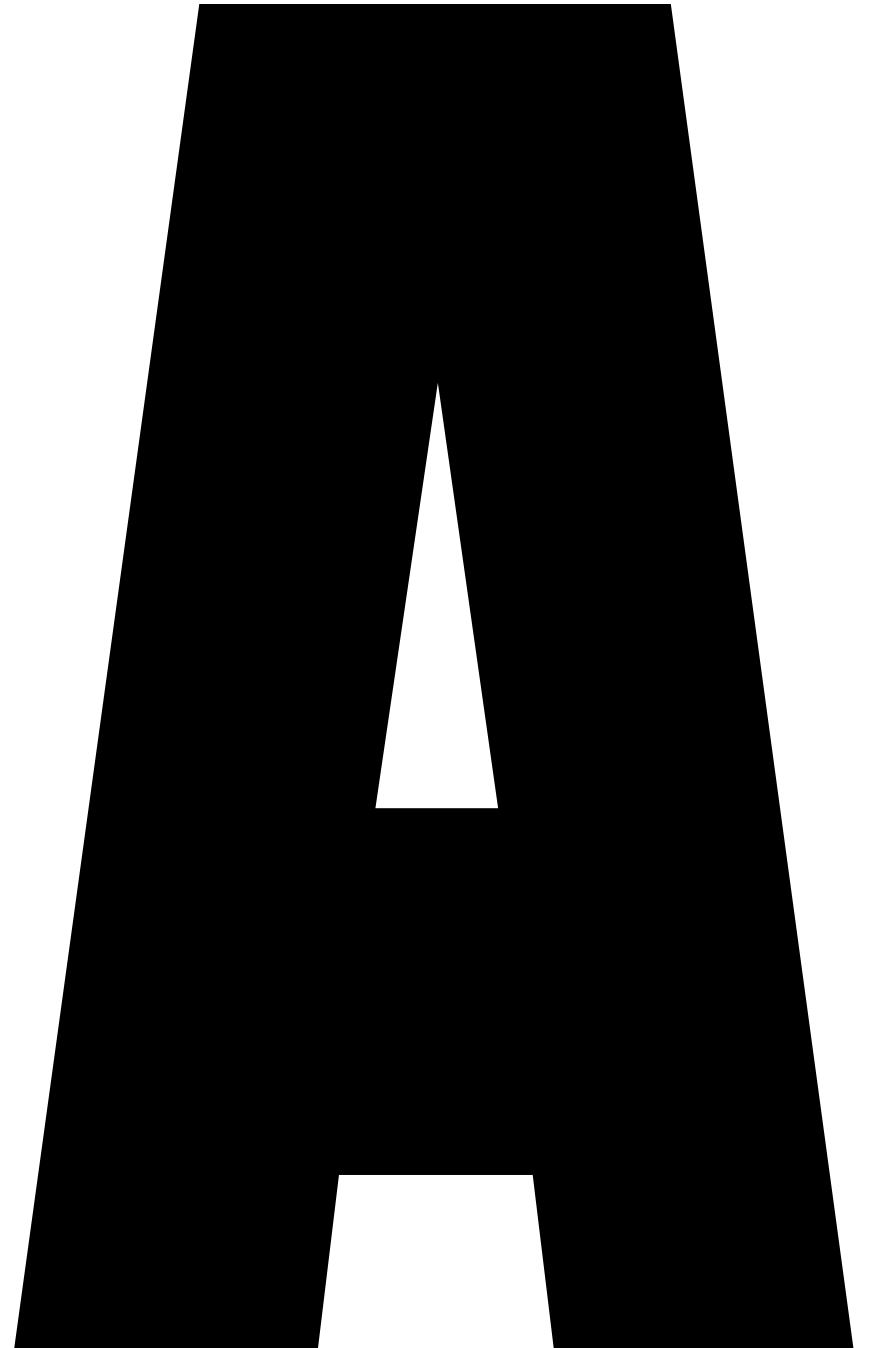


European
Forum
Alpbach



HOW EUROPE WINS

European
Forum
Alpbach
2026

24 August to 4 September 2026





**WELCOME TO THE
GENERAL ASSEMBLY
AT THE EFA HOME BASE**



NIKOLA DONIG

**SECRETARY GENERAL &
MANAGING DIRECTOR**



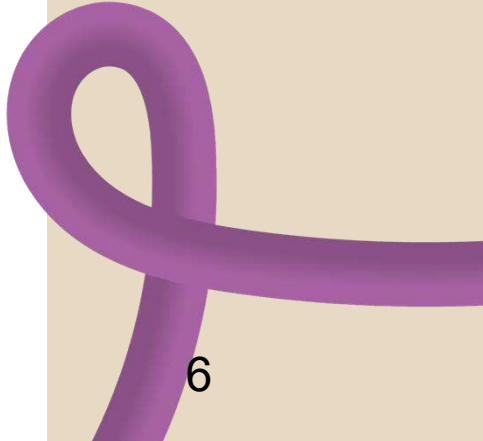
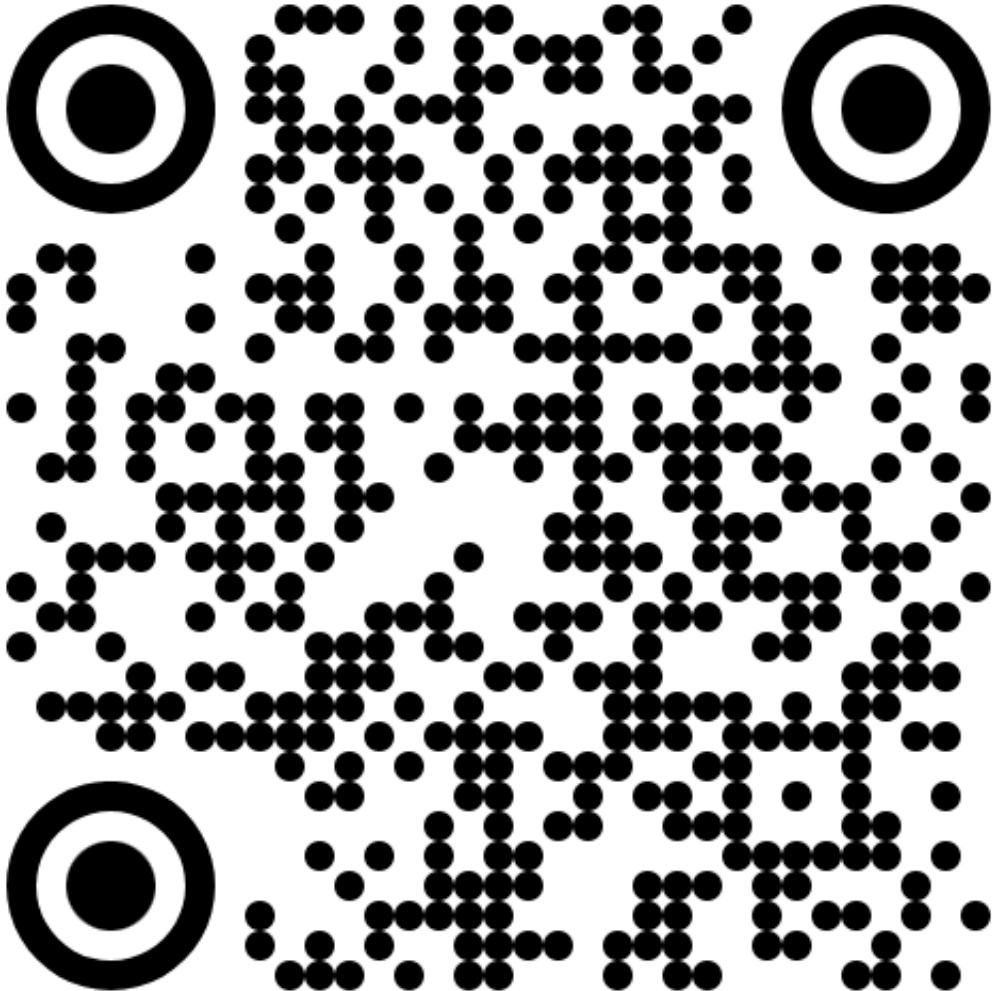


