# Get engaged!

Toolkit

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*Toolkit*

**Running (umbrella) organisations**

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# Introduction of the Project

by NIT

The project is based on an experienced problem of umbrella organisations led by young people working in the youth field.

While mentioning organisational development and capacity building most of the projects are focusing on organisations working with a simple structure directly reaching out youngsters and no-one seems to concentrate in umbrella or network organisations. However these organisations are doing an important job too in supporting young people in development and fighting for their rights in national and international levels as well. Their work is really complex though and sometimes not so visible either. This is the reason we find this initiative niche.

One of the biggest challenge is the lack of active participation and motivation from our member organisations, meaning that it is difficult to involve our members into our daily work. This means that organisations are not taking part in the life of our network and are not able to create their own opportunities, their own motivation.

The partner organisations of this project are organisations representing youngsters in diverse forums. Problems which occur in the umbrella or network organisations affect the way how the interest of young people are represented. The project gives a solution to those problems (for instance difficulties in communication, lack of motivation, leadership problems, etc.) that the participating and its member organisations feel are the most relevant and important.

The Toolkit produced as an intellectual output of this project will give the answers for the most frequent questions of the umbrella/network organisations: how we are able to fulfill the aim of our existence, how we can motivate our members to work with us more actively, what we have to do in order to get relevant information from them, etc.

While creating this project idea we have been scanning through the different information available and we can see that we can identify our own experience in parallel with what is being highlighted in other umbrella organisations, especially at youth councils. We realised that there are many umbrella organisations in Europe working in the youth field facing the same problem: their member organizations are not motivated enough to actively participate in the network. The cause of working as an umbrella can be different but - we can agree on the fact, that - there is a common need in the member organisations to join in. The members can be also different even though they are all working in youth field. They can be smaller or bigger; working on local, regional, national or even international level; they can support youngsters in different ways - this is the reason their interests are also different. Because of this diversity of member organisations, the umbrella organisations face several problems and it affects the quality of their work. All member organisations should be motivated in different ways in order to reach the overall aim of these networks. The problem starts when the different types of member organisations' expectations don't meet and they get disappointed because of the work of the umbrella organisation because their needs and aims are not fulfilled. With this strategic partnership we aim to find a solution to this problem.

The direct beneficiaries of the project are the umbrella organisations which will be able to work in a more efficient way after the project. Young people leading those organisations will become more capable of working in a team, communicate clearly, think strategically and being good leaders; they will become empowered young people and will become entrepreneurial and more employable through these valuable qualifications in the business sector too.

The secondary beneficiaries are the member organisations, because their interests will be represented and their needs will be fulfilled by the developed methods used by the network organisations. The indirect beneficiaries are the young people members of these youth organizations by building out a well working system and method where the youngsters voices are well represented.

# The aims and objectives of the toolkit

by NIT

## WHY ARE WE DOING THIS?

As a representative or an interested individual in umbrella/network organizations, you probably know that some of our most frequent questions are: how to fulfill the aim of our existence, how can we motivate our members to work with us more actively and what do we have to do in order to get relevant information from them, among others.

Therefore, we decided to launch a project called Get engaged!, based on these everyday problems of umbrella organisations led by young people working in the youth field.

While mentioning organisational development and capacity building, most funded projects are focusing on organisations working with a simple structure directly reaching out to young people and not as many seem to concentrate on umbrella or network organisations. However, we might not even need to tell that these organisations are doing an important job too in supporting young people in their empowerment and development and are fighting for their rights on national and international levels as well. Their work is really complex though and sometimes not so visible either. This is the reason we have found this initiative niche.

One of the biggest challenge is the lack of active participation and motivation from our member organisations (MO's). MO's are often not taking part in the everyday life of the umbrella/network organization and are not able to create their own opportunities, their own motivation. A great cause to be identified for this is their diversity (in size, focus, level and so on), which is undoubtedly a richness but a hardship. It is without question that all member organisations should be effectively motivated in different ways in order to reach the overall aim of these networks.

Thus, the direct beneficiaries of the toolkit produced during Get engaged! are the umbrella organisations which will be able to work in a more efficient way after the project. Young people leading these organisations are provided support to become more capable of working in a team, communicate clearly, think strategically and being good leaders.

The secondary beneficiaries are their member organisations, because with the use of these methods, their interests will be represented and their needs will be fulfilled. And last but not least, the indirect beneficiaries are the young people who are in touch with these youth organizations, experiencing that their rights and voice is well represented.

## WHO ARE WE?

The Erasmus Student Network (ESN) is the biggest European student network organization acting in the field of student mobility and internalization of higher education. ESN is a non-profit organization of 528 local sections in 40 countries in over 450 Higher Education Institutions gathering 13.500 active volunteers. ESN provides support services to over 170.000 international students on annual basis and works for their needs by facilitating their mobility period, ensuring social cohesion, reintegration and by enhancing intercultural awareness and active citizenship. ESN ensures student participation in education and training policy by providing to its members trainings, seminars and non-formal education opportunities. ESN contributes to the creation of a more mobile and flexible education environment by supporting student exchanges from different levels and providing the internalisation at home. ESN contributes to the further development of European mobility, active citizenship and volunteering.

The National Youth Council of Hungary (NIT) is a forum established with the goal of creating discussion among young people and their organizations as well as with domestic and international actors, decision makers and organizations. Its major objectives include providing the highest level of representation of the youth in general and their organizations in particular, participating in the formation and development of policies regarding issues related to the youth, and acting as a strong and united advocate of young people in relation to the government in power. The NIT is an umbrella organization for youth organizations operating in Hungary, aiming to improve domestic youth policy in close cooperation with Hungarian youth organizations abroad.

The Polish Council of Youth Organizations (PROM) was established in 2011 (registered in 2012) and represents 38 Polish youth organizations gathering more than 250 000 young people in the country. Members of the association are both the biggest and strongest youth organizations in the country as well as small and local organizations from different regions of Poland. Main aims of the Council are to represent youth organizations and empower young people across the country to have their voice and impact on public policy and society. PROM cooperates with the main actors in the youth field in order to be an active part of creating youth policy in the country and lobby for organizational priorities such as youth participation, youth information and others.

# Research

To base the work and the establishment of the toolkit on relevant data, all three organizations have conducted research among their member organizations. Here's what we found:

PROM: The member organisations (38 organizations representing 250000 youth) would like to receive more information about what PROM does and be more involved in the activities. They need more capacity building. The need to emphasize on the building of the network for a better cooperation, more possibilities to take part in the events, member org. would like to be more involved, so better visibility is needed. There is an unused potential of member organisations, lot of people could be used and involved but PROM still don't manage.

The challenges to be faced are:

- To reach people who are responsible of communication of each organization, in order to make the flow of information better. Many organizations have a one year mandate of the board, so it's not easy to have a good relation in so short time.
- To create a regular newsletter in order to make people more aware. The periodicity is important to make people feel it's a serious and efficient way of communication.
- To involve more people from the member organisation in the activities that we do, because they are also part of PROM but they don't feel active.
- To organise annual meetings of members of PROM in order to achieve a better and strong cooperation (in spite of general assemblies).
- To develop a regional coordination of PROM, who would make sure that there is a stable contact with the local organisations and the involvement is more effective.

Erasmus Student Network: Most of the sections (each local group of ESN, total of 528 sections, representing a total of 15000 volunteers helping 200000 students) understand what the national level is doing (91%). 75% are satisfied with the level of discussions on mailing lists. 16% of the sections consider that there are negative effects of being part of ESN. General satisfaction of communication methods (including intranet, wiki, web...). The overall participation in the survey was 39% (out of 528 sections).

The challenges to be faced are:

- To figure out how to establish alumni networks within each country
- To make volunteering more attractive
- To develop our procedures for how to transfer knowledge when Board positions change

NIT: MO's (90 full member + 8 supporting member, representing a total of 98) expect NIT to represent youth interests (71%) and provide information on youth policies (71%). Only 18% realise that this is already being done in different domains. Advantages of being a member organisation are considered to get information and opportunities for participating in events (25%). Everyone wants to have active participation in the next 3 years, but 38% thinks that NIT is not helping the MO's. 38% consider that the amount of information delivered is enough, but 20% consider it's not enough. 80% consider there is enough information, but 45% consider there is not enough time for reacting to it.

