



# How to set up Cafe Europe?



**Cafe  
Europe**



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# Introduction

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Cafe Europe has the goal to build a strong, fertile, social and business growing ground for youngsters. We are a meeting place for social and commercial activity for every young person. From youth migrants and refugees to native youngsters, they are all welcome to develop their social skills, learn more about foreign cultures, expand their network and gain working experience. The cafe serves as a place to gain work experience, but also to provide a space to sell, for instance, second-hand clothing, crafts or paintings. This brings youngsters the opportunity to build their own portfolio and CV to reach up to employment in other areas.

Newcomers will be encouraged to take up projects together with native youngsters, like organising an event or work together on a business plan. Besides the business side of the meeting place, the cafe will focus on integration, learning the local lan-

guage and customs, preparing the youth for education or work. A strong focus will lie on what the youth can do, instead of what they can't.

So, how do you start a Cafe Europe? This hand guide helps you with the very first (and last) steps. It all begins with engaging your (local) community. Where to find relevant stakeholders? How do you recruit youth workers and volunteers? How do you reach out to the target group? Furthermore, topics such as planning, defining your region, educating the volunteers, facilities, promotion and sustainability will be discussed in detail. This sounds like a lot of information, and it is.

That is why we have set up these topics in a logical structure. In this way, you can easily read everything step by step or you can use it as a reference later.

## Roadmap to your cafe

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This guide sets out in 8 steps how you can set up your own Cafe Europe.

- Step 1: Engaging your community
- Step 2: Planning your process
- Step 3: Defining your region
- Step 4: Educating your volunteers
- Step 5: Equipment in your Cafe
- Step 6: Promote your Cafe Europe
- Step 7: Opening your Cafe Europe
- Step 8: Sustainability in your Cafe

In the next chapters you can find more information for each of the steps.

# Engaging your community

**“The greatness of a community is most accurately measured by the compassionate actions of its members.” – Coretta Scott King**

## Learning aims and objectives

Identify opportunities for forming strategic partnerships with other organisations in your community and identify priority target populations for outreach.

## Learning outcomes

Stronger partnerships with other organisations working with youngsters; Expanded access to a wider range of resources for youngsters; and enhanced support for vulnerable youngsters.

To successfully start Cafe Europe, it's important to build partnerships in the region. One of the reasons behind this is that you don't need all expertise 'in-house'. There may be partners in the region that work towards the same goal. The term partnership and related terms such as collaboration, coalition, network, task group, workgroup, cooperation, and others, are used to describe a wide variety of relationships and structures. For purposes of this chapter, partnership refers to a group of organisations with a common interest who agree to work together towards building Cafe Europe. Working with partnerships can also strengthen the support system for migrant and native youngsters in the region, as they learn to work together and know how to find each other.

Recognising the importance of partnerships is not difficult but understanding how to build these partnerships is important. Partnerships with other organisations take time and effort, but if organised well, they can help Cafe Europe achieve its goals more effectively and with fewer resources.

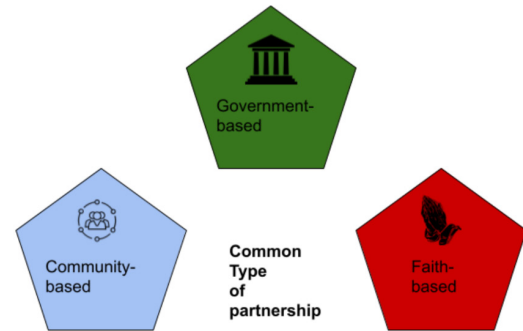
## Type of partnership

Partnerships may be based on a community, a region, a state, or even the nation as a whole. Regardless of their size and structure, they exist to create and/or support efforts to reach a particular set of goals.

Some common types of partnerships are:

- **Community-based:** Think of organisations working alongside you on the front lines of your community. Local non-profits may find that your values fit well with theirs, even if you are offering different types of services.
- **Government-based:** Local governmental institutions may also be good partner organisations to explore. In particular educational institutions may be excellent partners and provide access to the populations your organisation serves. Your government might also offer data about the local population that might be useful for your Cafe Europe.

- Faith-based: Local religious communities are often regarded as important resources for a community. Often there are willing volunteers in these communities. Take into consideration the background of your participants and for what purpose the partnership is.



Partnerships that decide to work towards supporting the goals of Cafe Europe might even decide to start a Cafe Europe non-profit organisation together.

## Evaluating potential partners

There are some things to consider when strategically choosing partners to ensure that the potential partner will assist in advancing your Cafe Europe. Below you will find questions to guide your thinking process when assessing potential partners.

### *Organisation Type*

- Think about what type of organisation would be most beneficial to pursue. Is it a nonprofit? Is it religious (in nature)? Is it large or small? Describe the organisation.

### *Target Audience*

- What audiences are you trying to reach and who would be most helpful in reaching that audience?

### *Benefits and Challenges*

- What benefits would this organisation provide? What are the drawbacks?
- Is this organisation or individual well-regarded in the community? Connecting yourself with an organisation that has a bad reputation may hurt your position in the community.

### *Goals, Aims and Outcomes*

- What does each organisation want to accomplish by working together?

### *Purpose*

- Which kind of organisational relationship is necessary to accomplish those goals?

### *Quality*

- Is there sufficient trust and commitment to support these kinds of relationships?

### *Resources*

- Are there resources available for this kind of organisational relationship, such as time, skills, client understanding, financial resources, community support, commitment, health and human resources? If not, can those resources be accessed?

### *Compatibility of values*

- How do the organisation's values fit with yours? You will find managing a partnership much more difficult if your mission and goals do not align with each other. List your organisation's values and your potential partner's values and see where they align.

Knowing your community makes it possible to tailor your communication appropriately. First, choose which key communities your message will focus on. You will need different messages for different groups and different channels and methods to reach each of those groups. Next, consider whether you should direct your communication to those whose behaviour, knowledge, or condition you hope to affect, or whether your communication needs to be indirect. Sometimes, for instance, to influence a population, you have to aim your message at those to whom they listen – clergy, community leaders, politicians, etc. Sometimes policy makers are the appropriate target group, rather than those who are directly affected. These are only a few of the many possible ways to identify your audience. Once you've done that, it will give your organisation ideas about how to reach them.

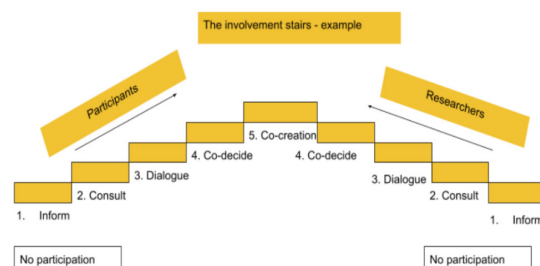
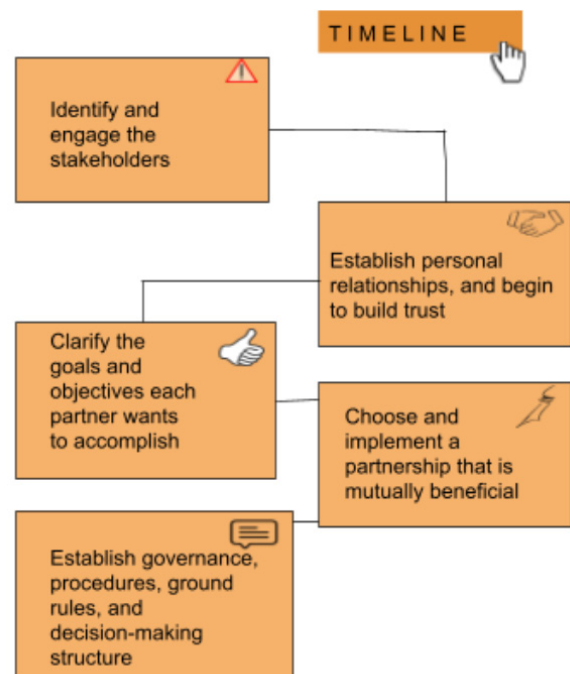
For example when you focus your target group on Students the key individuals you can consider are:

- Director
- Teachers
- Social Workers
- Dean
- Board members

With the same example you can use the following examples as ideas of engagement:

- Being participant
- Doing an internship in the organisation that starts Cafe Europe.
- Brainstorm in the start-up phase.
- Building a network of youngsters.

## Create a map of stakeholders/partners





# Tips & tricks for focus groups

**'The most powerful people on earth are focus groups.' - William J. Clinton**

## *Purpose of starting a focus group*

A focus group gives insight into topics related to the project. It gives opportunities to talk, discuss and brainstorm to get multiple perspectives on how to start Cafe Europe.

Besides discussing topics, focus groups give insights into the way youngsters and stakeholders collaborate, how they communicate and how they get along (Eelderink, 2020). Within focus groups, you can observe the above-mentioned challenges and successes.

## *What's in a name?*

Focusgroup, Thinkthank, team ...?? You can give your group various names. Your goal and focus need to be clear. Choose a name that will fit your target group, or let them choose a suitable name.

