

GUERRILLA YOUTHWORK

TIPS FOR YOUTH WORKERS, SMALL AND MEDIUM NGOS

14-22ND MAY 2017, BRAUNLAGE, GERMANY



 **JUGEND
für Europa**

Nationale Agentur Erasmus+

Erasmus+
training course





NATURKULTUR E.V.





Preface

The "Guerilla Youthwork" project was aimed at identifying and solving problems of small and medium NGOs from Europe related to lack of resources. This lack of resources can be lack of financial sustainability, not having a sustainable office solution, big turnover of volunteers that join and leave the organization, lack of management capabilities from the founders of the organization. Small and medium NGOs can also face lack of leadership skills, lack of PR and media skills, lack of IT skills, lack of quality network and partners, lack of knowledge about all programs where NGOs can apply and receive funds for their activities. Sometimes there is also lack of strategic networking, not having relevance in the society they operate, lack of meaningful projects that address burning issues in society and many others.

Within this project we wanted to address those challenges and find solutions for administrative, accounting and many other problems that NGOs face. We wanted to do this through real examples and assessments of organizations.



Having in mind our projects goal, the idea was to find solutions for these challenges using resources that we have at the moment. We wanted to work with youth workers from smaller organizations that are facing similar challenges and ask them to work together to develop solutions that will provide sustainability and effectiveness in the work of the organizations.

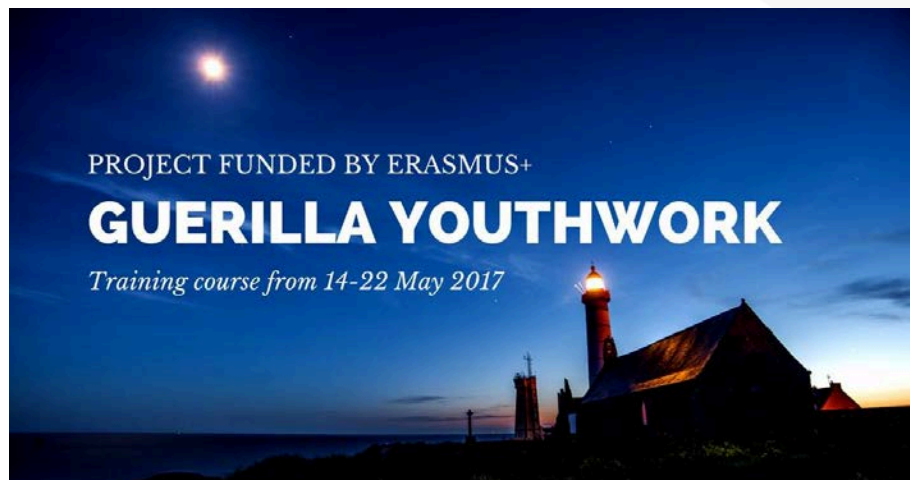
We intended to simplify those solutions, put them on paper and share them with other organizations that were not present on our project (Salto Youth, other platforms). We want to share the know-how and the best case practices, making our findings and solutions applicable, easy to follow and oriented toward long-term goal completion.

Also we wanted to design projects and make partnerships with reliable organizations for the period 2017-2019, having in mind that many of the topics that we are targeting are going to remain relevant in the following years (refugees, EU challenges, minority background citizens and their integration).



NATURKULTUR E.V.





The purpose of this manual is to share all results and hard work that our participant did during the 9 days we spent in Braunlage. It was our pleasure to work with this group of amazing youth workers who all contributed to this manual and made this TC big success.



What is *guerilla* approach in project management? In corporate world it refers to alternative solutions, and in the world of small and medium NGOs it means the same: solving the puzzle with what resources we have!

That is why 40 youth workers and young people from Spain, Latvia, Croatia, Romania, Greece, Macedonia, Turkey, Norway, Greece and Germany gathered in Braunlage: to discuss, exchange opinions and find new ways to keep their organizations sustainable!

Experienced trainers and youth workers, Gabriela (Norway), Donatas (Lithuania), Aroa (Spain) and Darko (Germany) helped participants to put their ideas and suggestions into concrete outputs that could be used after the training.