The challenges to be faced are:

- To "decentralize" meetings and activities
- To increase communication and visibility, make it better and effective
- To analyse the questions in order to find the problems

# Methods

Making Volunteering Attractive

Visibility + Marketing

Knowledge Transfer Toolkit

Coordinators Network

Civic Information Matrix

Involving different sectors

Allumnate me

Networking and Annual Events

# Making Volunteering Attractive

by Erasmus Student Network

## INTRODUCTION

One important aspect of getting member organisations more engaged in the work of their umbrella organisation is ensuring that their participants have the willingness to contribute to the aim of the organisation on a larger scale and at a higher level. Therefore, making volunteering attractive to these individuals is crucial to initiating and ensuring the continuous involvement of the MOs in their respective umbrella organisation.

## AIMS AND OBJECTIVES

In this chapter, several tools, methods and ideas will be presented and developed in three separate steps:

- raising awareness about the opportunities;
- identifying benefits for the volunteers;
- recognising volunteering and its learning outcomes.

As the target audience already consists of volunteers in this case, there will be a focus on making volunteering at the level of the umbrella organisation more attractive, interesting and beneficial for the volunteers active in the member organisations.

## STEP-BY-STEP GUIDE

**Step 1: raising awareness about the opportunities**

The first step in making volunteering attractive is to raise awareness about the existing opportunities to get involved. For this purpose, several methods and tools are presented under the following categories: teaching, showing and sharing.

**What?**

First of all, it is important to clearly identify what kind of opportunities you are offering to the volunteers.
Getting more involved can indeed cover a broad range of possibilities, such as **fulfilling a specific position** in the structure, **organising an event** (meeting, training, camp, festival, etc.), **participating** in such an event, **taking part in discussions** and **sharing opinions**, **implementing existing projects** or **starting** new ones, and more.

Different opportunities have different benefits, and there are different ways to raise awareness and to recognise the work done. It is important to clearly identify what you are offering from the very beginning.

**Who?**

Secondly, you should make sure your target audience is specific. You will probably want to target your member organisations, but who exactly do you want to involve? Individuals? An entire member organisation? Or both?

The target audience will vary, depending on which of the opportunities identified in the previous step are chosen. While you will wish to attract individuals to fulfil specific positions, you may need an entire member organisation to organise an event. In the case of developing a project, you will probably need an individual to coordinate it, but the whole organisation has to participate.

Depending on the target audience, the process of raising awareness on large scale, in the long term, and in a sustainable manner follows three key steps, repeated over time:

- **Teach**

- Organise engaging workshops about the positions and related tasks;
- Include a specific track during general training events for volunteers potentially interested in getting more involved;
- Involve trainers and with the relevant experience and who can bring a new perspective to the participants.

- **Show**

- Create promotional videos showing the different aspects of the opportunities and the people (formerly) in charge;
- Organise role play sessions during which individuals can experience the positions and related tasks;
- Use testimonials from current/former members involved.

- **Share**

- Ensure a smooth and relevant information flow towards the target group;
- Organise a session/day/week-end during which potentially interested individuals can get an insight into the work of the people currently in charge;
- Ensure the accessibility and usability of the relevant information (through drives, wikis, databases, etc.), gathering everything in one place;
- Create clear guidelines and official documents presenting the opportunities and responsibilities to be shared with the volunteers.

**Quality Open Calls**

Moreover, ensuring quality open calls can contribute to a relevant and comprehensive sharing of information about the opportunities presented, while outlining benefits and positive aspects of the open positions. The Open Call is how your volunteers will encounter the possibility of further engagement and positive first impression is crucial. It should contain **clearly stated rights and responsibilities** as well as **attractive description of the benefits**. **Motivation** has to be provided, **application procedures should be explicitly described**, including examples or a streamlined form to fill-in, and **contact data should be provided** for any questions, along with encouragement to ask them. **Sufficient time to apply** should be given. Finally, **effective dissemination** has to be ensured so that all information reaches your target audience.

**Step 2: identifying benefits for the volunteers**

When it comes to the benefits of volunteering, three main categories have been identified:

- Personal benefits;
- Professional benefits;
- Benefits for the community.

These benefits can be used in open calls, as mentioned above, but can also be the starting point for a broader campaign, reaching people via social media or posters, for instance. Moreover, this can help volunteers better outline the reasons why they chose to be active in the umbrella organisation when presenting their work to peers, and at the same time, encourage other volunteers to get involved as well.

**Benefits**

- Personal benefits:
  - discover something new;
  - experience and learn about yourselves;
  - have an impact, do something useful;
  - enjoy the social aspects;
  - meet like-minded people;

- Professional benefits:
  - gain specific knowledge and expertise;
  - get relevant experience and soft skills for your (future) career;
  - work on more advanced projects and have more responsibilities than in an entry-level (or even managerial) job;
  - receive recognition;
  - have a place to develop outside of the traditional curricula;

- Benefits for the community:
  - improve society, change the world for the better;
  - support others;
  - improve your organisation, community, Higher Education Institution, city or country;
  - have a broad impact;

**Always keep in mind...**
...that you are working with volunteers! Their expectations as well as the factors that motivate them to become, and stay, engaged are different to those of paid employees, and the **continuous availability of the benefits** is even more crucial.

Unlike paid positions that employees could still be willing to keep despite a decrease in non-financial benefits, it is crucial for volunteer positions to **stay interesting** and challenging for the people fulfilling them. Ensuring that the benefits mentioned during the recruitment phase are kept tangible throughout the term of the volunteers in charge is a necessity to keep them engaged and satisfied with their positions. In this sense, volunteering positions that don't offer more interesting benefits than paid jobs are also less likely to be filled.

Umbrella organisations trying to increase the involvement of volunteers should also make sure to have the means to **offer interesting positions/ opportunities to a proportionally high number of potential volunteers**. Creating tremendous recruitment campaigns, promoting the benefits of getting more involved etc., just to end up refusing a majority of applicants might only destroy the motivation of many volunteers, as much as it developed it during the open call phase.

Another important aspect to keep in mind is that the volunteers should have the **chance to fail** (to some extent) without being "fired" from the position, as this is an effective way to demonstrate what volunteering offers as opposed to other jobs. Training unsuccessful volunteers or reassigning them to other tasks that better fit their competences should be preferred to the termination of their involvement.

Finally, although material benefits (such as free gadgets, clothes, food, or travelling) can sometimes work for short-term involvement with limited responsibilities, it is not recommended to advertise them when trying to encourage volunteers to get engaged in long-term or very significant projects/positions. These kinds of benefits might indeed attract people interested in the material advantages only. The risk would therefore be that these people's level of engagement drops once they have received what they wanted.

**<u>Step 3: recognising volunteering and its learning outcomes</u>**

Many volunteers face difficulties when it comes to recognising the skills and knowledge they've gained during volunteering. These situations discourage many from engaging in non-formal education, especially volunteering. Therefore, another important aspect to take into account when working with volunteers is the recognition of volunteering itself and its learning outcomes.

It should ideally include recognition of the skills and competences acquired through the position or specific tasks carried out by the volunteer, but also show appreciation for the volunteer's work and contribution to the goals of the organisation.
Recognition can be observed from two perspectives: *as internal recognition (validation)* and *external recognition*.

1) **Internal recognition** means adopting different practices (tools and mechanisms) to improve the validation of the competences. The 2012 Council Recommendation classified basic four elements of validation:

(a) IDENTIFICATION of an individual's learning outcomes;
(b) DOCUMENTATION of an individual's learning outcomes;
(c) ASSESSMENT of an individual's learning outcomes;
(d) CERTIFICATION of the results of the assessment of an individual's learning outcomes

2) **External recognition** means advocating for a better recognition of non-formal education in society at large (external stakeholders, including formal education institutions, policy-makers, public authorities, employers). Volunteering organisations should focus on:

- Raising awareness on the learning outcomes of volunteering amongst employers and having mandatory volunteering as part of formal education
- Improving links between formal and non-formal education
- Facilitating the process of formal recognition of volunteering

Another important aspect for keeping volunteers engaged is showing appreciation for their work. Appreciation can be expressed towards them individually or towards their group/member organisation/branch.