In remembrance of

Wolfgang F. Danspeckgruber

February 4, 1956 – February 18, 2026

WIFI CONNECTION



LIVE TRANSLATION & TRANSCRIPTION

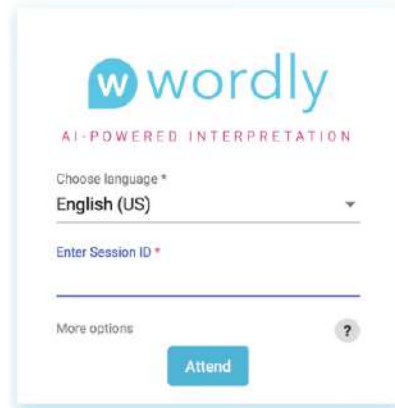
1.



Scan QR-Code or
Go To:

[https://attend.wordly.ai/join/
CRRA-9445](https://attend.wordly.ai/join/CRRA-9445)

2.



Choose Language
& Click Attend

3.



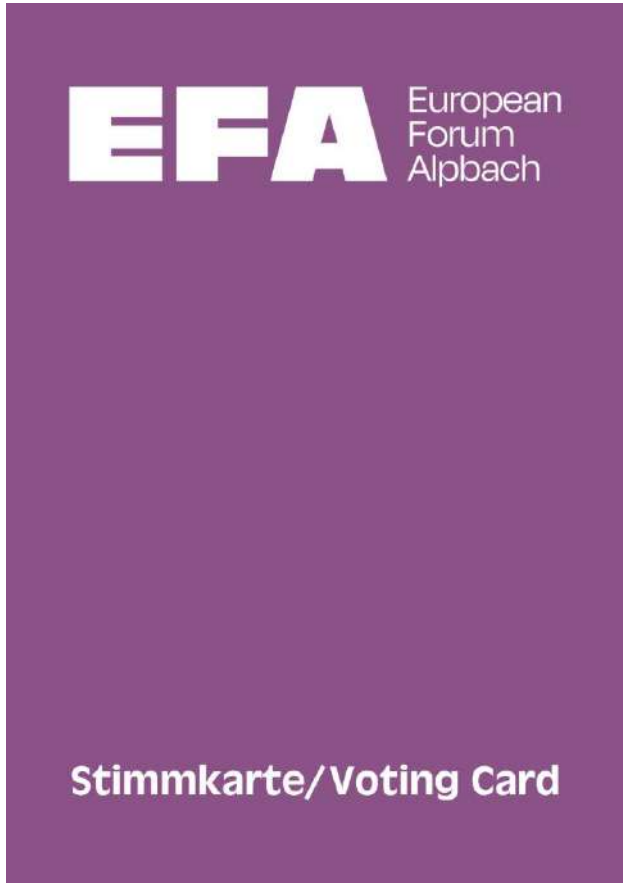
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LIVE TRANSLATION & TRANSCRIPTION



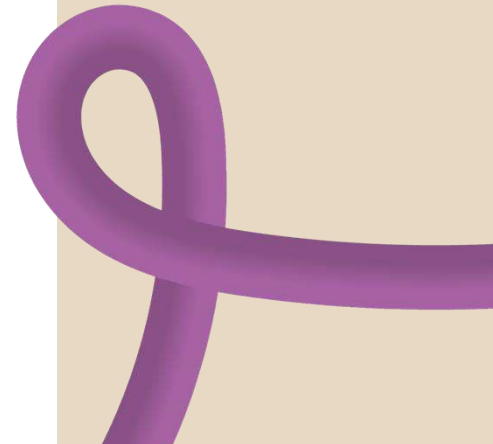
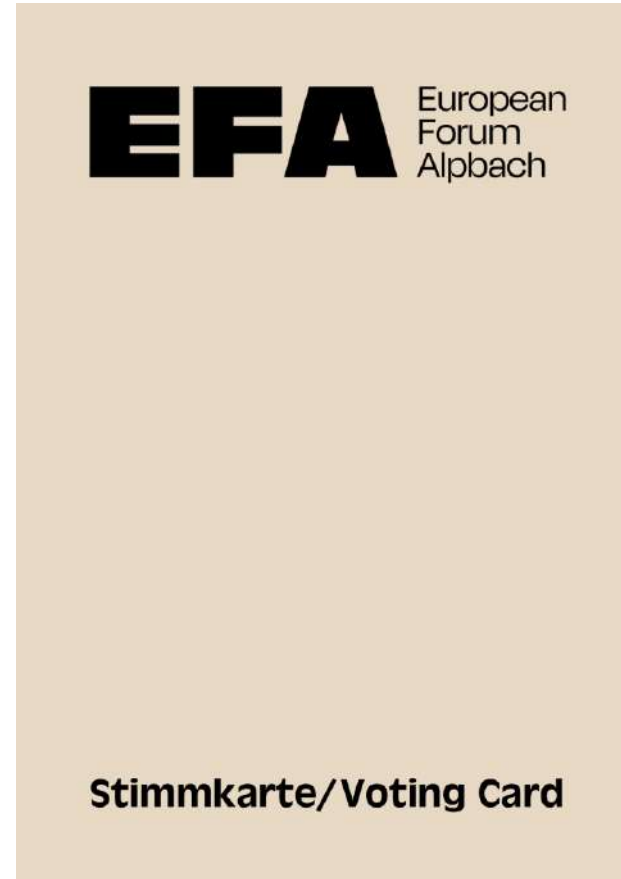
<https://attend.wordly.ai/join/CRRRA-9445>

