E-UNITE MANUAL

Tolerance and diversity in community-led actions

CONTENT

WELCOME ADDRESS

The partner consortium of the project E-UNITE has developed a Manual aimed at youth workers promoting tolerance and diversity in community-led actions. The Manual is designed to encompass practical advice and guidelines, highlights good practices and working models in the pursuit of network building and grassroots initiatives implementation.

The Manual is divided into several sections such as: quality youth work, fundraising, best practices on community-led initiatives promoting tolerance and diversity, examples of best practices on grassroots actions, network building and maintenance skills, mentoring and networking.

The manual is designed for youth workers, who would like to expand and upskill their training portfolio in the field of tolerance, diversity and community-led actions as well as in the field of networking and mentoring. The manual is a combination of theoretical approaches and methods as well as a presentation of best practices from community- led initiatives and grassroots actions from Bulgaria, Cyprus, Greece, Kosovo, Romania, and Slovenia. The manual also includes some further reading suggestions in case you want to explore more the presented topics.

For further information about the project, please visit the project website (Online Hub) http://e-unite.eu/#/en/

The Online Hub is a unique online ground, where youth workers and youth from many different European countries will have the opportunity to converge, share ideas and help each other achieve community and network goals, which they can set for themselves. The E-UNITE Hub will allow for the convergence of young minds and exchange of ideas, as well as support for community-led initiatives. Likewise, the Hub will be a base for exchange of know-how and good practices of youth workers, which are interested in working on those community-led initiatives or alternatively - youth workers, who wish to develop youth network of their own. In the section Resources, you can find useful materials such as articles, analyses, strategies and reports from research and practices both at national and European levels, as well as outputs from implemented project in the youth field. In the section Network, you can post questions and engage in discussion on several topics.

Happy reading!

E-UNITE team

1. QUALITY YOUTH WORK

Youth work and the quality assurance of youth work are referenced in a number of EU Council documents, policies, studies, and conference conclusions and declarations.

These include:

- European Youth Strategy 2010-2018 – Investing and Empowering Youth, 2009
- Council Resolution on a renewed framework for European cooperation in the youth field (2010-2018), 2009 Declaration of the First Youth Work Convention, 2010
- Council Conclusions on youth work, 2010
- Joint EU Youth Report, 2012
- EU Youth Conference Conclusions, May 2013
- Council Conclusions on the contribution of quality youth work to the development, well-being and social inclusion of young people, 2013
- European Commission: Working with young people: the value of youth work in the European Union, 2014
- Resolution on a European Union Work Plan for Youth, 2014-2015, 2014

(Source 1).

Council Conclusions (2010 and 2013) provide two basic and essential statements on youth work, which in fact constitute a common point of reference and clear limitations for the work of the Expert Group:

"Youth work focuses on the personal and social development of young people."

"Youth work offers developmental spaces and opportunities for all young people and "is based on non-formal and informal learning processes and on voluntary youth participation."

Youth work has an important role in the society. Youth work makes it possible for young people to get competence for an active participation in the society and for their own personal and social development. Youth work may be defined through various perspectives:

- Learning experience – Every young person sees the integration in the youth work as a learning experience. Youth work can be seen as informal education.
- Planned process – Youth work is a planned process that ensures its capability to reach learning effects.
- Active participation – Youth work wants to transform young people into active citizens, who are able to participate in the society and contribute to the society development.
- Personal and social development – Young people are transformed through youth work. They are morphed into better and active citizens (Source 2).

The qualitative effects of youth work can be seen on the development of young people. Examples that are visible in young people by the effects of youth work are: perceived experiences or feelings (growth of self-esteem); changed attitudes (opinions about immigrants, refugees, sexual orientation, …); development of soft skills; development of other skills (like cooking or cleaning); gained knowledge (cultural differences, language differences, religious differences, general knowledge about the European Union, etc.) (Source 1).

The aim of youth organizations and youth workers is that the collaboration with the youth becomes permanent and that the youth gets involved in as many activities or organizations as possible. If the goal is to be meat, we have to enhance the feeling of belonging of youth and of being an important contributor to the local community through activities and programs that are of interest and value to the local community.

Having this in mind, youth workers and organizations have to take into consideration the next six steps:

BELONGING

- feeling of community;

- building friendships;

- building relationships between youth workers and the youth;

- raising unity among all memebers of the community;

- shaping of the community.

REACH OF TARGET GROUPS

- development of an proactive strategy for reaching the youth;

- inclusion of new mwmbers through personal connections;

- be there, where the youth is.

PERSONAL GROWTH

- development of competences;

- setting new challanges;

- excepting responsibilities;

COMMUNICATION AND PUBLIC APPERANCE

- activities are in line with the needs and interest of the youth;

- pozitive image of the organization;

- openess of the organization.

INCLUSION

- targeted activities;

- expressing one self:

- fun.

PROACTIVE APPROACH

- principles of non-formal learning;

- peer to peer collaboration;

- safe environment.

(Source 3).

1.1   THE LOGBOOK

A way to document quality youth work is the Logbook. Through a Logbook, it is possible to keep track of qualitative data and quantitative indicators and statistics for each activity, which is carried out by the youth center; also, is possible to structure activities and young people who work in project groups. The system also allows to change the effects of youth work. In a Logbook, you can include evaluation questionnaire and on the conclusion of the answers the system forms reports, on which youth workers can see how young people

understand youth work. The basic principle of Logbook is that the youth workers get a feedback of their work and that try to make it better if it's needed (Source 4).