## EVALUATION

Depending on your initial goals, several aspects can be assessed, such as the effectiveness of the recruitment, the satisfaction of the volunteers who got engaged, the duration of their engagement, how active they were during that period, or the effectiveness of the projects conducted.

For this purpose, it is recommended to use both a qualitative and quantitative approach.

When it comes to the quantitative evaluation, one can, for instance, ask the following questions:

- Did I manage to fill all the open positions? Were there many quality applications to choose from?
- Did the volunteers stay engaged for the duration of their mandate?
- Did the volunteers take part in a proportionally high number of meetings/discussions/consultations?

When it comes to the quantitative evaluation, questions such as the following can be asked:

- Did the volunteers' engagement reach both my and their expectations?
- Were the volunteers satisfied throughout the entire period of their involvement?

To be able to further improve in the future, it is also useful to identify the aspects that motivated or demotivated the volunteers.

In order to collect the necessary answers to your questions, one of the options is to conduct an expectations based survey before or at the beginning of the volunteers' involvement, and a second survey and satisfaction based survey during or at the end of the volunteers' mandate.

Depending on the situation and the relationship with the volunteers, a more personal approach can also sometimes be taken, in addition to the survey or as an alternative thereof. In this case, planning a face-to-face (or online) evaluation with each volunteer, in order for them to share their points of view, can prove to be effective and will also show the volunteers that you value their opinion.

# Knowledge Transfer Toolkit

**by Erasmus Student Network**

## INTRODUCTION

Knowledge transfer has an important role in maintaining an association's or a company's vitality. It ensures that the achievements and improvements done with the unit are not lost even when the people involved change. It allows learning from mistakes and finding more efficient ways to tackle problems. In this toolkit you can find a proposal for a knowledge transfer process that allows you to make the most of your transfer period and ensure that your successor is brought to speed by the time the handover takes place. Just remember that there are several ways to do knowledge transfer, and for this purpose we have collected some additional methods you can use. Do not be afraid to think outside of the box!

## AIMS AND OBJECTIVES

The purpose of this toolkit is to provide detailed instructions for anyone planning a knowledge transfer. In the chapter below you will find our suggestion for a knowledge transfer process that spans from the beginning of the transition until the handover. We aim to cover as many aspects of the process as possible and to offer different methods to give an exhaustive overview for your successor.

The document's aim is to provide an action plan for the transition and to help you create a structure supporting the successor's learning.
The following methods will allow you to plan a knowledge transfer that is suitable for:

- Creating a foundation for learning on the job
- Forming a base for future work
- Encouraging your successor's independent thinking on the task
- Establishing a trusting relationship with your successor
- Finding a suitable working rhythm

## STEP-BY-STEP GUIDE

This chapter covers examples of methods for transferring knowledge that can be easily communicated and shared in the form of documents, books or reports.

The process of knowledge transfer is about conveying the desired knowledge to the team members in a timely manner. The 'Step-by-step' part follows the methods that individuals and organisations can use to understand, evaluate and improve their knowledge transfer processes. It is separated into 3 stages: initiation, advanced and ongoing learning.

### Initiation stage

**To-do list - first steps**

During the transition between the newly elected board member and the predecessor, creating a to do list always helps to organise the process. This list may vary depending on the work place, position, company, etc. The "To do list" may consist of many different steps, again depending on the situation (as mentioned in the previous sentence). A lot of people would think to write down every single step that they took since they started, though it might not be necessary. For the person doing the transition, the list may be as such:

1) Introduce successor to the respective partners
2) Create an account in the internal network log
3) Do a quick tour through the workplace
4) Invite the successor to all the remaining meetings before the official handover
5) Etc…

One key thing to keep in mind always in the to do list is the order that you do these steps. In organisation A step 1 would be the perfect thing to do, while organisation B would prefer to start with step 4 for example. Do not just write all the steps as you may get confused on which one to start with, or will end with a sequence of steps that you have taken and realised that you missed something vital.

**Team building**

It is more likely that a good and efficient knowledge transfer occurs between people who share a strong connection than between people who do not. Individuals who have solid emotional attachment and individuals who interact often are in advantage for an effective knowledge transfer process.

Team building consists of a variety of activities with the purpose of bringing a group of people together. It enhances organisational development by creating effective working relationships.

Therefore, teambuilding is an effective way of creating emotional attachment and for making the two parties in the process interact with each other. If in an organisation there is an investment in team building during all the year, the knowledge transfer will be a lot more simple and fluid when the time is needed. On the other hand, if neither party knows each other from before (eg. if they are not from the same team or one of the persons comes from outside the organisation) organising a team building should be part of the knowledge transfer process.

**Guidelines**

Guidelines are a set of rules that explain in detail how the projects, events etc. are done. They may also refer to certain tasks that fall under the position. Thus guidelines are an easy way to build task lists for every activity. Due to being more detailed, the guidelines make it much easier to understand the processes, what to avoid, how to make preparations well in advance etc. If there are any tools in use, try to stay familiar with them and make sure the whole group knows how to work with such a tool. Guidelines may be available as online booklets or, sometimes more handy, in paper. Make sure they are clear and understandable for every reader.

**Early responsibility**

Early responsibility is the perfect opportunity for the successor to already to get engaged in their role within the workplace. For example if elected as the position of Event Manager (managing and coordinating events), this practice would be quite helpful for the newcomer to get used to their respective role. The tasks should still preferably be done under supervision.

Giving early responsibility to successors is not only a good way to get more familiar with the position in question, but as well a good source of motivation and trust from the side of the employer. Giving the person the potential to already get involved with certain tasks in the organisation early on can prove to be great way to motivate future employees.

## ADVANCED STAGE

**Timeline**

The purpose of this method is to help you prepare for what is to come and to visualise your future plans. It allows you to see your schedule from a certain perspective that lets you better observe the connections between different events and tasks. Below, you can find brief explanations and instructions for both of the mentioned uses for this method:

As a transition tool: Time the different methods you wish to use for the transition. For this purpose, you will want to have the starting point after election and ending point at handover, or sometime after that. Planning your transition carefully is a good way to ensure that the successor has all the necessary tools at their disposal as soon as they start in the position. Choosing the methods you wish to use and then putting them on a timeline ensures that the time available is used at its fullest potential and everyone gets the most out of the transition.

As a knowledge transfer tool: The other use functions in a similar fashion as the first one, only this time the timeline is something that spans for a probably much longer time and is created in cooperation with the successor and the predecessor. The point is to use the knowledge of the predecessor to plan the upcoming few months/half a year/year, or any other timeframe. Since the predecessor usually has already a good idea of how long certain things may take, they can use this knowledge to ensure that the successor reserves enough time for each task. This knowledge can save the successor from a lot of stress, due to the time sensitivity of some tasks.

**Position instructions**

Knowing the tasks you will have in the position you are about to take up is of high importance in order to keep up the quality of the work your predecessors have done.

Create introductory documents with information on the association/company, and the positions contained within. These can then be extended into separate documents for each position.

As for higher level functions, collecting documentation of past people and their contribution to the position in team/committee/board may prove to be very beneficial later on.

A task description might be useful. It should provide an overview of all the different tasks one has to do in the position. On the other side there are a lot of people the person holding the position will be in contact with and they have their own expectations as well. To know what is expected here, a recommendation is to meet up with the contact in order to get everything clear.

**Task division**

Dividing work task between members is an extremely important step in running any organisation. To be sure that all the tasks are completed, make a clear duty assignment for each team member or position. Before making a task division try to interview members to gain sense of what type of responsibility they can handle. Usually tasks are connected with the positions but in some cases there are plenty of non-position related tasks. In order to cover them, firstly make a recognition on team members' skills to make a smart task match. Identify members who are able to handle more complicated tasks than they currently have.

**Calendar**

Timing is everything, they say, and if you time everything well, all will fall into place. A very optimistic approach and one that could work if one works on their planning.