VOTING



purple:
own voting card

sand:
vote delegation
(max. 3)





1. WELCOME AND QUORUM

ATTENDANCE & VOTING FIGURES

Attendances in-person	54
Attendances online	27
Voting authorisations	42
Vote transfers	48





2. APPROVAL AGENDA

AGENDA

1. Welcome & Quorum
 2. Approval of Agenda
 3. Approval of Minutes eo. GA 10/12/25
 4. Report of the President
 5. Outlook EFA26
 6. Approval Budget 2026
 7. Information Foundation's Draft Budget 2026
 8. Replacement Members of the IAB
 9. Report Working Group Transition
 10. Report FAN
 11. Miscellaneous
- } Combined with voting at the end.





3. APPROVAL MINUTES EO. GENERAL ASSEMBLY 10/12/25



4. BERICHT DES PRÄSIDENTEN

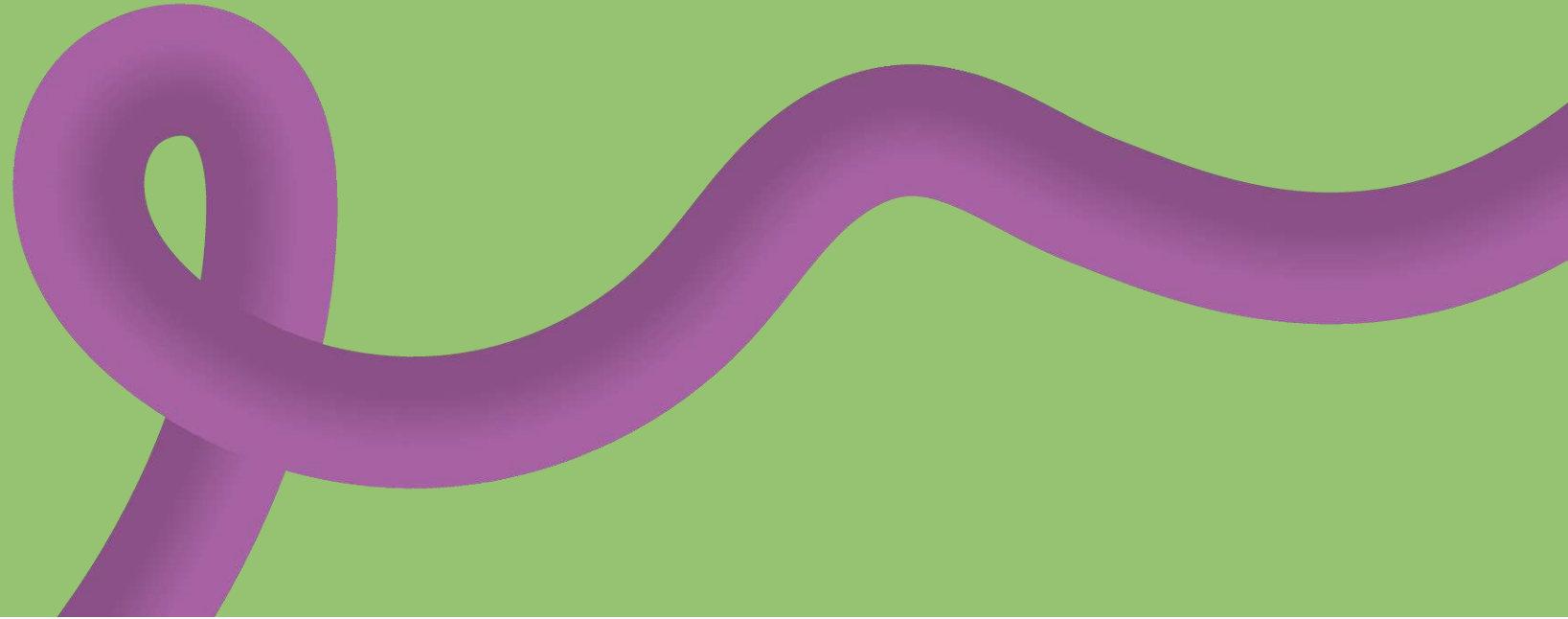


OTHMAR KARAS

EFA PRESIDENT



European
Forum
Alpbach
2026



5. OUTLOOK EFA26

HOW EUROPE WINS

European
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Alpbach
2026

24 August to 4 September 2026



EFA26 - THE MODULES

MON 24 TUE 25 WED 26 THU 27 FRI 28 SAT 29 SUN 30 MON 31 TUE 01 WED 02 THU 03 FRI 04

EUREGIO DAYS

ACADEMY DAYS

CONFERENCE DAYS

ACADEMY DAYS:

Building Europe's Intellectual Commons

The Academy Days provide the intellectual foundation of the EFA. Participants gain the space to think beyond immediate pressures and explore Europe's long-term questions.

EUREGIO DAYS:

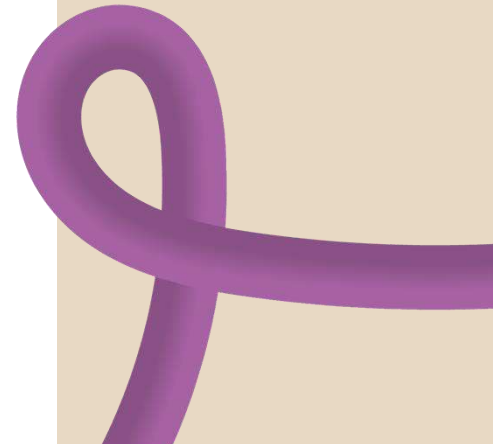
Expanding Europe Through Regional Constellations

The Euregio Days bring Europe into focus at a regional level, where cooperation becomes tangible and diverse perspectives meet.

CONFERENCE DAYS:

Converging Perspectives, Creating European Momentum

The Conference Days concentrate the module into a single, coherent experience. Each day revolves around one focus topic presented on the Main Stage and deepened through a corresponding networking event.