We wish You a lot of success in Your youth work!

Sincerely,
NaturKultur Team



Finances – yes, we are NGOs, yes we are youth workers, yes, we volunteer and yes – we need money to run our lives and organizations! Of course, most of the money comes through the grants of different projects (needless to say, we are all super thankful to Erasmus+ funds!), but here the focus was on alternative ways of financing.

Instead of relying merely on the project money, we can ask other organizations, people, companies, local government and central government for donations and help! We contribute to the community where we organize a project and we promote it and enrich life of local people! So why not ask municipalities to support us? It does not have to be money, but also materials, equipment, computers- all this can serve us a lot for the purpose of the project! Why not ask local food company to provide us a free dinner or snacks – we can make a free Facebook advertisement in return, or promote them in other way!



FINANCES

What is (or at least should be!) the main difference between NGOs and profit organizations? The answer lays exactly in this – networking. In other words, NGOs, in comparison to profit organizations, should not be focused mainly on the money and, consequently, should not see each other as competition, but rather as opportunity to meet, exchange experience and help each other reach our goals!



Within world-cafe exercise, participants of the project presented their organizations to each other and “revealed secrets” of financing, management, human resources, alternative ways and all other aspects of their work! During the activity, many NGO representatives decided to cooperate on future actions!

NETWORKING

EVERYDAY ACTIVITIES



Guerilla solution applied on the project itself: we did some workshops outdoors!

Finally, we were there to implement guerilla solutions to some of the burning EU issues, and most of the time we concentrated on refugees and minority background youth, especially when it comes to their social life in our communities. We found many ways to help them integrate better in the EU society, and European NGOs should take up this role. We should work more on organizing meetings between locals and refugees, providing free language course and intercultural interactions, informing refugees about their rights and opportunities, communicating with local municipalities and their institutions in regard to better position of minorities, etc.

PRESENTING YOUR ORGANIZATION AND THE ACTIVITY

Who are we, what are we doing, where and why? These are very basic questions we have to answer in order to be able to make others understand our mission and the concrete activity that we are doing! Here are some tips how to present yourself to potential donors!

It is very important to create a **TEMPLATE** that you can easily adapt to the purpose of your request! It should contain following:

1

NAME

The name should be related with your activity and mission of the NGO. Important thing is to be creative. It must be understandable by people and easy to remember.

2

SLOGAN

A slogan should be interesting, easy to remember and different from other slogans.

3

PURPOSE AND TARGET GROUP

You have to define clearly your target group.

4

NGO'S ACTIVITIES

According to the number 3, you can create and organize specific activities for specific target group.

5

CONTACT INFORMATION

You should write the place, email, social media details, phones, fax, website address and other contact information.



Sounds familiar? If you already have this experience or you are at the very beginning of your project-organizing career, this is something we can always count on. That is why we have to think about each small aspect of the project that is likely to influence our budget!

When we want to start the project, we have to list needs that need to be satisfied. We divided our needs in human and material resources.

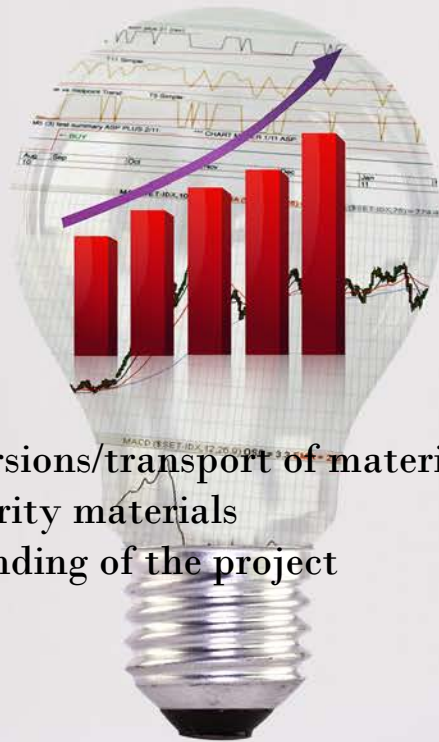
ORGANIZING A PROJECT WITH LIMITED BUDGET

Human resources:

- partners
- trainers
- volunteers

Material resources:

- venue
- accommodation
- food
- office materials
- promo materials
- transport (flights/excursions/transport of materials)
- first aid and other security materials
- specific materials depending of the project



We advise You to think about all these things + to add something that could increase Your budget! Remember: the greater resources, the greater outcomes!