A mandate can be given a lot of structure simply by putting a calendar next to it. This begins with starting date and end date, and you have the length of your mandate. On this you can start with the different things that will take place during the period. Some examples include:

- Important meetings
- Campaigns
- Recruitment times

The meetings and events that you need to partake in are a good start.

Some other elements to be considered may include different moments of your mandate for half-year report, changing of stakeholders, and when to start recruitment focusing on the position and transition.

Then there is a third party you have keep in contact with as well. You can think of International Office, partners, sponsors, suppliers, customers, etc. When contracts end or need renewal, timed visits, progress reports for these.

## ONGOING LEARNING

**Mentoring**

Mentoring is a powerful tool that helps new people to acclimatise and integrate into the working environment. It is a direct method for knowledge transfer from mentors to mentees that provides self-development opportunities for every individual to help them reach their potential. While mentoring is a very effective approach to organise and distribute the knowledge, it is important to follow a few tips that will let you succeed in mentoring:

- Involve the mentees in the task and projects.
- When leaving the position, still give all necessary answers to upcoming questions
- Make check-ups after leaving the position.

**Job shadowing**

Basically, any activity that causes the person acquiring knowledge to follow the one knowledge is being acquired from, can be considered job shadowing.

The point of job shadowing is that a “less knowledgeable” person is following, or ‘shadowing’, a person with more knowledge on the subject, whatever it may be. This way the shadower will learn by observing and doing, instead of just listening or watching, hence making this a very powerful method for transferring knowledge.

Job shadowing can occur both prior to election, in order to provide insight on the tasks of an individual, during transition to familiarise the successor with the exact tasks of their future position, or even without the successor-predecessor relationship when someone just wants to learn more about a certain task or position.

As mentioned earlier, there are several variations of job shadowing, which can be used both individually or as a part of a larger job shadowing process. They are for example Linked emails, Common meetings, Physical shadowing.

## EVALUATION

When planning a knowledge transfer, there are several things to take into account, such as the experience level of the participants, their relationship and the time you have for the transition. Each transition should be tailored to suit the participants’ needs. It is recommended to use methods from each of the categories to support different types of learning and to allow the successor to acquire as much of the different types of knowledge as possible. Some of the listed methods are also more favourable if the successor is completely new to the field or association, while others might be somewhat redundant for more experienced people. For these reasons, each knowledge transfer is a unique experience that reflects the position’s nature as well as the participants’ attributes.

# 03

# Visibility + Marketing

by PROM

## INTRODUCTION

One of the most important aspects of managing organizations bringing together young people is the visibility of actions, which an umbrella organization should provide. The increase in the awareness and the commitment of the member organizations indirectly influence the development of the umbrella organization, the quality of its actions and the number of the actions taken.

In order to meet the expectations of the member organizations it is important to create a **network** which would enable the member organizations to remain in close contact with the umbrella organization, as part of which contact mutual support is offered: on the part of the umbrella organization towards the member organizations and vice versa.

## AIMS AND OBJECTIVES

- Collecting detailed information regarding the activity of the member organizations (statutory objectives and actions taken)
- Increasing the awareness on the activity of the umbrella organization and on the actions taken by it
- Increasing the involvement of the members in the actions of the organization
- Increasing the involvement of the organization in the actions of its members

## STEP-BY-STEP GUIDE

**Step 1: Collecting detailed information about the activity of the member organizations**

For each umbrella organization it should be important to become familiar with the activity of the member organizations. There are two main reasons for that:

- The umbrella organization has been founded in order to represent the common voice of all the member organizations.
- The umbrella organization has been founded in order to ensure the common support for the actions offered both by the member organizations and by the representatives of the umbrella organization.

In order to fulfil the aforementioned objectives it is important to become familiar, as specifically as possible, with the activities of the member organizations. To this end it is suggested to conduct the following steps:

- creating a database of contacts of the member organizations
- delegating 1-2 representatives of each member organization to maintain contacts with the umbrella organization
- creating a list of priorities for member organizations

• expanding the list by adding the actions currently taken by the member organizations
• maintaining contacts, on the ongoing basis, with the representatives of each organization.

The final item of the aforementioned list is the most important in the cooperation of the organizations and one that brings the best results. It requires the involvement of both sides – the greater the involvement, the better cooperation and the visibility of the actions.

In order to accomplish the particular objectives it is necessary, if possible, to engage at least one person responsible for updates and for the permanent contact on the part of the umbrella organization.

It is also very important that the person involved should be well informed about the actions of the umbrella organization. It is that person who will transfer and receive, on the ongoing basis, the information about the actions taken.

**Step 2: Increasing the awareness on the activity of the umbrella organization and on the actions taken by it**

If we already have the detailed information regarding our member organizations, then it is time to increase their awareness regarding the actions taken. We continue to draw from the database of actions and contacts described in step 1.

Nowadays, the most popular method of remaining in contact with young people is the Internet. Thanks to it we can communicate almost with everyone, without having to waste time on transport. That gives us the possibility of increasing the number of tasks, as well as their effectiveness.

In order to conduct the organization's activities online in a professional manner, we should employ a person who would manage that task on the ongoing basis and skilfully. It is advisable to delegate, at the organization's own expense, an employee willing to undergo training in this respect, who would complete a course in which that person would acquire the necessary skills.

To this end, each organization should have the following:
• a website
• profiles in the social media
• a newsletter

Each of those options differs from the others in relation to the manner in which the communication with the audience is conducted. A **website** is considered to be a very official medium on which it is possible to find all the most important information:
• about the organization
• documents, such as the Statute
• the elaborated strategies describing the direction of the actions taken
• about member organizations
• documents prepared by the umbrella organization
• the latest news which would include the most important information for all the parties involved about the activities being undertaken.

**Social media** constitute a less formal platform bringing together all the persons interested. It is, nonetheless, a very important communication tool and has an impact on the organization's actions and image. The selection of the social media channels which are to be used for communication should take into account the target group (who we want to reach): the age of those persons and the method of communication.

*Facebook* – the age range of persons using it is increasingly greater, but it is assumed that the persons who use that medium are 18-40 years old. On the portal we should have an official fan page, as well as we may create additional thematic groups, uniting only the persons involved. On our profile we may publish various information regarding the subject which our organization is currently occupied with. There may be less formal information, however, we should always remember that we are publishing it on the official medium of our organization.

*Twitter* – it is intensely used for expressing one's opinions in the matters of business and politics. The age group of that medium comprises persons between 30 and 40 years of age. Here, we may confidently give our opinions on the subjects connected with our activity. We have to remember that such materials are official and accessible to all. It is a more official medium compared with Facebook.

*Instagram* – the purpose of that channel is to enable the users to express themselves through publishing photos. The age group using that medium is between 18 and 24 years of age. We may use that portal to advertise our actions, for example, by publishing a photo from an event organized by us.

*Youtube* – here, the group of users is larger and the portal itself is becoming more and more popular, not only among young people, replacing the television. The users of that medium are persons between 13 and 55 years of age. Here, we may publish films from our events, as well as other motivating and informative materials, which through Youtube may be published also in the other media.

Additionally, in order to make the member organizations and the members themselves more aware of the aforementioned issues, we suggest preparing a **"Guide into the organisation"**. Such a document, well thought over and prepared with a view to ensuring visibility, should reach every member of the organization. Through that document it would be possible for us to clearly describe the purpose and the actions taken by the umbrella organization. The guide should contain the basic information about the organization, such as its history, structure, the method of electing its governing bodies and the possibility for its members of engaging in the organization's activity. We should also not forget about describing our assumptions regarding the direction of the development of the organization and about presenting the current decision-makers, who might be contacted in the particular matters. Thanks to specifying the personal compositions of the most important bodies of the organization, such as the office of the organization or the Management Board, each person willing to join the organization's activity or needing the help of the member organizations, will be able to easily get in touch with a decision-maker. If the document is updated, then the new persons joining the organization will receive valid material, which will help them, to a great extent, to better move around within the organization.

As regards the **newsletter**, the most important aspects of it are its content, the regularity of publishing it and the base of the persons to whom we send it.