1.2. YOUTHWIKI

Youth Wiki is another web platform, where all national youth politics are gathered. In this basis, you can see all the national structures, policies and measures that are supporting young people. The data is sorted by the countries and is divided in nine chapters (management of youth politics, volunteer activity, employment and entrepreneurship, social participation, participation, education and training, health and good feeling, culture and creativity, young and the world). They try to support the EU cooperation with young people, so that they gather up-dated information that are important for the youth policies. The main objective of the Youth Wiki is to support evidence-based European cooperation in the field of Youth. It does so by providing information on national policies in support of young people – in a user-friendly and continuously updated way. The overall purpose is to help the European Commission and Member States in their decision-making, by providing information on state of play on reforms and initiatives. The collection of qualitative information also allows the exchange of information and innovative approaches and can substantiate peer-learning activities. Currently, 29 countries participate in the Youth Wiki (Source 5).

Youth Wiki

2. FUNDRAISING

FUNDRAISING STRATEGY

FOCUS AREAS FOR FUNDING	OBSTACLES IN OBTAINING THE FUNDS	TARGETS FOR 2019/2020
EUROPEAN COMMISSION • Erasmus + in general • K2 Action projects • Europe for Citizens	• Limited Programs launched • Limited Budged and funding possibility • Failure to receive approval for applied projects	• Follow the new projects closely • Apply to relevant projects and pursue suitable opportunities • Expand the application target and span (networking)
PRIVATE FOUNDATIONS • Desk research to discover which are better fit • Formulation of proposals • Find opportunities to meet relevant representatives	• Can be quite competitive • Some bureaucracy can apply • No easy to repeat funding from same donor	• Create list of potential interested foundations • Create presentation of who you are
DONOR PROGRAMS • Establish a strategy • Publish awareness raising fliers, posters • Keep in touch with potential donors	• To many partner scan lead to coordination problems • Donors might not want to contribute in international projects • Historical evidence on lack of donor interest	• Start contacting donors earlier • Customize fliers and posters for donors
CROWDFUNDING • Design and initiate a campaign • Spread the word, especially through social media • Create list of initial donors	• Failure to convince that it is not a scam • Donors fatigue • Many can like the campaign but not give • Need PayPal account	• Create list of journalists that will disseminate the campaign • Enhance social media presence • Identify potential campaign's ambassadors
FINANCIAL RETENTION Organize periodical activities involving donors such as: • Informative Events (Presentations) • Meetings • Roundtable discussion	• Organizations limited resources may hinder them to organize events and publish materials • Limited HR resources may limit donors engagement	• Increase the number of donors • Minimum 10% increase in donations

The aforementioned fundraising strategy provides blueprints to individual partnering organizations. By following this strategy, organizations can identify the donor organizations/institutions for specific activities. Initially the focus areas should be the Erasmus + calls and projects within the KA2 frame, as well as Europe for Citizens projects. However, the organizations should acknowledge the obstacles they may face, including limited number of calls for funding as well as competitiveness of such endeavors.

Individual partnering organizations should shape their own donors strategy. Such a strategy should also build upon a required diversification of activities aimed at reaching potential donors. From the more structured approach to EU funded projects and Private Foundations to the more visually enhanced ones to CSR Departments and private donors, one needs to create a mix of tools that will enhance the potential of gaining supporters, being either (and mainly) financial or even in terms of man-power. Accordingly, they should design and publish awareness raising publications such as fliers, brochures, posters that should be both informative as well as inspiring to encourage donations. This may help them attract potential donors. Moreover, PR through social media and other communication channels should be consistent. As a challenge, this milestone acknowledges the lack of coordination amongst collaborating institutions. In addition, historical evidence proves that donors are always skeptical and reluctant to fund and contribute to the activities in societies. Therefore, this paper encourages friendly and consistent contacts and more effective networking with potential donors. Invitations to actions that project the dynamics, energy and impact of the initiatives should also be an option.

In order to keep consistent relation with potential funding sources, individual organizations should organize donors' engagement events including:

- Informative Events (Presentations),
- Meetings,
- Roundtable discussions.

Overall, each partnering organization should have set targets for fundraising activities the minimum suggested in this blueprint is to:

- Increase the number of donors (this depends on aims and targets of organization)
- Minimum 10% increase in the funding received from donors. Organizations may have external funding in the form of funding from third parties; assuming that a certain amount is generated yearly, then based on that amount an increase of 10 % minimum should be the aim for next year's funding.

3. BEST PRACTICES ON COMMUNITY-LED INITIATIVES

On the following pages, best practices on community-led initiatives on multicultural dialog and exchange are presented from Bulgaria, Cyprus, Greece, Kosovo, Romania, and Slovenia.

Quite likely, there are as many definitions of community- led initiatives as there are communities implementing them. One of the definitions is, that a community-led initiative is carried out by an organization, which is non-profit and works with issues that are permanent. This organization serve to experiment with new ideas and through those they evolve and grow. They can be focused on climate actions, organized in national or regional level (Source 9). Through community-led initiatives, people work together and they are able to achieved local visions and goals (Source 10). Through this needs program, they try to address social determinants and they want to reduce poverty and so that they improve health and quality of life and they organize and empower the community (Source 4).

Bulgaria
- **Spasi Sofia**
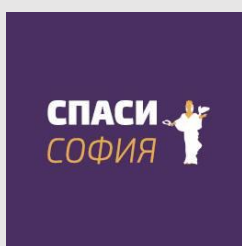
Description:

Spasi Sofia (translated Save Sofia) is a Bulgarian watchdog organization striving to identify the problems of Bulgaria's capital Sofia and to propose adequate solutions and alternatives. Night Public Transport Project – a proposal put forward by the organization had been presented to the Municipal Council and initially rejected, but later on approved due to public support.

