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of communication
AND PROMOTION
in **YOUTH WORK**

Model of communication and promotion in youth work

Manual

Związek Centralny Dzieła Kolpinga w Polsce

KOLPING INTERNATIONAL Association e.V.

Združenje Kolpingovih Socialnih Dejavnosti Slovenije

Organizatia Centrala a Familiilor Kolping din Romania

Manual - Model of communication and promotion in youth work

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SMART COMMUNICATION
YOUTH PARTICIPATION

Erasmus + KA 2 Strategic Partnership

Smart communication—smart youth participation

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MANUAL CONTENT

1. INTRODUCTION to the manual - Magdalena Szczudło	6
The background of the manual, the purpose of the manual, the method of working on the manual, the target group of the manual	
2. MODERN communication challenges in non-profit youth work - Gregor Federhen	12
3. INTERNATIONAL communication in youth work - Sven Messing	18
3.1 Goals and principles of international communication	
3.1.1 Who is your target group?	
3.1.2 What are the specific characteristics of your target group?	
3.1.3 What are the objectives of your organisation?	
3.1.4 What are the specific characteristics of international communication?	
3.1.5 Create a communication strategy	
3.2 Tools and channels of international communication	
3.2.1 How to reach new people?	
3.2.2 How to improve interaction and participation?	
3.3 Kolping best practices and experiences of international communication	
3.3.1 Communication strategy of Kolping International	
3.3.2 Youth Week of Kolping Youth Europe	
3.3.3 Work camps of Kolping Youth Romania and Kolping Youth Limburg (Germany)	
3.3.4 Newsletter of Kolping Youth Europe	
4. NATIONAL communication in youth work - Ana Maria Andronic	36
4.1 Goals and principals of national communication strategy in non-profit youth goals	
4.1.1 Perform an Organization Self-Evaluation	
4.1.2 Set Goals and Strategies	
4.1.3 Determine Your Uniqueness	
4.1.4 Craft Your Message	
4.1.5 Choose Your Tools	
4.2 Bottom-up youth initiative enhancement- PR and communication tools on national level	
4.2.1 PR and communication tools	
4.2.2 Pyramid of youth social needs	
4.2.3 Youth leaders public speaking communication skills building	
4.2.4 Youth groups communication rules	
4.3 Kolping best practices and experiences of national communication	
4.3.1 Flash mob	
4.3.2 Living exhibition	
4.3.3 Educational Theatre	

5. INTERNAL communication and promotion tools - Melinda Sipos, Benjamin Lesjak, Mateja Šavc	54
5.1 Internal communication strategy and levels	
5.1.1 Internal communication	
5.1.2 Internal communication strategy	
5.1.3 Levels of internal communication	
5.1.4 Setting the SMART goals for internal communication strategy	
5.2 From observing to leading	
5.2.1. Communication as an engagement tool	
5.2.2. The role of Youth leader within the youth group – The communicator	
5.2.3 Pyramid of youth engagement	
5.3 Effective internal communication	
5.4 Tools and channels	
5.4.1 Offline internal communication tools in youth group	
5.4.2 Online internal communication tools in youth group	
5.4.3 Pyramid of internal on-line engagement of youth	
5.5 Kolping best practices and experiences of youth teambuilding and motivation enhancement process	
5.5.1 Fruit teambuilding	
5.5.2. Bridge building	
5.5.3. Room escape	
 6. EXTERNAL communication and promotion tools - Magdalena Szczudło, Maria Olszewska	 74
6.1 Youth external communication strategy	
6.2 External communication priorities area and target groups	
6.3 External communication principles and tools	
6.3.1 What principles are important in youth external communication strategy?	
6.3.2 Tools and channels of external communication	
6.3.3 Fundraising step by step with Maria Olszewska- professional fundraiser	
6.4 Kolping best practices and experiences of external communication	
6.4.1 Photo art workshop - how to reach new volunteers?	
6.4.2 Energy bucket - charitable crowdfunding project	
6.4.3 Viral movie - how to interest digital generation?	
 7. CONCLUSIONS - Magdalena Szczudło	 94
Youth communication strategy list of recommendation, attachments - examples of communication tools.	
 8. BIBLIOGRAPHY	 104

1. INTRODUCTION TO THE MANUAL

Magdalena Szczudło



The pyramid is a model construction that has been the subject of research and inspiration for the development of various innovations since antiquity. In geometry, this figure is perfect, reflecting the mathematical proportions, which have a wide application in architecture. Pyramids have been built at various times in Egypt, Ethiopia, Sudan, Greece, Italy, India, Thailand, Mexico, South America and Asia. Those of Egypt and of Central and South America are the best known. Pyramids are also being studied in terms of energy fields. The specific shape of the pyramid is seem to be a resonator of various kinds of energy, for instance electro-magnetic waves, gravitational waves, electrical discharges or cosmic rays. The pyramid is a symbol, symbol of harmony and unity. As a symbol, it has become an inspiration also in social sciences. The most known application of the pyramid in social sciences is the Maslow pyramid of social needs but also it has application in psychology in aspect of human development model.

The pyramid has also become an inspiration for the **Smart communication - smart youth participation** project partners in building innovation in the area of communication in social work with young people. Presented manual is an outcome of this inspiration, cooperation and the exchange of good practices between partners from 4 European countries:

Poland	-	Związek Centralny Dzieła Kolpinga w Polsce,
Germany	-	Kolping International Association e.V.,
Slovenia	-	Združenje Kolpingovih Socialnih Dejavnosti Slovenije,
Romania	-	Organizatia Centrala a Familiilor Kolping din Romania.

The strategic partnership develop the project focused on following communication priorities in youth work:

Communication goals

- build youth identity on different level: local, national and European and enhanced education of young people supported by PR and marketing tools,

Communication tools

- increase the involvement of young people for the citizens actions and for the common good supported by new technologies and social media,

Communication language

- use of ethical, socially responsible communication language,

Communication levels

- external communication, internal communication, international communication, national communication

Communication challenges

- define and recognize communication challenges in youth work in front of all presented above aspects; goals, tools, especially new technologies and social media, language, different levels.

Partners cooperation, exchange good practices and innovation process will help define and develop communication priorities and tools in such horizontal aspects as:

a) International communication and promotion tools to enhanced links between different European youth groups.

The Manual presents what kind of communication tools are available on the international level, which have efficient results regarding European integration and building of identity. What kind of PR and marketing tools are used on the international level to communicate with youth of Europe concerning the problems, solutions, proper attitudes and , how to provide educational actions among the youth in Europe using communication and promotion tools on the European level (Chapter 3)

b) Enhancement empowerment, bottom-up youth initiatives by communication and promotion tools

The manual presents topics connected with building links between many different local youth groups, that promote youth bottom-up initiatives, and explains how to build communication on the national level between youngsters groups; finally it shows how to promote the best practices and results of youth social work (Chapter 4)

c) Internal communication and promotion tools to build identity of the groups, motivation and teambuilding

The manual presents how to use internal communication and promotion tools in work groups, how to provide communication inside a group to integrate the group and build identification and identity, how to use communication tools to enhanced social involvement of young people, how to provide internal communication to underline motivation of the members of the groups in order to be more responsible of own personal development and self – helped process (Chapter 5)

d) External communication and new technologies, social media, social events tools in youth work

The manual presents how to use new technology and social media in youth work, how to engage young people to help other people and not be indifferent, it introduces fundraising charity companies using crowdfunding tools, and presents how to be creative thanks to new technologies altitudes of responsibilities, active citizenship and participation in social life, communication and PR tools and socially responsibility language by using them to promote social event, how to engage young people by adequate promotion to take participation in social events, and how to enhance of the impact of the event among young people (*Chapter 3-6*)

Challenges that the project partners had in dealing with the development of an innovative solution and presenting it in the manual were related to the following main aspects:

- setting goals for different levels of communication
- interpenetration of communication levels
- defining a common tool for different levels of communication
- gaining the universal character of innovations that can be implemented by various youth organizations, not only Kolping youth organization
- defining tools and solution that do not require specialized knowledge and can be used by young youth leaders in their youth work

In the process of project work, project partners agreed that a common tool for all levels that will meet such requirements as: simplicity, intuitiveness, multifunctional application, analytical tool, adaptability to different needs, is an **ancient model of pyramid**.

Pyramid model is symbol of **harmony and unity** within different levels of goals and development vision. With pyramid model it's possible easily illustrate many of the features and requirements of development various strategies and strategical aspects, also communication aspects, like:

COMPLETENESS

complete pyramid requires all the building elements,

RELEVANCE

creating pyramid process requires keep right sequence, first it is necessary to build foundation (large stones) and then develop it add smaller elements until to the summit,

EFFECTIVENESS

symmetrical pyramid and its various layered represent stable construction due to it is simple and transparent tool for "builders" with different skills level,

SUSTAINABILITY

higher level of pyramid requires more advanced work and effort and it's also way for verification of stability of lower levels.

Project partners decided to based **PROJECT INNOVATION** on five main principles:

1. Model of pyramid as a simple analytical tool for different communication aspects: external, internal, international, national,
2. New interpretation of the Abraham Maslow pyramid of needs,
3. One tool- multi application, universal character,
4. Learning from the past- combine the achievements of civilization and science (pyramid, Maslow hierarchy of needs) with the challenges of the present and future (new technologies, social media),
5. Model of pyramid as a tool which can be used by youth leaders, youth workers, youth staff with different skills levels, also basic one.

The manual presents different examples of pyramid application in field of communication and youth work:

- Pyramid of youth international engagement - Chapter 3
- Pyramid of youth social needs - Chapter 4
- Pyramid of youth behavior and on-line communication - Chapter 5
- Pyramid of external communication based on youth fundraising campaign - Chapter 6

The manual is addressed to people working with communication and information in the field of youth work but also youth staff in various organization, institutions i.e. non-profit, youth culture centres, youth education centres, schools, libraries; young leaders of youth groups, communication and promotion specialists who are cooperating with youth groups, youth coaches, trainers, members of boards responsible for youth work.

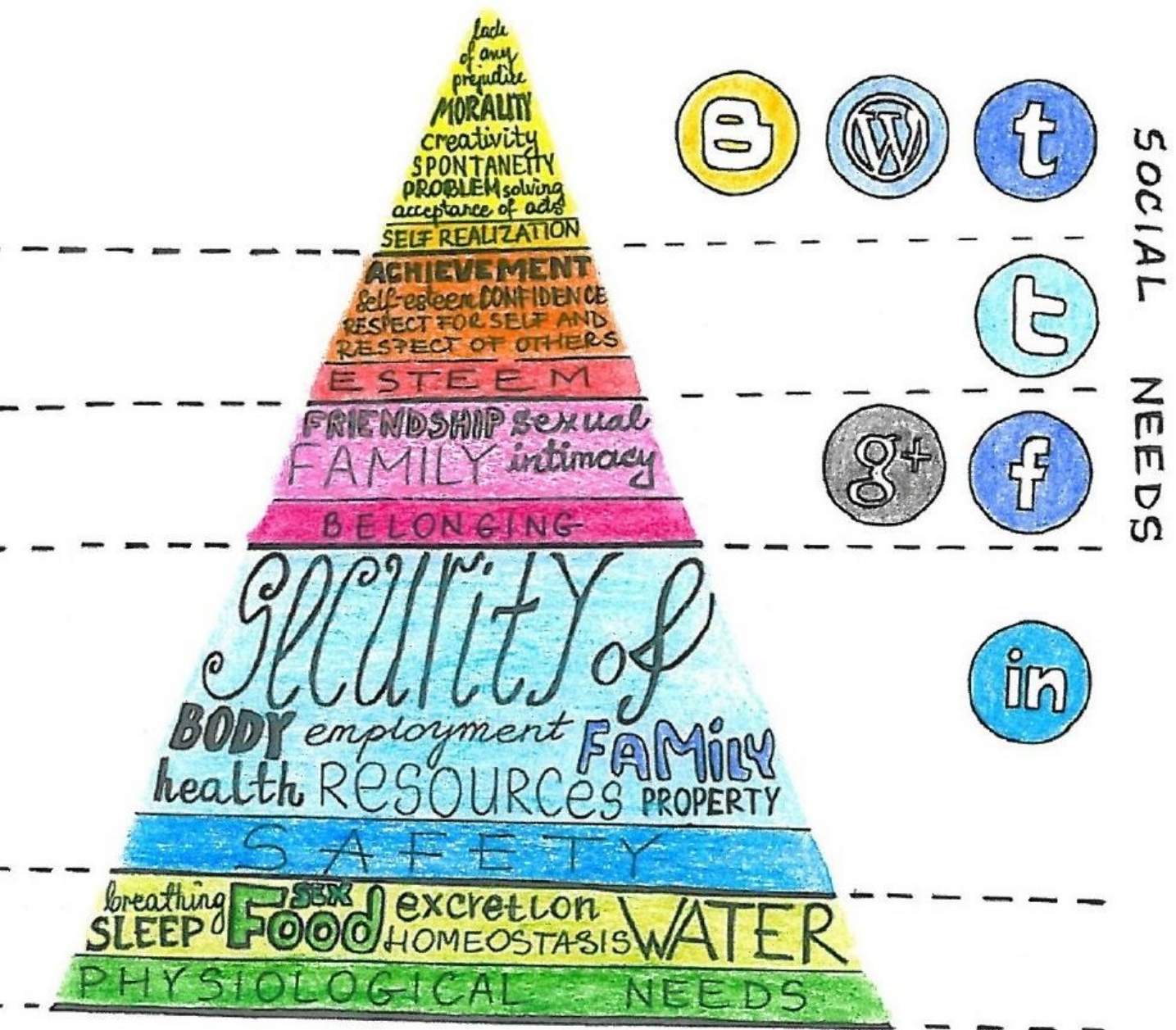
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MASLOW'S

HIERARCHY OF NEEDS *

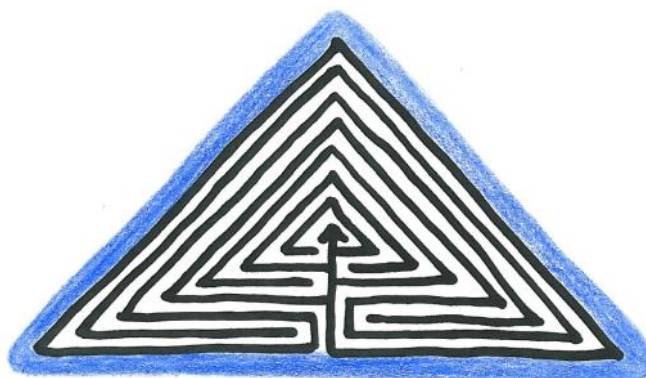


* AND THE SOCIAL MEDIA
THAT FULFILL THEM



2. MODERN COMMUNICATION CHALLENGES IN NON-PROFIT YOUTH WORK

Gregor Federhen



Youth workers, non-profit leaders and activists can improve the effectiveness of their organizations by improving their internal and external communication skills. An organization must express itself clearly to the outside world, while a healthy working environment — one result of successful internal communication — benefits trainers, youth organizers and volunteers alike.

External communications involve a delicate balance of information and entertainment, as well as a compromise between wanting to achieve lofty objectives and limitations on time and resources. Learning effective methods of communication can greatly increase an organization's efficiency.

Communication is a basic feature of all societies and all human activity. We cannot live and survive without communication, just like we cannot survive without food and water. Communication takes place routinely in everyday life. Communication is not only about producing messages you want other people to hear. It is about understanding what moves the listener. And in order to be able to do that, you need to know the listener's points of reference, their culture, their values, their ways of relating to the world.

This introduction tries to reflect some of the major challenges youth workers face in their daily life when communicating with young people. The handling of information and communication has changed dramatically in recent years, the internet and digital technologies in general created new communication media and immensely transformed the forms of collaboration, communication and project organization. But before dealing with the new digital media and its repercussions on modern communication, let's consider some more general issues of youth organizations and the frequent ambivalences of communication.

Communication is the imparting or exchange of information, ideas or feelings. It is not a one-way process since a message must be received in order for communication to take place.

The purpose of this introduction is to encourage you to think about yourself. How do you communicate with yourself, with those close to you, with friends, with colleagues at work, with parents and with donors? This introduction should help you to better understand communication needs of youth organizations and also provides an applicable background to develop and improve their communication skills.

The term “communication” covers just about any interaction with another person. It includes conveying, sharing, exchanging, transmitting, broadcasting and receiving information, ideas and feelings between people. In its simplest form, communication can be defined as the process of transmitting information from one person to another. Communication is arguably the most important skill that is required by professionals in youth organizations. So it does make a lot of sense to ensure that especially in the voluntary youth sector, youth workers, youth leaders and organizers recognize the multi-levels and complexity of the interactions they are engaging in. Good communication is central to working with youngsters, their families and carers. It involves listening, questioning, understanding and responding to what is being communicated by young people and those caring for them. Within our current project we have organized different workshops, which all had the aim to increase the awareness and improve the skills of interpersonal and intercultural communication.

We can no longer expect people in other cultures to adopt the way we think and communicate. Youth workers will need to gain exposure to other cultures, learn other languages and develop curiosity for other ways of thinking. We are basically talking about a set of skills that will enable us to interpret complexity. These are exciting times for youth organizations; we can all sense that we are at the beginning of a new era. We have to be prepared and this brochure intends to help you how you can gear up for these changes. It might be helpful to develop cultural proficiency, a sensibility that allows us to tune into other cultures in Europe. We should develop an ability to appreciate historical backgrounds and honor experiences that might contradict your way of looking at life. If you widen your horizon, you may gain real insight that we have to go beyond what we have been trained to see.

The trainers in our various workshops encouraged all participants to assess their potential in developing communication techniques and to identify communicational noise and other barriers. In this way youth leaders learned to be more effective and fair in different working relationships and to better understand the relationship between non-verbal and verbal communication.

These skills contribute to avoid conflicts and overcome communication barriers and increase the effectiveness of communication by applying verbal and non-verbal techniques.

Participants in a conversation are ready to accept different speaking styles. This could mean posing questions, responding or listening actively. Besides listening, conversation

also means thinking about what we hear and what we are going to say. Silence can also be a form of conversation, as can meta-communication (communication about communication).

Verbal communication is a process of transmitting meaning with words in oral or written expression and is in large part under conscious control.

Non-verbal communication is the transmission of meaning in direct contact by all means that are not verbal. Facial expressions, body movements and tone of voice are all means of communication whose meanings are culturally based. For example, in Bulgaria (and India) shaking your head left and right means “yes” instead of “no.”

Communication noise is a group of disturbing factors that disrupt communication. It is caused by an inappropriate “channel,” sending an unclear message, or not considering the needs and expectations of the receiver. The following elements contribute to communication noise:

- physical noise — background sounds that hinder communication;
- mental distractions;
- misunderstandings resulting from word choice (foreign or technical terms, colloquialisms);
- lack of concentration;
- prejudice, stereotypes, negative attitudes (towards origins, races, religions, etc.);
- inappropriate expectations;
- emotional pressures;
- social anxieties (being introverted or unsure, having low self-respect, etc.);
- breaking communication etiquette (i.e. when being introduced, when thanking, when interrupted, etc.); and
- manipulation/games (showing interest but wanting to cause conflict; inviting cooperation but wanting to dominate, “yanking someone’s chain”).

Communication that hurts includes criticism, condemnation, suspicion, slander, denunciation, blame, teasing, absence of tact, threats, provocation, ridicule, irony and mimicking.

Communication that drives you crazy includes denying expressed feelings, denying expressed wishes, denying what has already been agreed, refusing to share responsibilities, raising and then breaking hopes, word-splitting, projection, accusing somebody else of bad intentions, not considering somebody else’s wishes, repetition, looking for hidden meaning in everything.

Unfair communication includes stereotyping, putting words in someone’s mouth, constantly changing the topic, making accusations, misusing statistics, interrupting, intimidation, humiliation, provoking feelings of guilt, mocking, ridiculing and ignoring.

Effective communication hinges on four key elements:

- consistency of verbal and non-verbal communication

- listening
- raising questions and
- assertiveness.

Listening is the key element of effective communication, so here I want to focus just on this issue. The goal of real listening is to understand what the speaker is trying to express. A good listener sends verbal and non-verbal messages to the speaker that facilitate communication. This is called active listening. Before learning about active listening, it is important to first look at the **forms of non-listening**.

People do not listen in the following situations:

- when comparing themselves with others;
- when having a negative attitude toward the speaker (e.g. thinking he or she is boring);
- when giving advice;
- when reassuring;
- when always agreeing;
- when thinking about responses; and
- when looking for hidden meaning.

Active listening refers to a listener's active efforts to improve communication, it implies that you heard not only what the speaker has said, but that you understand his or her feelings, needs and expectations. Decoding a message is an important part of understanding someone.

The growing significance of mobile devices and social media for communicating with young people

We are witnessing a growing significance of mobile devices in our everyday lives and especially youth workers are observing the growing significance of smartphones and social media in the life of their clients and peers.

Mobile devices, e.g. smartphones, have become the “swiss army knives” of a digitized society. They are used for entertainment (music, games, TV), communication (voice, SMS, email), web surfing, social networking and many other purposes. In the field of youth work, the importance of smartphones derives from their usage for identity formation, social interaction, making meaning of the world and for leisure pursuits. Young people are using social media among others to keep in touch, to develop new contacts, to share content and engage in self-expression. Young people's lifestyles are so entrenched with mobile devices, that it is not an option as to whether youth work should use social and digital media. If youth work fails to embrace the use of social media, there is a risk of becoming outdated and irrelevant to young people.

On the other hand, youth workers increasingly use mobile technologies to communicate, organize, plan, network and furnish information in a professional setting. They can use digital media to support life skills and thinking skills of young people and offer new experiences and learning opportunities.

The most common use for social media in youth work is communication and information purposes with young people and colleagues. Youth leaders use it to inform

about and promote their activities. Apart from this, digital media has proved useful as well in recruiting your people as volunteers and participants in social actions.