HOW EUROPE WINS

Four Tracks as the foundation. Four Focus Topics as the strategic perspectives.

TECHNOLOGY & SOCIETY

CAPABILITY & RENEWAL

FINANCE & TRUST

ENVISIONING (...)

CLIMATE

FINANCE

DEMOCRACY

SECURITY

FOCUS TOPICS

CAPABILITY & RENEWAL

Mobilising Europe's
Power to Act

This focus topic explores what it means for **Europe to regain the power** to decide in a world defined by speed, uncertainty, and geopolitical competition. It pushes beyond the familiar debate about qualified majority voting and **examines deeper structural questions.**

FINANCE & TRUST

Funding Europe's
New Promise

This focus topic examines how Europe allocates its collective resources—and **what these decisions reveal about our shared future.** Funding Europe's "new promise" means recognising that investment is not just about money: **it is about trust** between generations, between member states, and between citizens and their institutions.

TECHNOLOGY & SOCIETY

Developing Europe's
Next Infrastructure

This focus topic explores what Europe must design, rebuild, and reimagine to remain **master of its own fate:** from energy systems that are resilient and interconnected, to data and compute infrastructures that underpin trust and autonomy, to technologies that **reinforce** rather than undermine the dignity of democratic life.

ENVISIONING (...)

This fourth focus topic remains intentionally **open and responsive** to real-world developments in 2026, allowing the Forum to address the **most urgent and meaningful shifts shaping Europe's position in the world.**





ACADEMY DAYS

Seminars, Studios and Labs

SCHOLARSHIP APPLICATIONS

Region	2025	2026	Trend
Europe	1.807	2.219	+23%
Asia	2.105	1.946	-7,5%
Africa	1.577	995	-37%
Latin America	220	184	-16%
North America	60	89	+48%
Oceania	5	15	+200%
TOTAL	5.774	5.448	-5,5%



LABS, STUDIOS, SEMINARS

Format	Primary Audience	Core Function	Value Proposition
Seminars	Scholarship Holders (18-25)	Intellectual orientation & personal growth	Asking the right questions
Studios	Young Leaders (25-40)	Method-driven sense-making & capability building	Working through hard problems
Labs	Decision-makers & Subject Matter Experts (40-80)	Institutional problem-solving	Working through hard answers



EFA26 – SEMINAR TOPICS

Finance & Economy

- Transformation of Finance
- Theory & Practice of Geoeconomics

Climate

- European Climate Law
- Hope for a Green Future
- Environmental Impact of AI/Digital Infrastructures

Security

- Is Victory Possible in the 21st Century?
- The Art of (In(ter))dependence in an Age of Great Power Competition

Democracy & Rule of Law

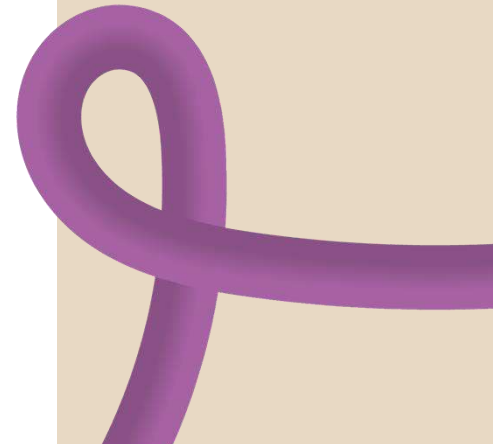
- Digital Sovereignty
- Youth as Shapers of a New Social Contract

Art

- RADA: Theatre
- Creative Writing
- MUK Vienna: Performance/Generational Exchange
- Cinematography
- Social Sculpture

Skill

- Military Leadership Training
- Financial Literacy/Capital Markets (ERSTE Foundation)
- Debate
- School for Moral Ambition



STUDIO OVERVIEW

Programme-Studios

Systems in
Motion: Urban
Innovation &
Circular
Transition

Future-
Oriented
Innovation in
One Health

Your Voice on
Wealth: A
Citizens'
Assembly

Rules Matter

Partner-Studios

FES (TBC)

Complexity
Science Hub
(2 Studios)

CIDAPE (TBC)

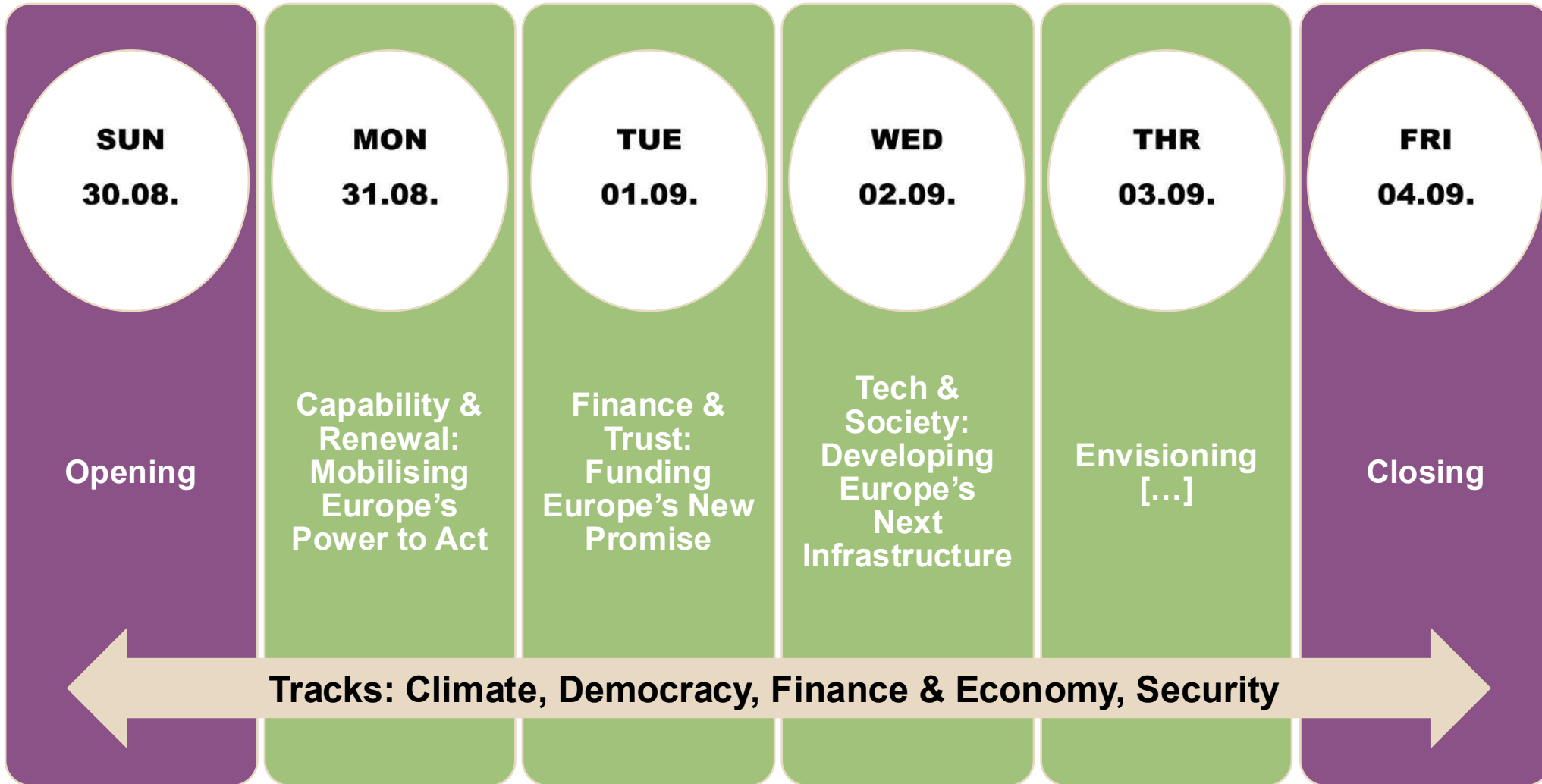
KAS (TBC)