What showed to be the most problematic part of the budget is the **ACCOMODATION!** Here are all alternative solutions we thought off during our guerilla brainstorming and discussion:

- a) Hostels – could be used either as an accommodation or a venue; we can ask for discount and offer different things as a benefit; having a breakfast which is not an obligation, check-in in order to increase the visibility or post hashtag on our social web, put their logo on our promo materials such as T-shirts, bags, flyers, etc;
- b) Off season hotels – within your project organize event like interesting workshops, lecturers or exhibition that will attract more people (local community, local authorities) and invite media which will ensure more visibility of the company that leads the hotel;
- c) Staying with families – if we organize a project in some small village, we can easily connect with local families (through local media for example where we explain how that project will improve the life in the community) and ask them to provide a room or couch for the participants;
- d) Students rooms – dorms often have empty rooms, especially during summer days, and if they are not rented for tourists, we might persuade owner to open dorm for us for low price!

Even being in a bus is a solution for lack of space!





Participants finding creative office solution

During the project sometimes there is no appropriate **VENUE** for workshops in the accomodation we rented. Then we face the question – where to find a nice, cheap or free venue for our event? Here are some answers that we discovered during the TC:

- a) Schools (during the summer or holiday time) – schools usually have a big hall, very practical for training activities with more than 20 people. We can check local schools, near the city centre or those we are familiar with (e.g. we went to that school, someone of our family, friend work there etc.) and ask for free. We can offer to school to have meals in their canteen and pay for it!
- b) Youth centers – each big city should have at least one youth center with conference room and, considering that they provide content for youth, it should be free, or at least cultural and international events should have a discount! In Zagreb (Croatia), for example, there is a NGO that provides free workspace for those NGOs who don't have their own office!
- c) Community centers (as a local neighbourhood boards)
- d) Camping places (during the summer)
- e) Outdoor – there was example about the project organized in an open space (e.g. a local park) because there was no money to rent some place. It turned out to be great project, but you need to be very careful regarding weather condition while organizing project or activity outdoor.
- f) Hostels – some hostels have special rooms that are rented for different kind of events.



Regarding **FOOD&CO.**, we propose You to try the following:

- a) Local markets – we can ask for leftovers or for special discount on some products we need (especially if we need a lot of the same product);
- b) Local producers – we can explore and connect with local producers of organic food and offer them our own transport of products so they can save money for delivering. We also discussed about the idea of participating in production (collecting fruits, packing food, promoting local products during the event, etc).;
- c) Restaurants – we can also go to different restaurants, offer our price and ask them to prepare something within that budget.

We also considered how to find solutions for **OFFICE MATERIALS** and the main suggestion was:

Ask companies for materials they didn't use or they want to get rid of. For example, most of construction companies replace their photocopier machines right after they bought it, because they always have to have high quality equipment!