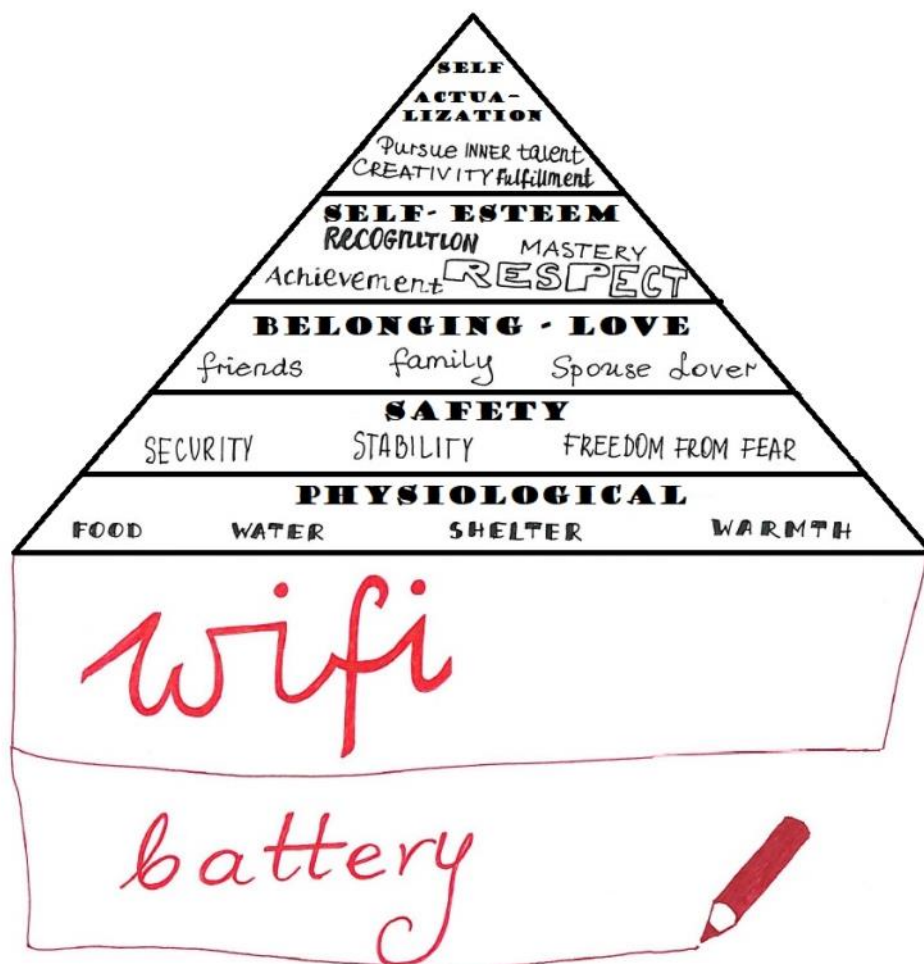
As the more creative potential of social media for PR purposes, fundraising, civic engagement, online counselling and e-learning have not been realized on a wide scale across the youth sector, our projects contributed to provide best practice examples from several European countries. Social media and the internet offer versatile and powerful tools to support youth work and to promote participation and advocacy.

It is crucial to be aware of the fact, that social media and the internet can expose young people to certain risks like bullying, abuse and exploitation, the disclosure of personally identifying information, compulsive use of social media and internet addiction etc. The use of social media raises issues of privacy, protection and digital identity, which are of key importance to the security and development of young people. Thus one important challenge is to enrich the online activities using the professional framework of youth work.

Youth workers and youth leaders identify the needs that young people have and support and encourage them through their efforts to provide opportunities to shape their own future. However, as time passes, more and more young people arrive to this point of maturity, being completely attached to technology and internet, up to a point where 50% of their communication is online. If youth workers want to significantly reach to young people, then they have to adjust to a huge extent to their living circumstances and realities, get their attention and continue from there on. Working with young people, towards their development, individualization and empowerment, includes getting closer to the target groups and including online tools wherever possible. Youth organizers can benefit from tools that will ease their communication processes within the organization and as well with other stakeholders. Digital media have the potential to make the voices of young people heard and have them participating more meaningfully in the issues they care about. Youth workers need to acquire the competences required to encourage young people to produce media content and regularly update their skills, as there is sometimes a training backlog.

Good youth workers need to establish a reflected and critical attitude towards the usage of social media, but also to develop a positive regard and a mindset concerning a digital citizenship. A wait-and-see approach can divide youth workers from their youngsters; instead they should pick up their interests and encourage social responsibility and participation using computers and internet for sharing learning from practice.

The well-known Maslow hierarchy of needs has to be adapted today. Internet access and digital media have become a *conditio sine qua non* (a necessary precondition) for engaging with the young generation. Technology molds communications media and the internet is becoming as ubiquitous and essential in our modern urban lives as water from our taps and electricity for our lighting. The evolution of technology is a megatrend today that no youth organization can ignore. Especially youth organizations working on European level have to communicate in a multicultural environment, which relates to different ethnic groups, practices, values, beliefs and languages. Youth

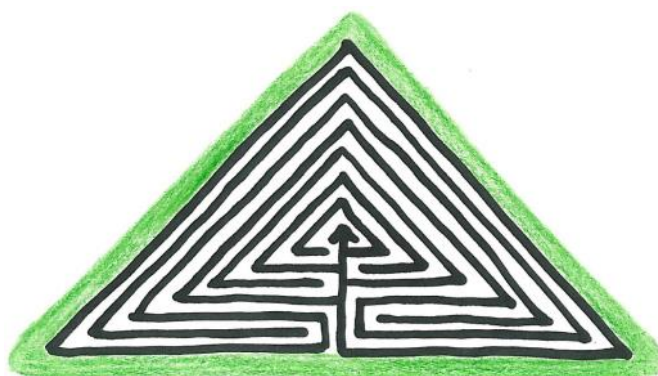


leaders should always be aware of the differences in cultures and social groups and be respectful and communicate without prejudice.

Our project **Smart communication – smart youth participation** also focused a lot on the question, how civic engagement of young people can be promoted by digital communication tools. It became evident that social media do not bring about revolutions, the naïve belief in the emancipatory nature of online communication often rest on a stubborn refusal to acknowledge its downside. Clicking, uploading, liking and befriending on Facebook should not be just “slacktivism” – a feel-good online activism, which has zero political or social impact. A responsible debate on modern communication should also be concerned with questions of power: who controls media and society, who is taking important decisions, who owns basic resources, who is considered as being influential, who has the reputation to influence and change society, who defines dominant norms, rules and values? Kolping youth organizations acknowledge and celebrate the transformative power of new communication technologies, but critically check what are the realities, opportunities and risks of social media use for young people in Europe. There are empowering and limiting aspects of social media and youth organizations have to discuss, how they can best handle the contradiction between increased public visibility and increased police surveillance. Media aren’t just channels of information, they supply the stuff of thought, but they also shape the process of thought. We hope that this little brochure will give you some insight, how your youth organization can benefit from the use of new communication media and new skills in internal, external and international communication.

3. INTERNATIONAL COMMUNICATION IN YOUTH WORK

Sven Messing



Knowledge about international communication is essential in youth work as an international profile makes an association more attractive for young people. By gathering international experience, young people can broaden their horizons, improve their language skills and increase their job perspectives. The following chapter gives an overview about goals and principles (3.1), tools and channels (3.2) and best practices and experiences of international communication in youth work (3.3).

3.1 Goals and principles of international communication

When defining goals and principles of international communication, it is of outstanding importance to have a clear definition of your target group (3.1.1), to be aware of their specific characteristics (3.1.2), to define specific objectives for international youth work and international communication (3.1.3) and to be aware of the specific characteristics of international communication (3.1.4).

3.1.1 Who is your target group?

At the very beginning of setting goals for international communication in youth work, the target group needs to be defined. The Pyramid of Engagement shows clearly what kind of target groups a youth organisation might have (figure 1). The central message of this pyramid is that the intensity of engagement is inversely related to the amount of people: while the board consists of a small group of people, an organisation has many members and even more people that might be interested in their work.

Based on the idea of the Pyramid of Engagement, youth workers on international level need to decide which of these target groups they want to reach. Should international communication target only board members and functionaries of the national member organisations? Should international communication address also ‘normal’ members?

And should the communication reach participants, influencers and other interested persons that are no members of the organisation?¹

How many of these target groups an organisation wants to reach might depend on several factors such as the availability of resources for international communication. If not all target groups can be addressed, defining an aim of the organisation might help to prioritize.

PYRAMIDE OF ENGAGEMENT

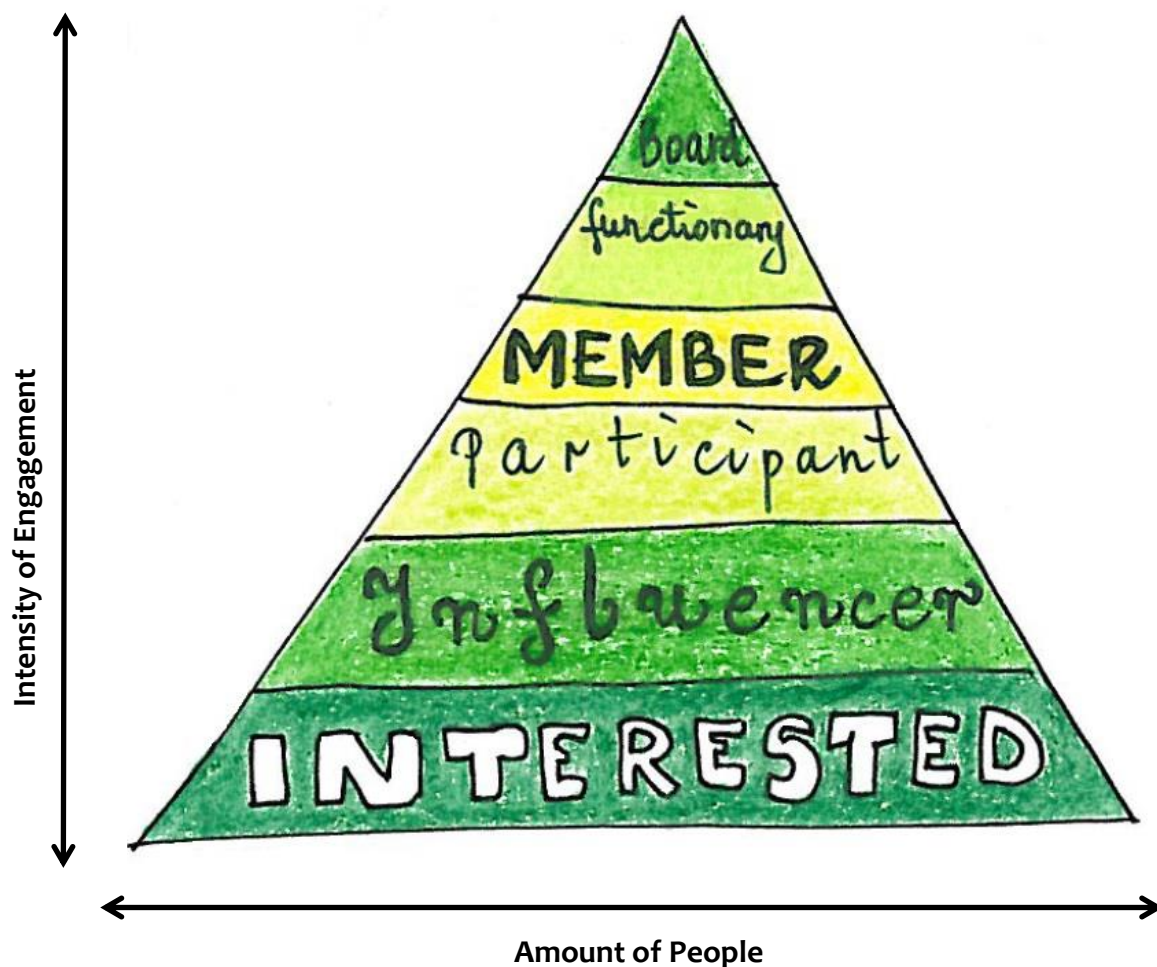


Figure 1: Pyramid of Engagement
(Source: Jona Hölderle, www.pluralog.org)

¹ Internal communication tools for board members and functionaries are described in chapter 5 of this manual, external communication tools for influencers and interested people in chapter 6. The communication with members and participants might be a mix of internal and external communication, especially in an organisation like Kolping with more than 450.000 members in more than 60 countries worldwide.

3.1.2 What are the specific characteristics of your target group?

After defining a target group, it is helpful to be aware of their specific characteristics. Especially knowledge about the needs and interests of your target group is crucial for successful communication. Other characteristics that might need to be taken into consideration are age and language skills.

A model that can support the identification of your target group's specific characteristics is the SINUS milieu model (figure 2), which is based on scientific research and has been applied in 44 different countries. The main idea of this model is to group people which have similar lifestyles and views of life. Figure 2 shows that – depending on the education level (high-medium-low) and the normative orientation (traditional-modern-postmodern) – 7 milieus exist for adolescents between 14-17 years.

Using the SINUS milieu model might help you to define the specific characteristics of your target group:

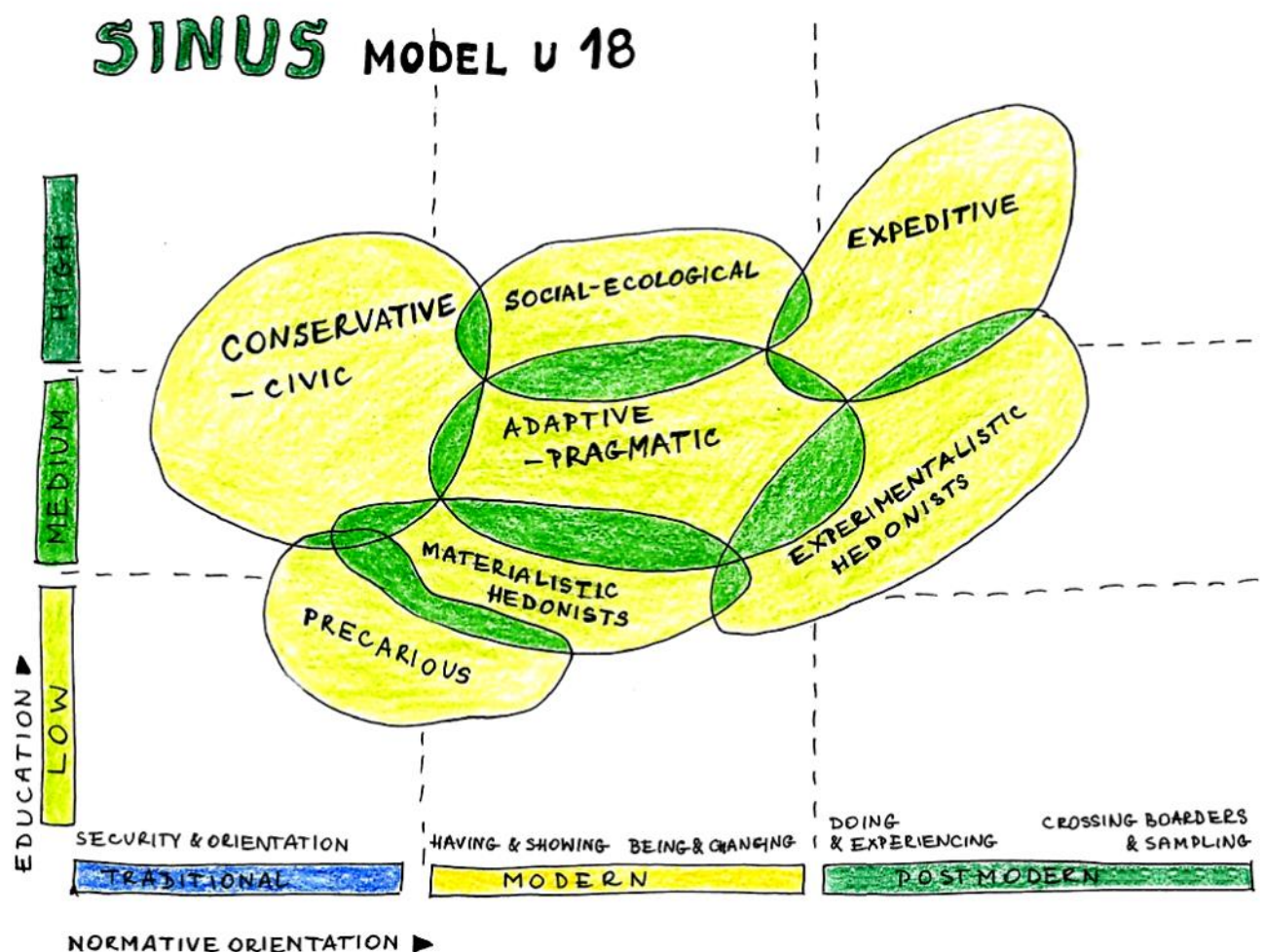


Figure 2: SINUS milieus for adolescents (14-17 years)

(Source: <https://www.sinus-institut.de/en/sinus-solutions/sinus-jugendmilieus/>)

Step 1 *Identify the milieus you can reach with a high probability*

Education level: International communication requires foreign language skills on an advanced level when the *lingua franca* of the organisation is not your mother tongue. This increases the probability of reaching milieus with a high or medium education. Lower educated milieus like precarious youngsters or materialistic hedonists are harder to reach on the international level.

Normative orientation: For a Catholic organization like Kolping Youth, the attitude of adolescents towards Church influences which milieus can be reached. The SINUS milieu youth study of 2016 shows, that for most youngsters their individual belief, the feeling of belonging to a religious community and the active participation in this religious community are three different things and do not necessarily depend on each other. The strongest connection between these three factors was identified in adolescents stemming from the conservative-civic and the social-ecological milieu (afj & BDKJ 2016). These two milieus might be reached by a Catholic youth organisation with the highest probability. Adolescents, who do not belong to a religious community, can hardly imagine to change this status (afj & BDKJ 2016).

Step 2 *Find out what youngsters in your milieu think about the fundamental principles of your organisation*

The latest SINUS milieu study provides some valuable insights about the attitude of young people towards church and belief. For example, even though religious practice is not a part of the everyday life of youngsters, they stress that religion is meaningful and offers them orientation (afj & BDKJ 2016).

Step 3 *Find out what other topics are important for youngsters in your milieus*

The attitudes of young people towards environmental protection, climate change & critical consumption and love & partnership are also described in the SINUS milieu study. For example, young people in all milieus see environmental protection as one of the biggest challenges for the future. However, while youngsters from the socio-ecological milieu see this topic mainly from a global and long-term perspective, conservative-civic adolescents think rather about their personal living environment (e.g. separation of garbage, saving of energy) (afj & BDKJ 2016).

Being aware of specific characteristics is an important condition to adapt the communication to the needs of the target group. However, some groups of youngsters are hard to reach for international youth work (IJAB 2015). For example, refugees, adolescents with a migration background or socially disadvantaged youngsters need to be targeted with a specific communication strategy that is adapted to their needs. As the positive effects of mobility for the development of youngsters are known (IJAB 2015), it is of high importance that those who are socially disadvantaged get a fair chance to benefit from international youth work. This is in line with the objectives of Kolping to “assist particularly those people who are marginalized in the Church and society” (Kolping International 2017, see below).

3.1.3 What are the objectives of your organisation?

For Kolping Youth, the self-image of Kolping International provides a guidance for defining specific goals for international youth work (Kolping International 2017, paragraph II). The following section is based on the objectives of Kolping International and shows how they can be applied in international youth work. They can also be adapted to other Christian youth organisations that are active on international level.

- Community** The basis of international youth work is the creation of a community across nations in which everyone can “find a home” (Kolping International 2017). Even though the main focus of youth work is to create a community of youngsters, this community should also be linked to other generations of the Association.
- Christianity** As a Christian organization, one of the main purposes of this community is the “spiritual development” of everyone (Kolping International 2017). The activities should be based on the message of Jesus Christ, the Social Teachings of the Church and the visions and actions of Adolph Kolping (Kolping International 2017).
- Education** One of the aims of Kolping is to “offer life-coaching to one another and to those who are around us” (Kolping International 2017). Education can broaden the horizon of the members of the community, but also support their “economic development” (Kolping International 2017). In international youth work, this can mean to offer educational workshops, but also to create possibilities for exchanging the experience of youngsters from different nations.

BEST PRACTICE Youth Week of Kolping Youth Europe (see 3.3.2)

- Charity** Goals of Kolping International are to “assist particularly those people who are marginalized in the Church and society” and to “attain a more equal distribution of the goods of this earth” (Kolping International 2017). In youth work, this can be supported by increasing the awareness of social inequalities through education offers (see above), but also by concrete charity actions like collecting donations or creating/supporting social projects.

BEST PRACTICE Work camps of Kolping Youth Romania (see 3.3.3)

- Politics** In order to promote the ideals of an organization – e.g. the aim to distribute the goods of this earth more equally – political action is needed. International youth work can be internationally active by making resolutions and communicating them towards decision makers. If this political element of international youth work goes hand in hand with educational and/or charity projects, the organization has a high political credibility and can give young people a voice.

3.1.4 What are the specific characteristics of international communication?

The clarification of objectives, the definition of a target group and the identification of their specific characteristics are important for every kind of communication. However, international communication has some specific characteristics. Four of them are highlighted as they are essential for youth work on an international level. They are mainly caused by the high diversity and heterogeneity of an association that is active in different countries.

Cultural awareness International communication requires flexibility and understanding in order to manage the diversity of people stemming from different countries and with different cultural backgrounds. Even though, in general, youngsters who are active in the same organization share the same values, their attitudes, beliefs and perceptions might differ. In a first step, youth work needs to create acceptance for different cultures – there is always more than one way of dealing with a specific situation and each of them has its advantages and disadvantages. When this acceptance is achieved, a common culture of shared meanings can be developed.²

Language The language level needs to be adjusted to the target group. For the communication with members and participants with different language skills, a clear and simple language is required to avoid misunderstandings.

Target group Looking at the Pyramid of Engagement, the target group an organization wants to reach can differ from country to country. One important factor is the size of the organisation: While in Germany Kolping Youth has around 50.000 members, the communication focusses mainly on staying in touch with the existing members. In countries with a few hundred members, the aspect of reaching new people has a much higher relevance. International communication needs to be aware of these differences.

Furthermore, the milieus an organization reaches can differ from country to country. In order to deal with this heterogeneity, common interests need to be identified.

Objectives When an organization is operating on multiple levels (international / national / regional / local), a common understanding of the objectives of each level needs to be developed. For Germany, a scientific study showed that the local level focuses mainly on member recruitment and the development of offerings for members. In contrast, the national level aims to coordinate decision-making processes in the organization and to initiate joined projects with other associations (Feiler 2016: S. 156). Analogously, objectives of the international level need to be formulated in concordance with the aims of the national organizations, keeping the principle of subsidiarity in mind.

² See also: The four degrees of cultural awareness
(<http://www.culturocity.com/articles/whatis-cultural-awareness.htm>)

3.1.5 Create a communication strategy

Defining the goals and the target group of your organization is the first step towards creating a communication strategy for your organization. How a comprehensive communication strategy can look like is presented on the example of Kolping international.

BEST PRACTICE Communication strategy of Kolping International (see 3.3.1)

3.2 Tools and channels of international communication

A bunch of tools and channels is relevant for international communication – from personal meetings via print media up to online communication tools. As online communication plays a key role on international level due to the big distances between people, this section focusses on tools for reaching new people (3.2.1) and improving interaction and participation (3.2.2). The next section describes how personal meetings and networking can look like in international youth work (3.3).