Target groups: Citizens living in the capital of Bulgaria

Sources: URL: http://spasisofia.org/en/

    Facebook: https://www.facebook.com/spasisofia/?ref=br_rs

- **Future for Trud village**

Description:

A non-profit organization working in public interest to protect the rights of people living in Trud village. Each member of the association volunteers his/her services in different spheres of the village's public life, the main task being to seek and take action to improve infrastructure, management, ecology, public life, transport, etc. Their two biggest and most successful campaigns are ones for monitoring and decreasing air pollution, and for reinstating video surveillance in key points of the village.

Target groups: Citizens of Trud village

Sources: URL: http://zatrud.net/

                       Facebook:

                       https://www.facebook.com/komitetrud?fref=search&__tn__=%2Cd%2CP-R&eid=ARCFfRfno9gYX-

Cyprus

- **Urban Gorillas**

Description:

Urban Gorillas was founded in 2013; it is a Non-Governmental Organization (NGO) based in Nicosia, Cyprus. Powered by a multi-disciplinary team of people, they focus on urban planning with the ultimate goal to contribute to creative, healthy and socially inclusive urban environments. Since its foundation, Urban Gorillas have launched a number of projects and actions that bring new energy and inspire change in city spaces. Some of their keystone projects are: 'Tides' open-air film screenings, Fall School of Creativity Management, Into Street Art: a research project, etc.

Target groups: General public

Sources: http://urbangorillas.org/

- **Agia Skepi**

Description:

Agia Skepi is a rehabilitation initiative - a Therapeutic Community- that provides support to long term depended users struggling with long-term substance abuse and their families in an inpatient and outpatient setting. The program helps users address their dependence and provides them with the necessary skill-set for social reintegration. The Therapeutic Community is located near the village of Politiko in the outskirts of Nicosia. Agia Skepi has launched a social entrepreneurship initiative in the field of organic food production and distribution. Bio farming and rehabilitation share core values, such as sustainable and chemically free development, reward through labor and perseverance, and respect for nature. This action has resulted in the creation of a number of jobs for alumni. It provides members with a sense of accomplishment and is a source of inspiration for potential members. Currently all of the programs of Agia Skepi serve on average 110 users on a weekly basis. Since 1999, more than 800 have successfully completed the programmes offered.

Target groups: People with substance abuse and their families

Sources: http://agiaskepi.com/

Greece

In Greece, community-led initiatives relate to their direct connection with specific communities as identified by specific geographic boundaries or even specific attributes of related population. They can be supported by state and other stakeholders and often they are embraced by municipalities.

- **Zaatar**

Description:

Zaatar's mission is to provide a safe space for refugees to rest, learn, feel empowered, and grow. Their approach differs from others as they try to enhance empowerment in all their processes and activities. Their beneficiaries cook, clean, and teach and attend classes to prepare for their future, enhancing integration process. To succeed in this Zaatar brings together with their beneficiaries many Europeans, mainly local citizens, in a learning process of different cultures. In addition, they stimulate interaction with local businesses in their daily operations such as for example:

- A hair dresser school coming to provide free haircut
- Local shops donating bread, milk and any unsold food

Greek musicians volunteering their time to play for refugees

Target groups: Refugees (esp. women with children)

Sources: https://zaatarngo.org/

Facebook: https://www.facebook.com/zaatarngo/

- **KHORA**

Description:

KHORA is a humanitarian co-operative foundation, based in Athens, Greece. It is founded by a group of experienced volunteers who have been working for other organizations around Europe focusing on the provision of services for refugees. The aim is to successfully respond to the humanitarian crisis that is affecting those forced from their homes by war, poverty and climate change. The organization is an initiative of a collective of individuals who met on Lesvos island brought together by their belief for freedom of movement for all and solidarity to those displaced. Part of their aim is to create a space for people to come together for open discussion and dialogue and collectively create alternatives.

Target groups: Refugees

Sources: http://www.khora-athens.org/organisation/

Facebook: https://www.facebook.com/KhoraAthens/

Kosovo

- ## Global shapers Pristina

Description:

Global shapers of Pristina first started as an activity developed by 20 youngsters in Pristina, where ISEPS served as host institution and provided guidance, accommodation and funding in order to launch and implement community led initiative. This activity aimed to form a group of hardworking youngsters and support them in fostering changes, offering advocacy for different groups, supporting entrepreneurship and innovation as well as serving as a change agents in the society.

Target groups:　　　　Young creative citizens of Pristina

Sources:　　　　　https://www.globalshapers.org/

- ## Integrating ethnic minorities in academic programs

Description:

This initiative was developed due to the cooperation of ISEPS and Universum College. Ethnic minority groups living in Kosovo were contacted in order to help the integration of minorities into the academic system, it has been pointed out that one of the main reasons for poor integration is also the language barrier, as many universities in Kosovo offer lectures only in Albanian Language. ISEPS and Universum have taken the initiative to provide courses also in English with the help of tutors in the respective languages to the students of ethnic minorities in Kosovo. While the lectures help to improve the English language of students, tutors offer assistance to students in their native languages. Thus, ethnic groups get incorporated to the prestigious academic programs without facing tremendous linguistic barriers.

Target groups:　　　　Roma Community (RAE Community), Serb, Bosnian and Turkish Community

Sources:　　　　　http://www.isepsinstitute.org/

Romania

- ## PROETNICA Intercultural Festival Sighisoara

Description:

The festival includes cultural activities such as: concerts, poetry reading, theatre performance, exhibitions, book release, debates, round tables, dance moments that have as the main aim to promote cultural, social, and spiritual life of the ethnic communities in Romania. Associated partners: Interethnic Educational Centre for Youth, Romanian Government, Mures County Council, German Embassy in Romania, IFA, Romanian Cultural Institute.