Gabriella during her workshop about alternative fundraising

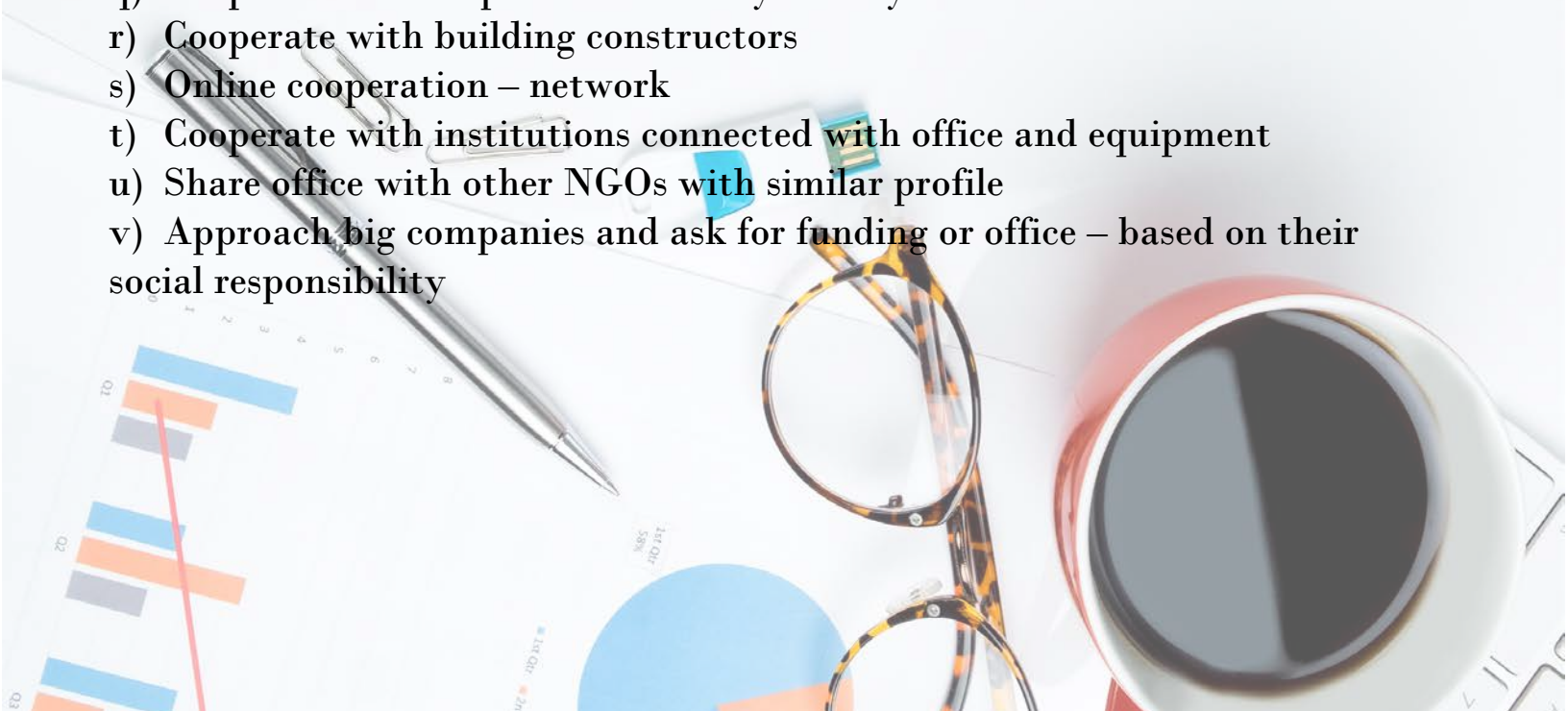
Here are some useful tips for the fundraising!

1. Use 'social responsibility' phrase – most of big companies have this obligation within their working policies. Some of them put a lot of importance in that and they are willing to find a way to help the society through different activities. Others don't care a lot about this dimension of work but at least they want to clean their cheek and leave the impression they are altruistic. We can use both examples for raising funds. Example: if you are creating project related with children try with Danone brand;
2. Business clubs – there are many international business clubs gathering rich, wealthy people who are raising money for different humanitarian project or activities in their communities. You can easily find it in almost every community. Example: Rotary Club (even if you might not share the same values, you can still cooperate and get closer to achieving goals of your project)
3. Fun and original events – you can organize different kind events with a symbolic fee for participation. One of the organization organized 'Party with lottery' and they asked different small companies around for free products and offered them as a lottery awards. They managed to collect very valuable awards; free dinner for two people, riding lessons, weekend trip to another country with full board, and others!
4. Influence of famous people – the most recent example is Lionel Messi and his support for children oncological clinic in Spain. They created a simple, easy to remember mark and he started to make that sign every time when he was in front of cameras. Reporters started to ask questions about that, he explained them about the project and encouraged everyone to make donation.

Help, I need an office!

