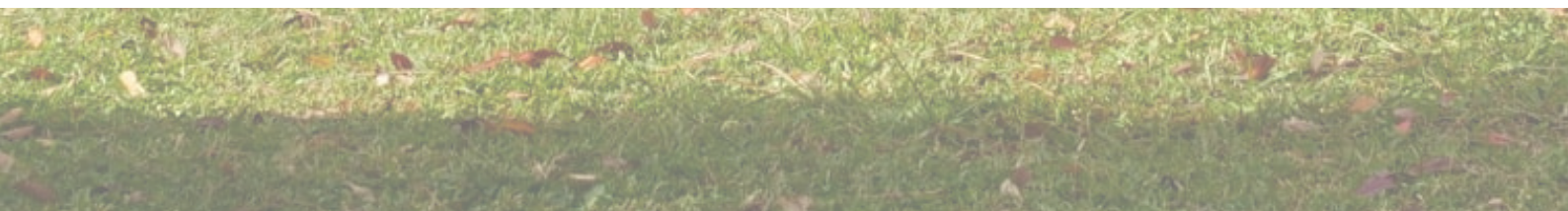




# IMPACT++

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TOOLKIT ON NGO MANAGEMENT, DEOR AND  
COMMUNICATION STRATEGIES





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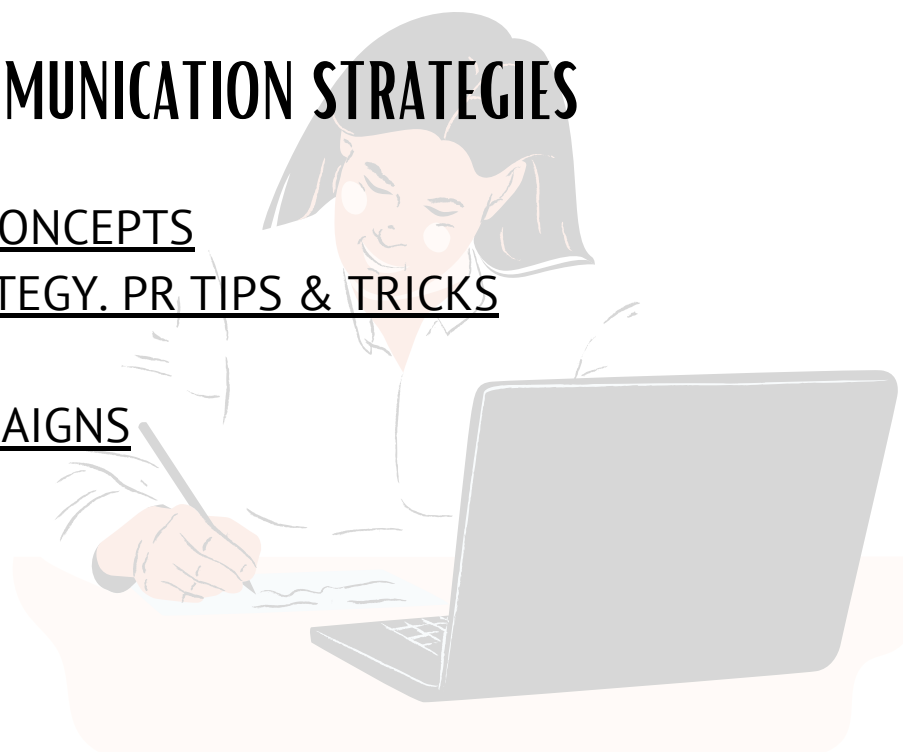
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# **PART 1.**

# **NGO MANAGEMENT**



## RATIONALE & OBJECTIVES OF THE PROJECT



Although many resources and support are available to develop European youth work, the realities do not always meet the steadily growing expectations for qualitative outcomes and practices when carrying-out youth projects.

Many organisations lack the set-up to transpose the learning they acquired in youth projects within their internal management processes and work with target groups.

Besides, this is symptomatic within several youth organisations, the need to not only find ways in integrating the new acquired learning and competences, but also to clearly set and define a comprehensive DEOR plan (Dissemination & Exploitation of Results) and communication strategies with a digital approach.

A high-qualitative project management within youth projects does not only rely on meeting deadlines and a good financial management, but it should be a continuous improvement for the sake of multiplying the projects' results and explore follow-up opportunities generating a virtuous circle of learning in the youth work community.

The **goal of 'EmpACT++'** Training Course is to foster the organisational management of youth projects around innovative standards easily adaptable by youth workers for their target groups and stakeholders, allowing an efficient exploitation of results together with an innovative digital dissemination.



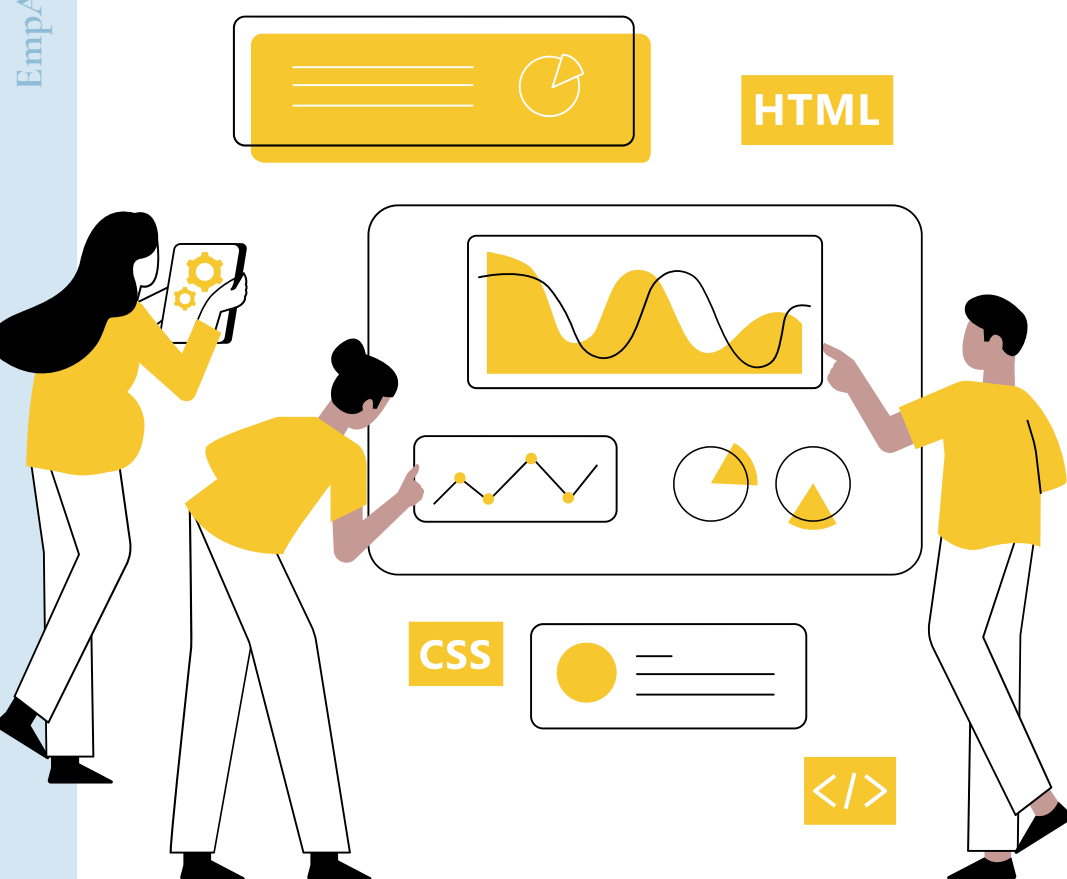
To reach this goal, we set up the following objectives:

01. Foster a Target and digital focused approach when planning and conducting youth projects and activities.

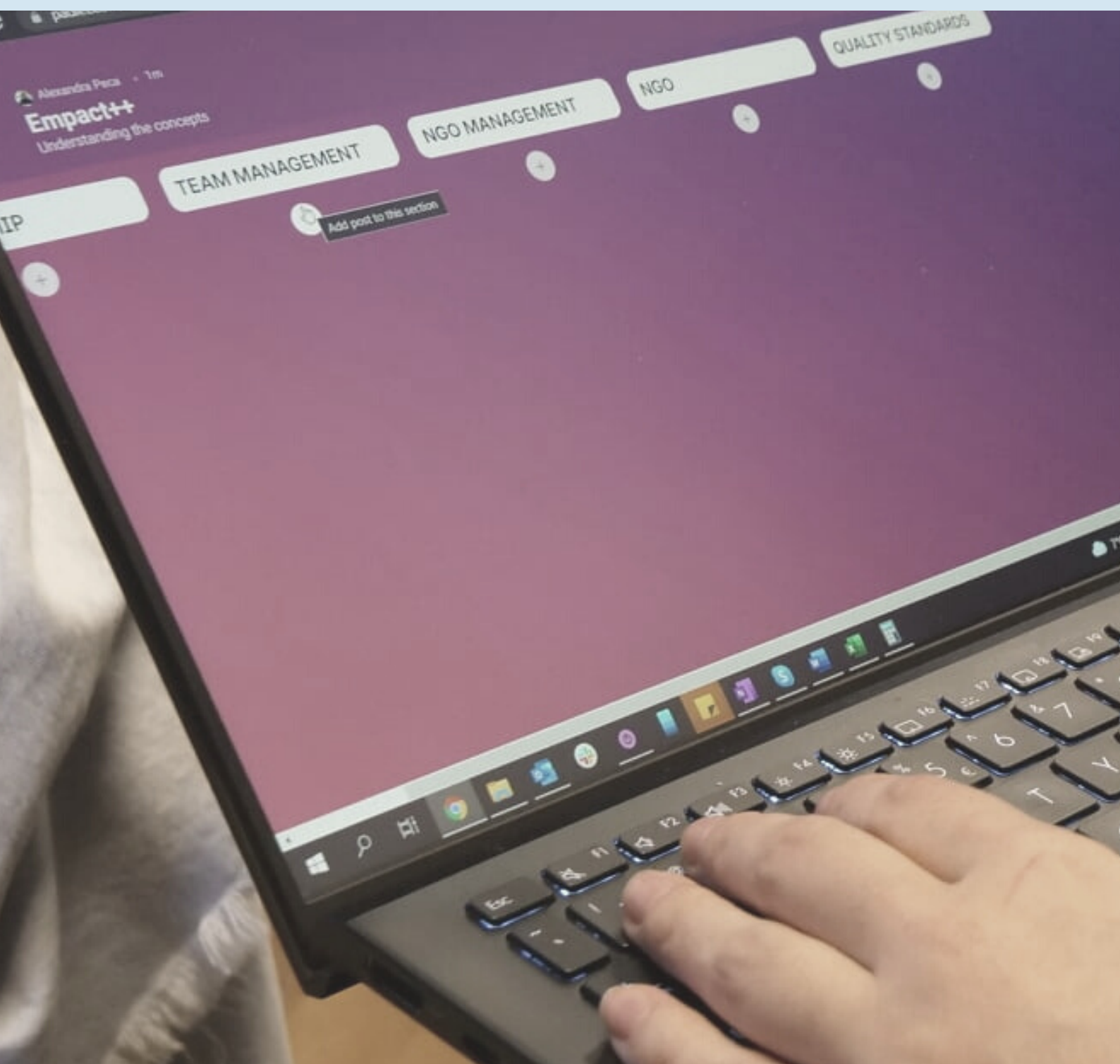
02. Improve the quality of European youth projects by focusing on digital youth work practices through DEOR & Organizational communication strategies.