The content should be substantive and it should convey the most important information. One should not forget, either, the layout, which should be clear and attractive.

The term: "regularity" here means the frequency with which we send the newsletter to our member organizations. We must remember about optimizing it – not too often and not to rarely. We suggest sending it once a month.

The base of contacts should be constantly updated. Everyone interested in the activity of our organization should have a possibility of subscribing to our newsletter, for instance, from the webpage.

### **Step 3: Increasing the involvement of the members in the actions of the organization**

By using the aforementioned channels we may more easily engage the members in the activity of the organization. However, we must remember that without creating the appropriate atmosphere of mutual support and trust, our work may not translate itself into results. As the organization expands, it is very important to create thematic groups engaging the persons interested, the members of the associated organizations. Thanks to them we obligate and stimulate the particular persons into action.

It is very important to raise the internal and external motivation of those persons, so that they themselves would want to become involved in the tasks assigned to them. We should remember that working in youth organizations does not involve remuneration, so the workers are not motivated by it. For them, the most important benefits are: the personal and professional development, expanding their private contacts, meeting new people and conducting activity for a voluntary cause, understood as a contribution to the good of society or to the good of the particular group of people.

In creating thematic group the atmosphere surrounding the activity and the fact that the actions are knowledge-based and have a measurable impact on the community are very important. As an umbrella organization we should emphasize concrete and transparent actions taken in order to draw up a document or to organize an event. The persons involved should have influence on every stage of the organizing of the event. We must avoid situations in which, for instance, the Management Board of the umbrella organization constantly interferes with the activity of the given group, without leaving it any space for its own self-interpretation.

The main methods which we should ensure as an umbrella organization in order to increase the involvement of the members are the following:

- Live meetings of thematic groups in order to work out the particular postulate – providing a room, materials or equipment;
- Regular contacts in the groups through social media channels etc.,
- Organizing training courses for the members of the given group, in order to expand their knowledge of the subject of the group,
- Presenting the persons conducting the group and the representatives delegated to maintain regular contacts with the group,
- Providing the group with the knowledge necessary to conduct its activity, with regard to the activity of the organization and its strategies,
- Showing appreciation for the work of the group.

Let us remember that the benefits of the commitment of the member organizations to the activity of the umbrella organization are mutual. The workers are essential for the effective functioning of the organization and the organization, associating the workers, gives them strength coming from the strength of the group and from its greater representativeness.

### **Step 4: Increasing the involvement of the organization in the actions of its members**

The involvement of the organization in the actions of the members will be effective only in the case in which the umbrella organization has the knowledge about the activity of the member organizations. To this end, apart from the aforementioned database, a member organization may have a system in place within its structures, which system would make it possible to obtain support for the member organization. The specification of the principles which will help to better identify the concrete needs, so that the umbrella organization would be able to provide more effective assistance. Such assistance may consist in the following:

- employing a person responsible for assigning support to the member organizations,
- providing the permanently cooperating team of persons who may actively support the activities of the member organizations,

- creating short documents to the application for support, in order to methodize the application without creating bureaucracy,
- creating a platform for the contact with the member organizations, in order to exchange information and good practices,
- working out a financial reserve in order to support the member organizations,
- maintaining regular contacts with the representatives of the member organizations in order to monitor the actions taken,
- conducting certain activities by the umbrella organization with a view to the good of the member organizations, for example, elaborating documents in order to ensure the comfort of the member organizations.

It needs to be remembered that the actions of the umbrella organization should constantly meet the needs of the member organizations, which is the general purpose of many organizations' gathering together to form one whole.

## EVALUATION

The knowledge presented above illustrates the best, in our opinion, path towards obtaining the good visibility of the activities conducted by the umbrella organization, with the use of marketing actions. Such actions require devoting time to preparing and implementing them. In order to accomplish the desired result the said actions should be conducted simultaneously by the persons delegated to them, who would have the necessary knowledge. If they do not have such knowledge, they should undergo the appropriate training. Thanks to that, the actions taken and the dedicated time will bring the expected results.

The actions increasing the recognizability of the brand (i.e. of the umbrella organization) are not at all easy to implement. We hope that thanks to our guidelines, based on our experience in the realization of exactly the aforementioned actions, every person interested will be able to find something for themselves.

One should remember that the cooperation with young people is founded mainly on mutual relations and on benefits for both sides at the same time, and that the personal and professional development are factors which constantly stimulate new persons into action.

# 04 Coordinators Network

**by NIT & PROM**

## INTRODUCTION

One of the most common problems MO's are faced with is the not enough or not sufficient communication from umbrella organizations. Establishing a coordinator network can be the solution for this issue. The coordinator network ensures the local, everyday presence of the umbrella organization and builds a more effective cooperation between the parties.

## AIMS AND OBJECTIVES

• **to map problems and find solutions easier:** Coordinators can collect the problems MO's face on local level in a structured way and forward them to the umbrella organisation. This way the umbrella organisation is able to solve the problems quickly and has an overview of tendencies, trends and possible case studies.

• **to help MO's getting information from/about the umbrella organisation:** The local presence of the coordinators can help MO's to get more focused overview of the current issues of the umbrella organisation, as well as get hands on information about opportunities to join.

• **to give more focused attention to MO's:** It is highly important that members' problems receive adequate and timely response but due to their number, it can prove hard for the board and committees of the umbrella organisation to deal with them effectively. Having someone qualified nearby from the umbrella organisation can ease this difficulty. During the open office hours MO's can directly contact them, ask questions, give comments and share their insights and opinions.

• **to enhance representation:** Using the coordinator network, the umbrella organisation is able to be present at more local events, even if they occure at the same time, and represent the umbrella organisation.

## STEP-BY-STEP GUIDE

<u>**Establishing a regional database**</u>

Creating a nation wide database which contains only youth related organisations ensures that opportunities and information gets to the sector in a focused manner. (*for more, see the Civic Information Matrix method*)

Coordinators could contact regional youth related organizations (regardless of their age or target group) and keep that relationship alive. They could inform them about the ongoing processes of the umbrella organization and channel in their opinion concerning specific youth issues (the youth field is interdisciplinary - public education, grants, workers rights are all in the interests of a national level umbrella organization)

<u>**Represent the umbrella organization on regional events (as well)**</u>

Representing a national level umbrella organization on regional events results in spreading information on the existence and actualities of said organization. This helps with embedding the work on the regional and the local level which can result in taking a leading role in youth politics. That ensures strong advocacy not only on the national, but the regional and local levels as well through the umbrella's volunteers and representatives (in this case, its coordinators).

Events would happen on an ad hoc and rolling basis, therefore a 48 hour awareness raising in the channels of communication among coordinators and member organizations might be useful, indicating the program, time and the place - linking the poster or the call of the event is ideal. This way, the umbrella organization and its members have an overview where the coordinator is representing them - the form of representation will of course depend on the type of the event.

This might include: provide information on actualities, current projects, membership applications and gather input, proposals, problems connected to youth. Moreover, collect information on the region:

• Mapping problems: the stance of youth in the region

• Good practices: on the cooperation between the NGO and the public sector (civil society and local and regional municipalities)

• Contact and connect the umbrella organization with possible member and partner organizations

• etc.

Afterwards, a report is advised to be distributed, stating in 5-6 sentences on the happenings and a photo. These reports would be published on the social media and webpage of the umbrella organisation.

<u>**(Open) office hours**</u>

Ideally, every coordinator should have office hours when they are open for being approached on anything. This would ideally happen in a highly frequented place, easily reachable by young people and NGO's, as well as made fully accessible for everyone. Ideally, a venue could be provided free of charge; it can be a result of a strategic partnership, a delegating organization or the regional community space, as well as through one of the member organizations.

These hours should run regularly at the same time and place. It takes around 1-2 hours, maybe once a month, to show the constant presence of the umbrella organization as well. This would provide the opportunity for young people and youth professionals to share concerns and inputs, which the umbrella organization can channel into the work of decisionmakers and working groups on youth.