Cafe Europe as a community-driven project stimulates the participation of youth and other stakeholders. Partners (researchers) who lead focus groups of participants, will be stimulating youngsters to climb the ladder. Working towards step 5: 'co-creation' stimulates ownership and responsibility among youngsters and other participants. When the Cafe Europe's are being physically set up, the roles of participants can grow.

## *When to start a focus group?*

A focus group is helpful in different stages of the project. Before the project starts you can immediately start your orientation with topics or challenges of Cafe Europe. During the project, the fo-

cus group starts discussing more detailed topics. At the end of the project, a focus group can be helpful in evaluating the results (Eelderink, 2020).

## *How to start your focus group?*

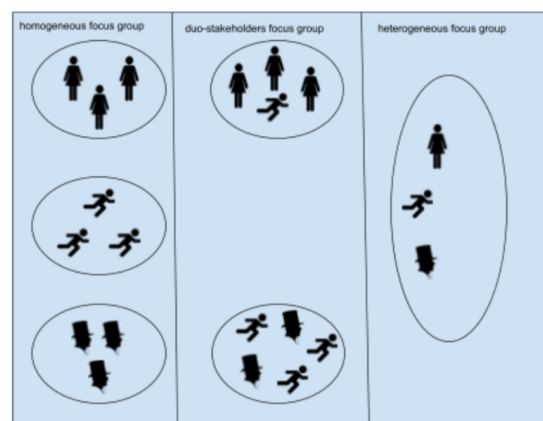
Characteristics:

- Participants: 4 – 10
- Homogeneous – duo involvement - heterogeneous (Eelderink, 2020)

The focus group of Cafe Europe will be heterogeneous. Even though we'll be starting with two main groups, these groups can change during the process. This depends on which themes people will be jointly working on. etc. Make sure participants are involved in making decisions.

Two key candidates for focus groups are:

1. Youngsters: native and newcomers & youth workers/volunteers
2. Stakeholders



### *Selecting participants*

- Make sure the participants you invite are intrinsically motivated
- Approach youngsters yourself, or use the snowballing technique (youngsters asking other peers). A one-on-one intake is recommended. It helps introducing the project before the focus group meetings will start.
- Search for data on the newcomers population in your area. Creating a circle diagram helps getting a diverse group of representatives
- Make sure there will be diversity in age, gender, (cultural) background, talents, level of education, and more...

A stakeholder analysis is an important tool in assessing the organisations you will need to reach out to. Studying 'categories of possible partners' can help to create a local map. Possible categories of stakeholders are:

- Partners
- Press/media
- Local government
- (Social) entrepreneurs
- Interest-groups
- Locals



An alternative way to determine possible partners is to brainstorm about related topics/questions regarding the project. Analysing these topics/questions will lead to relevant local organisations or people. Questions to ask in the search for suitable partners:

- Which possible locations regarding Cafe Europe are interesting?
- If you need financial support, who would you ask?
- What local businesses would be willing to share their knowledge concerning self-sufficiency?

Location: make sure you select your location based on the needs of your focus group. Pay attention to the ambience of your location, the set-up of chairs and tables, stationery, cultural customs and 'energizers' (youtube inspires you) to create a familiar atmosphere for your target audience. Topics can be discussed with the focus group, or possible in smaller subgroups

- Facilitators
  - \* Two persons are recommended
- Your introduction is vital, first impression counts:
  - \* Introduce yourself
  - \* Explain the purpose of the project
  - \* Explain why the involvement and opinions of participants are more important for this project
  - \* Explain what you will do with the outcome of the sessions
- Participation is voluntarily and participants can quit whenever they want
- \* There are no bad or good answers
- \* Ask permission if you want to take notes or record sessions (taking notes is important in order to share your outcome with all international part-



ners) (Eelderink, 2020)

- Make sure the opinions of all participants are noticed
- Prepare and practice if you feel insecure about leading the focus group
- Planning: make planning with your focus group when and where you will meet for a longer period

### *Questions*

Alternatives for focus groups are one-on-one interviews. The same questions can be used for a questionnaire. Depending on the number of participants an online questionnaire is recommended because life interviews are more time-consuming. Processing their data is also more complex.



# Planning your process

**“Make sense, the words will come” - Lewis Carroll**

## Aims and objectives

This chapter focuses on the planning process, which is important for a successful set up of Cafe Europe. Attention shall be paid to the necessary steps to be planned by the founder and operator of Cafe Europe before the start of the preparatory work in terms of establishment, definition of programme content as well as, time schedule, capacity and cost. Lewis Carroll's quote refers to an idea that makes sense of our actions and becomes a goal. Planning is a necessary step to achieve the objective. The most important issue to consider from this perspective are the following steps.

## Getting Started - Setting a Strategy

The strategy is seen as a long-term plan of activities aimed at achieving an objective. It means that strategy sets out the process to achieve the stated objective i.e. to establish and operate Cafe Europe, a meeting place for local and migrant youth. Before setting a strategy, we should be clear about 'who we are' (in relation to Cafe Europe). This means having formulated our mission and, furthermore, what we want to achieve in the long term, i.e. to formulate a vision. A strategy in this context means the path we choose.

As already mentioned, the strategy tells us which way to build Cafe Europe. We will have to choose, for example, whether we start from step zero or take advantage of an existing youth club where Cafe Europe will operate within a certain time frame and will make use of existing equipment and facilities. It is important to determine the content of the project, whether it will only be a meeting place or will be part of a small business activity, the sale of small art objects, lectures, job club etc.

Any strategic decision usually relies on the outcome of an analysis that maps our strengths and weaknesses, external opportunities and threats, as well as the potential risks and interests of all groups of people concerned. The starting point is to analyse the current situation in which we find ourselves, both in relation to the external surroundings and in terms of the internal pages and their layout. An appropriate method seems to be SWOT analysis. SWOT analysis focuses on analysis and assessment of the current state (internal factors) and the current situation of the surroundings (external factors). Strengths and weaknesses are identified in the internal environment. The external environment cannot be influenced and exists independently and identifies opportunities and threats.

By setting a strategy it is important to clarify the specific parameters of both the objective and the procedure (pathway), including the resources used, and to describe everything specifically. After this, we will be helped by answering the questions below and recording the answers to these basic questions.

What - is an answer to the question of what we want to achieve, and thus our goal (measurable parameter)

Why - definition of the problem, the need (see survey)

For whom - target group youth

How - procedure, activities

When - deadline to reach the goal, timetable

For how much - budget, costs, sources of funding

With whom - people, the definition of responsibility

## Planning

**„A good plan is an essential prerequisite for success“ (author unknown)**

To achieve the stated goal, it is important to have a plan in which we describe everything we need to do. An example of such a plan is a plan under the PRINCE2 project management methodology.

PRINCE2: “The project plan is a statement on how and when the project objectives are to be achieved by defining the main products, milestones, activities and resources needed to implement the project”.

### • Why?

On what grounds is the project implemented? What problem or deficiency should the project solve? Why do we need to put resources and effort into implementing it? Eg. There is no meeting place for local youth and young migrants

### • What?

What is the aim and output of the project? What are the main products or outputs of the project? Eg. Cafe Europe is a place for informal youth meetings but offer regular events twice a month (lectures, sittings, language courses, a bazaar of small art objects)

### • Who?

Who will be involved in the implementation of the project? And what will be the responsibility of the individual participants in the project? How will the participants in the project be organised? Eg. Non-profit organisation „Europe for the young“, part-time coordinator, volunteers.

### • When?

What's the project schedule? What are the significant milestones during the implementation of the project? What is the timeline of the project and when will be especially important points, known as milestones, complete?

Eg. Cafe Europe will start operations from August 1, 2021.

A clear planning on resources, time and costs are important to achieve the goal. The premise of a good plan is to define all the necessary actions to do to achieve the goal.

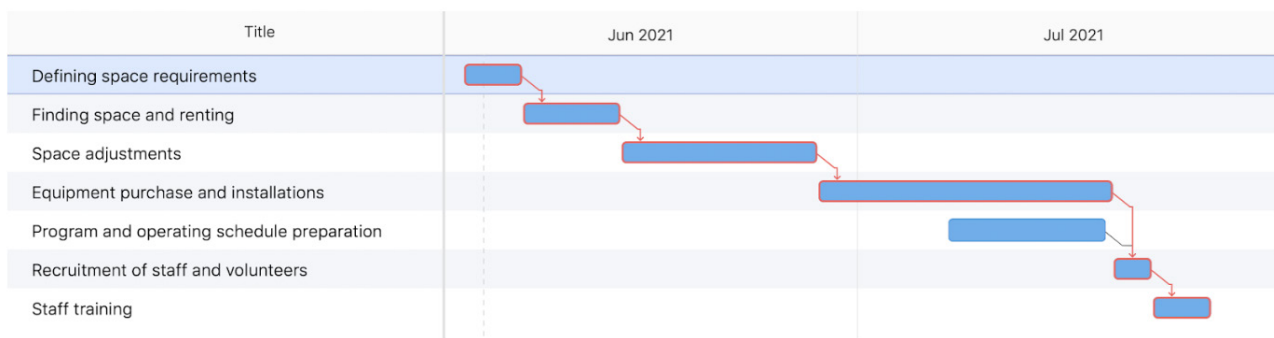
## Time scheduling and timetable

The Gantt diagram is used for scheduling, it displays the duration of each activity and milestone indicating key events. At the same time, it graphically displays these activities in a time schedule.