03. Develop the 'EmpACT++' guidelines' outlining best practices, digital and DEOR tools.

04. Enforce the European cooperation between organizations active in the youth field within the European context.



## UNDERSTANDING KEY CONCEPTS



# LEADERSHIP



## Characteristics of a good leader:

- **Motivation** - finding/giving reasons to support a vision or a mission;
- **Guidance** - a person who can teach others from their experience and also lead by example;
- **Emotional intelligence** - a leader does not lose their head over petty reasons;
- **Qualifications** - a leader should have relevant knowledge in the field;
- A leader needs to **know their team and resources** to know how to attract people; help them fill gaps in knowledge etc;
- **Initiative** - a leader needs to be able to take responsibility and not be afraid to take decisions, have initiatives;
- The leader should act as a **mediator** when conflicts arise.

A STRONG LEADER HAS A STRONG TEAM BEHIND.

# TEAM MANAGEMENT



## Team management means:

- **Coordination between team members:** Communication about tasks, Facilitating knowledge sharing, Structure/agreements for procedures;
- **Understanding the project:** prioritizing, defining the scope, Making sure everyone is moving towards the same goals;
- **Process monitoring/tracking and feedback;**
- **Conflicts/problem solving;**

- **Finding the right opportunities/projects** based on the team capabilities/resources;
- **Team buildings**: can't work non-stop, learn to rest and bound with each other in a non-work environment;
- **Checking regularly on the growth needs** of the people in the team;
- **Efficiency**: quality over quantity.

DON'T FORGET A GROUP IS A NUMBER OF INDIVIDUALS. REMEMBER ABOUT EACH ONE OF THEM. SO THEY FEEL APPRECIATED IN THEIR WORK.

## NGO MANAGEMENT



**NGO management means:**

- Proper paper-work in one place;
- **Transparency** in the funding received;
- Keeping evidence of the activities through **regular reports**;
- Compliance with legal requirements to be an NGO;
- Developing a sustainability strategy;
- **Responding to real needs** of the people in your society/local region;

NGO MANAGEMENT IS A CLEARLY DEFINED LONG TERM PLAN AND OBJECTIVES. AND STEPS ON HOW TO ACHIEVE THE RESULTS.

# NGO



## An NGO is:

- A **legal entity** with the purpose to use financial resources for various causes such as human rights, democracy, advocacy, environment, development. etc;
- The government is not enough to **influence or bring together people** so NGOs play a big role in that.

NGOs SHOULD ASSUME AN ACTIVE ROLE IN THE SOCIETY AND ADVOCATE FOR THEIR TARGET GROUP( S) .

# QUALITY STANDARDS

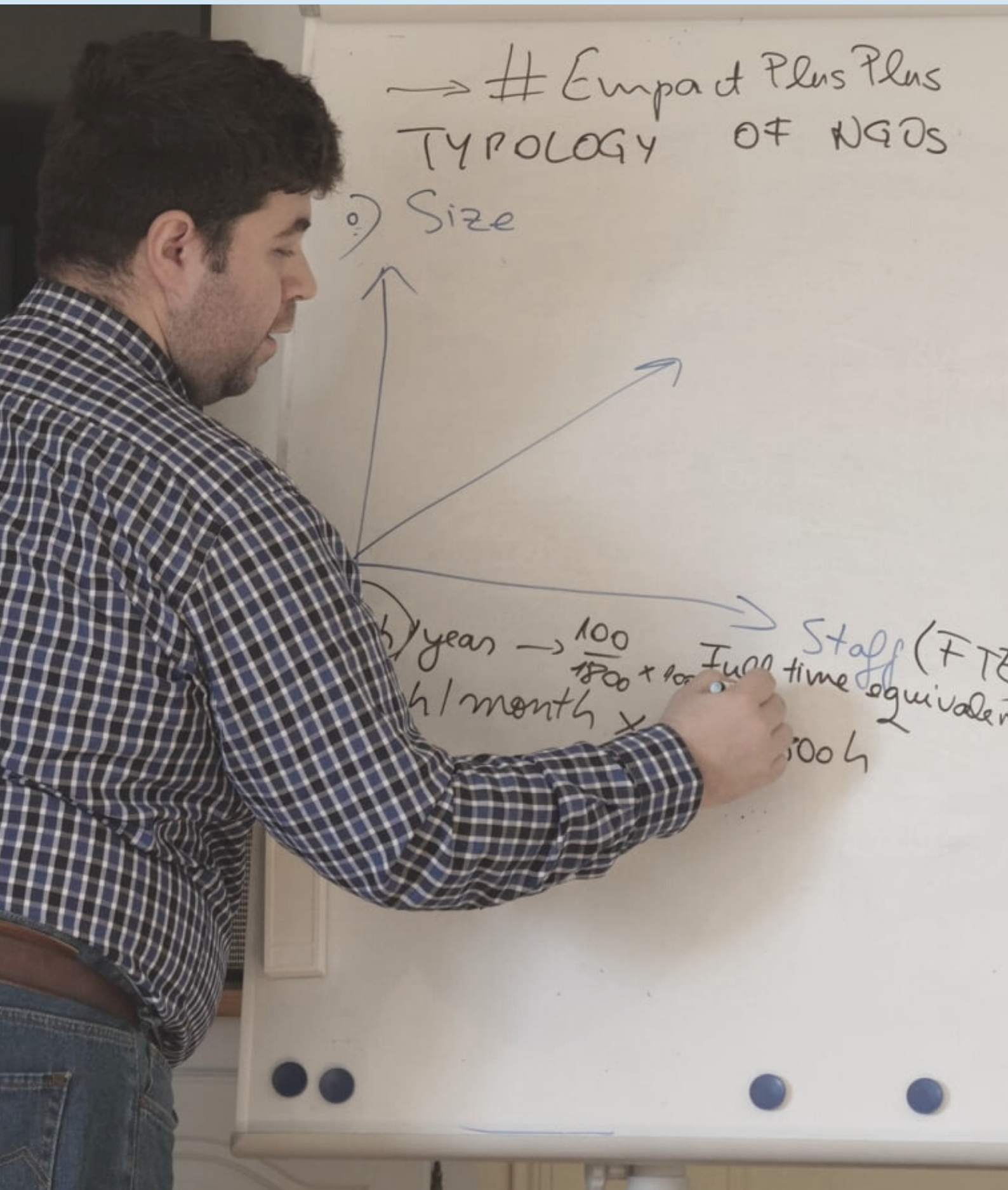


## Having quality standards means:

- Making everyone feel included and heard;
- Including proper feedback session for the activities;
- Attention for individuals' needs: dietary, disabilities etc;
- Proper budget to cover everything;
- Quality and quantity of members - > solid team;
- Transparency;
- Visibility in the activity.

THE QUALITY STANDARD IS THE MINIMUM LEVEL YOU HAVE TO REACH IN YOUR ACTIVITY AS AN NGO.

# ORGANIZATIONAL MATURITY



→ # Impact Plus Plus  
TYPOLOGY OF NGOs

○ Size

h/year → 100  
1800 × 100  
h/month ×  
Staff (FTE)  
Full time equivalent  
1000 h



**Organizational maturity:** the evolutionary process of an organization building its people, processes and technology readiness and capability through the adoption of quality practices. (1).

### LEVEL 1. INITIAL

#### **Tools:**

- Not present;

#### **Processes:**

- inconsistent, not connected, focus on immediate outcomes, no process-oriented approach, activities overlap;

#### **Governance:**

- simple and vertical organizational chart, informal control system, no explicit strategy, informally engaged responsibilities, no accountability;

#### **Architecture:**

- Initial, implementation;

#### **Integration:**

- not supported, no knowledge, limited or no software use.