Target groups: Local community

Sources: https://www.proetnica.ro/2018/index.php/ro/

- ## ArtOut Gala

Description:

ArtOut Gala is an event that aims to facilitate the interaction between artists and public and through this promote culture and art. Several concerts and artistic manifestations were conducted by artists across many countries, and also an art exhibition with the topic of Multicultural Dialogue.

Associated partners: AEGEE-Bucureşti, AFIR, AFR, AGIR, A.P.I.R., ASASH, Asociaţia Art & Co, Asociaţia Culturală Pro Basarabia şi Bucovina, Asociaţia Euroarte, Asociaţia Femeilor Universitare, Asociaţia Operatorilor Culturali din România, Asociaţia Pentru Muzică, Artă şi Cultură, Asociatia Studenţilor din Universitatea Bucureşti, Asociatia Studenţilor şi elevilor basarabeni din România, Asociaţia Studenţilor Urbanişti şi Peisagişti, Brigada de voluntari, Business ladies club, ED4LEAD, Ellite Art club Unesco, Ellite Art Gallery, Dalles GO, De-a arhitectura, Federaţia Comunităţilor Evreieşti din România - Cultul Mozaic, Forumul Tinerilor din România, Fundaţia Calea Victoriei, Fundaţia Ileana Mustatza, Fundaţia Preţuieşte Clipa, Green Revolution, Galeria de artă Salonul Impresionanţilor, Liga Studenţilor Români din Străinătate, PHILOS, Reframe, Şcoala de muzică Brio Club, Şcoala de Valori, Teatrul Evreiesc de Stat, Teatrul Naţional Bucureşti, Uniunea Artiştilor Plastici din România, Uniunea Ziariştilor Profesionişti din România, Universitatea Bucureşti, VIP România, Young Professionals Club.

Target groups: Young artists and students

Sources: http://www.gala.artout.ro/

• Helping migrants integrate into our environment

Javni zavod za kulturo, šport, turizem in mladinske dejavnosti Sevnica, (KŠTM Sevnica), Glavni trg 19, 8290 Sevnica

Description:

Successful integration into Slovenian society is a multifaceted challenge that needs to be addressed cohesively by all relevant stakeholders. An important step towards a successful integration is to enable immigrants to acquire basic knowledge of the language, history and institutions of the host country and to provide information on rights and obligations. The main purpose of the project is the organization of teaching the Slovene language. The project is designed to enable the involvement of volunteers who help immigrants in everyday problems brought about by ignorance of the language. For example, they accompany them to the doctor, the administrative unit or tax administration; they help them find housing, writing requests, communicating with the children's teachers, they organize excursions based on which they learn about the local community. The greatest achievement of the project is organizing weekly meetings where immigrants learn about each other and share experiences, and at the same time strengthen their cultural identity. The implementation of the program is an opportunity to emphasize tolerance and intercultural dialogue between different nationalities.

Target groups: immigrants, local community, volunteers

Sources: https://www.kstm.si/mladinski-center-sevnica.html

E-mail: info@kstm.si WEB: www.kstm.si
FB: https://www.facebook.com/zkstm.sevnica/

Slovenia

- ### City Playground

Zveza društev Mladinski center Idrija, Ulica IX. korpusa 17, 5280 Idrija, Slovenia

Description:

The City Playground takes care of the well-being of the entire city, encourages the integration of various actors and promotes quality youth work, and through this informs the public about the importance of the work of youth centers and other organizations. The City Playground is the answer to an empty, black, concrete city center in the local market in Idrija. The project takes care of the revitalization of the city center, which allows all passers-by, regardless of their age, interests and amount of free time, to stop at the town square. The project also promotes family engagement and socializing with the residents of the community. The idea was first realized in cooperation between the Idrija Youth Center and the Association of Friends of Youth Idrija in the week of the child, in October 2017. With this project, they did not only strengthen the cooperation between youth organizations in the city, but expanded cooperation to other public institutions and societies. In the first City Playground in the family week (May 2018), the Idrija City Museum joined with various traditional games. In June, various activities for passersby were prepared by the Idrija Heritage Center, the Sledding Club Idrija, the Sport Recreation Club Idrija and others.

Target groups: local community, organizations, youth, children, parents, tourists

Sources: www.mcidrija.si, E-mail: info@mcidrija.si

Instagram: mcidrija, FB: https://www.facebook.com/MladinskiCenterIdrija/

4. BEST PRACTICES ON GRASSROOTS ACTIONS

In general, Grassroots are movements or campaign action. It can be said that this is a movement of people from districts, regions or communities, where the topic is political or economic. Grassroots try to encourage people to take action for causes that they are passionate about so that they get a better outcome. The most frequent causes are personal to the people involved and include local people. This also implies that grassroots actions are a bottom-up approach, which means that the people have the most impact within the grassroots action, and not only the leaders, democracy (Source 6).

"Grassroots, type of movement or campaign that attempts to mobilize individuals to take some action to influence an outcome, often of a political nature. In practice, grassroots efforts typically come in two types: (1) efforts to mobilize individuals either to turn out to vote or to vote a certain way in an upcoming election and (2) efforts to mobilize individuals to contact a policymaker or other individual with influence to take a particular action (also called "outside lobbying"). The distinguishing features of grassroots movements or campaigns are that (1) they mobilize masses to participate in politics (such as contacting their legislator or turning out to vote) or some other cause and (2) they are conducted through narrow communications such as mail, e-mail, phone calls, or face-to-face visits rather than broadcast media such as television or radio." (Source 7).
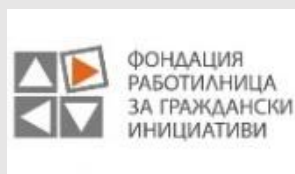
On the following pages, you will find best practices on grassroots actions from Bulgaria, Cyprus, Greece, Kosovo, Romania, and Slovenia.