Examples of activities to open Cafe Europe and that have to be taken into account are:

- Defining space requirements for Cafe Europe (location, size, equipment)
- Finding space and renting
- Space adjustments
- Equipment purchase and installations
- Programme and operating schedule preparation
- Recruitment of staff and volunteers
- Staff training

The scheduling of activities and their distribution over time is captured in the



## Cost planning (budget)

Successful implementation of the project is based on realistic cost calculation. This means the financial expression of the project covers all necessary costs. We need to know the answer to the question of what the total cost will be. Which is essential for a realistic determination of the costs of remuneration for workers, necessary purchases of equipment and materials. But also the services that will

picture shown in the Gantt diagram. A number of tools can be used to create a Gantt diagram, such as Microsoft project or other Project Management Software.

As a follow-up, the milestone used to control the achievement of the project progress is also important in planning.

A milestone is defined as a definite major event in the course of a project's progress, a moment when the project is verified and measured as to what part of the results has been completed and whether the project is on schedule. The milestone is marked in the schedule. In the preparation and opening of Cafe Europe, the rental of the available premises, which is a prerequisite for the launch and opening of Cafe Europe and the promotion of the various events that will take place there may be considered a milestone.

be necessary to provide (rental, energy, internet, promotion). We can use bottom-up and top-down methods for optimal cost settings as well as a balanced budget. The method presents a detailed calculation of the cost of all planned activities over a given period of time and consequently their possible reduction in terms of the availability of resources and their limitations. The resulting costing document is the budget, an example of the budget shows the following picture.



Cost category	Unit	Number	P r i c e / u n i t (EUR)	Total
1. Personnel costs				
1.1 Coordinator (0,5)	month	12	1 000	12 000
1.2.1 Expert 1	hour	30	20	600
1.2.2 Expert 2	hour	50	20	1000
2. Equipment				
2.1 Furniture (table/chairs set)	piece	30	40	12 000
2.2 Computer, printer set	piece	1	1100	11 000
3. Rent and services				
3.1 Rent of room (50 m2)	month	12	600	7 200
3.2 Services (electricity, internet, etc.)	month	12	150	1 800
Total:				45 600

# Defining your region

## Learning aims and objectives

The following guide is drawn from the local research the consortium implemented to potential participants and stakeholders, through a questionnaire, which included questions on the location, layout and management of the Cafe. The objective of this guide is to facilitate the establishment of Cafe Europe by listing the aspects that need to be considered when deciding on a location.

### Learning outcomes

Using the knowledge from this chapter, an organisation or individual will have a detailed list of aspects to consider when establishing Cafe Europe, in regards to its location, as well as suggested methods of selecting the appropriate amenities in a location.

## Public Transport

Perhaps the most important aspect, since many of the participants will not have their own transport. The location should be selected on the basis of being near some form of public transport, preferably one which is accessible to everyone. The ideal way to tackle the public transport aspect is to choose a location with the most amount of public transport alternatives as possible. This will allow all participants to choose the mode that suits them the most. Areas near the city center tend to fulfill that requirement, which means that they are ideal candidates for finding a suitable location.

Alternatively, if the participants are all from a certain area, Cafe Europe can be established there. Another factor to consider are public transport timetables. It is important to ensure that the participants have a way to and from the Cafe, as sometimes schedules may change throughout the day.

Prior to the selection of the location for Cafe Europe, a checklist should be made including the following:

- 1.Total alternatives of public transport
- 2.Routes to and from the participants' location
- 3.Timetables of available public transport
- 4.Cost of transport
- 5.Safety of transport, especially at night.

## Location Accessibility

Accommodations should be available for all forms of disabilities. Below is a list of accommodations for specific cases:

- Cognitive Disability: Try to work with pictorial depictions of instructions or products as much as possible to aid people with cognitive impairments. Photographs are the ideal way to do this. When it's not possible to standardize, make sure a possibility with photos is available when necessary.
- Visual disabilities: Objects and object placement that is not easily detectable with a white cane should be avoided. These include chairs and tables embedded in the walls or hanging, without ground support, arching objects and plants, and unstable objects that can be easily knocked down.



- Auditory and speech disabilities: All necessary information around Cafe Europe should also be written. This will facilitate navigation (for example to the bathroom) as well as ordering (through a menu).
- Motor Disabilities: The location selected should be accessible to all. Steep slopes, stairs and insufficient pedestrian space should be avoided. Ideally, Cafe Europe should be at the ground floor or, if elevated, have a ramp. If at a higher floor, an elevator should be available, with enough space to fit a wheelchair.

Additionally, the outside of your facility should not have uneven ground, slippery tiles or gravel, as it can greatly impair the accessibility of people with impaired walking ability. When allocating space within Cafe Europe, room should be left for people in wheelchairs to move freely. Tables should also be set in a way that allows for people in wheelchairs to comfortably sit at them.



## Commercial Interest

If the goal is to set up a functioning Cafe Europe or any other “business-like” venture, the location should at the very least have some amount of people passing by, in order to have a chance to gain clientele. When selecting locations, the total volume of people crossing the area should be taken into account. At the same time, other cafes and similar businesses around the area should also be considered, since that could drive people away.

On the other hand, areas with elevated commercial interest have two disadvantages:

1. They cost more to rent space.
2. They have considerably more competition.

Effectively, an area where there are not a lot of alternatives should be chosen, and ideally, an area where there are other youth facilities working. Examples are public libraries, open work spaces for young people, study areas, social support facilities. These specific examples will more likely provide an increased number of possible visitors to Cafe Europe, without the financial and competition burden brought by highly commercial areas.

## Safety

The safety of the area should be taken into consideration, as it's an important factor both when recruiting participants and when trying to get clients. It is also important to ensure the wellbeing of participants.

Areas considered for the establishment of Cafe Europe should be visited at night prior to the final decision, in order to ensure ample lighting and assess the number of functioning stores and establishments around the area, which means that there are people there at night.

This aspect poses a risk as the safety of an area directly correlates with its rent costs. It's important to avoid unsafe areas in order to reduce the cost of Cafe Europe, which is why the above actions are necessary. Once again, it is preferable to combine the Cafe Europe initiative with an existing youth initiative, if possible, as mentioned above in the "commercial interest" section. This will keep the budget low, while also ensuring an increased modicum of safety.

## Maintenance and potential risks

### *Health regulations.*

Running any kind of establishment that involves serving food or drinks requires different permits in different countries. This is predominantly the case whenever money is exchanged, and the establishment is officially a food or drink distributor. Permits are much less strict if the cafes are set-up with no money exchanges and are officially work-spaces instead

of shops. If permits are sought by the participants or the consortium, then the participants will need to participate in special classes and acquire the necessary qualifications, which vary per country but center around rules of hygiene.

### *Cleaning.*

Cleaning of the establishment should be undertaken by the participants, and it is something that should be made clear during initial recruitment and training. On top of it being a professional skill, it is also a requirement for the proper progress of the project, as any sanitation risks could result in official complaints, which in turn could impede progress. Cleaning includes both the area and the utensils/devices used. Specific workshops should be considered for this skill.

### *Security.*

Considering there will be valuable items in the Cafe (such as coffee machines or other devices), security should have a clear protocol, with the participants being responsible for safekeeping their common area. The proposed plan can be found further bellow.

### *Consumable acquisition and disposal.*

Acquisition of consumables should be discussed prior to the Cafe's opening, with cost and sustainability as its main focus points. If Cafe Europe is not projected to generate income, then consumable acquisition may be difficult to achieve in the long term, especially past the end of the project. It is therefore suggested that some form of compensation/donation be in place to mitigate that problem.

Additionally, disposal of waste material should be done in a sustainable and environmentally friendly way (both acquisition and disposal plans are detailed below).

#### *Shifts and rotations.*

Participants should be responsible for designing their own workplan with shifts and rotations. At first, this may require supervision, but the goal should be for participants to become an independent unit and work without assistance, unless necessary. Creating a workplan and coordinating the staff is a skill that is essential and will be included in their training.

#### *Security Plan.*

Having a “Clocking in” plan with signatures, which will include the time in and out and an inventory checklist at the beginning and end of each day, where one person will be responsible for taking inventory and confirming that specific items are in place, combined together will increase security. Moreover, it will

track participation and improve the organisation. Specifically, inventory will be taken at opening and an hour prior to closing. Additionally to security, inventory will facilitate in placing orders for materials.