**LEVEL 2.  
EMERGENT**

**Tools:**

- Limited;

**Processes:**

- unstandardized, uncoordinated, process improvement initiatives, activities planned, expectations defined;

**Governance:**

- internally oriented structure, task oriented individuals and working groups, no policies and procedures, decentralized decision-making;

**Architecture:**

- transitional;

**Integration:**

- ad-hoc structures, ad-hoc use of software applications;

**Tools:**

- defined;

**Processes:**

- controlled, well coordinated, structured, defined process flows, upgraded process activities;

**Governance:**

- strategic goals and direction, input for targets and objectives, flexible initiatives, written procedures, well-articulated, policies, solid team structures;

**Architecture:**

- inconsistent;

**Integration:**

- mis-alignment, documented and standardized, software practices;



**LEVEL 3.  
STRUCTURED**

## LEVEL 4. INTEGRATED

### Tools:

- cascaded;

### Processes:

- dynamic, cross-functional, streamlined, efficient, waste-reducing, integrated and operational processes;

### Governance:

- interactive control systems, active monitoring of results, mapped processes, governance framework;

### Architecture:

- homogeneous;

### Integration:

- supported, assisted, controlled, software processes;

## LEVEL 5. OPTIMIZED

### Tools:

- perfected & automated;

### Processes:

- re-engineered, re-oriented, transparent, SMART initiatives, dynamic process review, use of root-cause analysis;

### Governance:

- internalized mission, vision and values, flexible interfaces, multi-disciplinary skills, autonomous structures, empowered teams & individuals;

### Architecture:

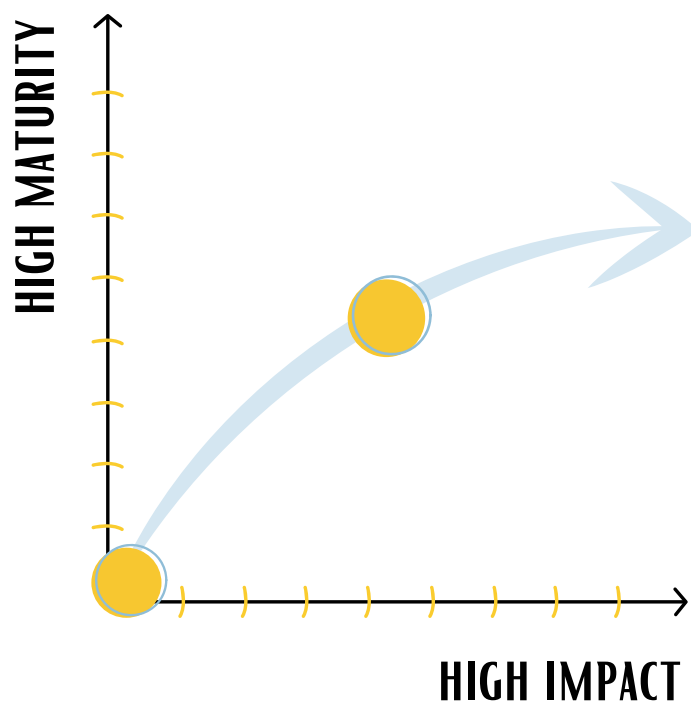
- sustained & aligned;

### Integration:

- achieved, strive for excellence, innovative technologies;



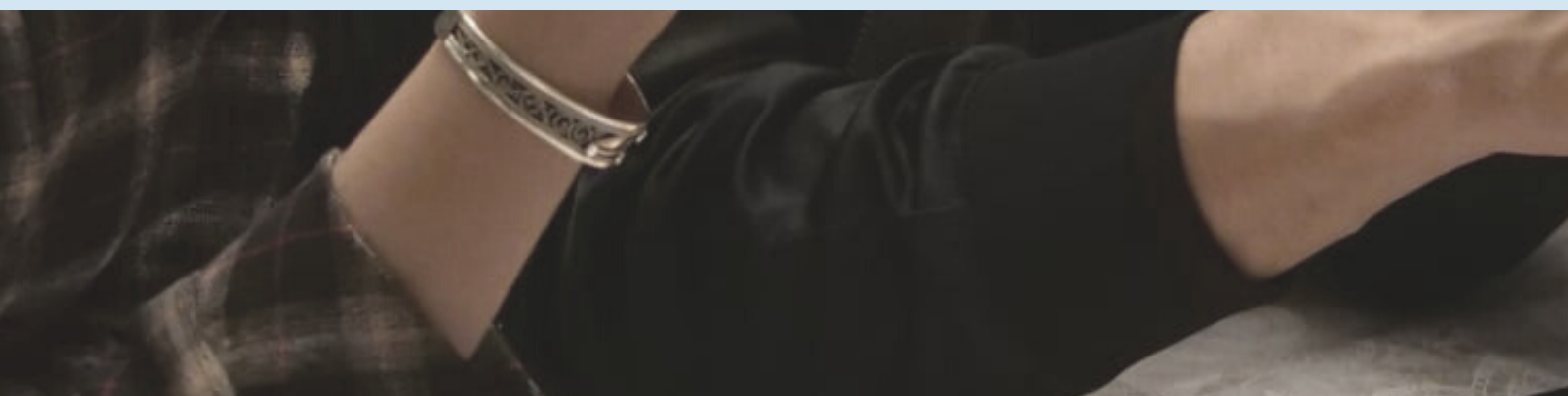
FURTHER READING: [CLICK ME](#)



- There is a connection between maturity and impact - you can have **large impact with a low level of maturity**;
- NGOs can be vulnerable in countries where the information is not easily accessible and the government is not transparent: it is hard to be transparent and follow all possible rules if the **rules keep changing** and they are not announced;
- When the organization is **immature and with low impact**: it is acceptable for NGOs that are just starting;
- **Very mature but with low impact**: that means they are efficient, transparent, automated, but they have little impact: they focus more on complying with all the regulations and they forget focusing on the impact. If you are only looking at the minimum conditions to get funding, you will miss the impact;
- Organizations that are not **mature, but have a huge impact**: one can show: if something happens to that person, the organization has a high chance of collapsing. Rotation of staff: keeps them at a low level of maturity;
- **Huge maturity, huge impact**: to reach this, you need to do a knowledge transfer, reduce the rotation of staff.



## NGO FUNCTIONALITIES



## QUALITY STANDARDS

Quality should play a central role in the activity of an NGO, being incorporated in the management procedures. Quality standards are the *minimum level that organizations has to reach in their activity*. It is about producing a sustainable impact in the community and meeting the needs of your target group.

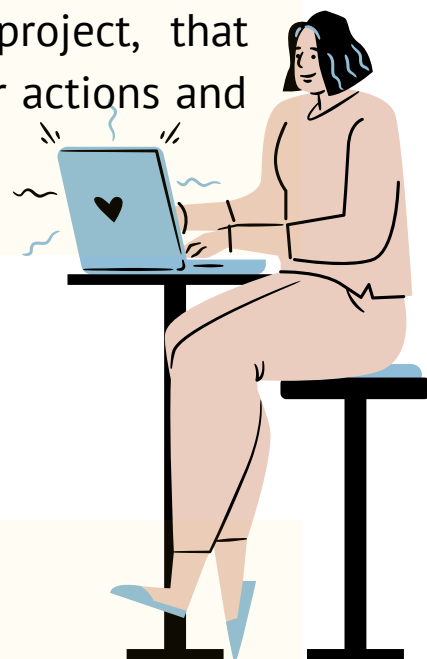


### CASE STUDY: EQYP STANDARD OF QUALITY - GEYC

The standard was developed during “EQYP - European Quality in Youth Projects”, project organized by GEYC, together with 10 partners from 10 countries and PRISMA European Network. The EQYP standard is defined by most relevant on 5 main pillars for European youth projects: Non-formal learning, Project Management, Partnerships, PR & Communication (visibility and dissemination of results) and Financial Planning. Each of these fields is examined following the next structure: context, principles and defining quality.

## **QUALITY IN NON-FORMAL LEARNING**

Qualitative learning process in European-funded projects means building an effective educational program in a safe intercultural inclusive environment with interactive, learner's centered, creative, innovative tools that serve to achieve the goals and objectives of your project, that develop competences, motivate and inspire for actions and multiply the results.



## **QUALITY IN PROJECT MANAGEMENT**

Project Management Quality is building a coherent and relevant plan to achieve the objectives, by integrating all key elements in a unique structure. A high-qualitative project management in youth projects can be translated into: achieving the objectives and meeting the deadlines, satisfying the needs of the target groups, strengthening partnerships and fostering community involvement, balancing costs, continuous improvement and inspiration to multiply the results and follow-up.

## **QUALITY IN PARTNERSHIPS**

### **1. *Funding partnerships***

Quality in funding partnerships assures you the needed resources for starting a project and that's why they are really important. The funding partnerships can also be on a long term. For example, you can gain the trust of a company that can help you each time you have a project. This is not applicable if you are trying to get funding from a certain program that involves filling in an application form. Quality in this field also means transparency as you can lose all the funding if you are not providing accurate information. You could also lose the funding if you don't follow the guidelines of the program.

### **2. *International partnerships***

Quality in international partnerships is respectful, responsible, fruitful, transparent. Quality also means beneficial mutual cooperation on all stages of the project. The purpose of all these stages are achieving objectives and goals and getting qualitative results and benefits for all partners and striving towards sustainability and long-lasting cooperation. Consider the fact that quality in the international partnership sector can lead to the best dissemination and visibility results.



### 3. *Commercial partnerships*

Quality in dealing with commercial partners is getting the best services and products needed for the project at the maximum lowest price using proper research and comparison long in advance. You should also be using all channels and tender, good planning and overview of all details, smart communication, handling and building long-lasting beneficial cooperation. Try avoiding waste of paper and materials. For example don't print unless it's completely necessary. Online tools can be used in many situations and most of them are free. This is also a plus for your participants as they will learn to use something useful.