Bulgaria

- ### "Workshop for civic initiatives" Foundation

Description:

The WCIF's mission is to encourage different communities to take responsibility and work actively for social development by making full use of local resources. WCIF has funded over 1 500 projects of civil groups and organizations in the field of local development and in this way has fundraised and invested over 8 million BGN in the development of the country. The number of funded organizations is close to 1 200. All supported organizations have attracted over 2.5 million BGN.

Target groups: Different communities

Sources: https://frgi.bg/

                            Facebook: https://www.facebook.com/groups/207108809310051/

- ### Water Tower Art Fest in Sofia

Description:

WTAF is an initiative run by artists; it started in Sofia, encompassing ideas of art, creativity, urban renewal and alternative art spaces. Gradually it became an international event gathering artists from around the world that came together as independent entities representing their individual style and search for mutual understanding and cosmopolitanism in the face of widely spread apathy and unwillingness to cooperate. This festival is an international art event with performances, installations, presentations and workshops that takes place every year in different spaces throughout the city of Sofia and beyond in Bulgaria. From a small and very localized grassroots initiative, they have established temselves throughout the years to be the most important international contemporary art festival in Bulgaria, using abandoned buildings and art in public

spaces. The purpose of the project is to attract public attention to the immediate urban environment filled with abandoned spaces and tackle issues of tolerance, democracy and environment via contemporary art using socially engaged artworks. By using the abandoned buildings, they tackle issues of importance to the local community; integrate marginal groups and different generations in communication through the arts.

Target groups: General public

Sources: http://watertowerartfest.com/en/about/

Cyprus
- **Youth Power**

Description:

Youth Power is a network of 12 diverse, Greek-Cypriot and Turkish-Cypriot organizations that promote or affiliate with youth activism. Their mission is to inspire, energize and strengthen the youth's efforts to shape a peaceful and sustainable future, for a multicultural Cyprus, and they envision a peaceful, sustainable, multicultural Cyprus, comprised of aware, empowered and active citizens. Their objective is to provide a powerful platform for young people to voice their needs and concerns regarding the future of Cyprus as well as support and promote communication, activities and relationships that engage, empower and motivate young Cypriots to be active citizens. They are focused on facilitating relationships and networking between young members belonging to the different communities of Cyprus and to put the issues concerning the youth in the agendas of decision-makers in Cyprus and overseas through campaigning, lobbying and public relations. Youth Power aims to expand the Network's activity and outreach, both locally and internationally, among political spheres, authorities, youth-related NGOs, as well as among the wider public of Cyprus, through campaigning, lobbying and public relations.

Target groups: Youth

Sources: http://youthpowercyprus.org/

- **Hope for Children**

Description:

"Hope for Children" CRC Policy Center works together with national, regional and an international advocacy institution to reform child welfare systems on behalf of children who depend on them for protection and care. It aims to bring together judges, lawyers, psychologists, medical practitioners, mediators, counselors, mental health workers, media representatives, child cares, teachers & allied professionals to contribute their specialized expertise in a practical manner through education, legal and other advocacy to promote and protect the interests children and youth at risk. The main objectives of "Hope for Children" is to empower children and young people in order to make their views heard and to actively engage in promoting their rights. Moreover, they raise awareness, regarding the suffering of disadvantaged children, especially of those coming from conflict-torn areas and sensitize the public and enhance social responsibility in society through information dissemination and social activities. "Hope for children" provides reception of children from conflict areas and promotes volunteerism within communities, particularly among youngsters, on issues concerning traumatized children. Finally, they support the development of new initiatives and organizations that seek to protect and promote disadvantaged children's rights and provide reports to relevant government

Target groups: Children and youth at risk

Sources: http://www.uncrcpc.org/

Greece

In Greece, grass-roots initiatives are defined as activities of informal groups, usually related to urgent issues of a neighborhood. Its main attribute is the complete relation with society and a given issue as opposed to more "superficial" approaches of organizations, which follow specific procedures. Grass-roots movements are usually self-financed without the support of the state or other stakeholders. This could be the starting point of a wider, in geographic terms, movement, i.e. a social movement.

- **We need books**

Description:

We Need Books aims to build an inclusive community, spark imagination and empower refugees and migrants to choose their paths in life by providing access to knowledge in a space that feels like home. It is a NGO that believes that multicultural spaces and books serve several important functions that can be of great benefit to all layers of the population. Over the last two years, they have collected over 10,000 books in over 10 languages, including Arabic, Farsi, English, German and French, created small libraries, participated in conferences, started fundraising, and established We Need Books as an official NGO. The first libraries they had set up one is in Schisto and one in a CRS run shelter while in in July 2017 they opened a new multicultural library with 957 books in 6 languages (Greek, English, Farsi, Dari, Pashto and Arabic).

Target groups: Refugee Children

Sources: https://weneedbooks.org/english/

                                 Facebook: https://www.facebook.com/weneedbooks/

- **Atenistas**

Description:

Attenistas constitute an initiative powered by civil society, thousands of Athenians that are positive in mobilizing themselves to deliver some change in their city. Atenistas are covering a gap in the city by providing a channel of creative participation in Athens' current issues. Their main activities include:

- Culture – cultural events aiming at creating positive memories in the urban environment
- Act – art and practical interventions in problematic spots of the city transforming them into green areas that can be used by locals

- Plus - social actions supporting vulnerable groups as well as communication with organizations for solving issues and informing society about them.