#### *Income and sustainability.*

Without income, steady acquisition of materials will be impossible, especially after the end of the project. On the other hand, money transactions require official permits, paperwork and a legal entity to be in charge, which is not possible for this project. To mitigate that, it is proposed that we include a donation option for customers, through which they can donate whatever they want to Cafe Europe, and all the proceeds will go to maintaining it.



# Educating your volunteers

## Learning aims and objectives

By reading through this chapter, youth workers and volunteers should develop an understanding of the importance of team building and team bonding, why we should invest in these, the required skills and competencies and tips about how to build effective teams.

Using the knowledge gained in this chapter, youth workers and volunteers will be able to develop an understanding of how to define roles within teams, enhance social relationships and get teams working together better through collaborative tasks.

**“None of us is as smart as all of us.” - Ken Blanchard**

## Introduction

Many of us are likely to have been part of a team or group at some point in our lives. We may have participated in the local neighbourhood or school projects, played in a sports team or become a part of a team in our professional environment. While some people get a real buzz out of working with others and collaboration suits them well,

some prefer to play solo. For the lone players, it may take time and effort to get along in a group. It is not always necessary for everyone to work closely with others in a team, however, the ability to function effectively in a team is very important in today's workplaces and in life generally.

It is crucial to encourage full and equal participation of each and every member in teamwork to ensure inclusiveness and cohesion. If everyone in a team invests equally in achieving the overall goal and become aware of their interdependency, change happens for the better.

## Team building or team bonding?

Though team building and team bonding go hand in hand and are continuous processes, there is a distinction. Yes, they both serve to enhance a team, but in different ways. They differentiate in the desired outcome. While bonding a team is primarily about investing in shared experiences that help build social cohesion and shared team identity, building a team focuses on investing in the members skills to create more efficient and





effective ways of working. Thus, where team building is a strategically planned activity usually with a particular objective such as problem-solving, ensuring effective communication or conflict management, team bonding happens organically. In addition, a team building activity could achieve elements of team bonding, whereas a team bonding activity may not necessarily achieve the results intended for team building.

Making the right sort of investment in team bonding and team building at the right time and according to the needs of your team is essential. Although we can apply both team building and team bonding to both newly formed and existing teams, team building is the first step. We unite members into a group with a common aim before connecting them and strengthen their relationship by helping team members get to know one another and establish bonds.

#### *Why does team bonding matter?*

Team bonding activities aim at strengthening the relational side of a team. Bonding is important as the positive flow-on effect of investing in shared experience helps the team build trust, ease communication, enhance the team's effectiveness and boost confidence and morale.

#### *The principles of team bonding*

Where team building may need intricate activity planning, team bonding happens organically, often, though not necessarily, outside the workplace. It uses fun and friendly connection experience rather than carefully planned and structured activities to strengthen the relationship between the members. It is a con-

tinual process to help cultivate the team spirit in the members.

#### *Examples of team bonding activities*

Team bonding often happens naturally, for example, they happen when people chat at coffee break/lunch in the workplace, grab drinks or share meals after work, spend time together at karaoke evenings or have casual Friday evening meetings after work. One effective tool to help people find out things they have in common with everyone else in the group is to let team members share their life and/or work experiences. Team picnics, taking up voluntary work as a team, running for charity, collecting food, engaging in culinary team activities where team members cook and donate to people in need, setting up a musical band, exercising together, taking part in fundraising activities all help bonding a team.

Encouraging team bonding is a smart move for people working together. When done right, team bonding activities help cultivate greater bonds, establish a personal connection which in turn will lead to trust and better productivity.

Activity: For more team bonding activity types visit: <https://teambonding.com>

See Sources for further resources of team building exercises!





## Do's



## Avoid

Encourage bonding that feels natural

Creating awkward, embarrassing and risky team bonding activities in a stilted, artificial environment

Focus on strengths rather than weaknesses

Making members feel ashamed by indicating their mistakes. When a failure occurs, make sure that the team learns from them instead

Encourage social events preferably outside the workplace

Activities that do not engage all team members and can be regarded as silly, pointless and a waste of time

Communicate every day, every way

Questions that violate personal space or privacy

Keep in mind that team members are different on many levels

Allowing stereotyping to thrive & fester in the team

Ensure you have regular team bonding activities in order to make it a part of your team's mindset

Organising "one size fits all" kind of activities



## Team building in a nutshell

**"If you want to go fast, go alone. If you want to go far, go together." – African Proverb**

### Questions for self-reflection

- Think about your personal experience in a team you have been a part of from your childhood: What have you enjoyed the most about teamwork?
- Were there any challenges that needed improving?
- What did you discover as your strongest points and the weakest?

Team building is knowing how to help individuals work as a cohesive and cooperative group by using daily interaction, resources and activities. In an effective team, all members provide input towards achieving the set goals and defining how to reach them.

### Why invest in team building?

Because efforts for team building can pay off more than we might expect. Team building helps members improve skills across different aspects of teamwork, such as communication, delegation, trust and collaboration. It also helps members get to know one another better, find out more about the people in their team, what they like or dislike, what their passions are and grow supportive and appreciative of one another.

### How to build an effective team

#### 1. Set S.M.A.R.T goals

**"A goal without a plan is just a wish."  
— Antoine de Saint-Exupéry**

Setting good goals is fundamental to effective team building and should be incorporated into all team building activities. SMART goal setting helps the team channel all their efforts towards new achievements and stay motivated along the way. The first step in setting SMART goals is to identify your team's needs and set clear individual and team goals accordingly. While setting goals, get your team members involved in activity planning and define expected outcomes, possible achievements and failures!



Use the SMART goals template in the Appendix to write your own goals!

## 2. Clarify roles & responsibilities

Clarifying roles and responsibilities from very early on is essential to help team members and the team leader define roles and responsibilities clearly, identify gaps and overlaps and make plans for dealing with them and avoid unnecessary discussions, dissatisfaction and conflict.

### *The Responsibility Matrix (RACI chart)*

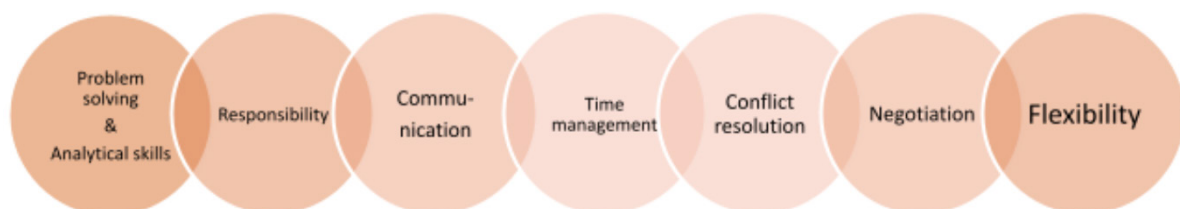
The Responsibility Matrix is the simplest and most effective tool to clearly define, communicate, and document roles and responsibilities. It enables teams to know exactly who is *responsible* for a specific task, who is *accountable*, who needs to be *consulted*, and who must be kept *informed* at every step, which will significantly improve the chances of the success of the team.

Use the RACI chart template to define roles and responsibilities of team members: <https://docs.google.com/document/d/1ypam8-mSM0S19y00zrDWm-wHD5rEJtMvaE5FNTu03iMA/edit>

## 3. Acquiring team building skills

People have to learn to work in teams. Building a team requires members to have and/or learn interpersonal skills to negotiate disagreements, manage conflicts and work productively. The absence of even a single one of these skills may result in the team/group crashing down.

Team building skills and qualities are crucial not only for work but for all life's areas. Like other interpersonal skills, acquiring team building skills is a lifelong learning process and no one ever ceases to be a learner, as all of us look, speak, think or feel differently on many levels including cultural and personal. That is why they need to be learned, nurtured and practised and throughout life.



#### 4. Problem solving

**"If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions" - Albert Einstein**

The problem solving process is important in team building as it can help team members pinpoint a problem in the teamwork when/if it occurs, figure out why it happens, what they need to do,

what tools and re-sources they have at their disposal to determine how to fix the problem and even when to seek outside involvement. We need a problem solving mind and skills to handle difficult and unexpected situations in teamwork, determine the source of a problem and find an effective solution. See the basic Problem Solving Process Table below!

Steps	Explanation	Skills needed
Step 1: Identify the problem!	A problem occurs when that what has actually happened is different from what is expected!	Problem recognition Active listening, Communication, Research, Understanding topic
Step 2: Define the causes of the problem!	State the problem clearly. Ask "why?"!	Data analysis
Step 3: Generate a possible solution!	Brainstorm! Come up with as many ideas as possible. Do not judge any of the ideas at this stage!	Creativity, Brainstorming, Forecasting
Step 4: Choose the best solution!	Make the decision! Evaluate whether the solution is aligned with your desired outcomes.	Data analysis, Decision making, Prioritising
Step 5: Implement the best solution!	Develop an action plan and carry out changes.	Communication, Team building, Troubleshooting, Leadership, Trustworthiness, Management
Step 6: Monitor the feedback	Catch errors! Check and verify if the solution is applicable.	Active listening, Data analysis, Communication, Decision making, Flexibility

5. Activities and tools for fostering groups  
In order to stimulate the fastest possible transition of the group through the group dynamics phases, certain activities- e.g ice-breakers, trust-building games, activities for joint reflection, debriefing, discussion are used for introduction, sharing and getting closer.