3.2.1 How to reach new people?

From where do the visitors of our website come from?

When we want to improve our communication via websites, we first need to understand where the visitors of our website come from. In general, there are three sources:

Direct

Visitors that type the URL of your website into their browsers

Links

Visitors that come from other websites via a link

Search

Visitors that find your website via search engines

SOURCES WHERE VISITORS COME FROM

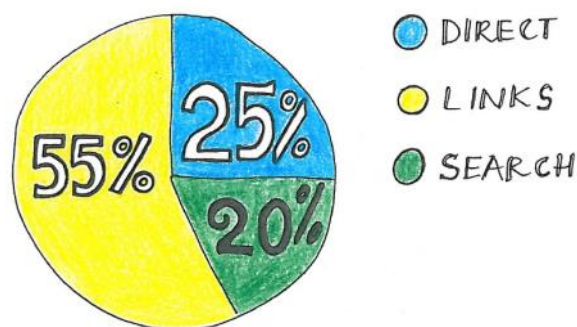


Figure 3: Sources where visitors of a website come from
(Source: Jona Hölderle, www.pluralog.de)

Figure 3 shows with an example the percentage distribution of sources where visitors of a website come from. The numbers of this figures should not be generalised and every organisation can create such a figure for its own website by using Google Analytics. Nevertheless, the central message remains the same: Only a small percentage of visitors (here: 25%) come directly to a website; the vast majority is coming via links or search engines. For this reason, it is important for an organisation to improve its online performance by Search Engine Optimisation (SEO).

Search Engine Optimisation

The SEO Pyramid (figure 4) is a graphic presentation of the essential elements of Search Engine Optimisation for websites. First of all, the content should be reachable. This requires, among others, a flat structure of the website, mobile accessibility and one URL per content. The reachability should already be considered when setting up or refreshing a website.

Secondly, the content should be good. A good content has a clear title and description, an appropriate length and is structured by headlines to be easy-to-read. One needs to be aware that every page can be a landing page (i.e. people land directly on this page via search engines and/or links) and should be self-explaining.

Thirdly, it is important that other websites link to our own website. The first step to get more links is to create content that is relevant for others. By creating this content, an organisation needs to keep in mind the interests of the target group (see 3.1). If the website includes content that is not only relevant for the members of

the organisations, other websites will be more open to link to these pages. When such a content is created, the organisation needs to identify websites that are visited by the same target group and ask if they have an interest to build links in both directions.

This paragraph could just give a brief overview of SEO. When this tool is applied in international youth work, it is highly recommended to use also other sources in order to understand this tool in detail.

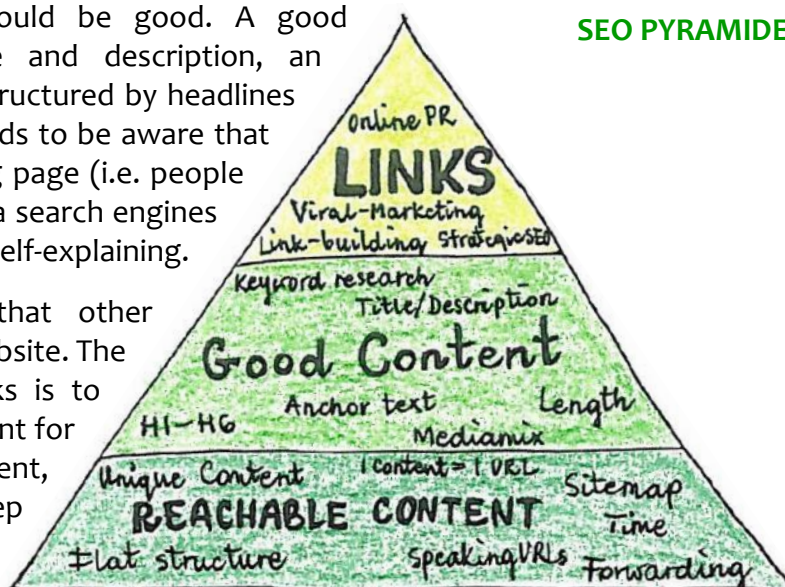


Figure 4: Search Engine Optimization Pyramid
(Source: Jona Hölderle, www.pluralog.de)

Google Ad Grants

Another tool that is useful to improve the effectiveness of your website – and that is strongly connected with SEO – is Google Ad Grants. For international youth work it is highly interesting that Non Profit Organisations get 10.000 \$ per month of “Mickey mouse money” to buy Ads on Google. This virtual money can only be used on Google Search and cannot be used to advertise products. Financial limitations are a budget of maximum 330 \$ per day and a maximum bid of 2 \$ per click.

On the website of Google Ad Grants you can check if your organisation is eligible:
<https://www.google.com/intl/en/grants/>

3.2.2 How to improve interaction and participation?

Tracking

When we want to know how we can improve the interaction and participation of the visitors of our website, it is important to track their visits. The results of this tracking process can be shown in a user flow. Figure 5 shows, as an example, from where the visitors of the membership page of an organisation come from and how many of them decide to become a member.



Figure 5: User flow
(Source: Jona Hölderle, www.pluralog.de)

The questions one should ask when analysing the visitors are:

- What motivates a visitor to visit your website?
- What do your best visitors have in common?
- Who visits only once and who comes back regularly?
- Which issues trigger a contact request?

Other relevant questions depend on the goals an organisation wants to achieve with international youth work and can be derived from them (see 3.1.3). Tracking and analysing the visits on a website is a tool that helps to understand the specific characteristics of the target group (see 3.1.2).

Social Media

Facebook is the largest and most influential social network worldwide as it has 2 billion users (Chaykowski 2017). 29,7% of its users are aged 25 to 34 (Noyes 2017). This means that an organisation can reach a relevant target group for international youth work via Facebook. Nevertheless, it remains challenging that only a small percentage of fans is reached by a particular post. In order to reach more people, an organisation has to understand the way the Facebook Algorithm works and create relevant posts (see below: content). Additionally, an organisation can analyse some specific characteristic of the target group reached by the page via Page Insights (e.g. gender, age, reach of a particular post).

In contrast to Facebook, **Twitter** is not a medium for the broad mass but rather a “network of networkers”. Whether an organisation with the focus on international youth work should be active on this medium or not, depends on its aims (see above). An organisation that wants to be politically active and promote specific topics among multipliers can achieve its goal by being active on Twitter, whereas an organisation that mainly wants to create a community among youngsters might not benefit from this medium.

Other social media platforms like **Instagram**, **Snapchat**, **LinkedIn**, **Foursquare** and **others** have specific features and reach very specific target groups. This can be an advantage when this medium is popular among the target group one wants to reach (see 3.1). However, the reach of these social media platforms is very limited as they do not scale very well – whereas a post on Facebook or Twitter can potentially reach much more people than the ones who like the page.

Last but not least, **blogs** are a possibility to create content that is relevant over a longer period of time. Just as for websites, Search Engine Optimisation can be used as a tool to increase their outreach.

All in all, when being active on social media an organisation should ask itself the following questions:

- Is our **target group** there?
- Can we make an **attractive offer**?
- Can we come closer to reach the **goals of our organisation**?
- Is it worth the **money/time**?

Content

Having relevant content is important when you want to communicate in a way that is attractive for your target group and reach more people. When creating content for social media, an organisation needs to consider that the relevance depends on three factors:

- **Affinity of the reader towards the page:** Does the reader feel close to the content?
- **Time:** Is the content current?
- **Possibility for interaction:** Is the content social?

In order to create social content that makes youth to interact and to participate, it is recommended to create easy categories for your Social Media posts like:

- **Kolping quotation of the day**
- **Photo of the week**
- **Volunteer of the month**
- **Questions**

Such a content can even be created in an interactive and participative way when you ask your members once to send you the best photos of their youth events. As soon as you have 52 photos of a high quality, you can publish them regularly as “photo of the week” via your social media channels.

Get contact data

The key for long lasting relationships with people that are interested in your organisation is to get their contact data. Different from social media – where some posts are only shown to a small group of people due to the algorithm – mails are “pushy” and reach a higher percentage of the target group. Contact data can be collected via different ways:

- Personal contacts
- Advertising a newsletter
- Other forms: Lotteries, petitions, orders, downloads and so on

When writing a newsletter, the following factors are important to consider to increase the probability that your recipients will read your text:

- Personally address the reader by using his name (“Dear Thomas” instead of “Dear everyone”)
- Focus on one main topic
- Ask yourself, why the recipient should get your mail at this time

BEST PRACTICE Newsletter of Kolping Youth Europe (see 3.3.4)

3.3 Kolping best practices and experiences of international communication

3.3.1 Communication strategy of Kolping International

Overview

What?	Support document of Kolping International: “The Development of Communication Strategies”
Target group	Representatives of Kolping Societies worldwide
Objective	Suggesting ways for the communication of political concerns, the outcome of project work and the convictions and values of Kolping.
Reaching new people	Suggestion for communication channels for both internal and external communication.
Interaction and participation	Encouraging interaction among the various players inside the organisation.

General information

The communication strategy of Kolping International was published in 2013 and is structured in two parts:

EXTERNAL COMMUNICATION

aims “to make Kolping better known to the general public, to establish positive associations with the Kolping brand, to achieve expert status in any questions relating to social policy, family policy and development policy and to convince the general public of the values of our organisation in a socio-political dialogue” (Kolping International 2013). The communication strategy defines four fields of action for external communication: Politics, society, church and business.

INTERNAL COMMUNICATION

aims “at informing about the latest developments in Kolping as an organisation, getting its members to identify with the organisation, strengthening a sense of community among members and the other organisational levels and encouraging interaction among the various players in the organisation” (Kolping International 2013). In the communication strategy, specific sections deal with materials and channels, executives, Kolping Youth and Kolping families.

Regarding Kolping Youth, the communication strategy deals with the establishment of a youth section within the existing structures of the organisation. It does not provide a specific communication strategy for Kolping Youth. However, the general communication strategy of Kolping International covers a lot of aspects that are also relevant for Kolping Youth.

Important factors

The communication strategy of Kolping International can serve as a blue print for a youth specific communication strategy. When Kolping Youth wants to develop a youth specific communication strategy, the following points need to be considered:

Identify external organisations that are important for you and the goals you want to achieve (e.g. politics, society, church and business). Define concrete ways for your communication with these organisations.

Identify opportunities for personal contacts with your members and people that are interested in your organisation.

Identify channels for communication that fit to the needs of young people. Communicate in a way that is attractive to young people.

Use synergies with the communication of your Kolping Society and coordinate your communication activities.



3.3.2 Youth Week of Kolping Youth Europe

Overview

What?	Yearly event of Kolping Youth Europe that is hosted by a different country every time.
Target group	Around 40 Kolping Youth members from all national Kolping Societies in Europe between 18 and 30 years.
Objective	Education about a chosen topic. Building a community of Kolping Youth members in Europe. Increasing cultural awareness of participants.
Reaching new people	To reach new people as participants, Kolping Youth Europe and national Kolping Youth organisations advertise the event via personal contacts, website, Facebook and newsletter. Furthermore, Kolping Youth Europe is promoted by public relations and networking with important stakeholders.
Interaction and participation	The programme of the Youth Week is interactive and requires the active participation of youngsters in the educational workshops. Furthermore, the whole concept of the Youth Week is highly interactive and participative as Kolping Youth groups can volunteer for hosting the Youth Week.
Links	Article about the Youth Week 2017: https://www.kolpingwerk-europa.net/en/kolpingjugend_europa/news.html

General information

The Youth Week of Kolping Youth Europe takes place in summer once per year. As the alternating host country is responsible for the programme, the topic differs from year to year. In every year, the programme combines an educational aspect with leisure time activities and spiritual elements.

Example: Youth Week 2017 in Nuremberg (Germany)

In August 2017, the Youth Week of Kolping Youth Europe took place in Nuremberg and was hosted by the Kolping Youth in the Diocese of Bamberg. 41 youngsters from 15 different European countries dealt with the topic “Europe – common values?!”. Nuremberg as the City of Human Rights offered several contact points to learn something about this topic in excursions. In workshops, the group discussed which values are connecting themselves as Kolping Youth and took part in a political role-play in which they had to promote given values.

During the week, meetings and discussion rounds with important stakeholders like the Auxiliary Bishop of Bamberg, the Mayors of Nuremberg and Fürth and the Chairman of the Metropolitan Region of Nuremberg took place as well as with leaders of the

Federation of German Catholic Youth (BDKJ), Kolping Youth Germany and Kolping Youth Bavaria. This did not only broaden the horizons of all participants with regard to the topic of the event, but also helped Kolping Youth Europe to get important contacts.

An international Holy Mass summarised the week and created a connection between the values of Kolping Youth and the common goal of a united Europe. During the Holy Mass, the participants put twelve yellow stars on a blue cloth that was placed at the foot of a cross. Each star contained one value that was identified as being shared by Kolping Youth. This led to creating the flag of Europe symbolically referring to the topic of the week, “Europe – Common values?!”.

Important factors

From the example of Youth Week as an educational event, an organisation can learn the following things:

- Integrate team-building activities** into the program in order to facilitate the communication between participants from different countries.
- Create a link** between the chosen topic and the aims of your organisation.
- Prepare all educational materials** in an easy-to-understand language as the language skills of the participants might differ.
- Use different methods** in order to make the educational workshop interesting and to empower everyone to participate in the discussions regardless of their prior knowledge about the topic.
- Create a network** for your organisation by integrating important stakeholders into your program.



3.3.3 Work camps of Kolping Youth Romania and Kolping Youth Limburg (Germany)

Overview

What?	Yearly work camp that takes place one year in Romania and the next year in the Diocese of Limburg.
Target group	Around 40 Kolping youth members between 16 and 30 years from Romania and the Diocese of Limburg.
Objective	Reconnecting with the roots of Kolping. Having a purpose for the community by doing something that lasts. Building a community of Kolping Youth members to strengthen the partnership between Romania and Limburg.
Reaching new people	Increasing the visibility of Kolping in the public.
Interaction and participation	Encouraging youngsters to participate in a project with an environmental or social benefit.
Links	Article about the work camp 2017: https://www.kolping.net/en/press/news/news_detail/artikel/jugend-workcamp-in-rumaenien.html

General information

In the lifetime of Adolph Kolping, his association was a society for journeymen. Kolping Romania wants to create a link between the roots of the Kolping Society and the needs of our times by organising work camps for youngsters. These work camps take place alternately in the Diocese of Limburg and in Romania.

Work camps are an attractive offer for youngsters as they get personal satisfaction by doing something sustainable. Every work camp has an environmental or social benefit for the community and at the end every participant will have contributed a small part to this benefit.

Example: Work camp 2017

In July 2017, the work camp took place in Timișoara (Romania). The main purpose was to help on a construction site where the Kolping Society of Romania wants to build a Journeymen House during the next years. As this house will be rebuilt from scratch, the task of the youngsters was to demolish an old building that was still standing on the site. Old roof tiles, bricks and wooden beams were collected as they might be integrated into the new building.

To increase the visibility of Kolping in the public, the group presented their work in the city centre of Timișoara on one day. Next to them the journeymen – who were involved in the work on the construction site the whole week – organised a “show workshop” for the public and attracted the attention of the pedestrians.

The program was complimented by interactive games, a trip to another city and spiritual elements.

Important factors

From the example of work camps, an organisation can learn the following things:

Make your work visible for the public.

Create a link between your work and the history of your association.

Speaking different languages is not a barrier when you work together for the same purpose.

Make your event attractive for youngsters by giving them a possibility to connect with others and to have the feeling of fulfilment. Respond to the needs of the youngsters by offering a program with a high diversity that satisfies everyone.



3.3.4 Newsletter of Kolping Youth Europe

Overview

Target group	Representatives of all national organisations of Kolping Youth (board members and staff) and former participants of Kolping Youth Europe events.
Objective	Exchange experience between national organisations of Kolping Youth, inform about events of Kolping Youth Europe and inform about current developments in Youth Policy of the European Union.
Reaching new people	All new participants of events on European level are added to the mailing list.
Interaction and participation	Youngsters from European countries can participate in writing the newsletter by sending articles about their Kolping Youth activities. The interaction with the reader is promoted by regular contests.
Links	The current newsletters of Kolping Youth Europe can be found here: https://www.kolpingwerk-europa.net/en/kolpingjugend_europa/newsletter.html

General information

The newsletter is published 3 times per year. All newsletters are sent via e-mail to a mailing list of approximately 500 people, but also available for everyone on the website of Kolping Youth Europe. As soon as a newsletter gets published, it is advertised via Facebook.

As the above defined target group shows, the newsletter is currently used as a tool for internal communication in Kolping Youth. The newsletter is only sent to external partners like donors or cooperating organisations in special occasions (for example in order to present the work of Kolping Youth Europe before the cooperation in a new project starts).

Both board members and the youth cooperation specialist of Kolping Youth Europe coordinate the preparation of the newsletter. Tasks are shared like collecting information from the national organisations, writing and proofreading the articles and editing the layout of the newsletter.

In order to evaluate the newsletter, a tool is used for statistical analysis. Currently, approximately 85% of the recipients via the mailing list open the newsletter at least once.

Example for interaction and participation: Photo contest 2017

An example for increasing the interaction and participation of young Kolping members is the photo contest 2017. The aim is that youngsters send photos that show the

Kolping symbol, their face and a recognizable background.

There are three categories:

- Worldwide: Which photo is the farthest from the center of the Kolping Society in Cologne, Germany?
- Europe: Which photo was taken the farthest within Europe from the geographical middle of Europe in Slovakia?
- Crazy/Funny: Which photo is the creasiest/funniest?



Figure 6: Photocontest 2017

(Source: Kolpingjugend Europa, Facebook page)

Kolping Youth members can participate in this contest by posting their fotos on the Facebook page of Kolping Youth Europe (which increases the visibility of the Facebook page).

The results are published in the newsletter of Kolping Youth Europe which draws the attention on this medium.

Important factors

From the example of Kolping Youth Europe, an organisation can learn the following things about publishing newsletters:

Publish the newsletter **regularly**.

Do not make your newsletter too long. It is better to publish **brief newsletters** more often than only one long newsletter from time to time.

Share tasks and responsibilities in the preparation of the newsletter. Involve voluntaries in preparing the newsletter. Have someone for proofreading the newsletter at the end.

Find an easy-to-use program that facilitates to layout the newsletter (e.g. Microsoft Publisher).

Furthermore, there are some factors of high importance specifically with regard to international communication via newsletters:

Include information from different countries in the newsletter. If possible, during one year at least one article per country should be published.

Promote all kinds of international activities. The newsletter should not only promote activities of Kolping Youth Europe, but also other kinds of international youth work in Kolping Youth.

Inform about activities of the European Union that are relevant for youngsters.

Decide in which language to publish the newsletter. While the newsletter of Kolping Youth Europe was first published bilingually (German and English), later it was decided that one language is enough (English).

Acknowledgements

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4. NATIONAL COMMUNICATION IN YOUTH WORK

Ana Maria Andronic



4.1 Goals and principles of national communication strategy in non-profit youth goals

A national communication strategy in non-profit youth organizations should respect some basic steps in order to be successful.

4.1.1 Perform an Organization Self-Evaluation

The first step in any communication campaign is to overview the organizational culture in order to make sure that anything that you are promoting it is within the frame of your organization. Taking a step back and analyzing your communicational background will place you on the right way with your campaign.

Define Your Audience(s)

Who are the people you want your message to go to? What is the profile of these people? If for example, **we are talking about youth**, you can narrow your analysis to be more specific: age, status, educational background etc.? Draw this profile and remember that if you are more specific you can also evaluate and manage your impact in time and other important resources.

Who else is there? Who can also be touched by your communication campaign? What about local officials you're hoping will embrace certain policies? What are you offering and requesting from these people and what are they getting from you?

Create a list of everyone your organization comes into contact with. This list will help you to determine what you should be saying to them, as well as when and how.

Think about how you treat your audiences: How do you treat your audiences when they call or email you? How often do you send fundraising requests, information, updates, or policy alerts? What other types of communication are you sending? What recognition do you offer donors for their generosity?

Map Your Messages

Now that you have taken into consideration who you are talking to, map out what you have been saying to them:

What's your tagline? Do you have **clear mission and vision** statements? **What's your elevator pitch?** If you meet someone in an elevator who had never heard of your organization, how would you describe your impact **during that 30-second ride?**

Next, determine how effective and consistent your messages have been. There are two quick ways to understand where your organization stands on this front: ask 2 volunteers and 2 staff members about your culture, if they have almost the same answer to the questions: "What does our organization do? How are we different?" it is great, if not, any varying opinions may be eye-opening and an invitation to define better the framework and to make sure it is communicated inside the organization and outside consistently and clearly.

Define Your Channels

Which communication channels do you use and how often?

- Organizational website
- Social media (Facebook, Twitter, blogs, and so on)
- Paid advertising (Google AdWords, print or online banner ads)
- Unpaid placements (PSAs) (what does it mean? Public service announcements?)
- Communications (newsletter, e-newsletter, direct mail)
- Special events
- Brochures
- Annual report

What about the quality and effectiveness of your communication channels? Ask these questions to verify what you already have implemented:

- Are your messages consistent?
- Does the way your organization perceives itself match the way others see it?
- Are your communications heavily weighted on fundraising or other type of goal?
- Does your tagline differentiate you from other organizations that focus on similar issues?
- Are there any audiences you hadn't considered or spoken to directly?

4.1.2 Determine Your Uniqueness

The concept of uniqueness works generally as a **differentiator** when there is a need to attract a donor, but also when it is desired to be **picked by youth** or other target group as the right organization to get involvement for them. Here's how to determine your non-profit's unique value proposition:

Ask yourselves why are you needed and why you may be important and different

Get an opinion from outside, we may be subjective in our analysis but we can ask a volunteer or a new member why they chose us, to understand the reasons behind the choices.

Our organization is the only one who ... This is the phrase that may give you the answer about your uniqueness: What are you offering and maybe no other NGO does.

A good hint in starting to analyse the uniqueness of Kolping is starting to think about the most used concept when talking about how Kolping is organised – FAMILY. Being able to offer the family values and create a family environment is one of the rare attributes of an organization. To start promoting consistently from this idea will be a good start.

4.1.3 Craft Your Message

Now that you know to whom you want to communicate and what you want to communicate, how to do it, is by just putting the target audience first. Many organization are starting to communicate information about the organization forgetting about their target. Jay Conrad Levinson calls this "you marketing."

- **You marketing** - the kind of communication that centres on the organization. When I pick up your brochure as a prospect, I am learning about you. You are talking about you. You are telling your side of the story.
- **Me marketing** - most people are tuned into what matters to them. They care about messages that speak to their needs. If I pick up your brochure and it is talking about me, I am far more interested. This approach forces you to find the benefits of what you are offering to people.