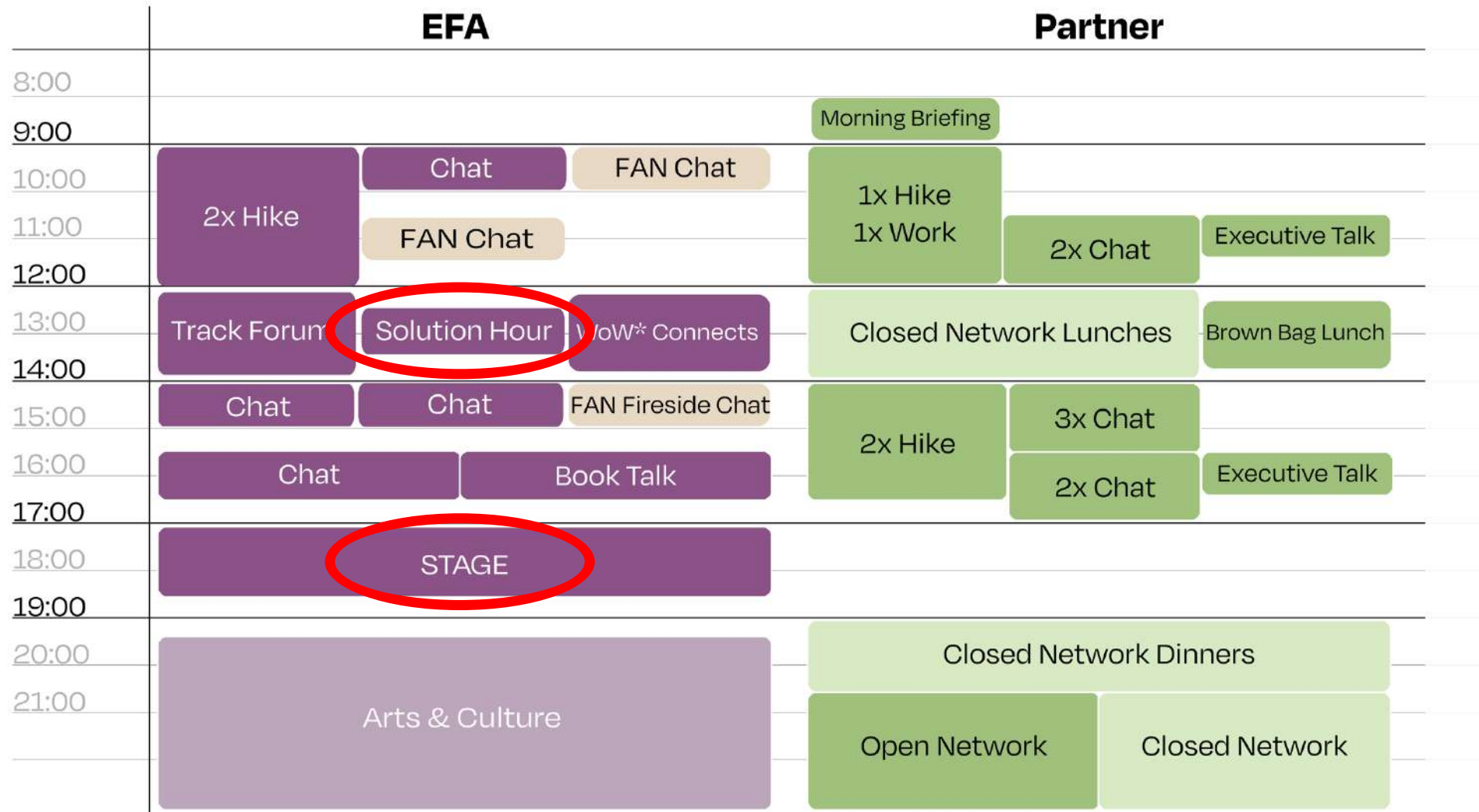
CONFERENCE DAYS

Structure, Daily Structure, Working Draft

CONFERENCE DAYS AT A GLANCE



EFA26 – DAILY STRUCTURE



*FAN = Forum Alpbach Network

WoW = World of Women

Track ↓ / Focus Topic →	Day 1: Capability & Renewal (MON, 31 August)	Day 2: Finance & Trust (TUE, 01 September)	Day 3: Tech & Society (WED, 02 September)	Day 4: Envisioning [...] (THR, 03 September)	The Vertical Narrative
Climate	Anticipatory Governance: Deciding Before the Crisis Hits (CHAT)	The Cost of Familiarity: Why Europe struggles to trust transformation – comfort, identity, and vested powers. (HIKE)	Building at Speed: What alliances, reforms, and investments are needed for Europe to deliver the infrastructure for future it promises. (CHAT)	Regenerative Sovereignty: Restorative vs. Extractive power. (HIKE)	The Endurance Game Winning means: sustaining collective action under irreversible constraints.
Democracy	Efficiency vs Legitimacy: Democracy that Delivers (HIKE)	Inequality, Discontent and a New Social Contract (CHAT)	Data Ownership and Recapturing the Digital Commons (HIKE)	Revitalising Democracy: The Future of Meaningful Participation and Representation (CHAT)	The Legitimacy Game Winning means: maintaining consent while exercising power.
Finance	Risk, Power and Responsibility (HIKE)	From Crisis Funds to Permanent Capacity (CHAT)	AI and Europe's Next Generation (HIKE)	The Moral Economy (CHAT)	The Trade-Off Game Winning means: allocating scarce resources without collapsing trust.
Security	Europe's Security Operating System (CHAT)	Financing the Defence Union: SAFE, the MFF, and Europe's Next Integration Step (HIKE)	In Nobel's Name, For a Noble Cause? Peace, Prestige, and Moral Authority (CHAT)	Europe's Diplomatic Counter-Revolution: Rebuilding Order Through Alliances and Dealcraft (HIKE)	The Commitment Game Winning means: sending credible signals in a hostile environment.
Main Stage	Mobilising Europe's Power to Act	Funding Europe's New Promise	Developing Europe's Next Infrastructure	Envisioning Europe's Future	The Meta-Game Winning means: choosing which games to play and which not to. Which are winnable and where do we have to move on?



PROGRAMM RELEASE DATES

13. April – Ticket Shop + booking open, first highlights

20. May – 90% own sessions, 60% partner sessions

23. June – 100% own sessions, 80% speakers





6. APPROVAL BUDGET 2026

**7. INFORMATION ON THE
FOUNDATION'S
DRAFT BUDGET 2026**



**BARBARA
ZIMMERMANN**

MANAGING DIRECTOR



BUDGET PLAN FOUNDATION & ASSOCIATION 2026

OVERVIEW	PLAN 2025	ACTUALS 2025	PLAN 2026
Revenue	€ 6.512.867	€ 6.634.932	€ 6.268.400
Operating Expenses	€ 3.901.262	€ 5.268.425	€ 2.941.184
Personnel Expenses	€ 2.801.210	€ 3.029.096	€ 2.977.890
Expenses Σ	€ 6.702.472	€ 8.297.521	€ 5.918.186
TOTAL	- € 391.105*	- € 1.662.588	€ 350.214

*Loss without endowment contribution of € 201.500 without 2022.

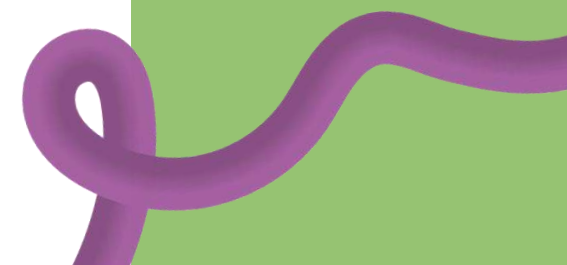


ASSOCIATION BUDGET 2026

Revenues (EUR)	
Participation Fees	
Total	0
Participation fees for scholarship recipients	
Total	24.000
Sponsoring and Grants	
Total	260.000
Membership Fees	
Total	35.000