### **QUALITY IN COMMUNICATION & PR**

Communication Quality is committing to information-sharing and participation of all key actors of a project in a transparent and creative horizontal and vertical dialogue. Thus, qualitative youth projects have a coherent communication plan, which combines online and offline tools in an eco-friendly way. Also, it focuses on visibility, dissemination and exploitation of results. Moreover, it creates a story to engage, inspire, and increase its multiplying effect and impact, by building on common-ground with tolerance and respect for diversity. The quality of your communication shapes the quality of your project!

## QUALITY IN FINANCIAL PLANNING

Quality in financial planning is getting the most you can get for each one EUR spent. Thus, a qualitative youth projects have clear arrangements from the beginning among partners, in the end and later all the arrangements were fulfilled.

Nevertheless, a good project spends money for activities that bring added value towards the project objectives. Therefore, be careful how you spend the money taking these into account and let yourself be inspired by fundraising good practices.



FURTHER READING: [CLICK ME](#)



## LEADERSHIP

The topic of leadership is a very complex one; especially in an NGO context, a leader faces extraordinary challenges - both at personal and organizational level.

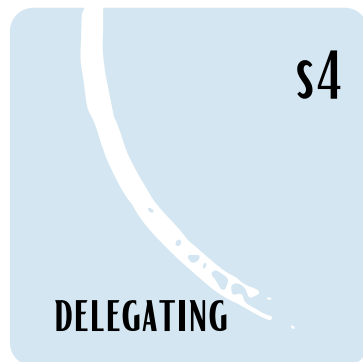
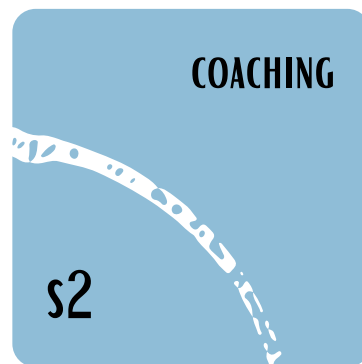


The leader should not only make sure that the organization follows the strategy and has the desired impact, but he also focuses on the needs of the individuals who work for the organization.

In practice, there are many types of leadership, but for the purpose of this training we have focused on situational leadership - the Hersey Blanchard model, based on supportive behaviour and directive behaviour.



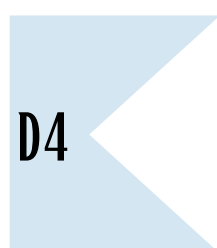
SUPPORTIVE BEHAVIOUR



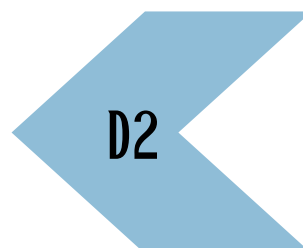
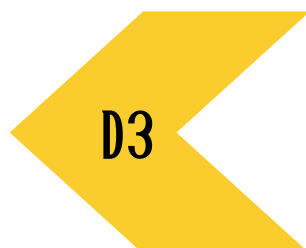
DIRECTIVE BEHAVIOUR



Leaders should not only be aware of their own motivation for doing things (the WHY) but also be open to understanding others. You should seek to motivate and influence the followers, and you cannot do that if you don't know their preferred style of communicating or their preferred leadership style.



DEVELOPED



DEVELOPING



DEVELOPMENT LEVELS

## LEVEL 1: DIRECTING

Nearly all new employees need a more directive style of leadership. As a leader, we need to pay high attention to tasks, rather than to the relationship with the direct report, as a relationship does not yet exist.

The idea is to motivate the follower to rise to the next level of their ability. You have to do a task in a certain amount of time.



## LEVEL 2: COACHING

Coaching is for followers who have developed some competence along with an improved commitment. The follower is not totally confident in their abilities but is getting there.

At this point the leader still needs to focus on tasks, but the focus can now expand to the developing relationship with the employee, building on the trust that has begun to develop and the encouragement that has been demonstrated.

The leader evaluates the activity; key question: Is there something we can do to help you achieve this?

### LEVEL 3: SUPPORTING

The leader no longer needs to give detailed instructions nor to follow up as often, but does need to continue to check in to make sure that the work is being done at the required level.



Less instructions, less guidelines, \_\_\_\_\_ more support; \_\_\_\_\_ you \_\_\_\_\_ give them the resources to evaluate themselves;

### LEVEL 4: DELEGATING

The follower is highly competent, highly committed, motivated, and empowered. As a leader you can now delegate tasks to the follower and observe with minimal

follow up, knowing that acceptable or even excellent results will be achieved.

In level 4, the follower can use the resources of the organization without having to ask for them.



FURTHER READING: [CLICK ME](#)

## BUILDING THE STRATEGY

Each organization has (or should have) a mission that guides their work. As powerful and inspiring as those missions might be, an organization needs a powerful tool to fulfill that mission and to motivate its employees: an organizational strategy.



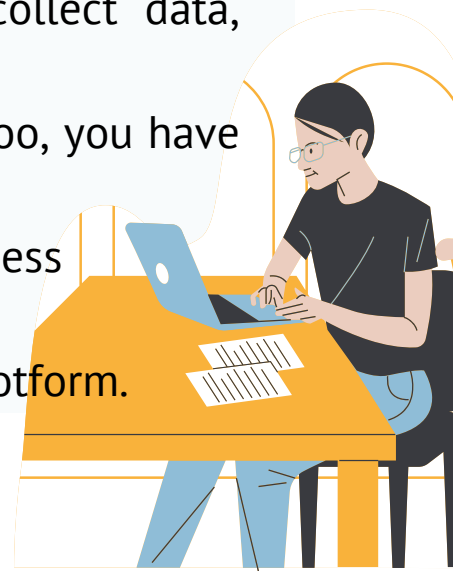
**HAVING A WRITTEN STRATEGY IS A STEP TOWARDS THE MATURITY OF THE ORGANIZATION.**

The mission of an organization does not explain how to get there: it only includes the vision and goals. The organizational strategy is the tool that includes the steps on how to achieve long-term results, which is why it is crucial for an NGO, no matter on which level it is placed on the organizational maturity scale.

In order to create your strategy, it is very important to understand your community and its needs. We will look at 3 different methods for community needs assessment: **surveys, focus groups, and individual interviews.**

## SURVEYS

- It is important to know your group well enough;
- Create the survey in the language that they understand;
- Open questions for more details;
- To be able to address as many things as possible, it is recommended to include questions where you ask the respondents to rate something from 1-5;
- Questions can not suggest the answer we want to have; try to have neutral language and don't assume anything;
- There has to be a possibility to comment on the answers;
- Be very specific about the questions;
- If it's not mandatory to put the answer "I don't know", it is better not to put it;
- Understand the objectives of the survey: is your objective to get many answers, or to get quality data?
- It is more likely for the active people of the community to answer to your survey, so you have to think also how you can attract those who are not very interested;
- Also think about your respondents: give them information about the purpose of the survey, how long will it take to fill it in, etc.;
- GDPR: it's better if the survey is anonymous and you don't collect the data; if you have to collect data, always request the minimum;
- If you have to request the contact details too, you have to have a GDPR procedure in place and let the respondents know who will have access to their data, etc.;
- Platforms: Google Forms, SurveyMonkeys, Jotform.

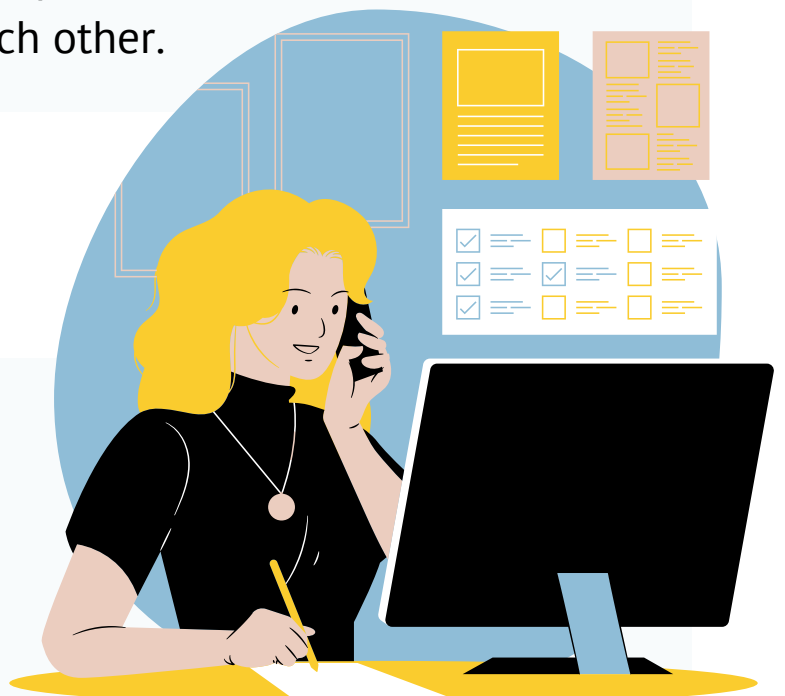


## **FOCUS GROUPS**

- Format: 6-10 people gathering for a period of time (80-120 min) to discuss a certain topic;
- Recording: you have to request their permission;
- Make sure that everyone speaks;
- As an interviewer, you have to be neutral, you can't react to any of the answers;
- It is better for the group to not know each other, so they don't influence each other.

## **INDIVIDUAL INTERVIEWS**

- You can use them for more sensitive topics;
- You can use interviews with experts, face to face or by phone;
- 2 types of interviews: with structured and unstructured questions;
- You should go from more "soft" questions and then get to the main topic.