Watch the playlists with a video demonstration of different improvisation and team-building methods, energizers, games: [https://www.youtube.com/playlist?list=PL3S9BpP\\_Ds324NuxrwB-BUYVCXOHeYksI7](https://www.youtube.com/playlist?list=PL3S9BpP_Ds324NuxrwB-BUYVCXOHeYksI7)

‘Guess my skills’- Team building activity for new groups: <https://www.salto-youth.net/tools/toolbox/tool/guess-my-skills.2262/>





# Equipment in your Cafe

## Learning aims and objectives

By reading through this chapter, Cafe Europe initiators should develop an understanding of the importance of creating an inclusive environment based on the needs of the target group.

Using the knowledge gained in this chapter, Cafe Europe initiators will be able to create a socially inclusive Cafe Europe environment and will gather practical tips and skills on how to involve the target group in the process.

## Introduction

In prior steps of this manual, initiators can read about involving the target group, defining the region and picking a location. But what will the actual Cafe Europe look like? What do you offer? This chapter will help initiators, youth workers and volunteers with this process.

An important part of Cafe Europe is supporting young people in finding (back) their strength and control over their life. The development of an inclusive environment offers a great opportunity to involve the target group, for the following reasons:

- It gives them the opportunity to communicate their needs for the environment.
- It gives them the opportunity to explore and practice with different skills and talents in a supportive and safe environment with a practical assignment. These skills often translate to

real life situations.

- It gives them responsibility over the development of something that is in their interest. Working towards a goal asks for an entrepreneurial mindset and collaboration with people with different backgrounds.
- It gives the initiators of a Cafe Europe different (cultural) perspectives and a team with diverse talents.

In the chapters below we have created an overview of things to consider when setting up the facilities and decoration of a socially inclusive Cafe Europe environment. Initiators can use the knowledge in prior steps in this process too.

## Explore the needs of the target group

In order to explore the needs of the target group there are some tips and tricks that might help. It can be beneficial to meet each other in person and create a safe environment for the participants where they feel free to share their ideas and needs for the location. To get the creative process started it helps to offer inspiration and show possibilities.

Some ideas:

- Show participants one or two best practices.
- Involve the participants in what you've been investigating, what the reason for initiating Cafe Europe is and also your plans to create it together with them! Be clear on what you need help with, but leave room for others to contribute.

- Explore people's needs by asking them to imagine and represent the space of their dreams. Inspire people to share their ideas with the rest of the group to start the discussion. Not everyone is verbally strong. Initiators can bring papers, magazines to cut images from, pencils and blank papers and use mood boards for participants who want to show their ideas without words.

The step above is important because every region and individual participant might have different needs for Cafe Europe. Some might want to develop their entrepreneurial skills, learn new skills, have a place to show what they have been working on or just have a place to work and meet new people. Keep in mind different cultural and religious backgrounds too. The decoration and facilities of the cafe are there to serve the needs of the potential participants, not the other way around.

## Decoration and internal amenities

During the research phase we discovered that many participants considered internal design to be more important than the size of the space. Most participants mentioned they preferred more minimalist and simple decorations, and that they considered smaller and local Cafes to be preferable to large commercial chains nowadays. Ultimately, this means that the decorations inside Cafe Europe should be simple and focus on providing a “local independent business” feeling. This can be achieved by spacing out seats instead of streamlining for maximum

capacity, providing different forms of sitting (classic tables, study tables, beanbag chairs, etc.). The goal is to create a Cafe which can attract different kinds of participants, ranging from students who want to study there, to groups of friends that want to just talk, to people who want to work on their own.

Another aspect mentioned by many potential participants is the availability of WiFi, which seems to be a necessity. A WiFi connection will facilitate both the participants and potential customers. WiFi should be password-locked and made available only to participants and customers.

*Location:* Medium-sized space with modern and minimalistic decorations. Accessible and close to public transport. If participants all come from a certain area, then the cafe should be in that area, unless it's too remote. More about selecting a location can be read in step 3 of this handbook.

*Equipment:* Varying seating options, which include classic tables and chairs, long table with seats, couch/sofa options, beanbag seats, stools and a bar. Coffee-making equipment (Espresso machine, filter coffee machine, cups, glasses, utensils, mixer, icebox), juice machine, washing equipment (sink, sprinkler). WiFi modem and connection.

*Materials:* Coffee powder, sugar/sweeteners, tea bags, fruits (for juice), bottled water, biodegradable cups and straws, napkins, cloths, soap, chlorine mix, mop and bucket, plastic gloves, aprons. All of the above will need to be restocked.



*Creating revenue:* It's possible to create revenue with your Cafe Europe. Different countries have different laws for selling products. More information on these laws often can be found at the chamber of commerce or similar institutions. Creating revenue can be done by the participants by exhibiting and selling art or selling food and drinks etc. These options should be accounted for when decorating your location.



## Set common goals

When the needs of the potential participants have been identified, Cafe Europe initiators can continue with the next step: Setting common goals for Cafe Europe. One way to do this is to grab a big flip over and write the goals down with the team. Writing goals down ensures that everyone is working towards the same goal(s). It also gives the team another moment to discuss their wishes.

To make sure your goals are clear and reachable, each one should be S.M.A.R.T. More on setting goals can be read in step 4 of this handbook.

Divide tasks between those involved

**“Coming together is a beginning. Keeping together is progress. Working together is Success.” - Henry Ford.**

When needs and goals have been defined, it's time to divide the tasks between the team. Decorating and facilitating Cafe Europe calls for different skills and talents. Between the team of initiators and within the focus group there are talents. Some of these talents might have already become clear in prior steps of starting Cafe Europe. For example: Creating a schedule, choosing suitable colours, managing food and beverages, writing things down. These might seem like small things, but dividing tasks based on the talents of a team is a great way to keep everyone motivated and working towards the goal of decorating and facilitating your Cafe Europe. One way to do it:

- 1 Create a list of tasks that need to be done with the team.
- 2 Ask people what they want to work on. People tend to choose those things they feel confident in doing.
- 3 Reflect on the tasks. (For example weekly)

Depending on the needs and wishes of your Cafe Europe location, resources might be needed. For example: Who is going to pay for the location? For the food and beverages? Sometimes it's possible to arrange these things through sponsoring or working together with partners with mutual interests. (See step 1: Engaging your community).

Creating a list of required resources helps to get an overview. More information on this important step can be found in the final chapter of this handbook.

## Create an employment schedule

How often will your Cafe Europe open? Who will be there to receive guests? These questions can be answered by creating an employment schedule. An example can be found here:

## Test and evaluate the Cafe Europe environment

Facilitating and decorating your Cafe Europe is a cyclical process. When all previous steps have been met, initiators can choose to test the environment. One way to do this is the Plan Do Check Act method. You can read more about it here: <https://kanbanize.com/lean-management/improvement/what-is-pdca-cycle>

The PDCA Cycle is an evidence-based method that can be used to improve your Cafe Europe location in a systematic way. For the readability of this handbook, the writer has chosen to keep this summary short as there is a lot of information available on this subject.

	10:00	11:00	12:00	13:00 - 15:00	15:00 - 16:00	17:00
Monday	Week opening. Share to inspire each other.  By: Person a	Individual coaching for the participants  By: Person b	Lunch together  By: Person a	Workshop  By: Person a + b		Day closing: What have you learned today?  By: Person c
Tuesday						

# Promote your Cafe Europe

## Learning aims and objectives

This chapter aims at providing an understanding of the importance of the promotion of Cafe Europe as well as providing suggestions and tips on how to effectively promote the Cafe Europe.

By reading through this chapter, Cafe Europe initiators should have the practical knowledge on ways to promote their initiative in order to attract a wider audience.

## Introduction

It may seem obvious, but promotion of the cafe is very important. You might be convinced that your cafe is the best meeting place ever, but how should somebody else know that too?

Below you can find all sorts of activities that might contribute to raising the awareness of the cafe and its objectives. The more people get to know about the cafe, the more likely it is that the news of the opening will end up at the target group. However: be precise in how you spread the news: because the aim is to reach the

target group, and not all irrelevant people.

## Creating a logo

**“A logo doesn’t sell, it identifies” - Paul Rand**

One of the most important steps is the creation of a logo for your Cafe. By not having a logo you miss an opportunity to make your Cafe “stuck” in the minds of your audience. Usually, the “golden rules” when creating a logo are:

1. A logo grabs attention: Since attention is valuable these days, creating a logo that grabs attention can work to your advantage.
2. Makes a strong first impression: A well-designed logo can raise the interest of the public and invite them to learn more about the place.
3. It’s the foundation of your Brand Identity: Colours, tones and fonts determine the story you want to tell, and the logo sets the stage for this story.
4. It’s Memorable: An aesthetically good-looking logo triggers positive recall about your Cafe Europe.
5. It Separates you: Your logo is a way to distinguish yourself from other places. It is a way to make your Cafe unique.