Miscellaneous Income	
Total	370.000
Finance Income	
Total	0

Expenses (EUR)	
Hospitality	
Total	20.000
Event Production	
Total	6.300
External Service Providers	
Total	3.000
Stakeholders/Speakers	
Total	2.000
Personnel Expenses	
Total	522.274
Depreciation and Other Operating Expenses	
Total	0
IT Infrastructure	
Total	9.500
Marketing & Communication	
Total	6.500
Office	
Total	46.904
Other Expenses	
Total	6.000
Financial Expenses	
Total	0
Incl. Intercompany Cost Allocations	
Total Revenues	689.000
Total Expenses	619.478
Operating Expenses	97.204
Personnel Expenses	522.274
Profit (or Loss) in EUR	69.522

HOW EUROPE WINS



FOUNDATION BUDGET 2026 DRAFT

Revenues (EUR)	
Participation Fees	
Total	650.400
Participation fees for scholarship recipients	
Total	185.000
Sponsoring and Grants	
Total	3.340.000
Membership Fees	
Total	0
Miscellaneous Income	
Total	1.400.000
Finance Income	
Total	4.000

Expenses (EUR)	
Hospitality	
Total	1.161.836
Event Production	
Total	140.580
External Service Providers	
Total	253.772
Stakeholders/Speakers	
Total	88.700
Personnel Expenses	
Total	2.455.616
Depreciation and Other Operating Expenses	
Total	53.788
IT Infrastructure	
Total	336.346
Marketing & Communications	
Total	170.729
Office	
Total	202.486
Other Expenses	
Total	384.853
Financial Expenses	
Total	50.000
Incl. Intercompany Cost Allocations	
Total Revenues	5.579.400
Total Expenses	5.298.708
Operating Expenses	2.843.980
Personnel Expenses	2.455.616
Profit (or Loss) in EUR	280.804

HOW EUROPE WINS



8. APPOINTMENT IAB MEMBERS

REPLACEMENTS IN THE IAB

1. Members leaving the IAB

- a) **Ms. Catherine Ashton**
- b) **Ms. Katja Gentinetta**
- c) **Mr. Thomas Wieser**

2. Members to be nominated

- a) **Ms. Helga Schmid** - Vice President of the Board of Trustees of the MSC, former Secretary-General of the OSCE
- b) **Mr. Shashi Tharoor** - Chairman of the Standing Committee on External Affairs of the House of People of the Parliament of India, former Under-Secretary-General of the UN
- c) **Princess Maria-Pia of Liechtenstein** - Former Ambassador of the Principality of Liechtenstein to Austria and to the OSCE





9. REPORT WORKING GROUP

MOTION GA 12/2025:

The General Assembly motions to establish a working group with members of the association for joint discussion and work regarding the envisaged legal changes (checks and balances, information rights, confirmation duties etc) to take the current concerns and transparency into account.

The GA requests the EFA Association Board to establish this working group. There shall be a report by this group at the next General Assembly.

INTERIM REPORT WORKING GROUP

- ❑ Call for Participation
- ❑ Constituent Meeting 21. January
- ❑ Establishment of 3 subgroups
 - WG Communication
 - WG Committee Work (GA, IAB, SAB, SAC)
 - WG Membership
- ❑ Working sessions in the subgroups
- ❑ Interim Report GA 23. March
- ❑ Final Report and work-packages GA in May



1. WORKING GROUP ON COMMUNICATION

MAIN QUESTIONS

- What **processes** do we want to establish for communication?
- What **formats** and **channels** do we want to use?
- How do we ensure **dialogue** rather than just information?