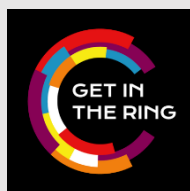Polis – promote the city's history through tours and guides.

Target groups: Athenian citizens

Sources: https://atenistas.org/

Facebook: https://www.facebook.com/atenistas/

Kosovo
• Get in The Ring Kosovo

Description:

ISEPS in association with Universum College has organized an entrepreneurship competition amongst the innovators and talented people who have been working to develop products and launch them in the market place. Get in the Ring Kosovo aims to promote entrepreneurship at grassroots level due to the high potential in the country. Given that more than 70% of Kosovo's population is under the age of 30, youngsters are very much involved with innovation and entrepreneurship. Hence, ISEPS has participated in receiving the license and organizing Get in the Ring Global in Kosovo as well. By organizing competitions in entrepreneurship, talented individuals are fostered to launch their products and contribute to the development. This project enables youth from different communities come together and work together for their common interest. Consequently, due to this project many multicultural cooperation and partnerships have been established.

Target groups: Different communities

Sources: https://getinthering.co/global-race-get-ring-kosovo/

- ## Code Week end Fest

Description:

ISEPS in cooperation with Universum College and Innovation Centre Kosovo organizes Code Weekend Fest taking place during the weekend. This activity is organized once every academic year. ISEPS with its partners launches open application and selects potential teenagers who are interested in developing their IT skills. Selected teenagers are subject to a one full day of intensive training on web development and coding. Teenagers are equipped with basic skills in coding and web development. Subsequently, they create partnerships and working teams. It is been witnessed than many teenagers develop intercultural friendships and networking regardless of their cultural, ethnic or religious background.

Target groups: Teenagers 14-18 years old from different communities

Sources: https://www.facebook.com/CodeWeekendFest/

Romania
- ## Speaking with a voice

Description:

The project implied the development of verbal and non-verbal communication with an emphasis put on the transnational and multicultural dialogue. The main activities implied lectures, courses and workshops, including short-term training actions. Partner: Stefan cel Mare National College, Campulung Moldovenesc

Target groups: High school students and teachers

Sources: http://data.over-blog-kiwi.com/1/91/81/87/20180720/ob_34c11a_raport-curs-3-portugalia-iulie2018.pdf

- **INTERACT – integrate services for migrants, social and multicultural dialogue**

Description:

The main aim of the project was providing integrated services for the beneficiaries: counselling and informative sessions, support for the access into the Romanian health and educational system, support for labor market integration, educational and socio-cultural activities. The project also implies creating a volunteer network and intercultural mediator's network and the realization of five consultative platforms in the cities involved.

Associated partners: Bucharest – Regional Centre for Integration, AIDRom, Schottener Foundation, ANEIR, Craiova – Regional Centre for Integration, Brasov - Romanian Association for Promoting Quality and Successful Practices , Pitesti – Asociation Solidaritatea Umana Nova

Target groups: Foreigners from non-EU states with a legal status in Romania and beneficiaries of international protection

Sources: http://oim.ro/ro/ce-facem/programe/534-interact-servicii-integrate-pentru-migranti-dialog-social-si-multicultura

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Slovenia

- ## Cultural rainbow Jesenice

Zavod za šport Jesenice - Mladinski center Jesenice, Ulica Viktorja Kejžarja 22, 4270 Jesenice, Slovenia

Description:

The target group of this project are young people with fewer opportunities in the Jesenice community. Through socializing and learning about diversity, they acquire new knowledge and competences for project work in a pleasant way, and at the same time they actively participate in preserving and developing the cultural heritage of their nations. By participating in the activities required by the implementation of the project and the event Cultural Rainbow Jesenice, they create a climate of tolerance and increase social competences and transfer them to their own social network. The central event of the project occurs each year in June, under the name Cultural Rainbow Jesenice. The event in one place combines the presentation of a wide range of folk traditions: from dance, singing and music to presentation of culinary and clothing culture. The project promotes within participants, performers, visitors, volunteers, and especially young people, awareness about the cultures of other nations. The Jesenice Youth Center in the project acts as a carrier and a link between the local community, the Association of Cultural Associations, individual cultural societies and unorganized youth and as the main organizer of the central event. Associated partners: Jesenice Institute of Sport - Jesenice Youth Center, Association of Cultural Associations Jesenice and Jesenice Municipality.

Target groups: Organized and informal societies in the municipality of Jesenice.

Sources: WEB: www.mc-jesenice.si

FB: https://www.facebook.com/mcjesenice/ Instagram: @mc_jesenice

- ## Transform Together / Preoblikujmo skupaj

Preoblikovalnica, Zaloška 55, 1000 Ljubljana

Description:

Preoblikovalnica is a social enterprise that renews and transforms various premises and products based on the principles of reuse, recycling and upcycling. Their philosophy is aligned with the principles of the circular economy, providing opportunities to items previously perceived to be at the end of their lifecycle as well as to people who were viewed by the labor market as less suitable for employment. They promote social and environmental responsibility. For example, the project targets unemployed young people who work full time or part time to renovate (youth) premises according to the principles of re-use on it the most useful, lovable and implements its outcomes in an affordable way. The Transform Together Project is an example of positive changes at local as well as at regional community. The project is co-financed by the Ministry of Public Administration in the framework of a public tender for the co-financing of development projects in professionalization and volunteering. Transform Together is a joint project of the SEZAM Association (Združenje SEZAM) and the Society of Concepts (The Transformer) (Društvo konceptov, so.p. (Preoblikovalnica), which was created after the example of good (youth) practice of setting up the 1st over cycled youth center Youth station Moste (Mladinska postaja Moste).