# RECRUITING, SELECTING AND MOTIVATING PEOPLE IN AN INTERCULTURAL CONTEXT.

## HOFSTEDE DIMENSIONS



When it comes to motivating people coming from different cultures, the Hofstede dimensions can provide valuable insights. The dimensions show the effects of a society's culture on the values of its members, and how these values relate to behaviour, using a structure derived from factor analysis.

Culture is defined as the collective mental programming of the human mind which distinguishes one group of people from another. This programming influences patterns of thinking which are reflected in the meaning people attach to various aspects of life and which become crystallized in the institutions of a society. This **does not imply that everyone in a given society is programmed in the same way**; there are considerable differences between individuals. It may well be that the differences among individuals in one country culture are bigger than the differences among all country cultures.

Hofstede developed his original model as a result of using factor analysis to examine the results of a worldwide survey of employee values by IBM between 1967 and 1973. It has been refined since. The original theory proposed four dimensions along which cultural values could be analyzed:

- **individualism-collectivism;**
- **uncertainty avoidance;**
- **power distance** (strength of social hierarchy) and
- **masculinity-femininity** (task-orientation versus person-orientation).

Independent research in Hong Kong led Hofstede to add a fifth dimension, **long-term orientation**, to cover aspects of values not discussed in the original paradigm. In 2010, Hofstede added a sixth dimension, **indulgence versus self-restraint**.

Statements about just one culture on the level of “values” do not describe “reality”; such statements are generalisations and they ought to be relative. Without comparison, a country's score is meaningless.

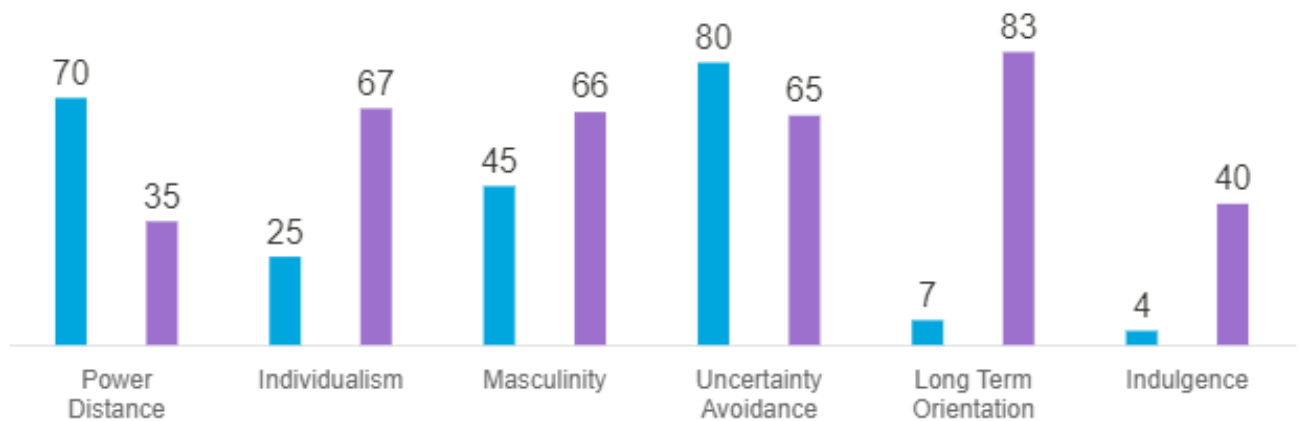


FURTHER READING: [CLICK ME](#)





## CASE STUDY: ONE ORGANIZATION FROM GERMANY IS LOOKING TO HOST A VOLUNTEER FROM EGYPT.



\* estimated

## RECRUITMENT

- the volunteer should come for a short term stage, with the possibility of prolonging it;
- It is important to work in a team, not on his/her own;
- The egyptian volunteer should have a mentor;
- The volunteer can be any gender;
- Clear tasks, clear description of the work that the NGO is doing.

## SELECTION

---

- Providing the option for a trial period;
- Provide a framework for hierarchy and later on empower the volunteer in order for them to take on their own tasks;
- Integrate the volunteer in a team and try to provide a bit of healthy competition between the volunteers;
- Provide short term tasks.

## ORIENTATION

---

- The organization needs to guide the volunteer and tell them that they can always ask for help when they need it;
- Put the volunteer in a group of people that are local and can explain more about the german society;
- Make the volunteer feel comfortable with the fact that they might have to report to a woman (which is not that common in Egypt), work with people belonging to the LGBTQIA+ community, etc;
- Show the volunteer what the previous volunteers did so they understand that their role is important;
- Offer german language courses;
- The organization might also need an induction into what it means to host a volunteer from such a different cultural background;
- The volunteer should have a basic level of German language before coming, in order to be more comfortable.

- Switch the working times or to online work during Ramadan;
- Offer them more group work and acknowledge their group work skills;
- More emphasis on values such as supportiveness, sensitivity, cooperation and empathy;
- Before they come, the organization should present clear information about the whole program;
- Instead of one big goal, give them smaller goals more often;
- Weekly motivation meetings;
- Using standardized forms for some repetitive tasks;
- Possibility to organize an Egyptian cultural night or a way in which they could express their culture;
- Setting up an organizational strategy.





## RECOMMENDATIONS FOR STAKEHOLDERS

## **NGOs**

- Communication, collaboration between NGOs, networking and the possibility of creating a bigger impact;
- Networks can also increase visibility and quality;
- Create standards together;
- Focus on sustainability and skills development;
- Transparency: the more people know about you, the more transparent you are;
- It is important to know and care about the needs of your people (NGO members of target group).

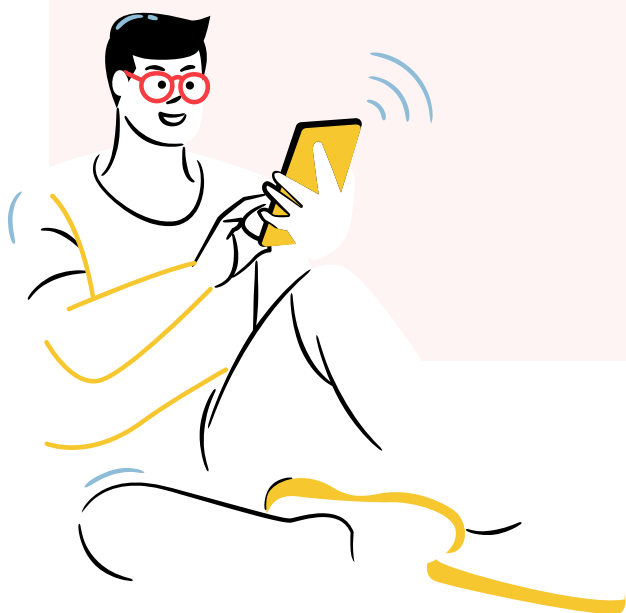


## **GOVERNMENTS**

- Digitalize more, make the process for the NGOs easier;
- Sustainability: provide facilities for NGOs to work from home;
- Transparency;
- Cooperation: government to support more the NGO work;
- Use the NGOs for the government work;
- Give more opportunities to the youth to be heard;
- Easing procedures: governments should give more information about how you can establish an NGO;
- Allocating resources: transparency and visibility to see how NGOs use that money.

## MEDIA

- Use hashtags, update contents, respect copyright;
- Be aware of the trends on each platform;
- Find the aspects that are important for the community;
- When we cooperate with media, we need to deliver to the media what are the most important aspects for the community;
- Interviews are very important;
- We can reach more partners if we promote through the media;
- Media is not only about formal content;
- Contact local newspapers/TV for more visibility;
- Media that is sponsored by the EU Parliament: if you approach them with EU topics, it is much likely to be published;
- Some big projects could allow you to include some media fees -- this could be a good way to approach media, to include the possibility of paying a fee for media coverage.



cocónutwork



 Erasmus+

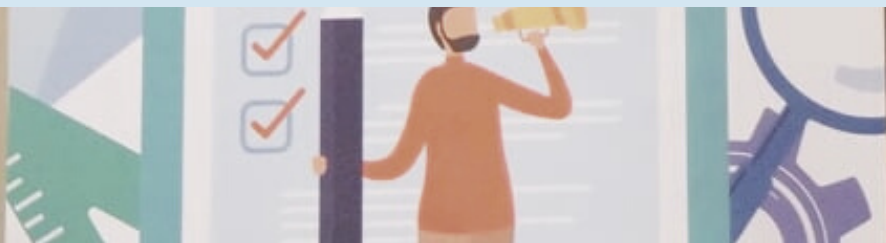
# EmpACT++

Training course on NGO Management  
14-22 November 2021 Cabris (Nice region), France

Training course on DEOR and communication strategies  
4-12 January 2022 in Athens, Greece



## FINANCIAL MANAGEMENT





## FINANCIAL TERMS GLOSSARY

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### **BANKRUPTCY**

procedure that can be asked in court by the management of the organization or by an interested party. Means that the organization lost control and capacity to pay its pending

providers/employees. The court is assigning a special administrator to take care of the organization - he has the right to sell everything. When the special administrator is coming to the organization, everything is being checked. If they identify fraud, they will report it.

### **BUDGET**

Many people believe that a budget is a list of costs. It's a balance between those costs and income. The budget

represents an estimation of revenue and expenses over a specified future period of time and is usually compiled and re-evaluated on a periodic basis.

### **CAPITAL**

the amount of money you are required to have when you establish an organization. It is increasing with time from different sources. It includes monthly or annual membership fees, donations, sponsorships, savings from projects.

### **CASHFLOW**

Cash flow is the net amount of cash and cash-equivalents being transferred into and out of a business.

## DIRECT COST

a price that can be directly tied to the production of specific goods or services. A direct cost can be traced to the cost object, which can be a service, product, or department.