There is a way to change the "you" focus by taking into consideration these ideas: Connecting, Rewarding, Actionable, and Memorable:

- ❶ **Connect to the things your audience cares about** - saving time, feeling good about themselves, feeling powerful etc.
- ❷ **Identify and offer a compelling reward for taking action** - remember that good rewards are immediate, personal, credible, and reflective of your audience's values.
- ❸ **Have a clear and specific call to action** - good actions are specific, feasible and easy to visualize while doing them. They should measurably advance your mission statement.
- ❹ **Make it memorable** - what makes something memorable? It's memorable if it's valuable, different, catchy, personal, tangible and/or desirable. These memorable elements should always be closely tied to the cause of the organization.

Engage Your Audiences

- ✦ **Do cross - channel promotion** - use social media, but also give people an e-mail, announce it in the local newspaper and have a brochure to offer.
- ✦ **Make your promotion a dialogue** - give the possibility to people to express questions, to leave comments, to develop a conversation.
- ✦ **Make it easy for people to find you** - be everywhere: on Facebook, on Instagram, on Twitter, on your website and at your office.
- ✦ **Change your approaches all the time** - be sure you will improve each time.
- ✦ **Make your supporters your messengers** - ask your supporters to spread the word among their friends and family.

Do More Than Engage – Inspire!

The best driving force for people to take action is to inspire them.

- ✦ **Transmit the Kolping story** time to time in various contexts, remember the values and moral struggle that gave rise to your organization and what shaped it the way it is right now.
- ✦ **Thank people that support you** in any way, even if they are donors or volunteers.
- ✦ **Ask for feed-back** and apply it, make this visible.
- ✦ **Make your daily activity more visible**, give the sense of normality, tranquillity and an enjoyable place to be in.
- ✦ **Show your successful youngsters**, their results and organizational outcomes with gratefulness.

4.1.4. Choose Your Tools

Online ○ Website ○ Social media (Facebook, YouTube, Twitter) ○ Paid advertising (banner ads, Google AdWords) ○ Public relations placements on websites/blogs ○ Special events pages ○ Online donation page ○ Email outreach (e-newsletter, advocacy alerts, fundraising appeals)

Offline ○ Printed collateral (brochures, annual reports) ○ Direct mail ○ Newsletter ○ Paid advertising (outdoor, print) ○ Public relations placements (radio, TV, newspapers, magazines) ○ Phone bank ○ Special events

When you have this plan developed you can also elaborate a budget plan and start implement your communication activity. Make sure to evaluate all the time the impact and return to the initial evaluation from time to time. Keep in mind that improvement is the final goal and not perfection.

4.2 Bottom-up youth initiative enhancement - PR and communication tools on national level

4.2.1 PR and communication tools

What we have presented in Chapter 4.1 is a top-down communication strategy that is very useful and important to be known and applied for in any organization - local, national or international.

But we also want to present and promote the bottom-up communication strategy. Bottom-up communication is when individuals are actively involved rather than passive in receiving a certain message and promoting it farther. Bottom-up approaches have more impact on behavior change than top-down because they are participative and they imply a sense of responsibility and ownership. Bottom-up communication provides information about youth needs, values, perceptions, interests and opinions. These help organizations select and tailor fit their programs and policies to meet the specific needs of their youngsters.

We will underline some PR tools that can be used in communication at national level and explain how they can be used with a bottom-up approach.

Media relations

Investing time in developing good relationships with journalists can be seen as a top-down approach, but what if these journalists are young people that can become part of your organization or are youngsters that are already members in your organization and have very good writing competences? In any country there are Media and journalism faculties where students are practicing and can make a goal of promoting your organization voluntarily. Encourage your youngsters to write about their experience in Kolping in order to inspire others to join with the catchiness of a truthful personal story.

Social media

The most important youth way of communication in this moment is through social media. And who else can be better in using this tool, but youth? Make sure your organization is having a fresh PR policy about writing, posting and sharing daily/weekly content about youngsters' interests. And again, let them do it. Make them responsible of managing the Facebook page, the Twitter account, and the Instagram posts. If the contents are interesting the reach will grow in sharings and appreciations. This is the best way to deliver a message to the world, by encouraging youngsters to share it, making them responsible of creating and delivering the message.

At the moment the most effective tool in social media are the videos, so give youngsters the opportunity to create short movies about their activities, about the values, about the story of Kolping and then: Share it to the world!

Newsletters

Are there any youngsters that would read a newsletter on e-mail? Of course there are, there may also be some of them that will share it with friends and peers. We must remain open to the understanding that even if Social Media has become the strongest tool for youth communication there are still young people who prefer to read a book and write an e-mail and they may also be part of the target group and they shouldn't be neglected but the impact must be measured in order to see what works best.

Brochures and catalogues

You can give the opportunity to youngsters to create printed promotional materials, you may have creative young people in your organization that speak the same language as the youth you want to approach and they can deliver the right image to create an impact in the target group. Also the printed materials are very good to have at events when you want to leave people with something in their hands that will lead them to your Social Media nest. And if you don't have the creative youngsters interested in developing such project you can find them: in art schools and PR colleges. Students are often interested in practicing in NGOs.

Events

Your organization has events and projects, in which young people participate. What if the young people in your organization will organize their own projects where they can attract peers and involve them in non-formal education methods and games? And why not encourage youngsters in your organization to create informal contexts for youngsters of the community to meet and enjoy relaxation and networking? A bottom-

up approach in this case is creating an environment in which they can have initiative to create projects, meetings and events to communicate the organizational values connected to their needs and interests of future youth members.

Volunteers' relations

Your volunteers are ambassadors for your organization and brand. Building an organizational culture and healthy team relationships by sharing information, promoting involvement and instilling a sense of pride in belonging to the organization are some of the ways you can create ambassadors. But the most effective way to make sure your volunteers will promote the organization like no one else by delivering the right message and inspire others to join is to make them happy. Create the right environment, meet their needs, ask them for feed-back, evaluate their development and encourage them to take responsibility and ownership.

Community relations

Building good relationships with members of the community where you do activities helps build community trust. Engaging local stakeholders and decision makers helps build your profile and level of influence, helping you to attract more members through word-of-mouth and ensuring your organization interests are factored into community decision making.

4.2.2 Pyramid of youth social needs

The psychological system of youngsters is fundamentally working on the same criteria as adults with some specifics that we can consider especially in preadolescence/adolescence when the hormonal changes have a great impact on them. This being said we may find the hierarchy of their social needs in the same famous Maslow's Pyramid.

The reason why we want to identify youth social needs is because this is the engine of their motivation and we may find and implement the most specific activities to fulfil these needs and by doing this keeping a high motivation and involvement level.

We propose an explanation and examples with activities of how the Pyramid of youth social needs can be used in youth work.

PHYSIOLOGICAL NEEDS

The need for food - food and drink

The need for shelter - a sleeping place

The need for a comfortable environment - cool / warm

The need for health

The need for food, water, shelter, even the need for transport, that is, those needs that forced people to abandon the instinct of predator, animal, in order to associate with their survival. Without satisfying basic needs, we as humans cease to subsist.

For youth needs, here we can place all from the above and complete the idea with other material things. In youth organization we can expand the idea of physiological needs to all the material facilities that we offer in the activities where youngsters are involved. We offer food and drinks, accommodation, a comfortable environment, we pay attention to create healthy environments for them, offer free transport and free

traveling sometimes. So we may say that we assure some of the physiological needs of youngsters.

What is important to take into consideration is that if youth don't have these needs covered, because of their social affiliation and family background, and they don't see in the organization a source for covering partly these needs, they will probably get involve less or at all. What we can do is to make sure that we offer some of the facilities mentioned above and maybe help this youngsters get employed to be able to cover these needs by themselves.

SECURITY NEEDS

*The need for order
The need for justice
The need for stability
The need for job security / financial security*

Personal security transcends physical safety, fear of being attacked and calls for financial security (a guaranteed minimum income, a decent pension plan), job security, safety that allows for the psychological comfort needed for efficient living, freed from the anxieties of daily life.

But for youth this security need is translated in a different way. Is related more to a social belongingness. The need is to be affiliated to a social group that can give the order, stability and security that is so much lacking at their age.

The fact that youth are members of a community, association gives them the feeling that they are protected and secure, even more than the family affiliation can provide. Being part of a bigger social family can give them the sense of safety. Make sure you remind the youngsters you work with about the possibility to offer your support in any legal, social, developmental need that is connected to your organization values and capability.

We can also extend the needs to having a structure and limits, aspects that an organization can provide and underlined through the cultural background and the constant reminding of the frame within which it is developing specific and targeted activities.

THE NEED FOR AFFILIATION

*The need to have a family
The need to have friends
The need to join groups, ideas
The need to be accepted
The need for affection
The need to love and to be loved*

Man feels the urge to enter into relationships with others, to fit into widespread social groups. And we are talking here of religious groups, professional organizations, sports teams, groups of sympathizers of a person or cause, or even groups out of the law. In

their limited form, social groups that satisfy the need of belonging are family, life partner, close colleagues or confidants.

For youngsters this may be one of the most important need at their age, if the material and security needs are satisfied. They tend to search and find groups, to adopt the rules and principles of groups in order to be accepted and appreciated. Most of the time they are searching for friends, joining different organizations because their friends are members and remain in the organizations that give them the opportunity to develop friendships or any type of long, profound relationships (mentorship, educational relationships, love relationships etc.).

Beside creating and ensuring an open and enjoyable atmosphere within the organization, besides giving youngsters the opportunity to get involved in activities and meet new people, we may also facilitate and give space and resources for all kind of informal meetings (trips, parties, board games evenings, sport events etc.). If they can associate your organization with an environment where they can experience affiliation, affection and the personal belongingness feeling, then they will feel motivated to be a part and invest in the development of the organization, themselves and the community.

This level can also need to be supported and by this we may think to offer youngsters the psychological support that sometimes is so important, so constant listening and empowering and the help into reframing conflicts and overcome interpersonal and personal problems.

THE NEED TO BE RESPECTED

The need for self-respect

The need to achieve something / to achieve certain goals

The need for attention

The need for recognition, prestige

The need to build a reputation

The need to achieve a higher social status, to gain a dominant position

Maslow places here the need for social recognition, self-confidence, and self-esteem. Lack of respect can give rise to feelings of inferiority, transformed into a complex of inferiority and social alienation.

We can't ignore the fact that in youth years we fight and work a lot to gain a good self-image especially for the others to see, but more and more for us to accept and enjoy. Liking and appreciating themselves is for youngsters a struggle at this age, so this need is powerful enough to push them to search and find the activities and environments that will cover this.

Building an emotionally safe community of peers and adults is essential for youth to learn and develop as individuals. For that we may ensure that we offer the support and empowerment needed and also organize the activities and projects that can grow youngsters 'self-esteem. Their good image can be developed by giving them responsibilities, nurture their leadership, entrust them to organize, teamwork and finalize different activities with other youngsters or any other group in the community.

Also organizing personal development workshops and trainings, local and European projects with the goal that the young people can get to know each other and discover themselves better (this is one of the most effective contribution that you can have to fulfill this need level).

Recognition and reward for the activities and results they have is required in any youth work. The sense of being appreciated will keep them motivating to evolve and develop and involve in generating impact in the organization and the community.

THE NEED FOR SELF-UPDATING

The need for knowledge and wisdom

The need for aesthetics and beautiful

The need for truth and justice

The need for self-development

The need to achieve / exceed your personal potential

The need for fulfillment

Hobbies, especially the expensive ones (the pleasure of traveling, painting, photography, learning a foreign language only to read an author in original language) are at the top of the pyramid of needs hierarchy. And it's pretty hard to touch. Because you need to cover and satisfy the needs bellow, not at maximum, but at least at a satisfactory level.

Many youngsters come in an organization, get involved in youth activities and projects for higher purposes. To get knowledge, to understand how the world works, for better education, in the search of personal sense or to be able to discover and develop their own potential. They join sometimes religious organizations and groups for the need to stay in contact with their spiritual side and connect with people with same beliefs. The need to transcend is translated in the need to help others, to create a better community, to leave their mark in the world.

What Kolping is doing already is to offer all these opportunities and this context, by having strong values, by creating educational, cultural and social programs and projects, by keeping the youngsters close to the church and spiritual conscience, by giving them a chance to evolve and share themselves to the world.

But humans are not stuck on a level of the pyramid, as in a computer game and access to a higher level is possible even if the previous level leaves room for improvement. But it is no less true that these needs are interdependent. They condition each other.

Youth gets involved in NGOs for different reasons, having a motivation, sometimes very well known, sometimes unknown even by themselves, but each time the motivation is to satisfy a need.

Although we presented the Pyramid with some examples of how we can cover every need level, this doesn't mean that we have to make sure we provide all the time activities and opportunities for this global needs. We can make sure to communicate with the youngsters, to find out their motivation, to identify their needs and create context for them to be fulfilled.

4.2.3 Youth leaders' public speaking communication skills building

Public speaking is the process or act of performing a speech in front of an audience. It is important for leaders in general to develop public speaking competences in order to inform, persuade, motivate and inspire. More and more this concept is becoming important for youth leaders too, that they need to communicate not only one to one with youngsters but also to groups. Many people are natively having some abilities and the charisma necessary for being great public speakers, but most of us need to develop this skill. And the best way is through periodic exercise and constructive feedback.

Emotion management

In general, people tend to avoid public speaking contexts because public speaking is always related, at least at the beginning, with emotions. The fear of public speaking is a reality and at one point almost everybody feels it. You feel nervous, your palms sweat, and your stomach ties itself into knots. You don't want to do it. The root of this fear is the fear of rejection, of being judged and disliked. But beyond this we also must understand that even the most experienced speakers feel emotions before delivering a speech and this is a good thing. Feeling a bit emotional can make you connect better with your audience, can bring passion and intensity to a speech and in the end is what brings value to a good speech. For the excessive fear of public speaking here are some tips on how to overcome it.

Methods by which emotions may be better managed:

Directly, emotions may be managed by:

- **Remember that the audience is there for a reason and that isn't to judge** - usually they are there to listen, some may like you, some won't, but if you touch at least one person from the audience with your message this should be enough. Don't put unrealistic pressure on yourself, be open to learn and improve in time. Public speaking is a muscle that you can only develop by exercising.
- **Prepare and repeat the speech** - if you know very well your ideas, their order, the structure is more probably to be able to deliver the speech with less fear that you will stumble and stutter.
- **Visualize your speech** and every moment of it and rehearse in the mirror so that you can see and imagine yourself in front of your audience.
- **Use gestures, facial expressions or stage movements** so that emotions may dissipate naturally. For the first speeches you can use some tips that after a time you will no longer need: having something small in your hand like a pen can help you avoid the closure gestures that will show your fear, looking at the heads of your audience can help you avoid eye contact that can scare you at first, choosing a fixed place in front of your audience can help you not to show your trembling and nervousness.
- **Breathe consciously** and have water with you for the dry mouth that may be

caused by emotions. In public speaking it is accepted and encouraged to use water to hydrate.

- **Remember that you are there for a higher purpose** and there is always place to improve. Remember not to try to be perfect but to try to be the best version of yourself.

But beyond emotions and their management we have some general rules and principles that we have to respect and improve in public speaking.

Speech purpose – message

Any speech must have a purpose and a message to be delivered.

General purposes for public speaking speeches are:

- ① **To inform** – you want to deliver informational content and it is not important for you to create emotion for your audience or to make them do a specific thing, but to make sure they have a certain information received and understood. The message must be clear, short, structured and focused.

In youth work informational speeches are delivered many times: reports, informations about projects, plans or even theoretical information that can help youngsters in specific situations. Because in general youngsters don't have the patience to listen to theory the informational speeches must be short and deliver the essential.

- ② **To entertain** – you want your audience to feel good and to enjoy a certain topic. These speeches are in general humorous and are delivered for entertaining the public as an introduction to a serious message or just to connect better with a certain group, to open people to listen to you or to create a good atmosphere. Also storytelling can aim to entertain.

When delivering an entertaining speech to youngsters we can pay attention to the jokes we make, maybe what seems funny to us is not so amusing to newer generations. For being able to make youngsters laugh and enjoy a speech you may learn and see what are their specific humorous languages, interests and actual inside jokes. If you can't connect to this, it is probably better not to force entertaining speeches, by trying too hard you can lose their interest even more.

- ③ **To persuade** – the result of this speech is to convince your audience to take action or make a change. For this you need to use a persuasive vocabulary, to have a very powerful message, to engage the emotional side of your audience and to develop a story that can determine them to act or change.

In our youth work this may be one of the most important purposes of the speeches because one of the most important purpose in general in youth work is to help them take action, change and develop. And for this we must learn how to determine them to get involved, to want to improve and evaluate. These speeches are full of passion, they come from our own emotional side and want to touch the emotion of the youngsters in order to create a movement. And first of all remember that you cannot convince somebody to think, do or to act in a way that you, yourself are not convinced about.

④ **To motivate / inspire** – one of the most challenging purposes of a speech is to inspire your audience. What you want is to make them feel or think in a certain way, usually to bring another perspective on things and create a higher impression on it. To inspire is different from persuading because it involves motivating and not convincing.

Maybe the most beautiful part of youth work is to be able to inspire youngsters, by being an example, a model and/or by delivering emotional and intense speeches that can open their minds and hearts to feel motivated to get involved, to evaluate and develop. If for persuasive speeches you need passion and to believe yourself in what you're saying, for inspirational speeches you need to express your emotions and be sincere, opened and yourself.

Speech structure

Speech structure is very important in public speaking because the message transmitted reaches more easily the audience and is better understood. There is not any ideal structure for speeches; in exchange there are more or less adequate structures for the type of speech selected and for the speech objectives.

The classical structure contains the introduction, the body and the conclusion.

There are also other types of structures such as:

- effect, cause, solution;
- problems, solution, expectations;
- past, present, future,
- spatial (closer, farther and even farther).

For a good classical structure (of the type introduction, body, and conclusion) you may want to start with the body, because there is the most informational content that you want to transmit. After having established the body, it is more easily to choose the most adequate introduction to draw the attention and the proper conclusion to pinpoint the most important ideas or for the call to action.

Many public speakers do not attain their objectives and fail to transmit their ideas efficiently because they do not have a well-established structure of the speech. Structure, especially the conclusion and the introduction are maybe the most often overlooked elements of a speech.

Among the introduction, body and conclusion, the most important part of a speech is the conclusion because the audience remembers it while the rest of ideas in the body and the introduction are quite rapidly forgotten; the conclusion is a speaker's chance to create a long-lasting impression, to urge for action or to concisely transmit the idea(s) of the body. The conclusion may start with summarizing the body ideas and end in a short sentence that can be an open question for the audience to think about, a call to action or a powerful message.

With an introduction, body and a well-designed conclusion any speech can attain its

goal if properly rehearsed. To elaborate the introduction, body and conclusion, it is necessary to know the audience in terms of age, interests, gender, professional qualifications, experience, expectations and culture etc. The better you know these details about the audience, the better you will elaborate the message of your speech and the better it will be received. The information you need to know about your audience is often in the organizer's possession and it may also be obtained by other classical research methods (internet, Facebook, YouTube).

When talking about youngsters you can make this research in time by getting to know them individually and by identifying their needs and expectations.

Nonverbal language

Nonverbal language refers to gestures, face mimicry, stage movement, posture and eye contact. Used adequately, all these elements may sustain the message that is intended to be transmitted by speech delivery, and may dissipate excessive emotions. If the elements of non-verbal language are used purposefully they may help chasing away emotions without this thing being obvious, but if they are used without the aim to underline or emphasize the message they can still dissipate emotions only that they are dissipated in an obvious manner. Eye contact may contribute to the confidence perceived by the audience in the ideas transmitted and consolidate public speaker's credibility just as proper clothing, adequate language and the sources used and quoted and the organizers' introduction may help as well.

Many times we think non-verbal language is something we must take into consideration and adjust as public speakers, but also your audience's body language transmits everything we need to know to adapt our speech in order to capture the attention and engage our public.

Youngsters are maybe the most transparent when talking about body language, they didn't refine yet their attitudes, so you will probably be able to receive messages about their interest and attention very easily. Make sure they have open positions and slightly bended in front position and that they are interested to catch your eye contact. If their body language transpires disinterest or boredom you can adapt the speech or even communicate directly about what they need, make a joke, ask a question, make a gesture that will involve them in your speech again.

Vocal variety

Vocal variety plays a major role in a speech as it avoids a monotonous presentation, may draw attention to the most important aspects of the speech and may transmit emotions. The aspects relating to vocal variety that must be taken into consideration when preparing and delivering a speech are rhythm, volume, tone, clarity and, last but not least, pauses. Pauses may be used to signal the audience that something important is going to follow or after something important such as the conclusion has been said, you may leave a short period of time to the audience to digest the idea.

The balance in using diverse vocal variety techniques is attained only by practicing and experimenting during the preparation of speech. There is no other way of using

efficiently vocal variety than frequent practice.

Youngsters are losing easily their interest, so the vocal variety can be a very good tool to bring them back in the speech because if you modulate your voice they will need to pay attention and focus on the information you deliver in the end.

Visual materials

To use or not to use Power Point Presentations? The answer is ambivalent. Sometimes, having a PowerPoint can be your best friend. It can help you if you lose your train of thought, keep your audience engaged, and give people a good place to grab notes and main points from. But if you have too much information on the PPT, if it is too long, if it is not correctly done it will distract the audience from your speech, from its message and purpose. Also you must rehearse with your PPT in order not to read the information from it because this is very annoying for the public and it shows clearly that you didn't prepare properly.

But pay attention to use visual materials in your presentations. The public that we have is formed from people that are aural, visual and kinesthetic, so in order to deliver a speech to touch the aural people we will use beautiful and impactful words, we will use our vocal variety, for the kinesthetic people we will talk about feelings, we will bring feelings and we will pay attention to show gestures that they can relate to. And for the visual people we must bring visual materials that sustain and help the audience to connect to our speech. We can use props, presentations, objects, and even other people. We will also pay attention to our looks because for the visual people we need to look properly.

For youngsters we need to use interesting objects and presentations that are dynamic and new, many online instruments, videos and photography. It is important to use any visual material so that they can't get bored by just listening, or to lose the thread of the idea because they cannot fix it with a visual material.

In conclusion, we can write 10 books of tips and tricks about public speaking and they will be useful to read and understand, but what will actually help in developing and building this "muscle" is **experience** and real practice, constructive feedback and implementing the feedback received.