For example, for NIT these would include:
The Structured Dialogue National Working Group

- The working groups of NIT
- Forum on Youth Issues and its working groups
- Governmental decision maker

It is also important to ensure that young people and organizations from the region have the chance to ask their questions about the umbrella organization. This could include:

- organizational structures
- current projects, events, activities
- membership processes (joining, etc.)
- advocacy
- opportunities provided by the umbrella organization

These office hours ensure a personal touch, the regular, direct meeting with young people and youth organizations as well as it works to channel in their opinions and suggestions

as effectively, easily and quickly as possible towards decisionmakers, through the umbrella.

**Regional youth politics**

By keeping an eye on and stirring regional level youth politics, umbrella organizations can strenghten their role, show a concrete presence on the local/regional level, bring the capital city closer to the other parts of the country and enhance the probability of young people staying in the region once they notice that they are being listened and provided opportunities to, no matter where they are.

After mapping out regional and local needs and priorities (do they have a youth strategy, is it even present as a need, etc.), the umbrella organization, with the help of the coordinator, should contact the relevant decision makers, especially those in charge of youth issues. After the contact has been made, a regular dialogue shall be established on youth issues between the civil sphere and decision makers.

Coordinators can be in a position to generate, start and facilitate these processes. To do so, they should contact youthworkers in the region on a regular basis to update them and seek for update on actualities, changes, current projects and events connected to youth. Coordinators should follow the national and international level youthpolitics as well, and provide an overview on them to the regional and local stakeholders.

**Media and press watch**

Keeping up with current media and press releases on the regional/local level allows the umbrella organization and its coordinators to provide information about ongoing processes in youth issues all around the country. This supports professionals to learn from each other, as well as brings several stakeholders on the same page, good practices are exchanged, even if in an indirect manner. Furthermore, it also aims at lowering geographic inequalities in access to information.

A monthly report therefore is a useful tool, which is advised to have a common format for. It can be easily made and shared with other coordinators via any collaborative cloud storage platform. Best is to make it in a sheet or folder that contains pieces from different media domains (radio, TV, newspapers, social media, etc.). Moreover, compiling media inputs on events where the coordinators themselves have contributed creates a stronger sense of community and visibility as well.

# 05 Civic Information Matrix

by NIT

## INTRODUCTION

As it is often the case in several countries, the Hungarian youth and civic sector is lacking resources but even the existing ones are distributed ineffectively. Furthermore, a lot of organizations do not necessarily have sufficient information about resources around them.

This tool aims to connect the dots with an interactive database where civic organizations, after having registered, can see other organizations and actors around them and use different filters to search based on various characteristics (field of work, organizational structure, headquarters, target group, etc.). Through the platform, they can also get in contact with each other immediately. The database would be 24/7 available and regularly updated, ensuring smooth processes.

## AIMS AND OBJECTIVES

- **to create a system that fosters cooperation and effective resource allocation among youth and civic organizations:** Non-governmental initiatives are often faced with a lack of support, or even if they have a sufficient amount, they cannot allocate it in the most beneficial way. Partnering up with others can offer chances not only to share resources but also to learn from each other.
- **to keep resources in the network of civic organizations**: Too often the partial tasks within a project get outsourced to for-profit businesses for quite high prices. With the abundant variety we have in the focus of youth related organizations, it is likely to say that most tasks could be outsourced to another initiative with a better offer and a chance for multiple level co-operation.
- **to provide information for youth organizations on how to find partners:** Sometimes it is not only the lack of support, but the lack of awareness about it that holds plans back from becoming a reality. If connected well, youth related organizations will have the chance learn more about and from each other, and found better partnerships based on these experiences.
- **to make an accessible platform for each and every youth and civic organization who is looking for collaboration**: For some organizations and initiatives, it can be problematic to attend certain networking events or keep close contact with partners due to lack of resources. Having an online platform where they can easily do so might offer some help to build their circle of collaboration.
- **to ensure a sustainable existence and development of youth and civic organizations**: As an overarching aim, if the aforementioned positive effects were to take place, they could result making the existence of youth related organizations much more long-term, secure and forward-looking.

**Examples:**

*Purchase of services and goods*

Let's say a charity foundation working with distributing food needs a campaign for one of its events but the costs overrun their budget. 10 kilometres away, there is a youth association that has a lot of volunteers, can make copies of leaflets or is maybe a pro with online marketing. The charity foundation can find and identify them as partners with the help of the Civic Information Matrix and offer something in return – maybe preferantial prices on catering or training for their volunteers.

*Project partnerships*

If you have tried to apply for any grant, you probably know that it's not always easy to find partners for certain ideas. But using a database that allows you to overview, categorise and compare different organizations, time spent on searching can drop by a significant amount. And contacting the other organization is as easy as a chat message.

## STEP-BY-STEP GUIDE

The final goal is to establish a country-wide network that helps connecting the different actors of the youth and civic sector.

**Creating a resource matrix**

The start would be establishing a database that collects youth led, for youth and civic organizations with a possible connection to ensure information and opportunities get to the sector in a focused manner. Collecting data can happen by using different online survey programs (such as Google forms, lime survey, etc.), and multiple channels can be used to disseminate them, in order to gather as much input as possible. To give structure to the incoming data, storing it in sheets might be an effective way which can later on be used for uploading it into the online interface.

Useful information can be for example: name of the organization, contact person, phone number, email, number of volunteers, spoken languages, grants won previously, what are they looking for at the moment (project cooperation, volunteers, research partners, etc.) and so on. This is completely adaptable, depending on the context your umbrella organization is working in.

**Pilot database**

Once we have all the data collected, it is important to compile them in a structured manner – a pilot database is perfect for that goal. Creating one for the interactive surface can be done with the use of any database creating program, involving the right professionals to do so. This step includes putting together a database that has records and is capable of filtering based on different characteristics, which can be the base of the integrated search engine of the graphic interface.

**Creating the webpage**

After purchasing its own domain name, it is time to create the online graphic interface! Ideally, it would show the country on a map, making it easy to locate the organizations. The page would also have a chat and document sending application built in, working basically as a social media platform for youth related organizations. It is important to work out its details in such a way that it makes it ergonomic, and youth related organizations can benefit from it without needing prior training or complicated methods, may it be accessing or actively using the platform.

It is highly advised to hire or, if possible, entrust from your organization a professional web developer who knows how to go about this.

**Disseminating information about the platform**

Although registered organizations are already aware of the process and the existence of the platform, it is important to motivate them to get familiar with it and also actively use and form it. Holding kick-off forums on the regional level where a wide range of people and organizations can get to know the benefits and ways of use of the platform is an excellent way to do so. It is also advised to create a video with the same goal that can be shared later on online (on social media, mailing lists, etc.) as well.

**Running the platform**

It is important to keep the platform up to date by keeping contact with the organizations, providing a helpdesk for users and reaching out for new connections. This can be done from anywhere and by anyone, but ideally, a staff member of your umbrella organization should be part of this team to have a constant overview on its development and ongoing cooperations.

## EVALUATION

After the dissemination happened, it is advisable to monitor progress on a regular basis. Once a team is set up or a colleague is entrusted to run the platform, data is easy to collect directly from the database on percentage of use, geographic outreach, focus of organizations and so on. For deeper understanding, questionnaires can be sent out to users to enquire what their experiences are with the platform and what would they improve on. Ideally, this should already happen in the first half a year, and then be repeated as time goes on. Another benchmark could be for example one year in, to see how successful partnerships for grant applications have been.

# Involving different sectors into youth issues

by NIT

## INTRODUCTION

There are plenty of NGO's, institutions and business stakeholders working with young people on the local, regional and national level. However, often they do not consult on their actions resulting in not being familiar with problems in other sectors; thus, the installation of complex solutions doesn't happen. Another issue is that these actors tend to leave out their targetgroup from the consultation.

Based on the above, this method aims at launching a program that provides a meeting point for the different actors and helps creating a communicational network that is sustainable and independent, in hopes of helping youthwork. However, the method can only be successful if the process doesn't get stuck after the first meeting and the opinions and recommendations will catalize the improvement of youth issues.

## AIMS AND OBJECTIVES

- **to improve the engagement of young people**: not only on local but also on national level (in Hungary) it causes troubles that the 15-29 age group is considered as the „quiet generation". Passive and apolitical attitude, closing up and a great existential insecurity are among the characteristics that are associated with young people. It has to be of utmost importance that this situation shifts and young people are encouraged to actively take part in social dynamics. This concerns all three sectors since this is the base of a productive future.