## INDIRECT COST

(also known as the overhead rate) is a cost allocated to the production of a product or service. Overhead costs are expenses that are not directly tied to production such as the cost of the administration. IC = 7% of the direct costs (for european projects).

## PROFIT

doesn't exist in the NGO domain, we call it surplus.

In case the expenditures are bigger than the revenues, you can apply one or more of the following strategies:

- Fundraising
- Covering costs from the organizations' savings
- Sponsors
- Delivering services to other entities
- Crowdfunding
- Competitions

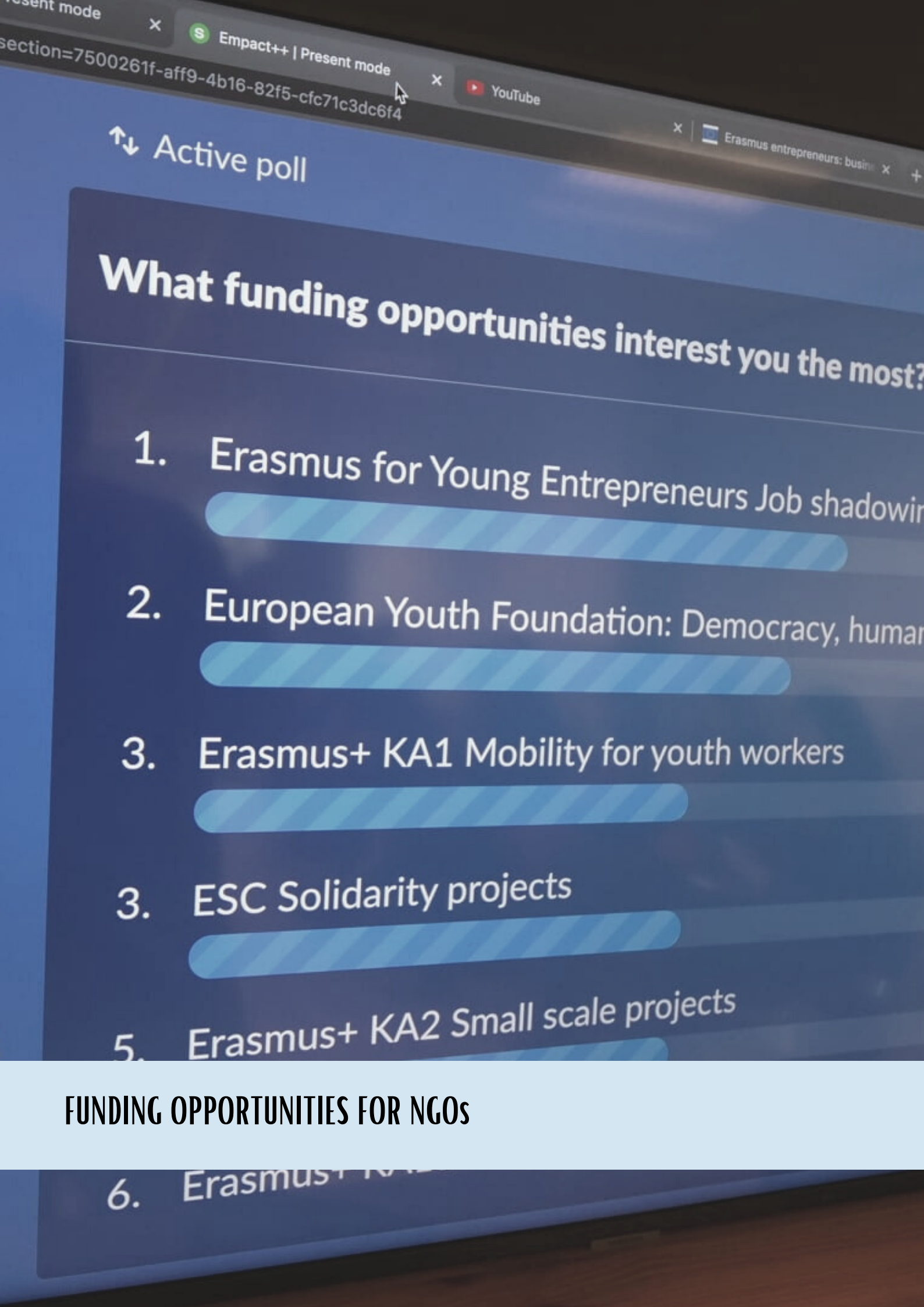
You can do budgets in 2 different ways:

- Bottom-up - a form of financial budgeting where a company allows each department to set their own budget.
- Top-down - a budgeting method in which senior management develops a high-level budget for the company.



### FURTHER READING:

Empact+ Booklet for Project Management and Facilitators, pg. 16.  
Project Management Academy Toolkit, pg. 22.



## FUNDING OPPORTUNITIES FOR NGOS

## **ERASMUS FOR YOUNG ENTREPRENEURS**

Erasmus for Young Entrepreneurs helps provide aspiring European entrepreneurs with the skills necessary to start and/or successfully run a small business in Europe. New entrepreneurs gather and exchange knowledge and business ideas with an experienced entrepreneur, with whom they stay and collaborate for a period of 1 to 6



months. The stay is partly financed by the European Commission. It operates across the Participating Countries with the help of the local contact points, competent in business support (e.g.

Chambers of Commerce, start-up centres, incubators etc.). Their activities are coordinated at European level by the Support Office of the Programme.

It is a win-win collaboration between:

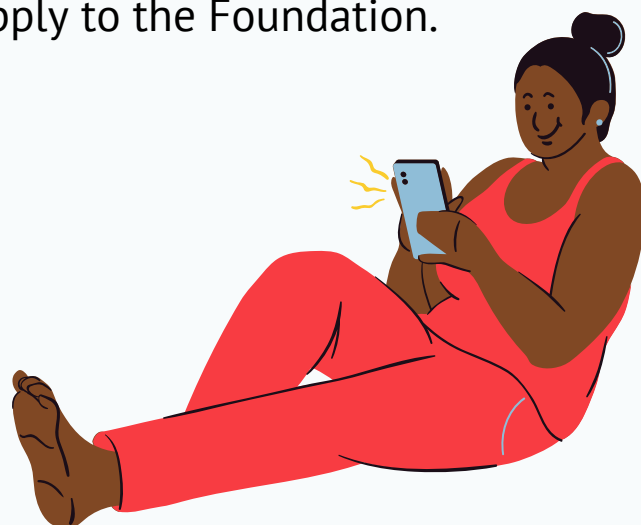
- The new entrepreneur, who will benefit from on-the-job training in a small or medium-sized enterprise in another Participating Country, which will ease the successful start of their business or strengthen their new enterprise, and
- The experienced entrepreneur who will benefit from fresh ideas from a motivated new entrepreneur on their business.



**FURTHER READING:** [CLICK ME](#)

## **EUROPEAN YOUTH FOUNDATION**

The European Youth Foundation (EYF) is a fund established in 1972 by the Council of Europe to provide financial and educational support for European youth activities. Only youth NGOs from Council of Europe member states as well as the European Cultural Convention Signatories: Belarus, Kazakhstan and the Holy See, can apply to the Foundation.



Rooted in the European Cultural Convention, the mission of Directorate of Democratic Participation is to enable Europe's citizens to participate effectively in today's diverse and complex democratic societies. It encourages active and responsible citizenship by empowering citizens to contribute and develop a sense of ownership over the activities of decision-makers and institutions.



**FURTHER READING:** [CLICK ME](#)

## **EUROPEAN SOLIDARITY PROJECTS**

A Solidarity Project is an activity that a young person can carry out in a group of five people or more to help to bring positive change to the local community. It is set up and implemented by young people themselves in a place where they live.

The project can last from 2 to 12 months. Anyone between 18 and 30 years old residing in any of the European Solidarity Corps participating country (all European Union countries, Iceland, Turkey and North Macedonia) can get involved. Minimum 5 people from one and the same country should form a group. There is no maximum number of participants in the group.



**FURTHER READING:** [CLICK ME](#)

## **KA2 SMALL SCALE PARTNERSHIPS**

Small-scale Partnerships are designed to widen access to the programme to small-scale actors and individuals who are hard to reach in the fields of school education, adult education, vocational education and training, youth and sport. With lower grant amounts awarded to organisations, shorter duration and simpler administrative requirements compared to the Cooperation Partnerships, this action aims at reaching out to grassroots organisations, less experienced organisations and newcomers to the Programme, reducing entry barriers to the programme for organisations with smaller organisational capacity.

This action will also support flexible formats – mixing activities with transnational and national character although with a European dimension – allowing organisations to have more means to reach out to people with fewer opportunities. Small-scale Partnerships can also contribute to the creation and development of transnational networks and to fostering synergies with, and between, local, regional, national and international policies.

The duration of the project ranges between 6 and 24 months.



**FURTHER READING:** [CLICK ME](#)



# **PART 2.**

# **DEOR & COMMUNICATION**

# **STRATEGIES**



UNDERSTANDING KEY CONCEPTS



## DISSEMINATION

- Sharing the results of your project, making them available for other people;
- How to share: make it online, publish articles in journals, dissemination through schools and libraries;
- This is what we follow through dissemination: What, when, how, where, why.



## EXPLOITATION OF RESULTS

- Not only making available, but making sure that they read and understand the results;
- Exploitation of results = Getting a feedback from your dissemination;
- Make sure people use your results.

## IMPACT

- In impact, you are looking at your targets: individuals, organizations, and communities;
- First level: impact on yourself, next level: impact on the organization, and then the impact on the communities.

## VISIBILITY

- The purpose of visibility is awareness, nothing more;
- It includes colour, fonts, logos, slogan, domain;
- Use the latest version of logos.