4.3 Kolping best practices and experiences of national communication

4.3.1 Flash mob

Overview

What?	Yearly event of Kolping Romania that is organized by a different youth groups, in different locations.
Target group	Around 50 youngsters, members and volunteers from local and regional Kolping associations from Romania and other partner countries in Europe
Objective	To send a message to the society, to awaken feelings of interest and curiosity on a chosen topic, to raise awareness and produce a change.
Reaching new people	To reach new people as participants, Kolping Romania as national organisation advertise the event via personal contacts, website, Facebook and newsletter
Interaction and participation	Encouraging participation and interaction among the various group of youngsters inside the organisation.

Example:

In 2016 the flash mob was organized both in Caransebes and Brasov. At the event participated 46 youngsters from Switzerland (Baar) and Romania (Otelec, Oituz, Millennium, Sânaandrei and Ploscuțeni).

The topic of the flash mob reflected the youngsters preoccupation for the environment protection. Through this flash mob - with the motto "Reduce, Reuse, Recycle", the youngsters introduced the environmentally conscious projects to the local



communities. The message focused on the importance of recycling, emphasizing often times the waste can become a valuable resource for a sustainable society. The event was organized by the Kolping youngsters with the support of local companies and the City Halls from Brasov and Caransebes.

4.3.2 Living Exhibition



Overview

What?	National event of Kolping Romania that is organized in collaboration with other organizations/institutions
Target group	Around 30 youngsters, Kolping members and volunteers
Objective	To promote communication between a group of youngsters preoccupied by a specific problem and the members of the community, through creative manifestations in public spaces.
Reaching new people	To reach new people as participants, Kolping Romania as national organisation advertise the event via personal contacts, website, Facebook and newsletter
Interaction and participation	Encouraging participation and interaction among the various group of youngsters inside the organisation.

Example:

In 2017, 32 Kolping youngsters from Caransebeş, Timișoara, Satu Mare, Tășnad, Oituz and Faraoani prepared a national event to send a concrete message to the community. They chose a specific topic they were very much concerned on: the importance of spending quality time with children, the parent/child communication and parenting related issues. The exhibition took place in the central public square of Caransebes, in

front of the mall, but also in two visited parks (Dragalina Park and Teius Park from Caransebes). The youngsters chose to communicate and interact with the public/visitors through music, drawing and human body postures. They have formed a living chain, then they changed posture and created a human wall of drawn messages. Afterwards the youngsters started a dialogue with the community members, who were stopping to observe them. They provided the people information on the topic, inviting them to express their opinion or concern, involving the community members in an interactive learning experience. The event was organized in collaboration with the City Hall from Caransebes.

4.3.3 Educational Theatre

Overview

What?	Yearly event of Kolping Romania that is organized by a different youth groups, in different locations.
Target group	Around 20 youngsters, Kolping members and volunteers.
Objective	To stimulate creativity of young people, to develop the team spirit and collaboration. To empower youngsters to identify a problem and to present to community through daring ideas, original scenario, role play, body language and other communication techniques.
Reaching new people	To reach new people as participants, Kolping Romania as national organisation advertise the event via personal contacts, website, Facebook and newsletter
Interaction and participation	Encouraging participation and interaction among the various group of youngsters inside the organisation.

Example 1:

A 2 years theatre performance (2015-2016) constructed on the message: “each job is important, we all play a key role in our community. It is important to assume who we are and what we do, to understand and respect the similarities and differences between people”.

The youth group was formed of 13 Kolping youngsters from Oituz, Ploscuteni and Faraoani. They have played the final theatre performance in different locations: schools, community centres, public squares, town festivals, or national Kolping conferences.

Example 2:

The theatre play was performed 3 years in a row, on December (2015-2017). The play tried to remember people the true significance of Christmas. The 14 youngsters from Oituz, Barlad, Brasov and Ploscuteni, tried to change this holiday perspective: from the



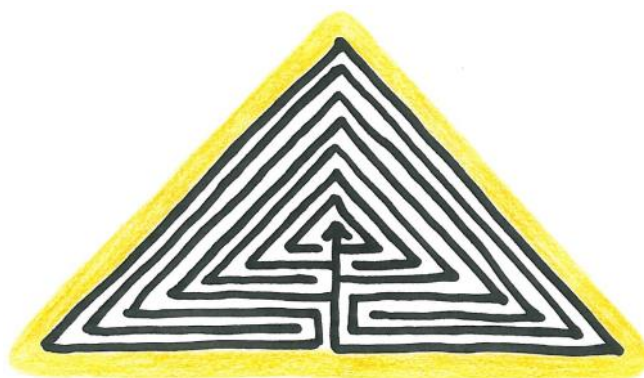
commercial individualistic point of view to a more Christian values oriented approach. Also the youngsters were trying to put Christmas spirit into perspective, combining both the need for charity and change. The theatre play was emphasizing the random acts of kindness must be replaced by a concerted sense of compassion 365 days a year.

The theatre performance was mostly played in the malls and other shopping centres from Bacau, Onesti, Brasov, Barlad and Targu Ocna.



5. INTERNAL COMMUNICATION AND PROMOTION TOOLS

Mateja Šavc, Melinda Sipos



Regardless of the organization being profit or nonprofit, the most important and valuable resource of any organization are its people. The organization's interest is that people who are involved are committed, engaged and motivated. Therefore, establishment, maintenance and constant development of meaningful internal communication is vitally important, since it relates directly to the foundation of any organization - staff, members and volunteers – who give the organization its ability to function.

In this Chapter of the Manual, the focus will be on **internal communication** with **youth groups** and leaders in the non-profit sector, which are, in most cases, members and volunteers of the organization.

5.1 Internal communication strategy and levels

5.1.1 Internal communication

Internal communication is an organizational function responsible for effective exchange of information among members within an organization, with the aim **to influence knowledge, behavior, values and attitudes of people involved**, and ultimately increase their engagement. It takes place across all levels and units within an organization.

Internal communication represents a **“building block”** in the development of organizational culture. Organizational culture encapsulates the **collective values, beliefs and principles** of organization members. It includes the organization's vision, mission, values, work processes, norms, systems, symbols, language, assumptions, environment, location, beliefs, and habits. Organizational culture contributes to the unique social and psychological environment and atmosphere of an organization. Finally, organizational culture represents the pattern of collective behaviors and norms

which are transferred to all new members of an organization, as a way of perceiving and, even, thinking and feeling. Having this in mind, organizational culture may affect how many members identify themselves with an organization.

Internal communication is crucial for all members to share and practice unique organizational culture. Effective communication ensures that all members fully understand the organization, its values and purposes, what is expected of them to be able to achieve the goals and how to fully engage with their own roles. An engaged member feels valued by the organization.

5.1.2 Internal communication strategy

Internal communication strategy is a structured organizational approach, which uses different channels and tools ensuring that all members are informed and motivated and effectively contribute to the achievement of strategic objectives. The **primary goal** of internal communication is **to build relationships, promote mutual understanding, and enable members** to contribute to organizational success.

In order to develop a successful internal communication strategy, it is required to follow several steps as described below:

- **Determine your goal** - The goal of the internal communication strategy should be in line with the overall goal of the organization. It means that the IC goal should contribute and reflect wider principles and values which the organization is based on (within Kolping, these values are: Community, Open society, Education, Participation, Activism, Christianity, Charity, etc...)
- **Define your objectives** - In order to define the IC objectives, it is essential to conduct previous research regarding the current situation within the organization and to pay attention to possible shortcomings or challenges which were identified during previous activities. Objectives should be defined as specific as possible, using the SMART principle, which will ensure proper implementation and monitoring. An example of the IC objective could be “Increase members’ engagement within the youth group”.
- **Identify key messages** - Key messages should reflect an overall attitude of the organization towards its members. These messages don’t need to be explicit in a formal meaning, but they should encourage the members to act in accordance with them. Example: “Member’s input regarding development of youth activities and programs is welcomed and appreciated”.
- **Define the audience** - Prior to defining the audience, in this step it is crucial to gather more information about characteristics, interests, needs, habits, etc. of the youth, or any other group within the organization. Some of the questions are: How many people are within the youth group?; How many youth leaders?; Are they volunteers?; Where and how often do they meet?; What are the age, gender, language of the group members?; Which channels of communication do they use?, etc. Defining the audience is essential for the development of an internal communication strategy, in order to affect group integrity and contribute to wider objectives.

- **Identify tools and tactics** - This step will help to define which tools and tactics are most suitable for effective communication with the youth or any other group within the organization. Different tools could be used depending on type of communication, which could be offline or online. A tool represents a medium of communication, the instrument that could be used to reach the youth group, while a tactic is the way the tool is used (Example: E-mail is a tool, while a document with conclusions from the group meeting is a tactic.)

Note: It is important to establish which tools and tactics are currently used to communicate with and between members of the group. This will help to identify new tools which have the potential to address a need.

- **Develop an implementation plan** - In this phase of the process it is important to define who is responsible for which part of the defined tasks, as well as determine a timeline. Different tactics will be prepared by different people and levels within the organization (youth members, youth leaders, project coordinator, management, board, etc...).
- **Finalize the strategy** - In order to finalize the strategy, it is essential to ask for feedback based on the proposal which is developed. This way internal communication will be initiated and all members will feel involved and their opinion appreciated. Finally, the members are those who will ensure its implementation.

Monitoring, evaluation and update

As with any organization or communication strategy, an internal communication strategy requires continual evaluation and updates. There are several steps:

Monitor the implementation of your strategy - The tactics should be implemented on time and as planned. Certain adjustments should be made in order to achieve the goals;

Evaluate whether the tactics are actually helping to achieve the objectives and the overall goal. Evaluation could be done both informally, through general observations and casual conversations, or formally, through surveys or group discussion;

Update of the IC strategy means modifying the tactics that are being used in order to meet the overall objectives.

5.1.3 Levels of internal communication

As previously explained, internal communication is a process which occurs within the organization as a whole and it involves all members and all units, regardless whether it is among top management or a youth group. There are **two levels of internal communication** and both have its specifics:

VERTICAL

Meaning: When communication occurs between superior and subordinates, it is called vertical communication.

Purpose: The purpose of vertical communication is to provide necessary orders, instructions, and directives to the subordinates in the downward direction and

receiving a suggestion, opinion and feedback from the subordinates in the upward direction.

Information flow: In this communication, information flows from superior to subordinates and vice-versa.

The degree of formality: Vertical communication is more formal than horizontal communication.

Method of communication: Vertical communication is mostly done through written media.

The possibility of distortion: Messages of vertical communication may suffer from distortion.

Length of communication line: Vertical communication passes through a long line of communication.

Types of vertical communication are top down and bottom up form of communication.

Top-down: Top-down communication emphasizes managerial hierarchy and the methodical transfer of information from the highest levels in the organization to company's staff or members in general. One of the benefits of top-down communication is that leadership can use it to evaluate how well their members utilize the communication that the company provides to them.

Bottom-up: A bottom-up communication system allows for members of an organization to take active participation in different phases of the organizational processes, from planning to realization and evaluation. This approach makes members feel involved and valued, which directly affects strengthening of internal communication and member's engagement.

HORIZONTAL

Meaning: When information flows between individuals on the same position/level in the organization.

Purpose: The purpose of horizontal communication is to coordinate the activities of various departments and groups of the organization.

Information flow: In this communication, information flows between people with the same ranks and status.

The degree of formality: Horizontal communication enjoys a greater degree of informality.

Method of communication: Horizontal communication is mostly done through oral media.

The possibility of distortion: Messages of horizontal communication are usually free from distortion.

Length of communication line: Horizontal communication occurs is a short line as it happens directly between sender and receiver.

Source: <http://www.qsstudy.com/business-studies/differences-horizontal-vertical-communication>

One type of horizontal communication is communication that occurs between youth group members.

5.1.4 Setting the SMART goals for internal communication strategy

A common method to determine the goals of IC strategy is the SMART goal model. This model ensures proper monitoring and evaluation of the goals that are set.

S	S-Specific- the goal should be simple and clear. It should provide answers to the following 5 questions (who, what, when, where and why).
M	M-Measurable- it is important to have tangible evidence that the goal was achieved. This element enables to follow the progress and keeps the team motivated towards a goal.
A	A- Achievable- an achievable goal is a realistic goal, in terms of the current situation in the group and the level of engagement among members.
R	R-Relevant- a relevant goal is one that is aligned with broader organizational objectives. Make sure that the goal or message is relevant to different levels and groups within the organization.
T	T-Timely- this element ensures that the goal should be set within a definite timeframe. A timely goal has defined start and end date. If the goal is change of behavior, it happens incrementally and therefore concrete checkpoints should be defined that will enable progress tracking.

Example:

https://www.korbyt.com/blog/preview/30/Setting_SMART_Goals_for_Your_Internal_Communication_Strategy

SMART

GOAL	SPECIFIC WHO? WHAT? WHEN? WHERE? WHY?	MEASURABLE MEASURE WHEN THE GOAL IS ACCOMPLISHED?	ATTAINABLE CAN OBJECTIVES BE CARRIED OUT? HOW?	RELEVANT HOW DOES THIS GOAL HELP TO MEET THE OVERALL OBJECTIVE?	TIME-BOUND COMPLETED/ MILESTONES ACHIEVED BY END OF PERFORMANCE PERIOD
Build better relationships within the youth group;	Encourage two-way communication among members; Decrease conflicts; Improve leadership skills;	Less attrition within the group; Members share ideas and problems with leader and between themselves; Issues and conflicts are resolved;	Prioritize weekly member meetings; Take a leadership course; Schedule team building activities;	Better relationships will increase group integrity and effect on better group performance;	All training and team building activities will be completed within the next 6 months;

SMART GOAL:

Through increasing communication and team building activities, youth group will develop better relationships among its members. It is required to fulfill leadership training to gain the needed skills and prioritize weekly members meeting. Based on these efforts the members of youth group will be proactive in discussing issues with the leader and among themselves and problems will be resolved efficiently which will ultimately lead to less attrition and conflicts within the group.

5.2 From observing to leading

5.2.1. Communication as an engagement tool

Internal youth group communication is significant for creating **the group culture**, development of **team spirit** and **strong relations**, which will greatly affect the level of engagement. This communication is essential for building **group integrity** and **intensive identification** with the organization and its objectives. Considering youth groups, their motivation and participation, it is clear that their level of engagement, motivation and commitment increases as they have more trust in the organization, as they share the same values and attitudes as the organization and finally, as they are more integrated with the group within the organization.

Based on many examples from practice, it is evident that if there is no effective internal communication mechanism, neither organizational culture or objectives will be properly delivered to the youth. This situation could be damaging and cause great challenges regarding achievement of the organizational objectives and priorities, unless there is a strategic approach.

5.2.2. The role of Youth leader within the youth group – The communicator

A youth leader is a person responsible for youth work, their proper guidance and motivation. Leading youth group through activities and challenges using different channels of communication **transform the leader to the communicator**.

The leader must be able to develop relations with different types of youngsters with divergent social and educational background and with different interests and attitudes. Having a very demanding role, youth leaders need to have highly developed communication and listening skills, as well as a good understanding of specifics which exist within the youth group.

Communication Essentials for effective collaboration:

- Open and objective communication;
- Clear, jargon-free, succinct language;
- Consistent and regular communication;
- Two-way dialogue;
- Understanding the youth group and what appeals to them;
- Using good verbal, non-verbal and written communicators;
- A communication identity that people recognize and use;

An accessible medium.

The role of the communicator is to strengthen the integrity of the youth group, contribute to higher identification with the organization and encourage members to take active participation through increased engagement. Effective internal communication within the youth group is very important for the entire organization, since the volunteers and youth members are the organization's "ambassadors".

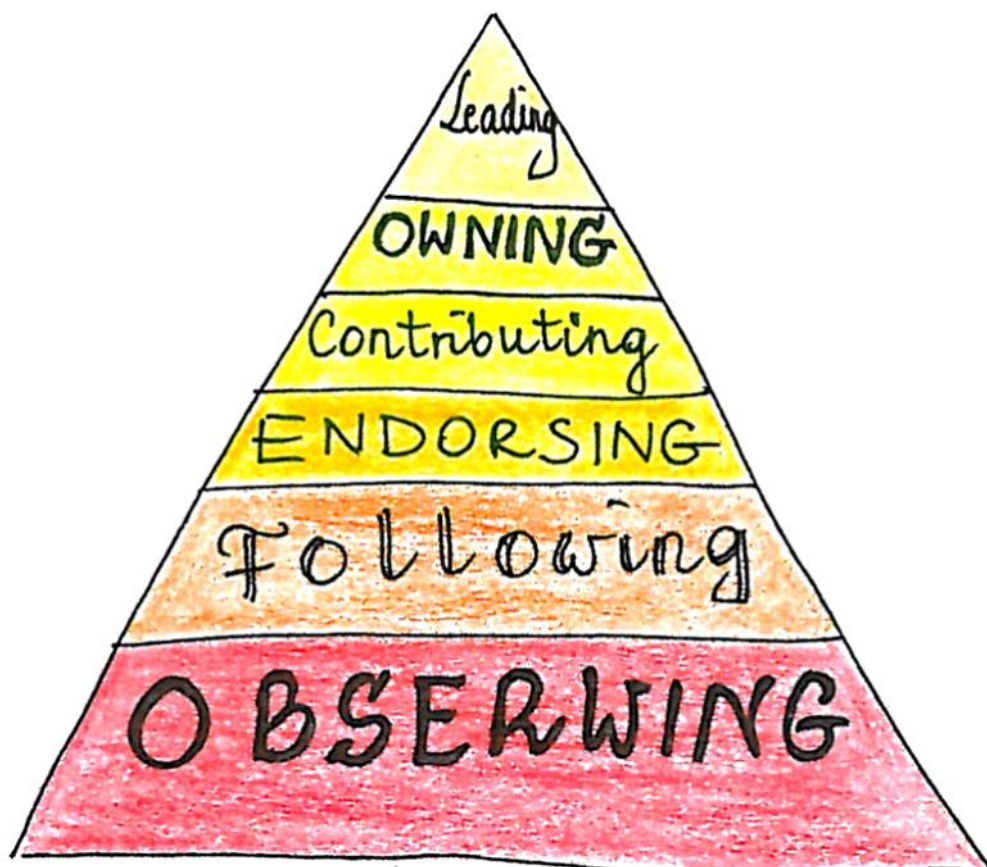
5.2.3 Pyramid of youth engagement

Widely accepted and recognized, Maslow hierarchy of needs, as a psychological theory, is an integral approach, which could be easily customized to different organizational needs and context. Therefore, in this chapter of the Manual it will be explained how it could be applied on the pyramid of youth engagement.

The pyramid consists of two dimensions, horizontal and vertical. Horizontal represents the number of people involved in some organization or youth group and vertical shows the level/phase of youth engagement.

This is a very useful tool, since it reflects several groups of youth which are usually found within youth groups. Each level of the pyramid has a set of criteria for helping organizations to map their members, as well as set of criteria which imply which communication tools and channels should be used. The pyramid of youth engagement enables youth leaders or any other responsible person to determine the behavior which is typical for certain phase and apply the most suitable way of communication in order to achieve the goals. The most common situation is that people will move up the pyramid; however, they can also move down and drop-off. The pyramid of youth engagement differs six phases, which are most common for youth and their participation in the organization.

PYRAMID OF YOUTH ENGAGEMENT



Overview of the roles, behavior and type of communication which should be used:

<http://www.the-vital-edge.com/engagement-pyramid/>

ENGAGEMENT LEVEL	BEHAVIOUR	TYPE OF COMMUNICATION
OBSERVING	Observers are interested in the cause and aware of the organization, but haven't actually done anything to make the first step	Focus on converting the observers to subscribers. Any direct communication is at their initiative. Communications are focused on information sharing and awareness—building.
FOLLOWING	Followers joined a group and are interested in receiving information about an issue or the organization, but haven't taken any other action	Engage the subscribers with regular communications that build their interest with the organization
ENDORISING	Endorsers are interested in the organization enough to approve it, but not to invest a significant amount of their time for it	Build regular communications and on simple call to action, with little risk or investment of resources
SUPPORTING	Supporters contribute to the organization through significant time, financial or social investments- but don't assume responsibility	Create specialized tasks or incentives to strengthen relations between supporters, group and organization
OWNING	Owners are fully committed and involved the mission and success of the organization. They contribute regularly and take responsibility for discreet actions	Create specialized activities or tasks for people to own and increase personalized outreach
LEADING	Leaders take active role in leading of the organization, bringing and leveraging specific skills and resources	Create mechanisms for ongoing engagement; Communication flow is often initiated by the person, rather than the organization

5.3 Effective internal communication

Effective communication implies a clear message delivered through the appropriate channels and tailored to the specific group of people. Comprehensive communication should result in youth knowing how their own work contributes to achieving the organizational goals, which helps keep youth motivated and engaged. The power of communication lies in keeping youth involved in all organizational processes, because it is their interaction and interest that will mean the difference between communication that goes nowhere and is read by no one, and communication that can motivate an entire group of members. “The purpose of internal communication is not telling people what to do. It has to create shared understanding and meaning. Only when this happens can employees work together towards a company’s goals”.

Source: <https://www.allthingsic.com/how-to-explain-what-you-do/>

Youth groups communication specifics and rules

Create a friendly and positive environment: A youth group should have a positive atmosphere and open attitude towards all its members. Ensure that all members meet each other and develop a positive attitude towards any new member.

- **Group culture** – groups tend to develop their own culture over time, based on knowledge, beliefs, practices and behaviors their members hold in common. Awareness of shared culture builds trust, cohesion, and a sense of safety among the members, which strengthens bonds between them and enables better cooperation.
- **Respect for individuals** - beyond any group culture there are individuals, each with his/hers specificity and uniqueness and any youth leader should know to see and respect this. Encourage the involvement and acceptance of every person in the group, inspire youngsters to be tolerant and supportive and lead by example – bring up the uniqueness of every member of the group and let them shine as individuals.
- **Set clear goals and purpose** - members should know group and organizational purpose and priorities. This should be easy to understand and interpret using simple, informal language. By doing so, it will be easier for youngsters to identify with the organization and adopt joint values.
- **Meet youth needs** - talk with youth about what is important to them. It could be regular informal conversations, when they will feel appreciated and valued. This will increase group cohesion and mutual trust.
- **Share the experience** - it is very valuable for youngsters to feel understood, so during discussion the leader could bring up some similar situation or problem, from its own experience. This will be helpful for youth identify with the leader and improve relations.
- **Keep the youth informed** - the leader should share latest news which occurred within the organization, new ideas, initiatives, success stories. Asking youth members for their opinion and feedback will make them feel involved and appreciated.
- **Involve them in decision making** - the most effective way to increase youth engagement is to delegate the tasks and make them responsible for some part of the general task. Those could be very simple, small tasks, but will strongly effect on group team spirit and joint focus on the common goal.
- **Develop group tolerance** - if there is diversity, there may be conflicts, so pay attention and actively listen to the youngsters expressing needs and emotions. Develop group tolerance and the culture of listening. No one needs to be right in a discussion; opinions differ but must be respected and searched for the common solution and understanding.