ISSUES

- Communication with members is sporadic and not comprehensive enough
- Communication is top-down/informative rather than bottom-up/dialogic (question of who is responsible for providing/seeking information)
- Lack of community building (see Memberships Working Group), no overview of events

IDEAS AND SOLUTIONS

General Assemblies

- 2 per year is good
- Open / not overly moderated town hall meeting in Q3/4, at most an important supplement
- General Assemblies themselves should take on a more interactive character (vs. purely informative), make better use of member attendance

Email communication

- In addition to public topics regarding content -> information on internal processes for members
- TBD: At what intervals? On which specific topics (e.g., membership fees, bylaw changes, with what level of detail?)

Informal interaction among members would be desirable: over 300 EFA members, some of whom do not know each other

- Group chat: asynchronous, low-key, voluntary; TBD: Which channels would be preferred? Is moderation needed?
- Member platform / list: "Who's who" of the EFA Association, overview and contact options

More comprehensive event information

- Online event calendar on the EFA website, including the numerous FAN events (which are mostly communicated via social media)

Additional ideas

- Member surveys



2. WORKING GROUP ON EFA BODIES

EFA bodies: high complexity, lack of clarity regarding roles → inefficiencies, limited strategic impact, untapped potential for the EFA

Unclearly Regarding:

- Roles & responsibilities across EFA bodies (SAC, IAB, SAB, etc.)
- Decision-making processes
- Areas of responsibility & expectations
- Communication and information flows
- Interface/interaction between the Association and the Foundation → a central challenge

Main Needs:

- Consistent clarity of roles across all committees
- Transparency (especially regarding strategy, budget, and reporting)
- Clear governance & processes

Key Finding: The problem lies less in the structure and more in operational implementation (roles, involvement, communication – the HOW?)

Joint focus of work → establishing **role clarity & fields of action** across all committees



2. WORKING GROUP ON EFA BODIES

Clear roles + targeted involvement → significantly greater strategic impact!

- Clear roles, responsibilities, points of contact
- Clear, effective information flows
- Targeted, active involvement of committees in strategy and programming

SAC → Strategic sparring partner

- Focus on overarching strategic issues (not operational/programming, exact scope to be determined)
 - Mobilize potential across EFA generations for the Forum
 - Smaller, active group with clear expectations → greater focus, greater continuity
- From a broad advisory body to a focused, active strategic sparring partner

IAB → International catalyst and networking body

- Clear positioning as an international catalyst and networking body
 - Stronger, structured involvement in program design, programming committees, EFA365, FAN
 - Utilizing members as speakers and topic contributors
- Greater relevance & internationality of the EFA at large

SAB → Scientific Quality Committee

- Ensuring scientific quality and credibility
 - Sharpening the EFA's content profile (reflection committee)
 - Early involvement in thematic areas
- Greater quality, credibility, and sharpening of the forum's content profile



3. WORKING GROUP ON MEMBERSHIP

Current Status of EFA Membership

- Approximately 300 members, membership fee: €100/year, with some members paying different fees
- **Current added value for members:** ticket discounts for the Forum, occasional inclusion in EFA processes (e.g., feedback, scholarship selection)
- Membership is more **passive** (consumption) than **active** (co-creation)
- **Motivation for membership:** emotional connection to the Forum, networking & exchange, potential for co-creation & contribution as an agent of change, belonging to a committed community

Key Questions

- What do we want the association to be? Should it serve members or become a more proactive community?
- **Areas of tension:** Open vs. selective membership, mass association vs. engaged community, networking vs. co-creation

Vision & Strategic Directions

- **Vision:** a committed, active community; members as co-creators of the EFA; stronger identification and sense of belonging; a visible, vibrant community structure (online and offline)
- **Strategic directions:** clearly defined goals for member development; more targeted outreach (e.g., to returning participants); exploration of differentiated models (e.g., for young members)



3. WORKING GROUP ON MEMBERSHIP

Key Areas of Action

- **Clarity & access:** clear definition of membership & roles, transparent admission process, greater visibility (website, communication)
- **Engagement & involvement:** Events & formats (EFA365, local, thematic), working groups & initiatives, leveraging expertise (beyond advisory boards; the EFA is more than just its committees)
- **Intrinsic motivation** should be central (incentives secondary)
- **Community & exchange:**
 - Development of a digital platform for member networking, easily accessible member directory with roles and experiences related to the EFA
 - Format ideas: buddy system, intergenerational/cohort meetings, low-barrier communication channels (e.g., chat groups)

Next Steps

- Defining specific areas of work
- Compiling best practices
- Establishing initial pilot formats (community / engagement)
- Presenting interim results at the next General Assembly





10. REPORT FAN

FANtastic Updates

EFA Spirit multiplied by: 34 Clubs/Initiative Groups + 6 FAN Boards + 5 FAN Committees + 5 Programming Committee Representatives 🙌