1

### Appropriate

Is your logo appropriate for the business?

2

### Simple

Is your logo simple enough to work in all sizes?

3

### Memorable

Is it distinctive, so it can be easily remembered?

## Social Media Account

The number one step should be communicating your mission on social media. Social media is a great way to effectively promote your mission since you can focus primarily on your target group and present your goals and ambitions to the students.

You need to create a social media account that reflects the mission statement and everything that you have outlined on your website. You can even create event calendars to let volunteers know when and where they are needed or post photos and videos on social media telling a more compelling story about the work you are doing and the people behind your cause. It is very important to keep your social media account active since this will be your most immediate way of contacting your target groups.

**TIPS:** To achieve the above goal, you can create a Facebook page where you will keep everyone interested updated and set up an effective Facebook ad campaign. A social media campaign is a coordinated marketing design to reinforce information or sentiments about a product or service through a social media platform. You will run an ad about Cafe Europe and you will try to narrow your audience

to students and specifically to migrants and refugees' students.

## Creating a Website

Having a website is a powerful marketing tool that presents your Cafe to the people and can boost your popularity. By having a website, you have access to a platform that you are in control of and where you can help create the identity that you want. The website can include exclusive content that is not available on your social media, so you can attract even more people. For example, young workers of the Cafe can write their own stories and experiences on your website and create something like a blog that keeps updated with new content regularly.

By creating a website there is no limit to your sphere of influence since everyone is going online and the website has a global reach. Your website can also be your on-line portfolio. People will also be available to contact you through your website's information and you will be able to answer them directly.

Some popular platforms to create a free blog or website are:

- Blogger
- Weebly
- Wix
- Wordpress

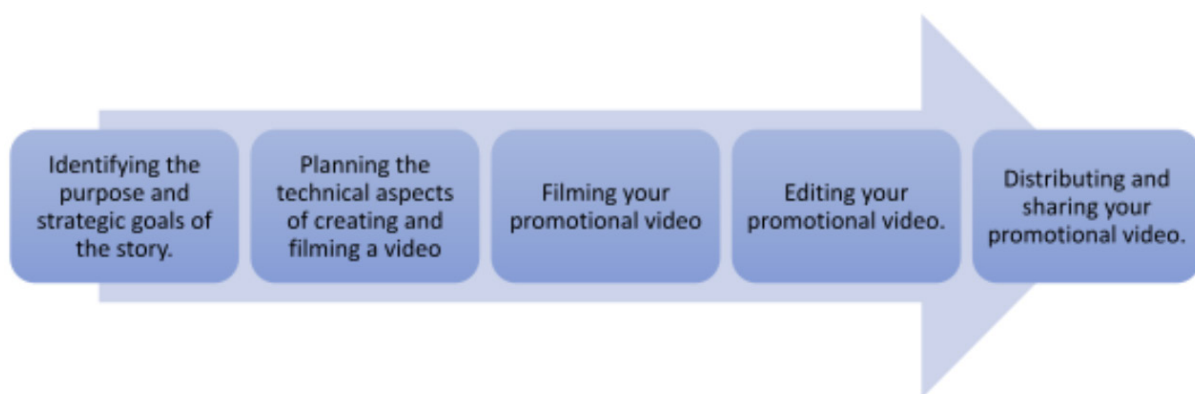


## Creating a promotional video

Promotional videos are a top form of on-line mass communication preferred by internet users. A good promo video seeks to bring the conversations to a more personal level, to spark curiosity and raise the interest of people. What is more, you can create event videos and FAQ videos for the promotion of your Cafe Europe.

You can find more on how to create a promo video here:

[https://www.youtube.com/watch?v=-N\\_mqEDghDA&ab\\_channel=Biteable](https://www.youtube.com/watch?v=-N_mqEDghDA&ab_channel=Biteable)



Europe's goal. When possible, special guests can be invited, such as:

- Local artists
- Young immigrants
- Representatives from local public authorities

## Getting an endorsement from a public figure

Getting a celebrity, notable VIP, or leader in their field to give your Cafe Europe a short testimonial or endorsement is a great way to boost your publicity and promote your goals. It is very essential

## Podcasts

Since this project is about young people, you can also create a podcast, a popular way among youngsters to help reaching out to even more people. A podcast is a series of audio episodes. These episodes are audio files that can be uploaded on the internet available for everyone to listen to.

By creating a new podcast episode every one or two weeks, you will be able to inform everyone about your recent activities and future plans. These podcasts can be used as a way for participants to share their experiences and promote Cafe

to choose the correct endorsers because choosing the wrong person can have a negative effect on your Cafe's reputation. You should ask potential endorses to write something about activities and maybe attend some of them.

A great way to get their attention is to contact them on social media and show them your activities or invite them in your podcasts. You can also gather a list of names and contact information of public figures that may be interested in your activities and inform them about everything you do.



## Activities

**“Focus on the journey, not the destination. Joy is found not in finishing an activity but in doing it.” - Greg Anderson**

By implementing some activities and hosting events with food, free merchandise and entertainment you can appeal many more people into your cafe. The more people you can attract to those events the more people are going to stick around and become regular volunteers.

Art and craft activities have always been a favoured medium to stimulate and develop creativity within students. These types of activities promote cooperation between the participants and leads them to achieve a common goal. It will also strengthen the relations between the participants. You can suggest to participants to think of a slogan or other phrase to use on the poster. After the posters are created, they can arrange for a place where they can be displayed, perhaps on the cafe's walls or at the entrance of the building.

### *Open Days with Local Artwork*

Organising an open day in collaboration with some established organisation or combining it to an initiative in this field promoted by the city or the region is the best way to attract more visitors to your Cafe Europe. For example, handmade gift projects for all ages can be created so people can get some souvenirs, while local artists can be called to participate and present their art and crafts. This kind of event can take place at the weekend so people of all ages can participate, and it will be promoted through your social

media, website, the creation of posters and leaflets.

### *Music events*

**“Music is the shorthand of emotion.” - Leo Tolstoy**

To organise a successful music event, you can contact singers and artists that can participate in your event, or even create a karaoke party. Music is an excellent way to attract people and bring them together.

To make this activity work:

- You can engage artists that will participate to spread the word. Artists usually have a fan base where they can address and invite people to Cafe Europe.
- Another way you can attract more people in the long term is to live stream the event to your social media platforms.
- The event can be uploaded to online listing sites and be promoted through the help of posters, flyers, social media campaigns and word of mouth.
- A concert poster is essential. It is an opportunity to grab people's attention. You can put it up for free in tons of relevant places.
- You also must get your artwork right. Most of the methods to promote a music event involve something visual. If people see an unprofessional gig poster or advert, it is natural to draw the conclusion that this event will be unprofessional. Artwork doesn't have to cost a fortune; young participants can help and create something catchy to guarantee your success.



### *Information days*

Cafe Europe will help refugees and migrants to find areas of interest for them to get involved. Finding areas that resonate with young people can help them get involved, especially if it is something that involves peers. Cafe Europe will be a place where young people can get actively involved, so they see others in certain roles and understand that they can do the same kind of things. By contacting local businesses and organisations you can ask for their help and arrange some information days about their sector. This way, participants will have the opportunity to learn more about a specific sector and broaden their connections.

### *Community Outreach Program*

In order to create a partnership between communities and Cafe Europe, an outreach activity focusing on immigrants and refugees will be held. Outreach is the ac-

tivity of providing services to any population that might not otherwise have access to those. It is a way to fill the gap in the services provided by mainstream services and often carried out by non-profit, non-governmental organisations. Individuals immigrating to countries of Europe, come from diverse backgrounds and have varying levels of language ability and involvement with European society prior to their arrival. Upon arrival, some immigrants, migrants or refugees may speak the local language and have prior participation in the social, political and/or economic system, whereas other immigrants may have none of these advantages. Young workers and volunteers can help those less advantaged people to adapt to the new environment and provide them with all the necessary information they may need to merge with society.



## Combine Forces

**"Growth is never by mere chance; it is the result of forces working together." - James Cash Penney**

There are a lot of similar mind organisations and projects that Cafe Europe can join forces with and collaborate towards a single cause. Youngsters are likely to search for like-minded people and connect with them to further expand their activities and their popularity. For example, you can collaborate with a local theatre group that primarily exists of migrants and create a theatrical performance together that both delivers a message and increase your reach. Collaborations with other people that have some common goals can be beneficial to both parties.

To further expand your activities, participants can join different initiatives that try to resolve problems that go hand in hand with your beliefs. For example, you can contact the NGOs dedicated to assisting migrants and ask them if there is any way you can help, or even create a new project combining your forces.

Several organisations fight poverty and exclusion; they reach out to the poor, homeless and migrants of any form. Youngsters can ask them to visit Cafe Europe and talk about their efforts, share their stories and give advice. Cafe Europe's participants can, thereafter, try to publicize their concerns to their social media and website and if possible, to help them with their activities. This kind of collaboration expands the contacts of young people and promotes both organisations.