5.4 Tools and channels

In order to implement effective internal communication, organizations use both offline and online channels, which have different tools. Which channel or tool will be used depends on several factors:

- Who is sending the message (board, management, youth leader, youth group member, etc);
- What is the target audience and its characteristics;
- Type and form of the message, its complexity, formal/informal, etc..;
- Expected effects of the communication;
- Costs of communication using specific channels and tools;

The focus of this Chapter is on internal communication within a youth group, therefore most effective and most common used tools of offline and online communication channels will be described.

5.4.1 Offline internal communication tools in youth group

In-person communication

Direct, face to face communication is considered as the most effective way of internal communication, especially for smaller groups. Besides a verbal one, this way of communication includes a nonverbal dimension. Physical presence, the tone of the speaker's voice and facial expressions help recipients of a message to interpret that message as the speaker intends. It allows interaction between speaker and the group, therefore any misunderstanding could be easily clarified. A speaker can evaluate whether an audience has received his message as intended and ask or answer follow-up questions. It is useful to schedule regular in person meetings and activities, which will be part of group culture and joint habits.

Advantages: In-person communication has the advantage that it is personal, direct and conducive to two-way communication. In particular, face-to-face meetings allow for the discussion of sensitive issues that require more subtlety because the use of body language. In-person communication is the ideal tool for holding discussions on important issues and getting feedback from the group. In addition, in-person communication can also be more informal and have more social aspects than many other forms.

Disadvantages: The main disadvantage of in-person communication is that the group must be physically present in one location. Other disadvantages are that it can be a time consuming form of communication, members may not be honest in their communications because they cannot be anonymous and therefore may feel 'unsafe'.

Examples of tactics:

- **Regular youth meetings:** If the group is not too big, this way of meetings can be an ideal way to communicate key information. These meetings can be used to communicate updates from different levels of organization, welcome new

members, provide members with an overview of the organization's strategic plan and values, share news, etc. In addition, these meetings can be the perfect place to ask for feedback and discuss important issues. Other forms of group meetings could be group discussions; brainstorming; group debates.

- **Individual meetings:** Individual meetings are a good tactic when there is a need to communicate sensitive issues, such as behavioral issues or different challenges.
- **Recognition programs:** Recognizing the joint contribution and achievement of the group members is a key part of ensuring a high morale in the group. High morale results in increased engagement and motivation of the youth, which finally has an effect on stronger team spirit and youth integrity.
- **Social events:** Social activities can have as much impact on organizational culture as any formal meeting. These events contribute to strengthening of team spirit, increasing morale, and deepening the connections between the group members and the organization. There are several options which could be included as forms of internal communication: Birthday celebrations, shared lunches and joint outdoor activities.
- **Team building activities:** Team building activities represent a very useful tool, which could be used in any organization or group. It serves to promote better teamwork, strengthening the relations, as well as a way of improving communication, morale, motivation, productivity, helping members to get to know each other better, and learning about one's strengths and weaknesses. The idea is to perform various activities that are both fun and challenging, and that also have the "side effect" of building teamwork skills that can help improve group performance and engagement.

There are four main types of team building activities, which includes:

- ⇒ Communication and creativity;
- ⇒ Problem solving and/or decision-making activities;
- ⇒ Adaptability and/or planning activities;
- ⇒ Activities that focus on building trust.

Printed Communication

Advantages: Printed communication has the main advantage that it is an easy way to communicate a large amount of information that your group can access in their own time. It is a long-lasting record of communication. In addition, it can be posted in interesting locations to attract the maximum of attention of the specific group. Finally, using the traditional post system, printed communication can reach around the world, even those who do not have access to internet and email.

Disadvantages: Printing and disseminating communication in print can be extremely expensive. There is a threat that members will discard your communication as soon as they lose interest. In addition, preparing print material can be a lengthy, time consuming process and is primarily conducive to one way communication.

Examples of tactics:

- **Internal youth newsletter:** An internal youth newsletter is different from the organization's regular newsletter since it contains information that is directly relevant only to organization's youth members. As such, an internal newsletter can be an ideal way to communicate information about increase in membership, youth achievements and results, new initiatives, community actions, changes in procedures, project updates and developments. Also, the newsletter could involve a column regarding recognition of youth group contribution and efforts.
- **Brochures, leaflets:** Brochures and leaflets are used in both internal and external communication. It could be a powerful tactic which strengthens identification between youth members and the organization.
- **Personalized Letters:** Letters are a bit old fashioned way of communication, but if these are personalized and tied to an important event or holiday, they can be a very effective way of internal communication.
- **Organization guidelines on general procedures:** The guidelines can be used as a resource that members can consult when they have a question about the organization's policies and procedures. It is a useful tactic to ensure that members know their rights and responsibilities.
- **Notice board:** Notice boards are a simple and easy way to keep members informed about important issues. Making it visually attractive can grab the attention of all group members. This tool is most effective for conveying event announcements, brief but interesting news stories and other short items. The notice board could also include a member recognition section and a feedback box.

5.4.2 Online internal communication tools in youth group

Internet and the digital age enable many different tools, which individuals and organizations can use in order to communicate on different levels and perform its tasks in a fast, cheap and very effective way, with an easy reach all around the world.

E mail: Email is a relatively cheap, easy and quick way to send information. It is important that the message is not too general and is relevant for the recipient, in order to be read and responded. It also allows you to send registration forms, planning schedules and e – newsletters to members without spending lots on printing. Email is especially useful for communicating with young people because it can be informal. Disadvantage: High chance of low response rate, since it does not require immediate reaction.

Mailing list: A mailing list is a tool which sends out an email message to everyone who is subscribed to the list. The list can be moderated and is usually controlled by the moderator. It can be used to distribute messages to all members about upcoming events, announcements, meetings etc.

Organization's website: Websites are becoming key components of an organization's survival in the globalized competition. The website represents an organization,

communicating an organization's culture, values, and vision. The website also serves as a platform through which an organization can interact with its members and stakeholders on all levels.

Blog: The internal blog is a place where members can share ideas, notices, display images and make public comments in an informal manner. Main advantages are broadcasting and highlighting members' knowledge about a certain topic or area of the organization and creating a searchable and permanent archive of articles, knowledge and practices. All documents will remain in the blog unless deleted manually. Blogs promote open discussion and collaboration among the members;

Online Short movies: According to the latest research results, video has become the most vital and essential tool for internal communication. Video is a highly personal and cost-effective channel that is easy and quick to absorb, always available and accessible on a variety of online tools.

Organizations can create truly emotional content to enhance engagement, simplify complex information, share messages internally and globally and record key moments. Videos create strong bonds between members and organizational culture, providing opportunities for education, informing and asking for feedback. Videos should be short and catchy, conversational, involving interviews and animations. Videos could be widely used within group work for achieve different goals:

- ⇒ Present group culture and values;
- ⇒ Present interesting community actions and initiatives;
- ⇒ Weekly or monthly organizational newsletters;
- ⇒ A presentation from the CEO;
- ⇒ Youth group contributions to boost moral;
- ⇒ Organization-wide meetings;
- ⇒ Important updates to organization's procedures;
- ⇒ Interview with members about different topics;

Online Newsletter: Publishing a monthly newsletter gives an opportunity to increase awareness and understanding about the organization. This is especially important for new members who may need to be acquainted with existing processes and procedures. A newsletter can also be an effective communication tool for updating members on recent developments

Social media: Social media now complements all parts of youth activities. Facebook, Twitter, YouTube and many other social networking sites allow users to share and interact with online content and to connect with members of the organization. It a powerful tool to use in a professional context because of rapid dissemination and amplification of content and the ability to lead informal conversations between members. It has become an imperative for organizations to have accounts on all social media, as a significant tool of both internal and external communication.

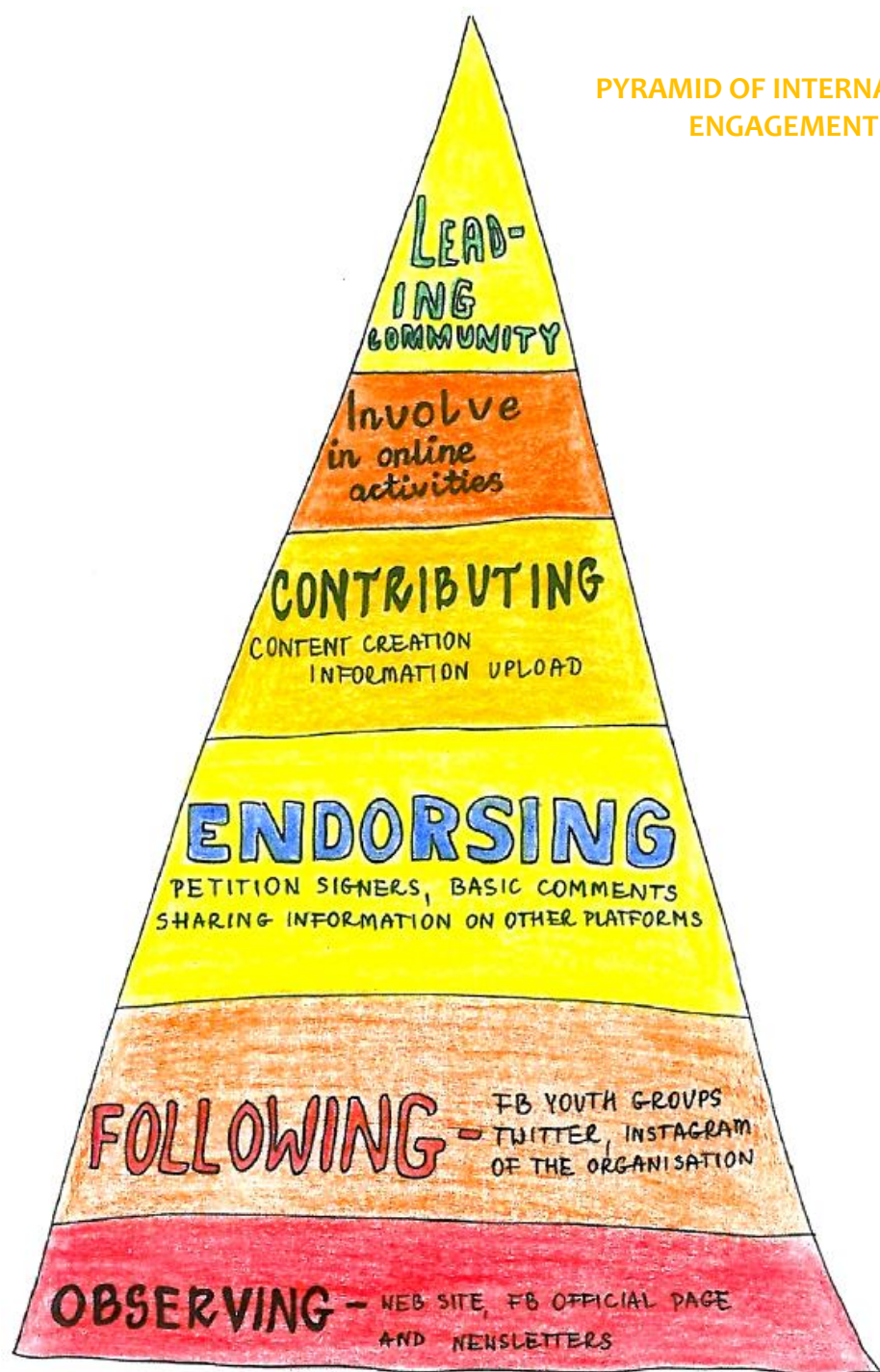
Online Applications: Different applications and platforms are being used by organization's members to enable communication that is more fluent and perform tasks and duties in a more effective way. The most common applications are Skype, Dropbox, Trello, Buffer (BufferApp), Canva, Piktochart, Slack, Typeform, Inbox Mail Marketing and many others.

5.4.3 Pyramid of internal on-line engagement of youth

In order to have effective and structured use of on-line tools for internal communication between youngsters it is necessary to align the activities with the levels of engagement of youth.

The pyramid of internal on-line engagement of youth enables to determine behavior of youth in the communication process and apply the most suitable tools of internal communication.

The pyramid of internal on-line engagement of youth can also help us map the position of each youth member.



PYRAMID OF INTERNAL ON-LINE
ENGAGEMENT OF YOUTH

Observing - youth that is at this level of engagement does not contribute to internal communication. This phase implies discovering the organization. The individual does not have on-line activities that are relevant for the organization and is focused on perceiving the digital information that we distribute. This behavior includes observing and studying the information from the official web-page of the organization, its Facebook page and e-mail newsletters. Apart from these most common tools, we can list any other online tool that enables sheer observing of information exchange without the need for the individual to participate, such as public profiles on social media. Although the feeling is that a person on this level of engagement is completely cut-off from internal communication, the message we send via public profiles does reach them.

Following - this phase of engagement implies that a youth member focuses attention but does no action. The information we distribute to members in closed groups and profiles and internal notifications via e-mail reach the followers. During this phase an individual is discovering the internal organization communication process by followings different online communication tools that the organization uses, such as closed profiles, groups, social media pages, etc.

Endorsing - during this stage of the youth engagement pyramid there are noted records of online activity of the member. This phase is reached quickly, however many individuals permanently remain in it. The youth leader has a special task to utilize his social and team management skills to assist the individual who has minimal activity in online tools to make the next step. This phase usually consists of expressing emotions and views with minimal engagement, such as likes of different announcements, initiatives, reports and information sharing.

Contributing - finally, we reach the phase where the individual gets visibility in the group and the team. They contribute to the content they come across online through sharing, getting involved in creating content or commenting on existing content. In addition, there is a presence of social investment in the online internal communication.

Involving - the difference between this and the previous phase is that the participant takes responsibility on their own initiative, initiates activities and creates connections with the other members that utilize online tools. We can expect proposals to make use of new and not yet utilized social media resources and online tools in general, as well as increased engagement in the organization. existing resources.

Leading - here we can place all the individuals that directly aid the communication flow in internal communication through online tools. This is not exclusive to the role of the youth leader in the organization. To this role, we can strategically appoint individuals that are savvy in generating content, management in social media, photography, recording, etc. In case of utilizing more than one online tool, for the purpose of maintaining team spirit within the youth group, it is advised that the responsibilities are shared between different individuals based on their affinities. In addition, regular meetings should be scheduled where they will be introduced to the internal communication strategy that has been adopted, the tools that are going to be used and the information that needs to be transferred. Very often, these will be the individuals that have leadership skills in offline tools as well.

5.5 Kolping best practices and experiences of youth teambuilding and motivation enhancement process

All presented techniques have been tested out either in international meetings or with Kolping groups on the local level in Slovenia.

5.5.1 Fruit teambuilding

Fruit building can be used indoors or outdoors. It boosts creativity and supports communication of the group.

Equipment Required: A selection of various fruits (it is good that each group had at least one big fruit like a melon and other small pieces), different utensils such as knives, spoons, plates, bowls and such.

Space Required: Bigger, with tables. Indoors or outdoors.

Group Size: 8 to 16 ideally. Enough people for at least two sub-teams of four or more. If you have a large group, then you can get more than one team working on a presentation – just ensure you have enough equipment for all groups.

Total Time: 40 minutes

- 5 minutes to brief and set up
- 5 minutes group discussion and designs
- 20 minutes to complete build
- 10 minutes to review

Fruit Build Team Building Instructions:

Before the start of the activity, setup the room or area with tables. Explain to the group, that they will be split into smaller groups and will be working on the best fruit sculpture. When time runs out we will compare the sculptures and the ideas behind the builds. Split the group into smaller teams (aim for 4-8) and place each group next to



a table. Provide each team with a bag of materials. Ensure that each bag contains roughly the same items. Give the team 5 minutes to generate ideas and come up with a plan for the design. Each team then gets 20 minutes to construct their part of the design. It is essential that each team communicates and works together for a common end product. Once the time is up, the committee (usually the facilitator) checks every team and scores the sculptures based on the idea and group participation and engagement of all members.

Suggested Learning Outcomes:

- Team communication
- Creative thinking
- Cooperation and teamwork

5.5.2. Bridge building

Using the materials provided, two teams must work together to build a bridge, with each sub-team constructing half the bridge. During the challenge, teams cannot see each other and must rely on their communication skills to build an identical design. This is an excellent activity for developing communication skills, problem solving and creative thinking.

Equipment Required: You can use anything for building the bridges. Here are a few suggestions: newspapers, Lego, toy bricks, straws, paper, cardboard etc., tape, paper, pens, measuring tape.

Space Required: Small. Indoors or outdoors.

Group Size: 8 to 16 ideally. Enough people for at least two sub-teams of four or more. If you have a large group, then you can get more than one team working on a build – just ensure you have enough equipment for all groups.

Total Time: 50 minutes

- 5 minutes to brief and set up
- 10 minutes group discussion and designs
- 30 minutes to complete build
- 5 minutes to review

Bridge Build Team Building Instructions:

Before the start of the activity, setup the room or area with a clear division so teams cannot see what the other team is doing, use either sheets or place them far enough apart. Explain to the group, that they will be split into 2(or more) sub-teams and must work together to create a complete bridge, with each team building their part of the bridge. At the end of the time you need to put your bridges together to create your build. However, you will be separated during the challenge and can only communicate verbally to ensure that each build meets the design specification. You have just 30 minutes to complete the challenge. Split the group into smaller sub-teams (aim for 4-8) and separate them. Provide each team with a bag of materials. Ensure that each bag

contains exactly the same items. Also provide each team with paper, pens and a tape measure. Give the team ten minutes to generate ideas and come up with a plan for the design. Remind teams to discuss ideas and communicate with their partner team on the other side of the room to ensure a similar design. Each team then gets 30 minutes to construct their half of the design. It is essential that each sub-team communicates effectively during the construction phase, failure to do so will result in failure of the challenge. Once the time is up, bring the teams together and compare how close each build was to each other.

Suggested Learning Outcomes:

- Problem Solving
- Active listening
- Team communication
- Creative thinking
- Cooperation and teamwork



5.5.3. Room escape

Recently the Escape rooms have become popular all over. With a little effort and logic, it can become a great method for teambuilding. You need at least one closed room and a few partners in crime that will help you set up the stage, this is already a small teambuilding before the teambuilding. Be creative and work with what you are given.

Equipment Required: main lock, a lettering system (e.g. sign language, Morse code...), some sort of board (cork, white, chalk), boxes, smaller locks, cabinets, puzzles, CREATIVITY

Space required: A closed room. Indoors

Group Size: 4 to 12 ideally for one room.

Total Time: 70 minutes (without the set-up time)

- 5 minutes to brief and explain
- 60 minutes to escape
- 5 minutes to review

Room Escape Team Building Instructions:

After receiving instructions, gameplay rules, and a vivid story setting the scene for the game to come, groups are locked together in a room that is intricately decorated with themed furnishings, art, and props. Once the door is locked, teams have 60 minutes to "solve" the room by uncovering clues within their surroundings that lead them, eventually, to a hidden key that physically unlocks the door and sets them free.

It is important to create a good story base for the activity, this is that something extra of the escape rooms. Instead of just having you untie a bunch of ropes or finish an obstacle course, there is a story that you are integrated into. Your job is to create a mystery for the group; beginning, middle, and end - so they feel fulfilled at the end of the experience. You can play around with different locks, boxes and furniture in order to place hints, it is also good to integrate numerals and other lettering systems. The main key should be the most guarded and hard to obtain; all the prior tasks should lead to it in the end. Do not forget to place a few fake clues to lead the group astray. When everyone contributes, there are more opportunities for shared learning and bonding. With everyone working toward the same goal, there is a lot of good decompression that can happen after the game so afterwards talk about what happened during the game and analyse the skills it took to solve the room. Although solving the puzzle is a priority, the ultimate goal isn't winning the game: It's playing it.

Suggested Learning Outcomes:

- working together
- communicating effectively
- delegating tasks
- creative thinking



6. EXTERNAL COMMUNICATION AND PROMOTION TOOLS

Magdalena Szczudło, Maria Olszewska



6.1 Youth external communication strategy

Youth external communication strategy for non-profit, social, charity organization mainly is set to promote youth engagement, open society, social cooperation and the active citizenship of young people through adequate communication and promotion tools and due to increased quality of communication with young people to promote engagement and active participation on different social, public, cross-sectorial levels.

Like any communication strategy, the youth external communication strategy should define such important basic elements as:

- **COMMUNICATION GOALS AND PRIORITIES** - **what** we would like to achieve in youth work and **when**?
- **COMMUNICATION TARGET GROUPS** - with **whom** we have to work to achieve our goals?
- **COMMUNICATION ADEQUATE TOOLS AND CHANNELS** - **how** we would like to achieve our goals in work with target groups?
- **COMMUNICATION PLAN** - **who** will be responsible for communication work?

Youth external communication strategy can be implemented on the international and national level as well, so the priorities, goals, target groups, tools and channels from this chapter and from chapter 3 and chapter 4 can be connected in one coherent strategy.

6.2 External communication priorities area and target groups

External communication **priorities** for non-profit, social, charity organization is connected in modern society with following area in youth work:

YOUTH ATTITUDE SHAPING- increase the involvement of new young people for our organization our non-profit partners or/and for other social, charity citizens actions and for the common good,

YOUTH VALUES ENHANCEMENT-build youth identity on different level: local, national and European, international connecting with mission, vision and catalogue of values of the organization,

YOUTH BEHAVIOUR SHAPING- enhanced education of young people in different aspects, especially social education, develop social skills, social responsibility and social participation,

YOUTH EXPRESSION OF THE NEEDS- use of ethical, socially responsible communication language.

Target groups of the youth external communication strategy can be strategically defined on two aspects:

- ① **VERTICAL ASPECT** - characteristics of the direct target group, youth group with we would like to work, communicate and has impact for their behaviour, attitude, values, need expression; its culture, values, place of residence, social status, their ways of relating to the world (Chapter 2)
- ② **HORIZONTAL ASPECT** - characteristics of various target groups in the nearest and further background that affect our direct target group, their level of involvement, and the functions they perform in relation to the direct target group.

Vertical analysis of target group should present the exact profile of young recipients of our communication strategy, an in-depth description of its characteristics and a model portrait of the representative of this group.

Vertical analysis you can do based on principles presented in chapter 4 - *Define your audience* and tools presented in chapter 7 - *What are the specific characteristics of your target group* (SINUS model).

Horizontal analysis of target groups should present the horizon of communication, groups that affect our direct group, their function in society, in our organization, the scale of their involvement, and the scale of each group. The scale and characteristics of the engagement will help define and select of appropriate communication tools. Horizontal analysis you can do based on principles presented in chapter 4 - *Define your audience* and tools presented in chapter 7 - *Who is your target group* (Pyramid of Engagement)

6.3 External communication principles and tools

6.3.1 What principles are important in youth external communication strategy?

Youth external communication **principles** answer for strategic questions- how to improve our communication strategy and due to achieve our youth communication

goals. The main youth communication principles define during our project are presented below:

- **Communicate concrete people issues, no abstract ideas-** young people involve more and best in concrete people issues, no for abstract ideas, so in your communication work use concert people case studies, single stories, which can illustrated wider serious problem but in comprehensible and accessible way.