 EFA BOARD

**Harald
Stankov
-Schöny**



 EFA BOARD  SAC

**Celina
Moser**



 SAB  FIN

**Prosper
Mageza**



 SAC

**Nino
Panjakidze**



 SAC  SAB  SEM

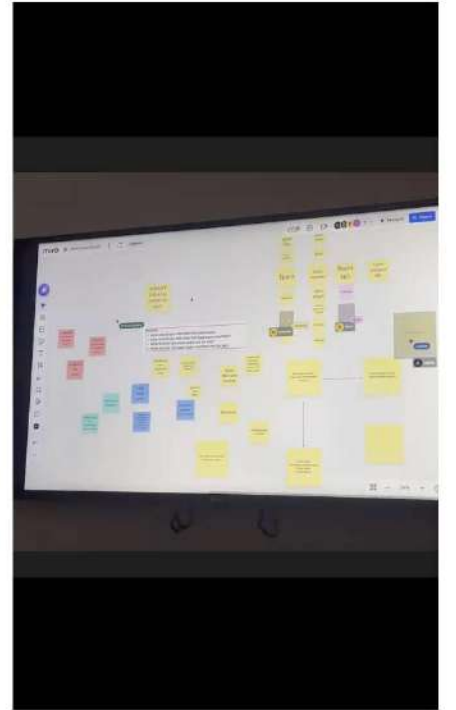
**Thomas
Garnier**



 SAB

**Melanie
Kuhrn**

Quick Reminder: FAN Board 2025-28



FANB Spring Retreat

Team-building, strategizing and planning ahead 🧠 📍 Marseille, France



Saturday AM



PLAN A TO Y

AGENDA

9:00 AM - 10:00 AM

10:00 AM - 11:00 AM

11:00 AM - 12:00 PM

12:00 PM - 1:00 PM

1:00 PM - 2:00 PM

2:00 PM - 3:00 PM

3:00 PM - 4:00 PM

4:00 PM - 5:00 PM

Saturday PM



AGENDA



AGENDA

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Sunday AM

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Monday AM

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TBD

AGENDA



AGENDA

AGENDA



AGENDA

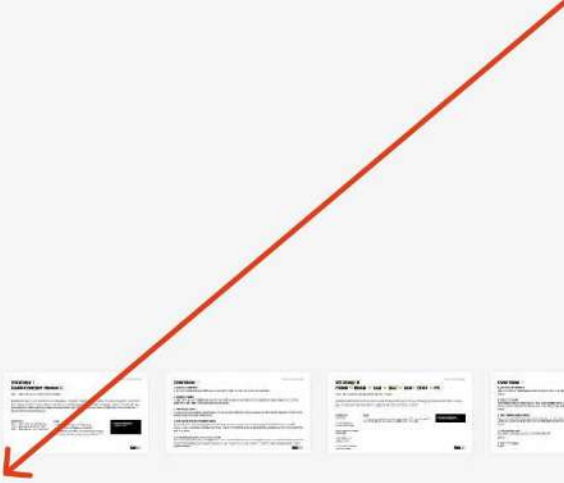
AGENDA

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AGENDA



Buddy Programme 2.0

13:00 → 13:30 · Presented by **Melanie** · Minutes by **Thomas**

Context:

The current buddy programme is chaotic and lacks a shared structure. We don't know whos buddy is whos. Many clubs don't know if they have a buddy or which clubs are single 🔥 /open to match 💕.

Déroulement
30 min

Goals

1. Align on the purpose of the buddy program
2. Discuss a framework for buddies
3. Review the proposed rollout: assessment, matching, launch, and follow-up (+ Timeline)

Referenced Materials

- [Buddy Program 2.0](#)



What the FAN has been up to 🙄



FAN Fundraising Efforts in 2025

- 408.300€ raised
- 140.400€ outside Austria
- Very positive feeling for 2026!
- 254 active board members
- 11 (+2) established clubs



March = Month of Scholarshipsholders*

*to be



Clubs & IGs as Multipliers

Flyers, in-person events, memes, and webinars to find new & future changemakers for Europe


**To many new critical
minds joining our
discourse platform**



Sign up to co-select:



UNDOING the Patriarchy Within



An interactive online session with Dr. Josef Merk
Enter a brave space. Do the inner work. Rewrite the script within.

MONDAY, 9 MARCH - 19:30 CET
REGISTRATION VIA LINK (IN BIO)

FAN • Club Alpach Tirol • Club Alpach London • Demokratieforum Österreich • Demokratieforum Schweiz • Demokratieforum Deutschland • Demokratieforum Italien • Demokratieforum Frankreich • Demokratieforum Spanien • Demokratieforum Portugal • Demokratieforum Griechenland • Demokratieforum Türkei • Demokratieforum Kanada • Demokratieforum USA • Demokratieforum Australien • Demokratieforum Japan • Demokratieforum Indien • Demokratieforum Brasilien • Demokratieforum Mexiko • Demokratieforum Argentinien • Demokratieforum Chile • Demokratieforum Peru • Demokratieforum Kolumbien • Demokratieforum Venezuela • Demokratieforum Ecuador • Demokratieforum Bolivien • Demokratieforum Paraguay • Demokratieforum Uruguay • Demokratieforum Suriname • Demokratieforum Guayana • Demokratieforum Guyana • Demokratieforum Suriname • Demokratieforum Guayana • Demokratieforum Guyana

Democracy Initiative
Forum Alpach Network



FAN Democracy Stammtisch in Vienna

Food for Thought: How to communicate for democracy successfully

-Martin Zebinger (CA Stmk)

When?
Wednesday 18.03.2026
6.30 pm

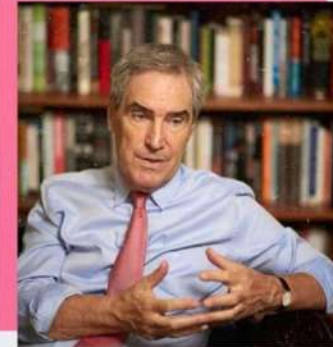
Where?
Treu am Platzl
Piaristengasse 52
1080 Vienna

Democracy Initiative
Forum Alpach Network

a fireside chat with
michael ignatieff
on his life, work, and liberal democracy

on **23.03**
at **19:30**
in vienna

Professor Michael Ignatieff is a historian, writer, former Canadian politician, and leading public intellectual who has spent his life researching and writing in defence of fundamental human rights and democracy. Join **Club Alpach London** and **Club Alpach Tirol** for an intimate fireside chat with Professor Ignatieff, and the launch of a project on defending democracy.



Club Alpach Tirol
Forum Alpach Network

Club Alpach London
Forum Alpach Network

Franco-German Weekend of Friendship






FAN Event Highlights

Excursions, Webinars, Fireside Chats...



Cross-Border Dialogue

   Mikulov, Czechia 29. 4. 2026



FAN Forum
Alpbach
Network



FAN x Academy Days

A happy collaboration to contribute to and experiment with the new formats!



FAN Spring Conference

March 27-19. Toledo, Spain 🌞🍏



FAN Spring Conference 2026

The challenges of European integration: local perspectives

27th March 2026, 18:00h
Castillo de San Servando
Cta. de San Servando, 45001
Toledo, Spain

Highlight: Friday Panel

Opening by:

Susanne Katharina Hammer, Austrian Embassy Madrid

Nazareth Rodrigo Ponce, Regional Government of
Castilla-La Mancha

Franco Panciera, Spanish European Parliament Office

Panelists & Moderation:

Stanislav Taran, Council of European Municipalities and
Regions

Viviane Ogou i Corbi, Spanish Congress of Deputies

Carlos Martín Urriza, formerly Economic Cabinet of
Comisiones Obreras

Vincenzo Montagna, Club Alpbach Spain

FAN

Forum
Alpbach
Network

11. MISCELLANEOUS

Next General Assembly: First half of May (Auditor's report)



CLOSING REMARKS

THANK

YOU

THANK

YOU

HOW EUROPE WINS

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2026

24 August to 4 September 2026