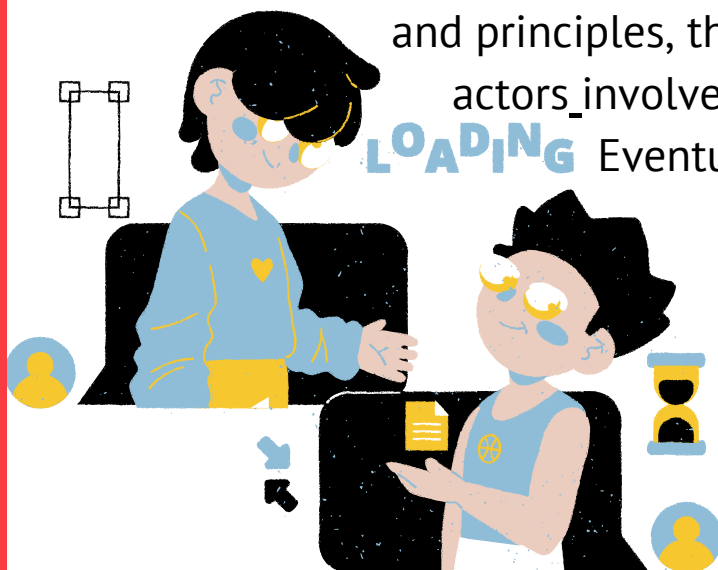


FURTHER READING: [CLICK ME](#)



COMMUNICATION STRATEGY. PR TIPS & TRICKS

Communication functions like a mirror that reflects its general state of effectiveness: it defines the organization's goals, values and principles, the relationships between the key actors involved and the impact of their efforts. Eventually, it provides the organisation with a **transparency towards its audience.**



There are 5 main objectives of an organization when it comes to a communication strategy:

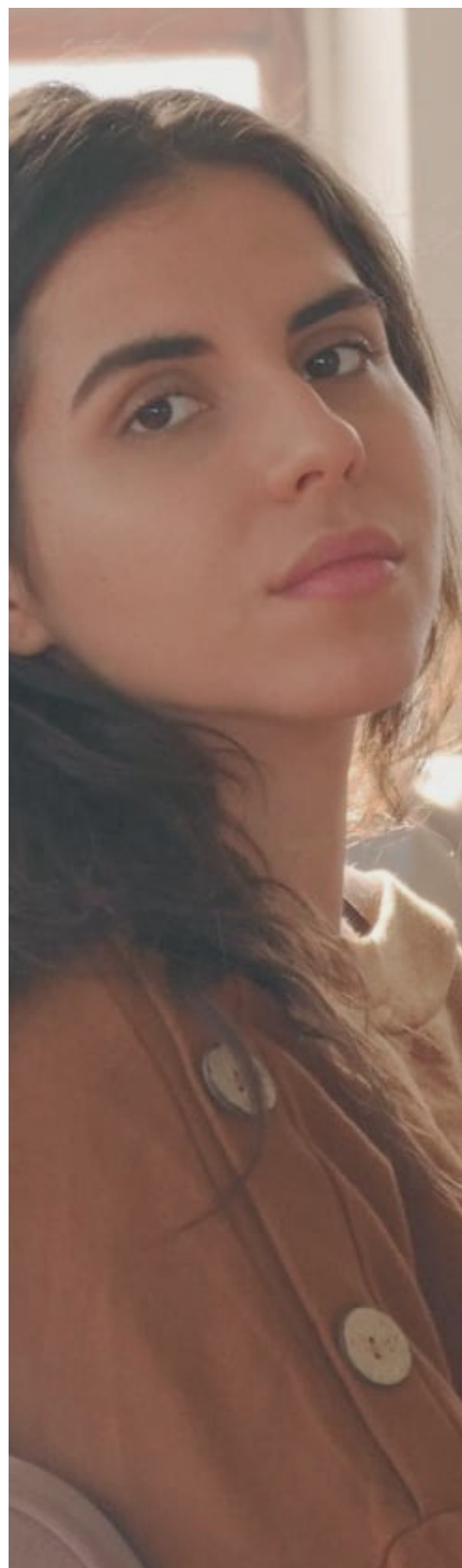
- fundraising,
- recruiting volunteers,
- raising awareness,
- lobbying and advocacy,
- their own presence and visibility.

Allocate enough resources and time to the communication strategy, as it's a core area! Check engagement peaks in your social media, in order to reach more people. Include specific activities and methods for ensuring the visibility, dissemination, exploitation, and multiplication of the project results!

# PR TIPS & TRICKS. PRESS RELEASE

## PRESS RELEASE STRUCTURE:

- Header (where you add your logo);
- Title (catchy information: x participants from y countries, budget info, how many people will impact; it has to be in bold usually);
- Place and date when you send the press release;
- A few paragraphs where you present the NGO and the work you are doing + the specific project and impact;
- Quote from an organizer of the project/someone from the organization;
- Boiler plate - description of the organization, website;
- Contact information of the communication responsible.



## TIPS

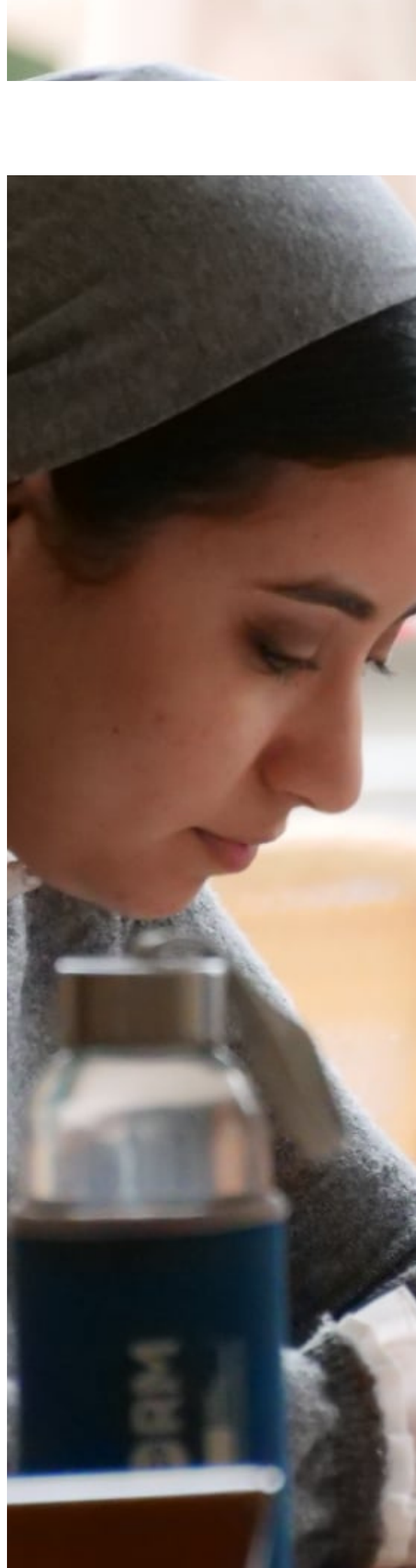
- A press release shouldn't be longer than 1 page, a page and a half maximum;
- After creating the press release, you should build a press list (with the addresses in bcc, so they don't see each other and respect GDPR);
- If you are approaching local or regional media, your content has to be tailored to what they are interested in - local and regional news;



- Research local newspapers but also big publications that write about social/cultural projects;
- Add in the press list the general email address of the publication and email addresses of specific journalists writing about your topic. You can find their addresses on their website or facebook page;
- Do not give up if your press release is not taken by the publications. Try direct pitching to the journalists where you focus on the purpose of your NGO and what you plan to achieve.

## PR TIPS & TRICKS. PUBLICATIONS

- Use the same visual identity colours for website and publications;
- The same fonts and sizes in your publications;
- Use adapted content to the type of publication;
- Be creative and original with your publications;
- If you are using printed publications, use QR codes to send to the website;
- Choose good quality paper if you have printed materials;
- Choose the appropriate format for the type of publication you are creating;
- Include all the relevant contents
  - website, social media page, email, logos, infographics.



## PR TIPS & TRICKS. INSTAGRAM

- Use hashtags;
- Timing of the post is very important - between 7 PM to midnight is a good time to post, either stories or posts;
- In order to increase your reach, try organizing some giveaways;
- Good spelling and grammar in your captions;
- Reels are very catchy, try to use them;
- Be active and consistent;
- Repost stories from participants, other organizations, etc;
- Instagram lives in collaboration with users with more followers;
- Get verified;
- Responding to comments is very important;
- Tag people in your posts;
- Links in bio and stories;
- QR codes;
- Giant grid;
- Add your stories in highlights so the subscribers can access them even after they disappear after 24h.

## PR TIPS & TRICKS. NEWSLETTER

- Use a catchy title;
- Send them always at the same time, so the subscriber will know when to wait for the newsletter;
- 1 per month is the most useful;
- Connect the social media links;
- Contact details at the end so the subscribers know how to reach you;
- Track the readers and their behaviour;
- Add a history of newsletters on the website;
- Keep it professional;
- Up to date information;
- Split the contents in sections;
- What does the user get if they subscribe?
- Suit the tone of voice for your target audience;
- The most important information should be in the beginning of the newsletter;
- Whatsapp newsletter - use separate phone number and phone for GDPR reasons; people that want to subscribe give access to the mobile phone in order to receive info. The name is not necessary.



## PR TIPS & TRICKS. ONLINE COMMUNITY MANAGEMENT

### *Communication inside the team*

- Tools: Trello, Asana;
- the communication should help everyone feel included and feel like all the voices are heard;
- have a gathering place for your team members;

### *Communication with your followers*

- reply to comments and messages/questions;
- have an automatic reply that mentions you are going to answer their message in x amount of time'
- create interactive social media content;
- ask questions, do Q&As;
- use gifs;
- organize webinars to inform people about the NGO and the opportunities you have;
- create content for people to get to know you better and get to know the people behind the NGO (make it more personal like that);
- use storytelling, present why the people from the team joined the NGO;
- Facebook Groups: they have the feature of group experts which can be awarded to certain people + learning units - useful for organizing contents.