BEST PRACTICE Energy bucket- fundraising campaign (see 6.4.2)

- **Show how to make the difference-** young people engage in the projects, processes which can really make the differences in the reality, which give opportunity for improvement, so communicate what differences can make together, show the differences.

BEST PRACTICE Energy bucket- fundraising campaign (see 6.4.2)

- **Be honest, show your clear priorities, goals, beneficiary-** people want to believe that they involve are engaged in a righteous case, no complicated systems, abstract ideas, not measurable outcomes, no transparent organization. Have clear mission, vision, project goals, measurable outcomes and communicate it.

BEST PRACTICE Energy bucket- fundraising campaign (see 6.4.2)

- **Use monitoring tools and show the results-** integrate communication process with monitoring and evaluation process. You can take control on what work and what didn't. If something is working you can communicate it to make bigger impact, if something it's not working you can change it, eliminate or adjust to the needs.

BEST PRACTICE Energy bucket- fundraising campaign (see 6.4.2)

- **Use peers education-** peer education is the teaching or sharing of information, values and behaviour in educating others who may share similar social backgrounds, life experiences, age; build network of peers, show large scale of social engagement, present opinion peer to peer.

BEST PRACTICE Youth Week of Kolping Youth Europe (see 3.3.2), Work camps of Kolping Youth Romania and Kolping Youth Limburg (Germany) (see 3.3.3)

- **Define your audience:** clearly identify your target groups, determine where people from target groups are getting information and how they communicate, what kind of communication channels they use.

BEST PRACTICE Communication strategy of Kolping International (see 3.1.1)

- **Let people free, put in practice their ideas-** communicate all opportunity of the engagement in social projects, campaigns, events. Show the advantages of voluntary teamwork, developing of creative ideas, development of social skills, personal development aspects, better understanding of the world.

BEST PRACTICE Living exhibition (see 4.3.2)

- **Connect different fields, be interdisciplinary and surprising-** young people living in multifunctional space, connect different fields of live, learn based on interdisciplinary practices, so use in communication strategy surprising, interdisciplinary cases, examples, methods.

BEST PRACTICE Art- photo workshop (see 6.4.1)

- **Listen to people on local level-** talk with the people you have working on the ground and hear from them what the real problems are what's needed. Empower your communication, knowing before how people want to communicate with you.

BEST PRACTICE Flash mob (see 4.3.1)

- **Build youth partnership-** build or join to youth partners organization network, due to you will have access to better information, best practices, knowledge in youth work, you will understand social processes and youth social engagement more, you will have new communication channels for your organization.

BEST PRACTICE Newsletter of Kolping Youth Europe (see 3.3.4)

6.3.2 Tools and channels of external communication

External communication strategy can as well use tools and channels of international and national communication described respectively in chapter 3 and chapter 4:

3.2 Tools and channels of international communication

4.2 Bottom-up youth initiative enhancement - PR and communication tools on national level

4.2.2 Youth leaders' public speaking communication skills building

In external communication, whether at local, national or international level, measurable, concrete effects are very important. An example of communication strategy that may be interesting in relation to youth work is the **fundraising strategy**.

Why fundraising strategies can be effective tool in youth communication strategy?

Fundraising strategies usually follow principles describe above because:

- Fundraising is aimed at specific, measurable social effects;

- A clear fundraising plan always sets clear goals, actions, results, indicators;
- Fundraising is focused on a concrete change and making a difference;
- It is focused on specific issues, people and their problems;
- Uses various communication tools, combines traditional and modern channels;
- In fundraising we communicate our values, goals, attitudes, we can create behaviours and shape attitudes;
- Fundraising is based on social capital, strengthens social capital, and builds it;
- Fundraising likes innovative tools, interdisciplinary solutions;
- Fundraising activities are possible based only on social media and the internet tools and resources;
- By fundraising we can educate people;
- Fundraising it is an art of building relationships, funds are the result of relationships;
- Fundraising favours teamwork, integrates people, builds solidarity and lasting relationships;
- Fundraising connects people and engages their resources - knowledge, social media profiles, peers.

Fundraising can make real difference in our youth work and can help us achieve external communication goals and priorities so that's why we decided to present fundraising tools and channels as an external communication example strategy.

How to start with fundraising?

First you need to answer for 5 questions about your fundraising plan:

1. **Mission and vision** of your organization- what for you are doing this?
2. **Your clear goal** - what would you like to change?
3. **Your fundraising goal** - how much you need for?
4. What is your **logo**? What your logo tells people?
5. Fundraising **activities and tools** - how I would like to get friends for my goal.



Remember:

Friends of your goal make the difference! Make friendship!

Friendrising = fundraising.

6.3.3 Fundraising step by step with Maria Olszewska - professional fundraiser

DONORS PYRAMID

We have learned about different fundraising tools and now we want to choose the ones that will be the most useful in an organization. We arrange brainstorming with our team. During the meeting we can use a method that is known as donors pyramid. We draw a triangle on the flip chart and divide it into a few levels (just like in the Maslow pyramid).

Then, we think about fundraising tools that would be adequate for our everyday activities.

As a reminder, we have at our disposal the following fundraising tools: sponsorship, dues, grants, piggybank and moneybox, business activity, SMS, donations, collections, percentage of income tax, direct dialog, telefundraising, legacies, pay per click, bond or time deposit, in-kind gifts, a court, special events, direct mailing, crowdfunding, raffle and charity auction, copyright, financial endowment, payroll.

On the first level of the pyramid we are looking for an answer to the question: which fundraising tools do we use to receive small donations? We can also phrase this question differently: how do we communicate with donors who make small donations?

On the first level we usually have piggybanks, SMS, collections, crowdfunding etc., so the situations in which donors support us to a lesser extent. A tool can pay off, as the total sum gathered from everyone will be high, and not because single amounts of payments are big. Of course, not all tools that help us get smaller amount of payments will function in our organisation. For one institution, a collection will be suitable, and the other will find useful a cooperation with mobile providers and SMS. We should take this into consideration.

Then we are moving to the next level of the pyramid and we are asking ourselves: if a donor pays me 1000 euros, and not 1 or 10 euros as on the first level, then in what way?

It can happen that this amount I will get from in kind gifts or from percentage of income tax, or again from crowdfunding. I am talking about crowdfunding again, so you can see that depending on the specificity of an organisation some tools can be found on different levels.

Similarly, I am thinking about higher level of a pyramid. I am considering which tools I can use in every one of them.

IMPORTANT!

On each level and with each tool I estimate:

- ① how much money in total I can get from its implementation,
- ② how much time I need for preparing a tool,

if I have competence and means to implement them.

It can turn out that as I have limited resources and competence in this field, it will be easier and more effective to organize a collection and raise small donations than to get a big strategic sponsor. Or it can be just the opposite. Everything depends on the conditions of the organization. Fundraising is also about the ability to work smart in different circumstances.



The Donors pyramid is a useful method for making a diagnosis in a way we did it, as well as for planning and looking for some new solutions.

CROWDFUNDING – A MODERN TREND IN FUNDRAISING AND COMMUNITY CREATION

Crowdfunding is a fundraising tool that is often asked about by young people. In the publication at hand you can find a precise checklist that you can use while preparing your crowdfunding campaign. But before you go into details, I advise you to learn what crowdfunding is, where it comes from and what are the main rules for a successful campaign. After you get to know the whole context, I propose checking one by one if you are ready for crowdfunding.

Crowdfunding involves publishing a description, some pictures or a short video outlining our project on an online platform, followed by raising funds from internauts. For instance, a culture-related organisation intends to issue a CD with jazz music. We publish the project on artistshare.com platform. Our choice of this platform results from our Internet research and learning that artistshare.com was the first crowdfunding platform in the world; its main focus is culture; over time it has gained prestige, which is essential in case of promoting jazz music. After that we publish short information regarding the CD – a fragment of music, the musicians' biographies, the background of the project; we also offer rewards to possible donors, adequate to their contribution. We can find a variety of platforms on the Internet. For instance, kickstarter.com is the most popular globally, whereas in Poland polakpotrafi.pl is the leading one.

In my opinion, the main advantage of this form of funding is the benefit brought to both the parties – the donors and the authors of the project. Therefore, when considering this tool, we can speak of building partnership relations with our audience.

When preparing a fundraising campaign, we must remember that the most important things are:

- ① **formulating a statement for the supporters: it should be clear and consistent in written part as well as in visual part,**
- ② **making a promotion/media plan before starting a campaign on a platform (more information on this subject you can find on a checklist),**
- ③ **engaging in promotion channels on social media (further in the text I will describe what you should focus on in case of Facebook, which is the most popular social media platform accompanying crowdfunding in a lot of countries),**
- ④ **testing attractiveness of campaign on potential donors before starting a campaign (more information on this subject you can find on a checklist),**
- ⑤ **accurate estimation of a platform choice, especially you should consider if the platform works on the principle „all or nothing”, if it allows an option of funds withdrawal even if the target sum is not achieved,**
- ⑥ **precisely defining target group and taking it into account while choosing a platform, selecting rewards, making a media plan.**

Considering all the above and following specific guidelines from a checklist, we can be sure that we are making a good preparation for our campaign.

IMPORTANT !

It is better not to withdraw the funds and not to realize a project than getting an amount that is too small, having a low budget and breaking the promises we gave to the donors!

MARKETING IN SOCIAL MEDIA – HOW CAN WE COOPERATE

In case of many (not all!) countries, Facebook is a social media platform that supports crowdfunding and everyday functioning of pro-social organisations the most. For this reason I will give you a few tips for using it.

In case of fundraising campaigns aiming at reaching out to particular donors for particular actions, FB is useful platform because of two reasons:

- ① you can strictly plan your budget and receive a detailed report,
- ② video content is well positioned and as a result the budget is effectively used.

How do we achieve it?

- ① First we **perform** pilotage (pilot testing) with help of small budget. Then we evaluate results and estimate budget of the entire campaign based on that. We employ optimizing and targeting tools in order to get to wider groups of interest. At the same time we build behavioral model of our donors. Thus it will be very useful and valuable in other situations.
- ② We **create** website where records will be noted. FB is not a place to store those data. Simple landing page that can be obviously built based on data storage systems, needs to be created.
- ③ We can **estimate** costs of a campaign after we get familiar with all possible details including:
 - which materials do we have in our disposal,
 - schedule of all activities,
 - GOALS OF THE CAMPAIGN – THE MOST IMPORTANT ISSUE – what we want to achieve, an end-up product, a result of the campaign – is it an information outreach we want to gain, records number or potential constant service, support from FB campaign side,
 - cooperation model – contact people, reporting frequency, etc.

Facebook supports making a crowdfunding campaign and in a lot of cases a main medium that influences the success of a campaign. It so happens that if we have a big group of friends of the organisation on Facebook and if we are prepared well, then we won't need the involvement of finances into the promotion, this can also be necessary and important.

Crowdfunding check list

1. Do I find this project attractive? How do the descriptions sound? How much would I pay if I was not organizing it?
2. Do I feel comfortable while involving friends in a project and inviting them to a project? Can I call a few people at this moment and ask them for their support? Do I feel that the thing I am offering in return is SIMPLY GOOD?
3. We check if we have precisely identified what we are raising the funds for and what we offer in return. We check if the subject of the collection is clearly identified in the first few sentences: in the description of a project on a crowdfunding platform, in the description of a project in Facebook event, in materials that are prepared for the media.
4. Did I call to present my project to 5 potential donors that do not know yet about it? Have I sent them the description of a project as well as rewards?
5. I am calling to ask for advice: is the project attractive and clear according to the speaker? Would he want to support it?
6. I am not impudent, I am testing the market. Of course, if somebody says he likes it, I will call/write him again on the day the collection starts, and I will return to this subject.
7. Did I include in the total sum the cost of delivering rewards or producing rewards?
8. Do I have materials prepared for the media?
9. Do I have the media that agreed to promote me (publish an article, say a few sentences)?
10. Do I have a list of bloggers who can promote me?
11. Have I created an event on Facebook and gathered people there BEFORE starting a collection?
12. Do I know how many potential donors/partners I can call the day before starting a collection and know that they will make a payment just after the start as they realize that we should get it going together? Have I prepared a list?
13. Do I know how many donors I can call asking for a payment on the day the collection starts? Have I prepared a list?
14. How many people from my team will be involved in fundraising in the first few days? How many people will be looking for donors/partners for the project?
15. Does my team feel comfortable while inviting people to the project? Have I gone through this subject with everyone individually?
16. Which budget do you have for promotion on Facebook on the day before/on the first few days of the project?
17. Have I counted how many donors/partners should I get to be successful? Is this realistic from my point of view? Or do I believe in luck?
18. Did I write down the things that can go wrong and what can I do with that?
19. Have I contacted platform representatives to arrange specific time and date for the start of collection?

6.4 Kolping best practices and experiences of external communication

6.4.1 Photo art workshop - how to reach new volunteers?

Overview

What?	Photo art workshop in the field of creating and seeing compositions on the example of principles used in photography and painting . The workshop takes place in the gallery / museum of painting. The introduction to the workshop is the presentation of contemporary compositions used in photography and possible to be used by young people in everyday photos made with a smartphone and posted in social media .
Target group	Around 15 Kolping Youth members and their friends aged between 18 and 30 years
Objectives	<p>Youth attitude shaping- learning how to view, see and understand works of art of presented century in the context of the methods of framing used in photography,</p> <p>Youth values enhancement- through contact with art, shaping socio-moral sensitivity, social responsibility, respect for historical knowledge, aesthetics and beauty,</p> <p>Youth behaviour shaping- developing skills of creative perception and expression, preparation for creating good technical photographs based on known canons used by masters of composition,</p> <p>Youth expression of the needs- through artistic education, photographic and artistic composition workshops, development of modern, responsible forms of expression of young people, their needs, understanding and vision of the world, shaping responsible form of modern pictorial culture.</p>
Reaching new people	To reach new people as participant of the workshop and then more educational, social youth events Kolping organization advertise the event via peers to peers contact, social media and webpage.
Interaction and participation	The program of the workshop is interactive and the leader of the workshop need to use interactive methods like: discussion based on problem analyses, common investigation, heuristic talk, work in pairs, presentation of sketches, learning through a puzzle and reading codes. All participant of the workshop need to be involved in the learning process. After the workshop, participants can voluntary involve in social work of Kolping society by present in social media chosen aspect of the social work, project, event.

General information

The workshop is a form of work with youth, preferably in age groups from 15-18 years and 18-30 years and it can be implemented for various stages of youth work. It can be implemented as a way to acquire new people, volunteers by offering them interactive, surprising activities that they like so much. Contemporary photography and the universality of pictorial culture are an element encouraging to participate in workshops. The workshop can be implemented for the youth already involved in social activities, as an offer to develop their skills, knowledge and experience, strengthen their social commitment. The workshop can be organized in foreign language for mixed groups and due to it can has additional values, like intercultural education. So it can be also good practice for international communication as well.

Important advices

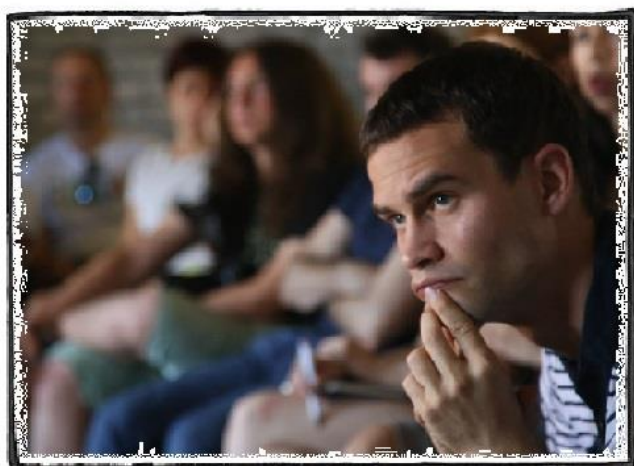
- **Find good leader of such workshop** - experienced in art education and youth work,
- **Choose place of the workshop** - museum, gallery, church, historical object, building presented pieces of art, it can be also privet gallery or private collection if you have good contact with the owner,
- **Create link** between the goal of the workshop and the goal of your organization,
- **Prepare educational materials** like presentation of photo infographic, which will help to reach educational goals of the workshop,
- **Use interactive methods of learning**, focused on interaction and participation
- **Create list contacts** between participants and peers network, it will help you to build youth background for other of your activities,
- **Remember, connect different fields**, be interdisciplinary and surprising- young people living in multifunctional space, connect different fields of live, learn based on interdisciplinary practices,
- **Ask participants of the workshop** if they can make photos based on new skills promoting your organization, projects, event in social media!





RULE OF THIRDS

The photo is divided by nine boxes. The subject is in one of the intersecting lines, or the circles.

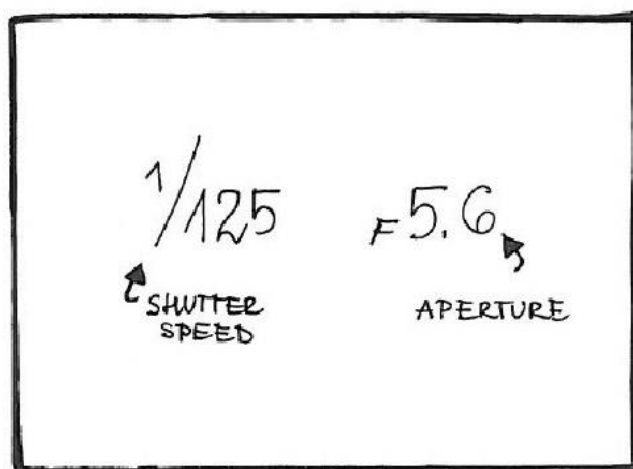


DEPTH OF FIELD

This is when the subject of the photo is completely in and the background is blurry. This can be controlled by aperture.



PHOTO BASICS



SHUTTER SPEED & APERTURE

These figures are on your SLR camera screen. The higher the number (1/400), the faster the shutter speed. You are able to shoot faster subjects.

As your aperture number gets lower (F2.8), more light is allowed into the lens. More light allows you to shoot in lower light situations.

BALANCE

Placing your main subject off-center, as with the rule of thirds, creates a more interesting photo. You should balance the „weight” of your subject by including another object of lesser importance to fill the space.

LEADING LINES

The road in this picture serves as a guide that lead your eyes to the subject of the photo.



FRAMMING

This is when there are objects around the subject that frame the subject, making your eyes more drawn to it.

VIEW POINT

Before shooting your subject, think about where you will shoot it from. The viewpoint has a massive impact on the composition of a photo, and it can greatly affect the message that the shot conveys.



SYMMETRY

This is when the photo is equally balanced or has a pattern, creating symmetry within the photo. This can be very eye-catching, particularly in situations where they are not expected.

6.4.2 Energy bucket- charitable crowdfunding project

Overview

What	Energy bucket project- on-line crowdfunding campaign which gave opportunity to funded the solar panels for small Uganda villiges in the districts of Jinja, Kibale, Hoima, Kasese, Arua, Kabale and Lira. The project was implemented in partnership with Uganda Kolping Society. The project has also education results, because through foundraising promotion and activities the awareness and knowledge about global dependencies and global caused and effects was rising among small Kolping local youth groups in Poland and local communities in Poland. Energy bucket campaign showed how individuals can has impact to the global processes and what is the impact of the global processes on individual people.
Target group	Supporters- adult young people, working, using in their daily life social media like FB, twitter and Instagram. Beneficiaries of the campaign - habitants of the small villages in Uganda in districts: Jinja, Kibale, Hoima, Kasese, Arua, Kabale and Lira.
Objectives	<ol style="list-style-type: none"> 1. The goal of the campaign - to improve the quality of life of families living in rural areas in Uganda through constant access to energy and light, 2. A fundraising goal - purchase of solar panels for families in Uganda, 3. Global education - presentation of global energy problems, environmental pollution, quality of life and education in developing countries, development of social responsibility in the field of pro-ecological practices, 4. Strengthening activities for development partnership.
Reaching new people	<ol style="list-style-type: none"> 1. Formulate clear statement for the supporters: <i>Make a gift- Give Uganda an Energy Bucket</i> 2. Preparation of the logo of the campaign and the campaign gadget 3. Seta up campaign platform: www.wiaderkopradu.pl 4. Make a promotion/media plan before starting a campaign on a platform, 5. Engage in promotion channels on social media- Facebook, twitter, google+, YouTube, Instagram, RSS, 6. Make test of attractiveness of campaign on potential donors before starting a campaign, 7. Involvement in the campaign leaders of the opinion like: famous polish actor, leaders of youth group, Kolping board members, 8. Build partnership with organization from beneficiary country- Kolping Uganda Society



Interaction and participation

Increased participation in the campaign process through:

- **Storytelling** - presenting single stories about concrete people and their situation like our Ester or Isaac
- **Case study** - presenting wider problems on specific examples: environmental pollution resulting from the use of oil lamps, safety - oil lamps are a frequent cause of fires in homes in Africa, education - without access to electricity, children and young people, cannot read and learn in the evening
- **Make a differences**- show what kind of differences we can do due to purchase and installation of solar panels: “more light in Africa”, “more time for learning”, “less fires”, “less pollution”...
- **Daily report** on the progress of the campaign and the collected amount
- **Transparency** - presentation of the list of donors and paid amounts, presentation of numbers of purchased solar panels, presentation of reliable financial indicators and substantive indicators



Increased interaction in the campaign process through:

- The possibility of campaign promotion by donors, process participants, through sharing information about campaign by post and info in different social media,
- Engaged donors and interested people to the campaign process by making an comments in social media, like twitter, FB,
- Engaged donors and interested people to the campaign process by preparing text and opinion to campaign blog,
- Presentation campaign not only in social media but also on traditional events with big audiences like conferences, seminars, meetings and enhanced them to support the campaign and be a ambassadors of the campaign.