No panic! Just bear in mind that money is not the only way! Here is the list of possible solutions we created (experience + imagination!) for cheap or even free office:

- a) Co-working
- b) Renting a space
- c) Share or get access to an office from relatives
- d) Working from/get access to a residential building
- e) Get free space in hotels
- f) Office in a bus/van
- g) Work in a public space (city-hall, cafes, library, pubs)
- h) Politicians –ask politicians for help to find office or join them at their working space
- i) Make events (media) and collect donations that can be used for payment for the office rent
- j) Put your office outdoor – it's free
- k) Collaborate with other NGOs
- l) Cooperate with companies and get free stuff (office material)
- m) Go digital
- n) Make a "community" with other NGOs and find solution together
- o) Use the city hall
- p) Use abandoned buildings
- q) Cooperate with a sport team from your city/town
- r) Cooperate with building constructors
- s) Online cooperation – network
- t) Cooperate with institutions connected with office and equipment
- u) Share office with other NGOs with similar profile
- v) Approach big companies and ask for funding or office – based on their social responsibility



Time for action: Rethink, Reorganize, Revolutionize!



Now that You know that You do not need huge amounts of money to have a sustainable organization, it's time to think about NGO relevance in the society, political influence and working in European context.

This is of great significance, having on mind that NGOs should be generators of positive social changes, especially in the context of European challenges, such as migrant crisis, Brexit, rise of right wing political parties, inequality, minorities, etc.

Find and inspire people who would like to work with You, target problems, visualize solutions and, the most important: do not wait, DO IT! You have time, strength, ideas, creativity...use them, now is the right time!



Relevance of NGOs

You still do not believe in importance of civic society? Check these tips that will help you improve Your actual and potential influence in the community!

Active citizenship

- reflecting on the relevance of the topic itself among our target groups
- educating our target groups on human rights as a topic
- Bringing international / intercultural context can help us look into this topic from different perspectives

Conflict mediation

- it's a constant challenge to check our relevance within society
- Conflict and mediation is an ongoing issue, because there's no two people who are completely same

Leisure time

- differentiate our target groups according to their motives for participation
- adapt your methods according to reality of your target group
- help young people learn what they don't know yet
- involve partners into shaping our activities, and attracting resources we don't possess
- transferring international knowledge to local level
- have concrete annual plan for our NGO and let our target groups know and plan their participation according to it

Integrate people into action

- collaborate with right institutions, in order to reach certain target groups
- use social media to raise awareness
- make activities attractive and fun, organize more social activities with educational elements
- reach parents through their children
- start partnership with educational system institutions, local authorities
- make people understand the complexity of the issue you are dealing with



Work in European context

Here is the list of tips regarding work in EU issues!

- do research on the refugees topic
- use free time to join an NGO, work with NGOs (volunteering)
- create a strong NGO community to have stronger influence in a political processes
- join an NGO that is working with European issues and through that NGO, influence political decisions
- empower young people and help them contribute to solving challenges in contemporary Europe
- consult NGOs to give more quality services to local societies related to burning topics in Europe
- raise awareness about individual responsibilities in society (through non-formal education)
- learn and teach how to be a dialogue partner in important processes
- organize peer-to-peer programs for young people; young people sharing their experiences from participation within Erasmus+ programme
- reflect how Your activities are influencing or could influence political life and decisions around You. If You see that decisions are not corresponding with EU values, You should find a form how to protest
- work with young people on understanding EU values
- get involved and make a change instead of just complaining
- generate public opinion as an NGO, we can make a real impact on European topics
- small actions can make great impact
- if You face injustice in our surrounding – react to it, don't ignore
- start from yourself and “one meter around you”

One of the youngest participants, more than ready to make Europe better!



Our political influence

Yes, we should get into politics! It is easy to understand why. Participating democracy is a good thing, but going to elections and voting for a government is just the beginning!

Continuation is the following: parliaments and governments do mistakes! We as a part of active civic society are here to warn them about their mistakes! If we do not do it, they might think they do a perfect job!

And more than that! We should take an active role, since state institutions and organs are not able to do everything! We are here to help each other in making a better world and we should keep on targeting problems and designing projects for their solutions!

Our goal and result should be: a positive social change! Politicians might be sometimes on the other side, but we are here to remind them about their primary role, which is the same as ours!