## Word of Mouth

**"Word-of-mouth marketing is the best form of Free promotion" - Bernard Kelvin Clive**

Cafe Europe's participants should constantly spread information about the Cafe's goals and the activities that take place. Spreading information and opinions from one person to another via conversations is a great and immediate way to promote Cafe Europe and bring more people together. Youngsters involved should not be afraid to do the dissemination and promotion process by themselves, since it's in their own interest to promote the Cafe Europe project. They can start talking with their family, friends, colleagues and fellow students. Participants can gradually inform more and more people about the Cafe. Those people will inform their own friends and family and so on. The trick to this method is to promote Cafe Europe in an interesting way. This may sound difficult, but since the Cafe will be doing so many activities, finding something intriguing to share should be a piece of cake.

# Opening your Cafe Europe

## Learning aims and objectives

Using the knowledge gained in this chapter, Cafe Europe initiators will be able to organise a socially inclusive kick-off event for their Cafe Europe location aimed at the region's specific needs.

By reading through this chapter, Cafe Europe initiators should have inspiration and a practical overview of the steps necessary for the opening of a Cafe Europe location.

## Introduction

Opening your Cafe Europe is an important moment. There are several steps to consider when planning a kick-off event. The first opening of your Cafe Europe is a one time opportunity that can set a certain standard for what your initiative is going to mean for (people in) the region.

## Define goals and objectives for your kick-off event

It's important to have a clear goal for your kick-off event. Goals can be: reaching as many participants as possible, getting funding, reaching volunteers, reaching youth workers or a mix of these. New Cafe Europe locations might have a different starting point, some might already have funding, some might already have participants. One thing they have in common is that setting a clear goal for your event helps to plan the process accordingly. A goal for your kick-off event

could be:

*During the kick-off event we're going to inspire 20 potential Cafe Europe participants, 10 stake holders, 20 volunteers, 5 youth workers and 3 potential funders to commit to Cafe Europe by leaving their contact details.*

As can be read in step 5, formulating goals using the S.M.A.R.T. method helps making goals reachable. From the example goal above, a number of actions can be drawn that require measurable action. I.E. If you want to inspire 5 youth workers to commit, you have to reach out for them in the process ahead. In some cases it may be better to organise separate kick-off events, depending on your goals.

## Establish a budget

Organising an event with a big budget might seem better than organising it with zero budget. Although it's true that it's easier to just order food and drinks through a local restaurant and pay for it, organising it without a budget gives you other opportunities. Initiators can establish partnerships with other organisations that might want to sponsor, and that way commit to the project. In step 10 of this handbook, initiators can read more about getting sponsoring and funding. It might seem obvious, but be sure to make an overview of the costs you want to make for the kick-off event and how you're going to fund this.



## Create and inspire your team.

Earlier in this handbook (step 4 and 5) the importance of having a committing team that does tasks that fit their talents has been described. This is also important in the process of organising a kick-off event that is socially inclusive. Working in a team with different (cultural) backgrounds offers fresh and new perspectives that are important for your kick-off event. Inviting potential participants (from the focus group) to share their ideas and work alongside you in this process helps to organise an event that is attractive for the participants themselves. Who knows better what's interesting than the participants themselves?! It also offers another practice opportunity for the participants and it creates commitment to your Cafe Europe.

## Choosing a date, time and location

When choosing a location for your event, make sure it's accessible for everyone you want to invite. Other things to consider: Travel time, parking, wardrobe, hosts to welcome guests. Also make sure to communicate these things in the invitation to the guests.

When choosing a date and time, keep in mind the agenda of your guests. Picking a date and time might seem difficult as different types of guests have different agendas. Reaching out for some potential guests and asking them about a suitable time might help this process. Also keep in mind various religious holidays and times in the day.

## Develop event branding

Obtaining guests for your event is something that should be taken seriously. Often events are being organised with great effort, but little time goes to inviting the guests. This means that you're not reaching all the people that you could have reached. Developing a branding for your Cafe Europe Kick-off helps to reach guests. Making the branding recognisable from the kick-off and onwards can help your Cafe Europe location to a flying start. This starts with a recognisable logo and colours. Make sure branding is in line with the goal of your event. You might need different materials to reach participants than to reach potential funders. Besides, having materials reflecting the demographic of your target audience might help. Thus, don't put pictures of only natives or only migrants on your communication materials if you want to reach a diverse target group.



## Plan your programme

When organising an event for Cafe Europe, working with a script can help to make sure and check whether everything regarding the programme and the event has been thought of. Giving potential Cafe Europe participants a role during the event creates another opportunity for them to learn new skills, show their talents in a safe environment and show guests what Cafe Europe is really about! Go through the script with those involved before the event, to make sure everyone is aware of their tasks before and during the event.

Below you can find an example script for Cafe Europe Kick-off event.

## Confirm speakers, sponsors and exhibitors

If you want to reach participants, youth workers, stakeholders and potential funders, you need to make sure guests are enthusiastic about the programme. A method that has proven to get potential Cafe Europe participants to an event is working with role models. Role models are people that are regarded as an example, someone to learn from for a certain group of people. Asking your focus group about who they see as role models might be a good starting point. For example, role models can be people who have found their way in the country of the Cafe Europe location. Hearing about how they found their way, what (entrepreneurial) skills and mindset was necessary to find their way can inspire others! Make sure the speakers suit the goal of your kick-off event.

Time	What?	Where?	Who?	Extra info.
15.00	Everyone present	Main entrance	All members of the organisation and helping hands	Wear appropriate clothing
16.00	Doors open	Cafe Europe location	John and Achmed	Bring the guest list
16.15	Opening speech	Central stage	Gabe	
16.30	etc.			
17.00	Closing words	Restaurant		
To prepare:	Glass of water for the speakers, Wardrobe, Etc.			



## Select tech tools

Let's be honest: Nobody wants to see a presenter read out loud from a powerpoint presentation. Choose tech tools that suit your target audience best. Working with lots of text, while some people in your audience don't speak the native language yet, might not be the best solution. Having a video of a role model sharing their story with images often creates a better image of what you're presenting. Ask your focus group about new tech tools and ideas and you might be surprised what they come up with! Working with your potential participants once again offers initiators the chance to be innovative.

## Create a plan for your marketing and promotion

As described in step 5, reaching your target audience requires effort. Depending on the target audience you can reach out to organisations and networks. For youth workers: Think about social care facilities, educational institutions, community centers. For participants: Find networks and places where your target group gathers. Use your focus group and their network to find other participants. Make sure to be clear on what participating in the event or project can bring them. Why should they join? What can they learn from it? Sharing stories of other successful role models can motivate participants to join your event or project.

Don't forget all the Social Media channels. Younger people aren't on Facebook as often as you might think. You can ask your focus group for input on what Social Media they use. They can also help with making content, videos, posts etc. Yet another opportunity to learn! Think about how much text you're going to use, making content visual often works best. Next to this the most important tip: Network, network and network.

## Determine your measurement

When is your event successful? Depending on your goal you can decide the type of measurement. The example in step 1 of this chapter is easy to measure, because it's quantitative data. You can see how many people left their contact details. But you can also make a checklist.

After the event, sit down with organisers to talk through the event and evaluate how to make improvements for upcoming events for your Cafe Europe. Another way to evaluate your event is to ask guests to leave feedback. This can be done by creating a document where they can leave 'open' feedback or have specific points where you want feedback on. Feedback can be asked when leaving the event or by emailing them after the event.

You can use Google Docs to create feedback forms, share them with your participants and get overviews of the answers. This might also come in handy later in the project! More info at: <https://www.google.nl/intl/nl/forms/about/>

# Sustainability in your Cafe

## Learning aims and objectives

Using the knowledge gained in this chapter, Cafe Europe initiators will be able to improve the sustainability of their Cafe Europe location.

By reading through this chapter, Cafe Europe initiators should have inspiration and practical knowledge on how to engage their community, raise awareness and find sponsors.

## How to Engage Your Community?

Nowadays it is more important than ever for any new business or social enterprise to build a community. A community is a condition of sharing or having certain attitudes and interests in common with others. Community engagement depends on the benefits for the members constituting it. The most important element of any community is – unsurprisingly – its members. So, keep in mind that a successful community is almost entirely about them, not about you. People love to talk to each other about things that matter to them and this is something you should always encourage. Make it easy for members to tell their stories, share their experiences and grow their passions. The more your members feel that they are being heard, listened to and valued, the more likely they are to remain on your platform. Here are some techniques to start community engagement and more importantly, to keep it going.

Community engagement is both a science and an art. You can leverage social science to understand what motivates people to participate. But you also have to feel out what your community needs at any given time. Do they need positivity? Do they need a challenge? Or sometimes, do they just need to be left alone for a couple of days?