General Information

The Crowdfunding campaign was planned and carried out based on the principles presented in this chapter. It brought not only financial and fundraising effects, but also contributed to the promotion of **the goals and values of the Kolping Work** as:

**SOLIDARITY,
DIGNITY
EQUALITY,
HELP and SELF-HELP**

Important advices

- **Follow the crowdfunding principles and rules** presented in this chapter,
- **Building youth communication strategy apply more coherent approach** - linking local activities with strategic documents at different levels (territorial, national, world, local, thematic), it show the impact they can have,
- **Connecting local input with global impact.** Define global impact, indicators for global impact, tools of measuring,
- **Develop** activities of local networking and **connect** local network with international network, build partnership, inter sectoral partnership,
- **Use local materials and resources** to build capacity of local community, develop local initiatives but with wider goals,
- **Develop multidisciplinary projects,** connecting different fields of learning and competences, define individual learning outcomes on individual level,
- **Use ethical and social responsible language** in your campaigns and strategies, following main rules:
 - express social sensitivity
 - not use harmful stereotypes
 - not use offensive words, structures, phrases
 - not exclude people
 - express social values
- **Use only educational materials, photos with copyright,** posting photos should enclose information:
 - who took the photo
 - where it was taken
 - who is presented on the photo
 - what is presented

6.4.3 Viral movie - how to interest digital generation

Overview

What	<p>Kolping animation - short viral animation encouraging people to be a member in the Kolping work around the world, presenting the history of the Kolping work and our patron Adolph Kolping, the area and scope of activities in the world, missions and goals.</p> <p>https://www.youtube.com/watch?time_continue=3&v=jBORoEiRSPQ</p> <p>Viral animation is one of the communication tools used in external communication.</p>
Target group	<p>Internet users, digital generation, users of dedicated web pages, social media profiles and tools - NGO web pages, social groups on social media profiles, Kolping followers, donators, newsletter recipients.</p>
Objectives	<p>Goals of the viral animation:</p> <ul style="list-style-type: none"> • Promotion of Kolping work among Internet users • Presentation of the world network of Kolping organizations • Encouraging internet users to be member of Kolping organization • Encouraging Internet users to start new Kolping Families
Reaching new people	<p>Create a message that will interest and intrigue so much the Internet users that they will spread it themselves in their social media profiles.</p> <p>The message must be interesting, catchy, memorable must encourage internauts to the reaction "pass it on".</p> <p>Viral movie content in principle reaches very different groups. But it is worth consider the target group and then adjust the message to them. If local community is important for you, perhaps it is worth referring to their features and customs. If we care about the youth, it is worth referring to what they are currently interested on.</p> <p>Viral does not have to be a masterpiece, it does not require a lot of technical skills and financial resources. You can make it using basic, available equipment: a camera or smartphone. The form of viral is less important than content. What is very important is content and how you will be spreading viral on-line.</p> <p>How to create catchy message- think about what you want to tell Internet users. Think what is the most important issue at the moment, which the organization is working on and why it deserves to attract the attention of Internet users. You cannot present all of your organization's activities. The simpler and faster the action - the better. One movie is one problem and one action from the internet users side.</p>

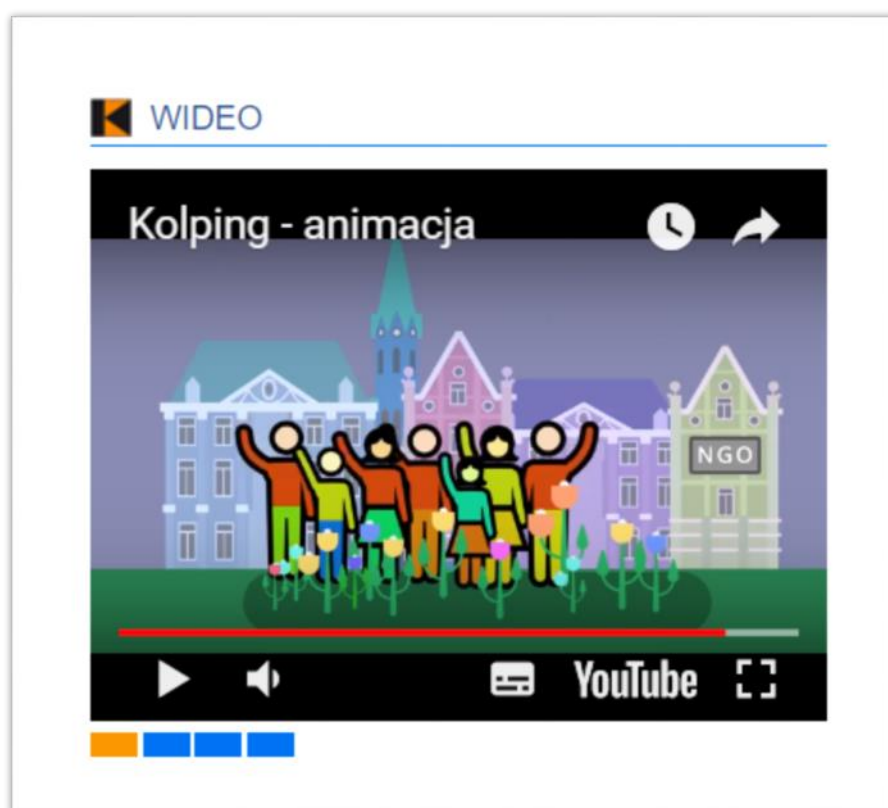
Reaching new people	<p>More good advices - people like naturalness, positive emotions and feelings - friendship, joy, love. They also like to be inspired and provoked to make better changes. Recommendable is also showing something special - for example, ordinary people in unusual situations.</p> <p>Remember about music - people like catchy songs. Good music in the background will make the film remember more people. YouTube proposes to put a soundtrack on newly uploaded videos and presents a list of some interesting songs that you can use without infringing on copyright. You can also use websites that offer free music under a Creative Commons license. Use the background music and remember that the viral movie cannot be longer than 3 minutes</p>
Interaction and participation	<p>Improve your catchy message - think about what you would like the internet users to do after watching the movie. Therefore, your material must have something more in it that, apart from sharing, like it, will also encourage people to some activity like for instance: becoming a volunteer of your organization or member, donating your goal or subscribing to the newsletter. The viral movie needs to encourage further interaction, So, plan interaction!</p> <p>Metadata - title, description of the movie, keywords. Using the right words you can make your viral movie better indexed on the internet, which is suggested to Internet users to watch. The title must be catchy and encouraging to click on it. You can use the avatar, which is a miniature of the film that also encourages viewers to see what's inside. Face close-ups or eye-pleasing, bright, high-contrast images work best.</p> <p>Make your viral movie viral - make a viral movie dissemination plan on your website, social media profiles, share it and ask your fans, friends, followers to share it, to like it, to join to the action. Call them to action. Spread your viral.</p>

General Information

Viral movie is a simple tool that does not require large financial resources or high skilled people, it can be created on the initiative of the young people. Viral can be prepared with the youth at a joint workshop, they can develop a message, an idea for a movie, then implement it and spread it on the internet. Thanks to this, we use peer to peer education, imitate good attitudes and behaviours among peers, we build relationships with young people through the involvement of young people. We strengthen the participation of young people in the social process.

Important advices

- Follow the **viral movie principles and rules** presented in this chapter,
- **Involve youngsters** to create viral
- **Use youth materials and resources** to create the viral
- **Think what young people like**, what kind of activities or music
- Remember: **clarifying target groups** of your viral
- **Don't present too much content**. The simpler and faster the action - the better. One movie is one problem and one action from the internet users side
- **Be KISS** - keep it simple and short
- **The content is one side of the viral movie**, the reaction of internet users you want-predicted it!
- **Make viral movie dissemination plan** and do it.



7. CONCLUSIONS

Magdalena Szczudło



INTERNATIONAL COMMUNICATION

- Build Pyramid of youth international engagement
- Identify the goals you want to achieve on international youth work (e.g. politics, society, church or business) on different levels on the pyramid. International goals need to be common for different countries, than define concrete international ways for your communication with these goals,
- Build international database- identify opportunities for personal contacts with your members and people that are interested in your organisation,
- Identify channels for international communication that fit to the needs of young people. Communicate in a way that is attractive to young people,
- Integrate international team-building activities into the program in order to facilitate the communication between participants from different countries,
- Create an international network for your organisation by integrating important international stakeholders into your program,
- Create a link between your youth work and the history of your organization,
- Organize regular international event. Make your event attractive for youngsters by giving them a possibility to connect with others and to have the feeling of fulfilment. Respond to the needs of the youngsters by offering a program with a high diversity that satisfies everyone,
- Use your communication tools, like for instance international newsletter, brochures, social media profile regularly,

- Do not make your communication materials too long. It is better to prepare brief materials more often than only one long from time to time,
- Share tasks and responsibilities in the preparation of the communication materials among international group of young people. Involve voluntaries in preparing them. Have someone for proofreading it at the end,
- Include information from different countries in the communication materials. If possible, during one year at least one article per country should be published,
- Promote all kinds of international activities. The communication materials should promote all kinds of international youth work activities,
- Inform about activities of the European Union or other international organization that are relevant for youngsters,
- Decide in which language to publish the educational materials. The language need to be common for your international youth group.

NATIONAL COMMUNICATION

- Perform an Organization Self-Evaluation**-what is your audience(s), your messages, your channels , goals and strategies?
- Make and constantly improve elevator test**- imagine that you meet someone in an elevator who had never heard of your organization, how would you describe your mission and vision during that 30-second ride?
- Think about **youth social needs** and try to map it using pyramid levels, than think on which level you can work with young people and how!
- Determine Your Uniqueness in 3 steps:**
 - Ask yourselves** why are you needed for young people and why you may be important and different ?
 - Get an opinion from outside**, ask a volunteer or a new member why they chose us, to understand the reasons behind the choices,
 - Our organization is the only one who ...** this is the phrase that may give you the answer about your uniqueness: What are you offering and maybe no other NGO does.
- Focus more on me marketing no you marketing**

YOU MARKETING

the kind of communication that centres on the organization. You are talking about you. You are telling your side of the story.

ME MARKETING

most people care about messages that speak to their needs. If I pick up your brochure and it is talking about me. This approach forces you to find the benefits of what you are offering to people. Follow such rules as:

Connect to the things your audience cares about!

Identify and offer a compelling reward for taking action!

Have a clear and specific call to action!

Make it memorable!

- **Engage Your Audiences** to the communication process- follow 5 steps:

Do cross-channel promotion - use social media, but also give people an e-mail, announce it in the local newspaper and have a brochure to offer.

Make your promotion a dialogue - give the possibility to people to express questions, to leave comments, to develop a conversation.

Make it easy for people to find you - be everywhere: on Facebook, on Instagram, on Twitter, on your website and at your office.

Change your approaches all the time - be sure you will improve each time.

Make your supporters your messengers - ask your supporters to spread the word among their friends and family.

- Work with youth leaders, develop their competences, inspire them, motivate them
- Don't forget about public speaking communication skills building!

INTERNAL COMMUNICATION

- Map your youth members using different levels of the pyramid of needs, determine the behaviour which is typical for certain phase and apply the most suitable way of communication in order to achieve the goals
- Following rules of Pyramid of youth needs you can develop it specifying on-line communication tools
- Build your internal communication strategy based on basic elements as
 - Determine your goal
 - Define your SMART objectives
 - Identify key messages
 - Define the audience
 - Identify tools and tactics
 - Develop an implementation plan
 - Finalize the strategy
 - Monitoring, evaluation and update
- Remember about youth leader and within the youth group. Support youth leaders
- Use interactive team building methods engaging all members of youth groups, share tasks and responsibilities, make a joint evaluation of outcomes.

EXTERNAL COMMUNICATION

- Like any communication strategy, the youth external communication strategy should define such important basic elements as:
 - Goals** - what you would like to achieve in youth work and when?
 - Target group** - with whom you have to work to achieve your goals?
 - Tools and channels** - how you would like to achieve your goals?
 - Work plan** - who will be responsible for communication work?
- Remember about external communication priorities for non-profit, social, charity organization as:
 - Youth** attitude shaping
 - Youth** values enhancement
 - Youth** behaviour shaping
 - Youth** expression of needs- use of ethical, socially responsible communication language.
- Follow youth external communication good practices such as
 - Communicate** concrete people issues, no abstract ideas
 - Show** how to make the good difference
 - Be honest**, show your clear priorities, goals, beneficiary
 - Use** monitoring tools and show the results
 - Use** peer education
 - Let people free**, put in practice their ideas
 - Connect** different fields, be interdisciplinary and surprising
 - Listen** to people on local level
 - Build** youth partnership
- Try to develop with your youth group build and implement common concrete, measurable strategy like for instance fundraising communication project
- You can make a fundraising plan based on fundraising pyramid
- Youth like crowdfunding campaign. Use crowdfunding tools for social goals!

PROJECT PARTNERS



POLAND - ZWIĄZEK CENTRALNY DZIEŁA KOLPINGA W POLSCE

www.kolping.pl

Związek Centralny Dzieła Kolpinga, Poland- umbrella-organization bringing together 41 local associations- polish Kolping Families. Currently there are 1020 Kolping members in Poland. For over 12 years organization is financed through external sources (EU funds, public donors, European programmes) and carries out projects to support an unemployed, non-governmental organizations, children and adolescents and youth. Kolping operates widely in local communities, especially those most in need - the unemployed, youth and children. Our actions are based on the principle of "help for self-help." This means that we do not only strive the immediate needs, but we want to give needing support to people who are involved in solving their own problems, triggered the initiative and posed them the opportunity to continue to operate independently.

The overall objective of Kolping Society is to develop in any ability to shape their lives in a dignified and responsible. Therefore, our members develop their skills to be able to implement in different fields of life and contribute to solving specific problems the communities in which they live.



GERMANY - KOLPING INTERNATIONAL ASSOCIATION E.V.

www.kolping.net

Kolping International Association e.V. forms a world-wide network with more than 400,000 members in 60 countries. Within the association, the members actively participate in a socially just transformation of society. The international association unites people in groups and associations all over the world and contributes to developing civil societies and strengthening people. The International Kolping Society is now active in 18 European countries and organized as a democratic membership association. The around 305,000 members in Europe are organized in 3,000 local groups and, via their respective country organizations, form National Organizations that are united in the International Kolping Society. On European level the organization has networked and merged into a working group, the so-called European Kolping Society. Due to its historical roots and its programme the Kolping Society feels

especially committed to the European idea and co-operates intensively with the Council of Europe and the European Parliament. Since 1974 it has participatory status as a NGO with the Council of Europe in Strasbourg. The association is committed to promoting education and formation (through seminars, meetings, conferences, political educational events, promotion of Kolping educational institutions) and supports international understanding and co-operation.

The contribution of the International Kolping Society goes in fact far beyond further trainings and training of multipliers. International Kolping Society considers it of great importance that the transnational contacts are also reflected in concrete actions and partnerships. These are marked by practiced solidarity, intercultural learning, promotion of democracy and dealing with Europe's vision of the future. Reflection and further development of the contents of work take place in regular meetings. The staff is endowed with a lot of expertise and experience in the field of project management, fundraising and advocacy work. It actively combats poverty by helping people to help themselves: Vocational Training and further education, micro credits and programs on rural development help strengthening the individual person so that he or she can change his or her life in a positive way by own means. The International Kolping Society promotes through education and activities the development of its members in many fields of the daily life.



SLOVENIA - ZDRUZENJE KOLPINGOVIH SOCIALNIH DEJAVNOSTI SLOVENIJE

www.kolping-zdruzenje.si

Slovenia (Kolpingovo Združenje Slovenije) - Kolping Slovenia currently has around 1040 members and 46 Kolping Families. Kolping Slovenia carries out activities funding by the members, international Kolping support and project support by public donors, EU programs. Actually Kolping Slovenia is an partner in Erasmus + projects, strategic partnership for exchange good practices in global education. Kolping Slovenia currently operates 5 youth groups (60 members), youth groups are existing last 10 years and there are changing, older members come to other Kolping groups and new young people involving in existing youth groups. This is one of the best results of Kolping Slovenia, which not losing their members. Youth groups provides: leadership workshops, teambuilding and communication forming workshop, youth summer days, summer youth camps. The best experiences Kolping Slovenia has in using internal communication an motivation tools to build identity of youth groups and so far has very good long lasting results which are connecting with stable membership.



ROMANIA - ORGANIZATIA CENTRALA A FAMILIILOR KOLPING DIN ROMANIA

www.kolping.ro

Kolping Romania is an NGO structured at national level, composed by 77 local associations and 2,450 members. In 1858, in Romania was founded the first Kolping association, but in 1948 its activity was prohibited by the communist regime. Kolping Romania was refunded in 1994. Over the years, the relevant projects and programs focused upon community development, technical assistance for NGOs, trainings, non-formal education, participatory democracy, active citizenship, youth, social economy. Kolping Romania has two Training Centers, which offers the possibility for professional education in various fields. Kolping Romania has 9 local youth groups with their 9 local coordinators-young local leaders. Those 9 youth groups operate activities among around 200 youngsters. Young people create themselves local social initiatives, i.e: youth helps their disabled peers in professional education processes in Carancebes Care Center- work together in garden, kitchen, and other types of workshop, social flash mob- youth local initiatives- on topic tolerance and sustainability- in different places young people show what it means tolerance and try to engage local people to the different games, young people organized theatre events promoting active citizenship, the performances (around 12) took places in schools, kindergardens, shopping centers. Moreover, during 2011 - 2014, more than 2,000 people attended Kolping trainings and internships. A specific area of expertise is the non-formal education: workshops on leadership and management, summer schools, camps and international meetings, promotion of volunteering, community campaigns in various fields- democracy and human rights, social responsibility, environment protection. In last years, Kolping Romania focused its activity on strengthening NGOs capacities. For achieving this goal, in the last 3 years, Kolping Romania organized non-formal education activities for more than 1,500 persons, in the following areas: organisational development; staff management, leadership and training; change management; developing and implementing administrative strategies, policies and procedures; writing grant proposals, maintaining donor relations; communications, networking and partnership development.

The management trainings also included relevant information upon budgets and financial aspects of running an NGO. Kolping Romania supported the development of local volunteering initiatives in the communities by providing trainings for volunteer coordinators and volunteer program managers. More than 200 persons gain relevant experience as community workers and volunteer managers in the last three years.

NOTES ABOUT THE AUTHORS OF THE MANUAL



Magdalena Szczudło - member of Krakow's Kolping Family, Poland; Academic degrees and diplomas- master of political science, the title of the dissertation Implementation of the regional policy programs in the polish public administration practice. The Project Cycle Management as a standard of analysis in policy of development, Jagiellonian University, Political Science and International Relationship Institute. Professional experience: As self-employment specialist: consultancy and realization of workshops for local authorities, non-governmental organizations and public institutions in the framework of the EU structural funds, projects management and implementation of the regional policy programs (..), Cooperation with public and private academies (consultancy of study programs; lecturer and teacher of courses regarding the EU regional policy and the EU structural funds; project management, etc.). Current occupation- self-employment trainer, consultant, author of the social, non-profit projects in field of: youth work, labour market, education, non-profit organization capacity building.

Gregor Federhen - studied political science, sociology and comparative religious studies at Rheinische Friedrich-Wilhelms University in Bonn and at the University of Sheffield, vocational training as network manager and several assignments with development aid organizations, since 1998 head of department for Central and Eastern Europe at Sozial- und Entwicklungshilfe des Kolpingwerkes e.V. in Cologne.



Sven Messing - works as a research assistant at the Friedrich-Alexander-University Erlangen-Nürnberg and does his doctorate in Political Science, supported by a doctoral scholarship of the Hanns-Seidel-Foundation. He has been voluntarily active in Kolping since 2009 and has been leading the Kolping Youth in the Diocese of Bamberg since five years. This engagement was honored by receiving the national Kolping Youth Price 2016 for one of the local

projects. Furthermore, he got interested in the international work of Kolping on European level by organizing various youth events and supporting social projects. In the Kolping Society of Germany, he is member of the national committee "Responsibility for the One World". In 2017, he represented his country as a delegate at the General Assembly of Kolping International in Lima/Peru and at the Membership Meeting of Kolping Youth Europe.

Ana Maria Andronic - clinical psychologist and psychotherapist trainer with over 13 years experience in non-formal education. The trainer's approach is focused on self-reflection and personal development of the participants based on experiential learning and methodology. Motto: "There are no mistakes, there is only learning."



Maria Olszewska - self-employment trainer, lecturer and consultant in the field of fundraising, crowdfunding, philanthropy, public relations. She works in Polish, English and Italian language. Owner of consulting company named MjJO. She cooperated as a trainer with the Polish Fundraising Association, the Arrupe Centre, the European Center for Communication and Culture (including conducting classes under the Christian Educational Leadership Project and as part of the Executive Education for Bishops and Ecclesiastical Superiors from the Former Soviet Block). She lectured fundraising and social entrepreneurship subject at the Maritime University of Gdynia and the Naval Academy in Gdynia. She co-creates an innovative advisory program for the City of Gdansk "Your first steps in fundraising" for non-profit organizations. Maria is one of the first fundraisers in Poland with the European Fundraiser Certificate. Privately, she loves history of art, Italian language, theatre and climbing. She supports the development of fundraising in Poland. Since 2011 until 2015, as part of volunteering, she organized 14 Fundraiser Clubs in Pomerania and 2 in Olsztyn (Clubs are open discussions meetings focused on fundraising practices addressed to non-governmental organizations).

Mateja Šavc - since she can remember she has been a volunteer. For 12 years now, she has been working with youth and youth groups, organizing workshops, teambuilding's and motivational activities. Within these years she has been to several trainings and seminars, constantly educating herself, to be up to date with tools and approaches that can successfully be implemented. It is



her fifth year with Kolping, where she also started as a volunteer who helped realize some smaller projects, which then later lead her to be the coordinator for some international educational projects, such as Smart Communication. She studied English language and educational studies which gave her a good insight into the persons developmental differences and needs.



Benjamin Lesjak - since 2010 he is the lecturer for the Safe.si website, which has since 2005 been the national point of raising children's awareness about the safe use of the Internet in mobile devices. Activities safe.si are intended for: children, adolescents, parents and professional workers (teachers, social workers, youth workers ...). The mission of the awareness campaign is to inform young users of the Internet and mobile devices, how they can protect themselves from risks and use the web and other new technologies safely and responsibly. The vision of the project is to achieve a high level of awareness of these topics among selected target groups by quickly providing verified information and advice for the safe use of new technologies in Slovenia.



Melinda Sipos - Master of Science in Media Management, University in Novi Sad, along with B.Sc. in Media Management, University in Novi Sad, highly creative and results-driven Non-Profit Management Leader with entrepreneurial passion, drive and vision. 16+ years' experience and expertise generating revenue and increasing support bases for expanding national and International non-profit and profit organizations. Effectively overseeing marketing responsibilities, spearheading fundraising efforts, relationship building and donor management, and goal definition and achievement to drive organizational success and growth. Demonstrated ability to bring fresh perspectives, think outside the typical solution box, willing to collaborate closely with other leaders and departments, ready and willing to roll up sleeves and dive into tactical execution while fully committed to growing, developing and inspiring team members. Recognized for collaborating with team members, potential partners, and stakeholders to effectively prioritize activities and achieve defined objectives, translating organization requirements into solutions to reach establishment performance goals and targets.

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