- **to create cooperation between educational institutions and different sectors**: Educational politics is closely intertwined with youth politics and is raising a lot of dilemmas today. However, in the 21st century, educational institutions also have the possibility to rely on help from other sources. If they open up towards civic and for-profit partners and their initiatives (e.g. infodays from NGO's, presentations from corporations about their job offers, etc.), a great amount of new perspectives for cooperation are emerging for them.

- **to promote the international mobility of young people**: More and more NGO's are offering international mobility opportunities (mostly Erasmus+), but these reach the target group, the youth only to a very low extent. To change this, a communicational platform should be established, where organizations can share information about their offer and learn about others' offers, disseminating it within the circle of the young people they work with.

• **to promote the mobility of youth workers and open youth work**: A great number of amazing professionals work with youth issues in various domains in each region. However, to be able to provide support to a whole region on it's own, youth workers need to be mobile to be able to help where needed. Cooperations created during the project would provide an opportunity for actors to get more familiar with each other and to form a network that can ensure a sustainable connection between professionals.

• **to sustain the flow of information and communication**: It is inevitable within a county/region, that the flow of communication is constant and undisturbed. In order to achieve that, all actors from the governmental, non-governmental and for-profit sector should put work into keeping that connection alive. It is a common occurance that a certain municipality does not know about an information due to the lack or insufficiency of communication. Therefore, a channel should be established through which actors of all sectors can access information.

• **to foster recruitment and knowledge transfer of NGO's**: It is a tendency all across the country that NGO's struggle with recruiting and training newcomers. There is a limited amount of young people who imagine themselves working for an organization working on youth issues, may it be as leaders or as colleagues. Thus, in these organizations not enough young people are represented, and a well-working organization and its leaders cannot pass on knowledge to a younger generation. This way, a low turn in the performance of youth organizations can be predicted because who would know better what young people need than a young person?

• **to involve corporations' and enterprises' CSR politics into youthwork**: More and more corporations and enterprises launch CSR projects, but not a lot of them focus on youth in these. The goal would be to encourage representatives of the for-profit sector to put more emphasis on social responsibility and in more detail, on youth.

## STEP-BY-STEP GUIDE

Establishing a communicational platform and a meeting point where the three sectors concerned in youth issues can cooperate with the representatives of youth (e.g. NYC, school student unions and other local or national representatives) for youth. The goal of the meeting is to discuss problems, tendencies and solutions, all besides bringing to life that platform where the sectors can share their opinions freely.

**Preparations**

• Choosing the venue
  - Expectations towards the venue: be frequented and easily accessible by all participants.

• Developing the draft programme
• Inviting the relevant representatives of the different sectors
• Logistic tasks:
  - If needed, organizing catering,
  - Technical tools.
• Hiring a facilitator

**Implementation**

• Putting together the exact agenda
  - Mapping the problems as seen by the sectors
  - Clarifying cause-effect relations within problems
  - Development of action plans
• Welcoming invited participants
• Solving problems around the meeting immediately

**Post-meeting work**

• Start implementing the actionplans, monitoring the process
• Shaping a communicational platform for the representatives of the sectors

## EVALUATION

Once the action plans and the communicational platform is in tact, it is important to have someone or a team responsible for following the process in the long term. After the meeting, questionnaires are advised to be sent out to participants that enquire about the development of cooperation (including data as e.g. projects run together, expertise shared, events attended, etc.).

Allocating resources for further meetings is also important, they can be used partially for evaluating together in person the time that has passed, discussing the obstacles coming up while implementing the action plan and making further proposals, as well as for involving new people and entities in the process.

07

# Allumniate me

by Erasmus Student Network and NIT

## INTRODUCTION

Alumni do not only have the knowledge of the association, they also have a life beyond with skills that are highly welcomed in a lot of fields of your organisation. So even if they are no active part of the network anymore, Alumni are often willing to help with the future development of the organisation. Local organisations, boards and members within the network can profit from the Alumni by asking them for knowledge, time and resources wherever it is needed.

## AIMS AND OBJECTIVES

There are several aims and objectives to create an alumni network. We identified the following 6:

- Knowledge Transfer

  - Alumni can contribute to the current work of the organisation with knowledge from the past.

- Financial Support

  - An alumni network can contribute to the organisation supporting them financially.

- Job Opportunities

  - An alumni network can highlight job opportunities that could be relevant for the members of the organisation.

- Partnership Opportunities

  - An alumni network can help the organisation to establish links with companies that could lead to mutually beneficial partnerships

- Community Feeling

  - An alumni network can help develop a sense of community between the alumni and current members of the organisation.

- External Communication (Keep this aim or not?)

  - An alumni network can help with the external communication of the organisation and with how you contribute to the overall image of the organisation.

## STEP-BY-STEP GUIDE

This step-by step guide will help you and your organisation understand what you expect from the Alumni Network you are thinking of creating. The goal is not only to tick boxes, but to understand why you ticked them and to be able to present arguments to your organisation in order to get everyone on board of this project!

**Step 1: Create a working group**

• You don't need to do this alone so gather interested people before you get started! The working group will have to access the needs of your organisation. Also include your alumni. They might have other ideas on what the aims of the Alumni Network should be. Together you can access what your organisation needs most and what the focus areas could be, especially when you start. Make sure to set yourself some deadlines to keep the project running.

**Step 2: Decide on the aims**

• In the previous part of this toolkit you can find the list of 6 purposes with a small explanation. Read through this list and relate them to your situation. Are they relevant? Do they apply to your situation? Or would it help to improve your organisation? Tick the box!

**Step 3: Prioritise the aims**

• After deciding which aims are relevant for the Alumni Network you want to create you need to prioritise them. Not everything can be as important as the others. This can depend on your resources at the moment or the strategic goals for your organisation. Make sure you tackle first the issues where you know you can be successful.

**Step 4: Set activities**

• To reach the aims you just set for your Alumni Network you will need to have concrete actions and activities. You can find some best practises in this toolkit to get you started. These actions are now the basis for an action plan.

**Step 5: Decide on the structure**

• Based on your actions and activities you will see which structure fits best for the Alumni Network. Are there different areas of support who could use a coordinator? Who will be the main contact person with the board? And who of the board will be the main contact person for the Alumni Network.

**Step 6: Talk finances**

• Don't forget to talk about the money before you get started. Does your organisation support the Alumni Network financially or is it the other way around? This will definitely depend on the aims the Alumni Network. It can also change over time.

**Step 7: Communicate!**

• You will need support from the whole organisation to achieve results, and to do so you'll need to communicate about your work. What to do you want to achieve? How? Present the results of the Working Group to your members and let them approve the structure.

**Step 8: Open call**

• Now it's really time to get started. Launch an open call in your network. Don't forget to specify which kind of alumni you are looking for, local or only national? You can decide to have one open call on a specific moment during the year or to allow alumni to apply at any time.

**Step 9: Meet up**

• To Kick start the Alumni Network you will need to meet up with all the new Alumni Network members, online or in real life. This meeting is perfect to get to know each other a bit and to divide the different tasks.

**Step 10: Evaluate!**

• With each new project you need to evaluate how it is going. See point 4 for that!

## EVALUATION

• After implementation ask yourself the next questions:

- How many people applied for the Alumni Network? Was it what you expected? If you are not completely satisfied with the result, are there ways to improve this number?

- Did you get a representative group of Alumni? Which kind of Alumni are you missing? Why is that so and can it be improved?

• After 6 months ask yourself the next questions:

- How does the communication with the Alumni Network go?

- Are the alumni motivated to work for your aims? Which ones yes, which ones not? How does this come? Will you have to adapt the action plan?

• After 1 year ask yourself the next questions:

- Did the Alumni Network put the actions into practise? Which ones not and why? Can they be put in place next year?

- Does the Alumni network fulfill its aim(s)? Ask yourself specific questions for the specific aims, for example:

    • Knowledge transfer?

    - Did the Alumni network share their knowledge by giving input on your strategically documents?