### *Rituals*

Think about any big, long-lasting community and you'll find several rituals in play. Rituals are powerful because they help your members create a habit of participating and the members know what to expect. This will also make your life easier as a community builder because you'll have content that you don't have to think too much about each day/week/month. You can consider the following things to start a joint ritual:

- Weekly new member welcome: Welcome every new face in the group
- Promo day: Give your members a chance to promote their work and accomplishments
- Meetups: Get everyone together in person regularly

### *Stories*

Get individuals to tell stories. People adore sharing themselves with others. If you become a leader for this type of communication between people, you will capture the emotions of your audience like no other. You get bonus points if you provide a large audience for the true performers in your ranks.

### *Responsive Community Leadership*

Make sure that you respond to the people that take the time to respond to you and be a responsive community engagement leader. There is nothing more emotionally satisfying than receiving encouragement and understanding from a leader of a social circle. If you want to emotionally engage your audience, become emotional right along with them (in a positive way).

### *Stay Grounded*

It is easy to become irrelevant once your network begins to grow a little. You may start to think that you must cater to a wider spectrum by glossing up your image. What ends up happening is that you try too hard and people begin to see through you. Your community audience is growing because of what you are already doing. All that you have to do is keep doing it. Keep your story and posts grounded. The same posts that engage 10 people deeply will engage 1,000 people deeply.

### *Keep it fun*

If you find it difficult to find appropriate materials to discuss, you can always fall back on entertaining and educational content. It is sometimes good to break up the monotony with a light-hearted story that everyone can get into. Entertaining content is also much easier to relate to on a large scale.

## How to Raise Awareness?

To reach as many people as possible, tailoring each idea to suit your fundraiser. Keep in mind that when your cause is worthwhile, raising awareness for it doesn't have to be expensive. It's all about engaging people with the right ideas.

### *Share stories*

Nothing can be more believable than people who are campaigning and supporting a cause that they have experienced first-hand or through a loved one. This is especially true for causes that support medical and health research, emergency response, and environmental protection.



Share your story online, accept speaking engagements should you be invited, or speak out during meetings. You will lend credibility and strength to your cause. Your small way of supporting your favourite cause can have a positive impact if you're consistent and honest. Have you found your means to help? Do it today and start building awareness so that it can be turned into action in the near future.

### *Fundraising events*

A fundraising event can help receiving more attention and donations. That could be something you organise alone or you could be a part of a larger event organised by others, such as an art exhibition or a sporting event. Organising events where people meet can help build a real community around your goal.

For example a group of students decided to organise a volleyball tournament at their university to raise money for Off the Record, a charity dedicated to mental health. With this simple event, they were able to reach their fundraising goal.

### *Educational events*

Make your skills available in a one-off workshop or as part of a series of related workshops. During the event, you can talk about your cause and connect with like-minded people. Useful skills to convey include creating a resume, teaching how to give a presentation or an introductory course to Adobe Photoshop.

### *Be consistent*

The way to make your goal easily recognisable is to keep your image and text consistent. Always use the same image or logo as your profile picture and always

call for the same action.

### *Social media awareness*

Create accounts for your cause on Facebook, Twitter, Instagram, and YouTube. Start engaging with people and related communities. Try sparking thoughtful conversations about your cause by asking questions or giving feedback.

For the playful, creative types – why not start a campaign that grows through engagement? Remember the ALS Ice Bucket Challenge? Take inspiration from this viral campaign that's as informative as it is fun. This particular campaign has been effective not only in raising awareness but also in generating funds for ALS research. It doesn't have to be as far-reaching, but it should be relevant to your cause. You can't start an awareness campaign by focusing on just the fun part and forgetting about what your cause is really about.

### *Other valuable content*

Are you or one of your volunteers or youngsters an expert in something? Find a way to tie that to your cause and offer your donors something of value. Think, for example, of instructional videos or other manuals. Make sure the design includes your logo and is consistent with your other marketing materials.

### *Informational pamphlets*

Informative flyers, printed or digital, are a great way for people to learn more about your fundraiser. Gather important information about your goal and put it into text that piques people's interest. Ask local businesses if you can leave leaflets for people to take with them.



### *Your Government Officials*

Do you need further support and influence? Approach your government officials and ask if they can be part of your advocacy, too. Your local leaders and representatives are prime examples. They don't even have to sign up as members, though that's certainly a plus. As long as they understand your advocacy and why it's worth supporting, they can aid your campaign. They can help you gain connections to relevant institutions that can promote your organisation and provide additional funding.

## How to find sponsors?

Are you looking for sponsors for your non-profit event? Not sure how to begin? Well, let's start with the definition: "Corporate sponsor: A for-profit company that provides money (or goods or services) to a non-profit organisation's event or programme in exchange for publicity, visibility and goodwill among consumers. They typically pay for their sponsorship out of the marketing budget, philanthropy budget or general profits."

Defining a corporate sponsor is less challenging than actually securing one. But when you do find the right corporate sponsors for your fundraising events, it can have a huge impact on your event's success. Even in this current climate of virtual events, it's possible to find the right sponsors and offer them significant ROI on their support and investment.

### *Local businesses*

Local businesses work hard to build good street cred and a positive identity in their community. They know that the way lo-

cals perceive them and their overall reputation is critical because locals are typically their main target market, even if they're a business that has a website with e-commerce. Enlisting local businesses as sponsors for your non-profit event is a win-win-win: You get their support and they get the public relations, plus you both get the benefit of lifting each other up in your local community. So, start with listing several local businesses you could approach for sponsorship or cooperation, starting with the ones that make the most sense for Cafe Europe.

### *Companies with a crossover to you*

Whether they're local or not, the best sponsors have a mission or values that align with your nonprofit's mission and values. For example, a local humane NGO might have a pet supply store for a sponsor. A food bank might approach a grocery store to be a sponsor. A local Habitat for Humanity chapter might partner with a hardware store. Or you could take this another way: Look at your top donors. Do any of them or their family members own a business? That's another good opportunity to explore. Just think about possible natural connections and logical connections when forming your partnership.

### *Similar fundraising events by other businesses*

Chances are those businesses might be more apt to say yes, so pay attention not only to other non-profit events in your area, but the companies sponsoring them as well. Right now, of course, virtual or digital events are the norm as most things have moved online due to the pandemic, but that doesn't mean you have less to



offer a potential sponsor. In fact, if you get creative, you may offer more than the other non-profits they've sponsored. The website of your facility is very suitable for that use. Some suggestions:

- Create a sponsor page with short blurbs and pictures for each, details on what they are sponsoring and a link to their websites and contact info.
- Create a video about your sponsor and add it to your registration page or use it to tease your event on Instagram or Twitter and to promote your sponsor's role in your upcoming virtual event.
- Feature a guest blog post on your registration page (or even on your regular blog).
- Include your sponsors' logos and messaging in all your email, direct mail and social media messages about your event.

Let your sponsor use one of your social media platforms to talk about their company. For example, schedule them for a 24-hour Instagram takeover or a Facebook Live to demo a product or service. Consider all your platforms, including your largest (your website, of course) and how you could leverage them to benefit your sponsors in ways they probably haven't even considered.

### *Creative asks for sponsoring*

Most of your sponsorship requests will likely be via phone and email rather than in-person meetings right now, but be sure you're not just throwing a cookie-cutter message out to every potential sponsor. Find ways to make your request somewhat customized:

- Describe what you do and how it ties

in with your potential sponsor's business and what they offer.

- Talk about your audience's demographics and how (if applicable) they overlap with that particular business' target audience's demographics.
- Tell your story: How did your organisation begin? How has it grown? Who have you helped? What impact have you made in the community? The more ties you can create between your nonprofit's story and a potential sponsor's story, the more likely that business will think of you as a natural organisation to partner with.

Finally, tell each particular potential partner what you can offer in return for their support—and try to make it specific to that business. Put on your sponsor hat: What would you want to hear if you were the decision-maker for that business?

When a business agrees to sponsor an organisation, they want to build their brand image. Create a sense of goodwill with their current and potential customers. Appeal to people who value social responsibility and want to buy from businesses that are making a positive impact on society.



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# S.M.A.R.T. Goals Template

Initial Goal	Write your goal
Specific  Keep your goal well-defined and specific!	What do I want to achieve? Who needs to be included? Why am I setting this goal? Where will this take place? Which constraints or requirements do I have?
Measurable  Make sure that you have the measurements to analyse whether you have reached your goal!	How will I track progress and measure the outcome? How much change is needed to happen? How many accomplishments or actions will this take?
Attainable  Don't set your sights too low or too high! Be realistic about what you can actually do in order to achieve your goals!	Do I already have, or can I get the needed skills and resources to attain the goal? Is the goal reasonable?
Relevant  Align your goal with your objectives whatever goal you want to achieve in life!	Is this a worthwhile goal? Is this goal aligned with long term objectives?
Time- bound  Have a clear time frame on mind to schedule your goal effectively and avoid dragging on!	What is the deadline for reaching the goal? Can the goal be achieved by then?
SMART goal (Craft a new goal statement based on the conclusion of your analysis)	

# Prepared by

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