# COMMUNICATION MEANS & TOOLS MATRIX



## OLD SCHOOL & ONLINE

Website, newspaper, webinar, Excel, logo, social media bio, visual identity manual, presentation of the team on external websites (NGO portal, Salto, etc), scientific articles to stakeholders.

## INNOVATIVE & ONLINE

QR code reading at the entrance, online tickets, flyers/online promotional materials, posts about the team on Facebook and Instagram, website with Google Sites, Google Analytics, post on a team members' birthday, advert rates, subscriptions, reposts, Google Ratings, Interviews with research purpose.

## OLD SCHOOL & OFFLINE

Word of mouth, newspaper, interview with PR purpose, closing ceremony, NGO fests, logo of the NGO at the entrance of the headquarters, local events, meetings, posters, membership, donations.

## INNOVATIVE & OFFLINE

Dissemination: interactive content on Instagram (ask questions, this or that, yes or no), short light shows, living library, photo competition, prize: photo exhibition in a museum, flashmobs on special occasions, exhibitions with VR sets.

# DIGITAL TOOLBOX



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## BUFFER



**Link:** <https://buffer.com/>

**Description:** Build your audience and grow your brand on social media. It offers publishing, analytics and engagements tools, as well as the option of building a customized landing page in minutes.

Buffer makes it easy for you to monitor all of your engagement and strengthen the connection with your audience.

They offer the option of a 14-day free trial, no credit card required and the option to cancel anytime.

## DOODLE



**Link:** <https://doodle.com/en/>

**Description:** Doodle is the simplest way to schedule meetings with clients, colleagues, or friends. Respondents can select dates they can attend \*and\* dates they can make work if absolutely necessary, which really helps when trying to coordinate schedules among a large group.

You can schedule time with anyone, on any calendar platform. With Booking Page you can send a single link to anyone who wants to book time with you. You can decide how long people book for and how many meetings you'll have in a day.

## EMAZE

**Link:** <https://www.emaze.com/>

**Description:**

CREATE.SHARE.EMAZE Build Amazing Digital, Presentations Automatically, Wow your audience. You can save time and easily improve designs by converting an existing PowerPoint and PDF directly into Emaze!



By simply sending a link, you can present to every audience on every device. With the Emaze remote presenting tool, you control the presentation from you own keyboard and mouse without have to download anything or pay for any additional software.

## HYPERSAY

**Link:** <https://hypersay.com/>

**Description:** Goodbye Old Slides. Hello Live Presentations. You have the possibility of adding live quizzes and interactions with your audience.



Hypersay helps you run live presentations by using QR codes to connect your audience and share your slides. In Hypersay you can upload a PowerPoint, Google Slides and PDF presentation, add polls, quizzes, questions, opinion scales, images and videos to your presentation and then go live. Send the unique code to your participants. They can register with Hypersay or stay anonymous.

## MINDOMO

**Link:**

<https://www.mindomo.com/>

**Description:** Create mind maps, concept maps, outlines and Gantt Charts to improve your thinking and learning. Web, Desktop, iOS, Android. Mind map with us for free!

Mindomo is an excellent and versatile tool that you can use for everything from planning to brainstorming, from simple charts to important strategic documents.

Mindomo has both a freemium online solution and free mobile native apps for iPad and Android.



## MONDAY

**Link:** [Monday.com](https://monday.com)

**Description:** monday.com is the Work OS where teams connect to run projects and workflows with confidence



monday.com is visual, easy, and intuitive, you don't need training. Create your ideal workflow in minutes or choose from 200+ ready-made templates based on how real teams use monday.com. The easy-to-use, visual interface lets any team member jump in and get started, no training required.

## POPPLET

**Link:** <http://popplet.com/>

**Description:** Popplet is a tool for the iPad and web to capture and organize your ideas.



Because Popplet is so visual it can be utilized in any language. Popplet is currently being used in over 100+ different languages.

Real-time collaboration features, help students/young people work on projects together. This also makes sharing their work with you extremely easy.

Pull your team together for a quick brainstorm without a ton of hassle. Just invite colleagues to your board and work together in real-time.

## TODOIST

**Link:** <https://todoist.com/>

**Description:** Todoist gives you the confidence that everything's organized and accounted for, so you can make progress on the things that are important to you.

Todoist surfaces the right tasks at the right times so you always know what to focus on next. You can highlight the day's most important tasks, delegate tasks to other people, create boards, add labels and filters.

Todoist can be connected to your email, calendar, and files.



# COMMUNICATION CAMPAIGNS





# I CAN SEE IN THE DARK. CAN YOU?

## **TEAM COMPOSITION**

Kirsika Kungur, Foteini Siafaka, Achraf Kanice, Hortensia Pasalau, Blanka Mielniczek.

## **GOAL**

Raise awareness for the integration of people with visual impairment and to improve their quality of life.

## **AUDIENCE**

Urgent need of the Youth Workers and young people between 13 and 30 to take action in terms of their contribution to people's with visual impairment social life.

## **MESSAGE**

Slogan: "I can see in the dark, can you?". Calling people to reshare the message, be aware of the issue, take action to help people with visual impairment.

## **MESSENGER**

Decision makers, NGOs, donors, young people, Youth Workers.

## **CALL TO ACTION**

Learn language of blind people (Braille), - offer help by becoming a volunteer maybe at least for one month, - Facilitate their access to social and cultural activities.

## **LINKS**

[Instagram](#), [Facebook](#), [Linkedin](#).



# NEW SKILLS. GO DIGITAL!

## **TEAM COMPOSITION**

Paulo Dias, Afitap Bulut, Joanna Mielcarek, Lucia Gionfriddo, Jaana Kõvatu.

## **GOAL**

Raising awareness on the digital skills (social media, graphics, and building website) of the young people between 18-30 years old that are needed to get a job opportunity on the labour market.

## **AUDIENCE**

Our target group is young people between 18-30 years old who are at the beginning of their life adventure in the digital world.

## **MESSAGE**

You need to improve your digital skills to raise your position on the labour market.

## **MESSENGER**

NGO + Youth workers + real person that turned on his/her life to improve thanks to digital skills.

## **CALL TO ACTION**

Watch the video - Take part to the workshops - "New skills go digital".

## **LINKS**

[Instagram video.](#)



# DISCONNECT TO RECONNECT!

## **TEAM COMPOSITION**

Emre Çimen, Evija Grinmane, Fatima Boulahdoud, Ricardo Ferreira, Sevgi İlgezdi.

## **GOAL**

Promoting Cultural Tourism in Rural Areas.

## **AUDIENCE**

Adults(20-75yo) and families from urban areas, likely to travel, who enjoy nature and are interested and open to cultural exchange.

## **MESSAGE**

Connect with your roots and enrich yourself. Support the rural community.

## **MESSENGER**

Cooperative.

## **CALL TO ACTION**

Spend a weekend with your rural self.

## **LINKS**

[Facebook page.](#)



## GREEN VOYAGE

### **TEAM COMPOSITION**

Petra Lindstrom, Ibrahim Elrefaei, Florentina Penescu, Vasiliki Valavani, Fotini Papasavva.

### **GOAL**

Promotion of green ways to travel. Ecotourism. Public transportation, trains (interrail), walking tours, etc.

### **AUDIENCE**

Young adults, 16-30.

### **MESSAGE**

How to travel greener.

### **MESSENGER**

All the team members will share on our platforms, NGOs.

### **CALL TO ACTION**

Change the way you travel!

### **LINKS**

[Facebook page](#), [Tik Tok video](#).

## CONCLUSIONS



There are thousands of non-profit organizations actively working for youth in Europe relying on EU, national and local grants. Their ability to fulfill society needs depends increasingly on project-based funding. Nevertheless, while the livelihoods of many people depend on these organizations ability to deliver project results effectively and efficiently, their internal management style is rarely identified as a strategic priority for many organizations.

At the same time, it is also evident that some EU funded projects have little impact once they are completed. This means that organizations must think seriously about what works best and what works less well.

Through the EmpACT++ project, we detected current organizations management challenges and provided NGO managers and youth workers all the necessary knowledge and tools to prove the benefits of an efficient management methodology, which are also included in this Toolkit. We addressed the following weaknesses:

- Inadequate controlling of finance and resources.
- Shortcoming of human resources.
- Lack of communication among project team members at the time of developing work performance.
- High turnover of youth workers/volunteers.
- Project results are not reached in the most efficient way.

As a result, youth workers and managers will be able to plan, execute, monitor and control the project in a more consistent and reliable manner.

The quality in leading youth projects does not depend only about organizational management, the more important underlying part is the learning of youth. Hence, this aspect could only be reached with an accurate need assessment of the learning needs and then a responsive plan, based on the design implementation and evaluation of the learning processes and outcomes. The adapted dissemination and exploitation of results is the key behind the success of non-formal education.

The complementarity of both activities met the objectives of the project as raising the quality of project management of European youth projects. This can not only be based on organizational management, but also on the quality of the exploitation of results in the learning activities for disseminating it to young people.

Hence, both activities evolved the management of youth projects around new standards of quality, allowing the organizations to benefit from new practices and methods, and the participants to upgrade their management skills, in order to produce a sustainable effect on youth work.

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This Toolkit has been developed by Alexandra Peca, Head of Democracy & Human Rights at GEYC, with the help and insights of the participants in the #EmpactPlusPlus Training Course:

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"MIHI" ( LATVIA)

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