Ready to tell politicians our opinion!





Participants presenting solutions for refugees integration

How and why to make political influence?

- person – to person, show up in the office or at an event
- power – agenda, we can set agenda for issues we want to raise in the society
-
- the politicians are responsible for the youngsters in the local society and should take care of their interests
- invite politicians to events/happenings – and do not give up if they do not show up first or second time
- send them your annual report for your NGO – so they can read about all your activities
- let them know that media will be around for event or something (so it could be smart to show up)
- be a friendly «pain in the ass», do not give up, show up, repeat and make sure that they know about you
- bond with them on social media, tag them or their party, make friends, participate in discussions
- show up on their public meetings, in this way you will know what their point of view is
- use your network to get in contact with them, a local politician can put you in contact with regional/national politician

- let them know that you exist, propose a cooperation based on your knowledge in the field of youthwork and as a support system to non-formal education of youngsters in your local society
- show of (but not brag), post links to articles in the newspaper about you and your activity, post videos from TV – let it be visible what you have done before, that could be a door-opener for you.
- bring youngsters with you when you meet politicians. it is harder to reject you when the youngsters are present.
- use social media and make a strategy for your NGO: who will be responsible for posting, answering, deciding on how many times per week you do a posting and so on, put it on paper and make it a running system, and of course send an invitation to your political network to like your page.
- connect or cooperate with the local youth council, very often they have a connection with the local politicians



NGOs and Refugees

So called “migrant crisis” has changed the agenda of Erasmus+ and more and more trainings and exchanges are directed toward integration of youth refugees into European society. Many of participating NGOs on this TC have also designed refugees-related Erasmus and other projects, so participants shared experience and created new projects in this field during the TC. Instead of sharing these semi-prepared project applications, we found it more useful to concentrate on guerilla solutions: what we can do for refugees with our limited resources!

Here is the list with our conclusions:

- create network between different organizations that are helping refugees. As a centre or as a platform, you can mix different activities from different organizations, but with the same goal: help refugees;
- bring families together. Culture & families. Guide them about legal aspects and job support;
- be a refugee’ friend “for a week”. Involve, guide and support;
- create a big event monthly. Issue certificates of trainings for recognition (e.g. IT, language and soft skill courses);
- create training for refugees to become trainers themselves;
- job orientation, job courses, job guide = integration, feeling useful and empowered;
- integration through the language. Learning the host country language + playing with body language;
- long term + short term actions. Education: retired people that transfer their knowledge to refugees;
- work directly with refugees’ camps: celebrate birthday parties for refugees’ children;
- use food rests for social cooking workshop inside a refugees’ camp;
- organize a fair where refugees can present their (national) products to locals;
- help refugees to find projects and activities in which they can volunteer and participate;
- involve them in political life through information on the political system, their political rights and knowledge on how to influence political decisions.



Conclusion: We are strong!

Our conclusion is simple and effective: there is always a solution! If we think there are no resources, we lack partners and we do not know what to do exactly to solve a problem that we recognize in our community, we should think out of the box and search for alternative, guerilla solution! How can we know if something functions if we do not give it a try? Connecting and networking with other people, organizations and institutions around us, asking for help whenever we need it, reminding politicians and companies about their social responsibility etc. guarantees us more success in our mission - making significant positive changes in the world!

Once the problem of (preferably through good is time to put our energy think again about our which is – to identify solutions – either through or, even better, through ourselves! While thinking can concentrate first on our local community, our region, the organizing activities on local level integration) we are helping in higher scale.



sustainability is solved strategies and plans), it to the right place! Let's social responsibility, problems and offer non-stop talking about it, taking up action to solve it which problems to solve, we direct surrounding, and on our state, Europe, the world! By (e.g. directed towards refugees solving problems on much

Of course, NGOs cannot function individually – we need to understand that we are a part of the network consisted of other NGOs, municipalities, state organs and institutions, international organizations, people of many professions (including also politicians!!) and this network has to work properly for the purpose of prosperity of all of us! So let's get actively involved! Once we decide that, nothing can stop us, because, remember – **THERE IS ALWAYS A SOLUTION!**