    - Did the previous board join a transition meeting?

    • Financial support?

    - Did the Alumni Network financially support your organisation's daily working? Was the amount what you expected? If you are not completely satisfied with the result, are there ways to improve this number?

    - Did the Alumni Network financially support events of your organisation? Was the amount what you expected? If you are not completely satisfied with the result, are there ways to improve this number?

    • Job opportunities?

    - Did the Alumni Network share job opportunities with your organisation? How many? Was this the amount you expected? If you are not completely satisfied with the result, are there ways to improve this number?

- Partnership opportunities?
  - Did the Alumni Network provide your organisation with contacts? How many? How many did you find useful?
- Community Feeling?
  - Did the Alumni Network help foster the community feeling? How many people were affected by their activities?
- External communication?
  - Did the Alumni Network contributed to the image of your organisation? To whom did they talk about your organisation?

If the Alumni Network isn't fully functional after 1 year yet don't give up immediately. Each new project has some teething problems!

## BEST PRACTISES

- Knowledge Transfer

- Organise a transition meeting of the new board with the alumni

Transition is a very important moment for youth-led organisations which have a high turn over. Having your alumni there will give a better view on the growth of the organisation and help when making strategic decisions.

- Financial Support

Create a travel fund

- Instead of supporting the organisation with a blank check the alumni can make a fund that can be used to support individual members with the travel costs when they are attending events or trainings related to the organisation.

- Job Opportunities

- Present how their volunteering experience helped their career

- Invite Alumnis to present on National Meetings their experience in the organisation. During the presentation they can focus on how this experience helped them to get different job opportunities and how volunteering at the organisation influenced their career.

- Partnership Opportunities

- Use the professional background of your alumni

- Alumni are real adults which have paid jobs. This means that they have contacts with companies who are potential partners of your organisation. A personal introduction is usually the best way in for a lot of companies so don't look too far!

- Community Feeling

- Award engagement

There are two ways to reward engagement. The alumni can award a local organisation or member for their engagement or the national level can give an award to one of the alumni to thank them for their dedication in the past. Both ways create feeling of belonging where volunteering is respected.

- External Communication

- Keep the organisation visual on your profiles

You never quit being proud of your previous organisation. Carrying out the name and logo shows you are still connected. By stating clearly your previous involvement on CVs, LinkedIn or other profiles you help with the name recognition and external image of your organisation.

# Network and Annual Events

by PROM

## INTRODUCTION

The feedback we would receive from time to time from our member organizations regarded the need for greater cooperation between the associated organizations. The member organizations expected to have a place in which they would be able to exchange contacts, good practices and the opportunities connected with belonging to an umbrella organization.

In order to meet the needs of our organizations we decided to introduce an annual meeting dedicated to training and networking, which would be less formal than the Assembly of the Delegates and the General Assembly. The continuation of this document may be read with the substitution of the words: “umbrella organization” with the words: “the appropriate organ” and “a member organization” or with the name of the particular organization.

## AIMS AND OBJECTIVES

Integration of the environment

Identifying the current needs of the member organization towards the umbrella organization

- Presenting the organization
- Joint work on the policy paper
- Introducing Cooperation Networks
- Wikipedia of the organizations – a proposition

## STEP-BY-STEP GUIDE

The **efforts at integrating** people who represent their organizations should begin by recounting the characteristics of those organizations. On the basis of our experience (that is, of PROM), it is possible to indicate the significant rotation of the participants in the subsequent meetings. That results from the nature of non-profit organizations and students’ organizations, as well as from the fact that the personal composition in the member organizations changes with each term of office of their governing bodies.

In view of the above, the Annual Meeting should be prepared with the following assumption: *the people who will come to us do not know one another and they do not know the persons managing the umbrella organization.*

When preparing the meeting it is necessary to begin by organizing a solid Teambuilding workshop. The technique and the method may be selected at the host’s own discretion, while remembering who the persons invited to the meeting will be: the presidents of the organizations and the representatives of different levels of the organizations (it is necessary to know which levels those would be). Ideally, they should be persons who genuinely remain in contact with the umbrella organization, the heads/members of the office, the persons who directly cooperate with the involved individuals in their organizations.

Persons who work with young people have their tested teambuilding methods. Below there is a proposition which makes the readers aware of the relations between people and which illustrates the dependence of individuals/ teams on the rest of the group:

The game is about **building a track, in groups**, on which a ball will be rolling along a pre-established route – on its way releasing one by one the particular elements of the structure – and about letting the ball pass the subsequent stations built by sub-groups.

It is a typical strategic game. It is important to prepare a part of office supplies in advance and to adjust them in such a manner that the game would not take too much time. The final stage takes only a few dozen seconds – filled with emotions. The successfully completed project should shift a lever which would reveal the main prize or a password.

The **identification of the current needs of the members with regard to the umbrella organization** is important, as thanks to that the managing members may present the directions of actions and of development which they consider significant. They will confront their opinion with the feedback from the participants.

An example of such a workshop may be a task in which the participants receive sheets of paper and are asked to write on them a few points in the following categories:

- What do you think the umbrella organization does this month?
- What would you like it to do?
- How many persons do you think work full-time on the development of the umbrella organization?
- What would you like to receive from the umbrella organization this month?
- What do you remember from the last Newsletter?

Such an exercise allows the participants to reflect on their needs and to confront them with the executory possibilities of the umbrella organization.

**The joint work on the policy paper** should be methodized. The people gathered in the room probably do not have the relevant experience or they do not feel the real need to work on the policy paper. The problems and questions have to be presented in a manner which is clear and comprehensible for the audience. A draft policy paper should be prepared, which will allow the participants to commence work. As the participants do not have any experience in creating such documents, it is easier to present to them a draft version and to work on it democratically than to expect them to create such a document from scratch during the meeting.

The **Wikipedia of the organization** is a tool which enables to create, in a modern fashion, a chronicle of the organization and to build an organizational and contact structure in a manner comprehensible for everyone. In view of the problem described above regarding the difficulty in the diffusion of information in view of the rotation of the employees in the member organizations, partly due to the ending terms of office of the governing bodies of those organizations, we would like to propose a tool which, in a relatively simple manner and virtually at no cost (as the engine of Wikipedia is an open-source engine) will solve the problems of the information flow.

The idea is about a website on which we will find the history of the member organizations in the structures of the umbrella organization. Who operated in which years, what that person was engaged in, which functions he or she fulfilled. Along with the updated contact details. Collecting information in such a manner will allow us to reach the persons who know how the umbrella organization works and what one may expect from it. It also creates certain continuity of the history of the actions.

The **presentation of an organization** may be easily used for building the Wikipedia. One only needs to prepare the basic information with some photos and to send them in a form of a presentation, so that all the organizations could be presented from the same computer. That will spare us a problem of responding to e-mails and it will save the delegates or the employees preparing the final version of the website a lot of time. All the materials are prepared in a clear manner during the event. Here are the examples of such materials, which will be possible to upload to the Wikipedia and which are necessary for presenting the organization:

- the name of the organization, the current logo;
- a few words about the organization;
- the main objectives of the activity;
- the most important projects (previous, current and future ones);
- the member organization versus the umbrella organization;
- since when the organization has operated within the umbrella organization
- which persons have been involved in the activity of PROM (contact persons and the persons who have been directly involved in the projects, their photos and e-mail addresses, which e-mail addresses will be cancelled after those persons have terminated their activity within the organization);
- the photos of the persons who are or were in the past involved in the activity of the organization and the photos illustrating the activity of the organization.

The presentation prepared in the aforementioned manner will allow us to prepare the website “Wikipedia” of the organization within the umbrella organization and the websites of the particular persons, with the access to them, without any special preparations.

All the components of the Annual Meeting allow the creating of a strong relation (also informal) between the persons acting within the umbrella organization. In the long term, such a meeting should be held every year, in order not only to initiate, but also to maintain continuous contacts and the flow of information. The continuing efforts will bring about the greater involvement of the member organizations in the joint actions, as well as the synergy of their strengths and possibilities, which is one of the main objectives of umbrella organizations.

# Conclusion of the Project