Target groups: local community, youth, unemployed

Sources: www.preoblikovalnica.si

                            info@preoblikovalnica.si

                            FB/I: Preoblikovalnica

5. NETWORK BUILDING & MAINTENANCE SKILLS

The next chapter of the Manual aims to provide guidelines on building professional networks, identifying partners and their needs in a community, and to assist a community to develop successful networking capabilities. Following the theoretical part of the chapter, specific emphasis will be placed on identifying skills and competences of youth worker that are required to maintain such networks.

Networking. Everyone does it but how do you do it well?

Nowadays, networking is a requirement for youth workers themselves as well as for their organizations due to the added value it carries. Many valuable connections and successful project are developed and implemented as result of past or ongoing successful networking of the organizations. Taking this into consideration, a vast interest in personal professional networking and organizational networking is imminent.

Networking is an ongoing process that requires diverse skills and competence and more importantly, it requires investment in time and effort. Both of which are usually thinly fragmanted in professional work especially in youth work. If networking is successfully and youth workers are persistent and delegate appropriate amount of time, attention and good will to it, it will open opportunities for youth workers and organizations in the future (Source 8).

- ### 10 Network building tips

    1. Meet people through referrals

The easiest way to meet other people or make connections is by other people's acquaintances or referrals. Either in formal settings (conferences, seminars, meetings, etc.) or in informal settings (adhoc, in social gatherings, etc.) you can meet people that might benefit your organization or they might give you further referrals to other people they might know and this is how personal and professional connections can be expanded (Source 8).

2. Use social media

Social media is a great way to also meet people but without the pressure of face-to-face conversations and it also allows organizations or people to search through the online media channels such as LinkedIn, Twitter, and Google Plus (etc.) to find other liked minded organizations. It gives organizations time to prepare and scout connections in advance and to find those who are best suited for the organization's future development. (Source 8).

3. Let other people speak

When engaging in a conversation for the networking purposes is best to ask questions and to let the other person speak, meaning that you do not do all the talking. When you are looking for information from other people, the most important thing is that one is an active listener. Make shore you follow the conversations, that the conversationalist can voice their opinion and that you listen and build on the response. When you are doing all the talking it may come across to the other person as if you are uninterested in other opinions or even worse that yours is the only ones that matter. You might ask questions like:

- How long have you been with this company?
- How long have you been in this field?
- What do you like or dislike about your job?
- What type of training did you need for this position?
- What is the culture of this company? (Source 8).

4. Present a success story

Once you find a common ground of interest with the other person or if the person presents a problem, they are currently dealing with, you might present them with ideas that might be useful for formulating a solution. If you had a similar problem and you have successfully resolved it offer advice and tell the story, but keep it simple and short, do not oversell the story as it might come across as being to presumptuous (Source 8).

5. Give, do not only receive

Make shore you are also the person who gives referrals and suggestions to other people to whom they might establish a contact with or develop a future professional relationship. You making connections for other people will lead by example and professional people will remember the connections made and will be more inclined to return the favor of a network introduction for you (Source 9).

6. Time management

When networking is concerned, you must invest time. Organizations and people will invest more time in proper research of connections and development of already existing connection. When you establish an initial connection with a new potential referral, ensure that the first conversations is short and to the point. It is advisable you have an agenda planned out before the meeting or quick brunch, so that you are prepared for the conversation and you get across the information you want to share and the information you want to receive. Future meetings can be longer if necessary, the most important thing is that you get to know the person and you adjust to their time restrictions (Source 8).

7. Develop a thick skin

As in any profession, get comfortable hearing rejections and do not take them personally. It might take some time to make a connection to a desired organization or person and they might reject you. Nevertheless, you can try again to re-establish the same proposal, but some appropriate time should pass. If a second "no" is in your way than you might try either a different route to your desired goal or if you access that this is no longer the way to go, accept the rejection. Rejections are part of any business and one should never take them personally. If this connection was not meant to be, find other organizations that might help you (Source 9).

8. Ask for suggestions on how to expand your network

Don't be afraid to ask for suggestions on how to expand your network. When you are establishing relationships and network, have in mind that people you meet have their own networks of their own. This means that you have to be aware that people have other connections you might not be aware of, therefore do not be afraid to ask them for further referrals and suggestions on how to expand your network. They might give you an insight to people or organizations that you would never consider a potential connection (Source 8).

9. Set goals

Setting goals is a priority. Setting short term, medium- or long-term goals in business is a must, also in networking. You might set a short-term goal: "In the next month I will make a new connection using the referral of a co-worker X". Another goal might also be, on how you wish other people perceive you. Make sure others see you as a positive, warm and friendly person they would like to interact with. Make sure your positive personality and outlook is attracting relationships and not pushing them away (Source 9).

10. Find a reason to follow-up

Connections and relationships, you establish must be nurtured. Find a reason to keep in touch with people or organizations through a professional way. If you find an article that directly correlates to the conversation you once have, take the opportunity and send it to them with a short note reminding them that about the conversation and sub-consciously reminding them about your presence. Try to find at least two or three opportunities yearly to reconnect with the members of your network (Source 8).
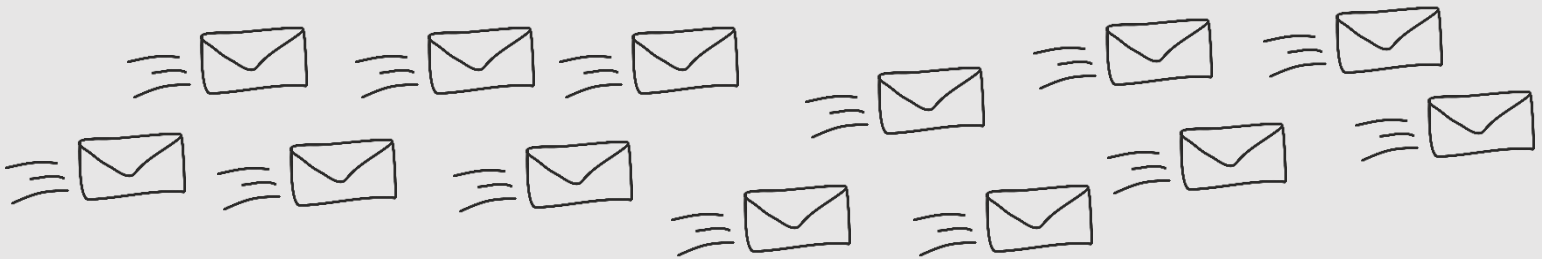
6. MENTORING & NETWORKING

This section examines how to acquire mentoring and networking skills for youth workers, as these are the key competences that facilitate the dialogue with target groups. This chapter will also present how to guide different target groups' representatives in accordance to their multicultural background while showing respect and understanding of their culture and customs.

Who should be in your network?

It is not a good idea to limit yourself when it comes to networking and those people you include in the network. People know people and it is not necessary that the person you know and are in a good relationship can benefit you or your organization directly but there might be a strong possibility that this person knows a person who can be of help. Each one of your contacts can lead to new ones. Therefore, limiting or excluding acquaintances can be counterproductive to your goals. Nevertheless, this does not mean you have to invest time and energy into every single relationship. You have to take into consideration that even relationships are ranked and therefore you have to distribute time and energy into people and relationships that can foster you or your organization in an optimal way. More time and effort should be spent on people with whom you communicate and work directly and less time with people, you meet occasionally. However, it is advisable that you remain friendly and open to opportunities that lead to a potentially greater and more fulfilling networking relationship (Source 10).

Here are some suggestions:

- Current and Former Coworkers
- Fellow Members of Professional Associations
- Friends and Family
- Former Professors and Instructors
- Former Classmates (Source 10).

> If you hate networking, you are probably doing it wrong.

Key competences for youth workers - CHECKLIST

Out of all competences, that are required for a quality youth work and youth workers, communications is the most important one. The ability of affective communication with people is one of the most desired skills, both professionally and personally, socially or privately. The ability to communicate affectively, regardless of the demographical, cultural, religious, and economic background of the counterpart, is the most important key competence to acquire, especially by youth workers. Below is a list of key competences and characteristics for youth workers in order to evaluate and improve their competences.

Competence / competence characteristics	
Clear expression and presentation (pronunciation, speed of talking, rhythm …)	
Written communication (stile of writing, vocabulary …)	
Non-verbal communication (gesturing, eye contact, posture, physical contact …)	
Active listening and replying	
Dialogue and debate	
Behavior in difficult situations (abstaining from aggression both verbal and non-verbal)	
Striving to achieve a common goal	
Flexible response (the ability of a youth worker to appropriately divide time and attention to all member within the group)	
Atmosphere within the group (positive atmosphere, mutual respect, encouragement)	
Feedback (learning affect, recognition of improvements)	
Proactive approach and creativity	
Designing of ideas and plans and their implementation	
Personal development of youth workers (trainings, conferences, seminars …)	
Managing risk (the ability to recognize risks and anticipation of such)	
The ability to identify problems	
Searching and checking for information	
Taking into consideration alternative solutions	
Problem solving	
Evaluating	
Motivation for learning	
The ability to use and search for different resources	
Exchange of information	
Ethical and moral compass of youth workers	

7. CONCLUSION

As youth work is defined as activities that intentionally seek to impact young people, the first chapter has outlined several definitions of youth work and as well presented the characteristics of quality youth worker, especially with regards to the positive effect it should have on the youth. The first section also presented you with two online platform that can help guide youth workers through additional good practices in several EU countries on quality youth policies and implementation guidelines.

In many EU countries, youth workers are clustered under the umbrella of non- government and non- profit organizations and are in constant need of financing. Therefore, the second chapter provides youth workers with possible fundraising opportunities and identifies focus areas for funding and possible obstacles in obtaining the funds. Outlining the obstacles in obtaining funds should serve youth workers as guidelines on how and where to avoid pitfalls and become more successful in obtaining funds, donations or other third-party financing.

The third and fourth chapters of the E-manual are a direct result of national research done by project consortium partners in their countries to identify good practices either in community-led initiatives or in grassroots actions. Each project partners has researched both areas and contributed two best practices as examples, to hopefully serve youth workers as possible project ideas for implementation in their respective countries.

The fifth and sixth chapter addresses networking, mentoring and skills development for youth workers in the area of networking. Networking should first be seen as connecting people, rather than collecting people. The fifth chapter has a list of 10 concrete tips for youth workers, with the intention of developing better networking skills. The sixth chapter also provides youth workers with a detailed list of key competences or characteristics for youth workers in order to complete a self-assessment.

In conclusion, the E-manual provides concrete examples for the development of youth workers in the field of tolerance and diversity as well as in the field of networking and mentoring different groups of youth, regardless their cultural, economic, social, and religious background. Youth workers should always serve in the best of their abilities to each child or adolescent.

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