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GOOD practice guide for Youth NGOs

2014

YOUNG EUROPEAN FEDERALISTS

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Editorial

Dear readers and friends of JEF Europe,

Agreed, there is no scarcity of good and even best practice guides – read and unread, useful and useless – for the activity of Youth NGOs (YNGOs). With this one, however, we aim at something we deem largely uncovered so far: The specific challenges of trans-boundary, pan-European YNGO work.

Successful and long-time established national YNGOs often experience that their ways of getting things done need to be altered once they have decided to work more transnationally. Experienced YNGO practitioners suddenly face new challenges after they have decided to get involved at the European level of their organisation. This can be a painful experience. At the same time pan-European activity isn't necessarily more difficult than activity at the national level. It simply is different. Many also feel that it can be even more rewarding for YNGOs and individuals alike. Not least, for a truly united Europe and the development of a pan-European public sphere it is a mere necessity.

With more than 40 years of experience, more than 30 national sections and more than 30.000 members all over Europe, JEF Europe believes to have gathered a notable expertise on the challenges and opportunities of pan-European work. With this good practice guide we intend to pass it on. To do so we focused on topics that will hopefully foster your organisation's effective-ness, increase its influence and create an inclusive and democratic spirit in the YNGO. Therefore, we believe *communication* to be key, but we have also included a chapter on the ever important topic of funding. Equally we believe the ability to successfully counter Euro-sceptic arguments to be increasingly important for any NGO committed to pan-European activity. Some of the arti-cles, such as public speaking, apply equally for the national level. If this guide will ease your own or your organisation's way to pan-European activity in one of these aspects, it has already achieved its objective.
This guide has been developed within the framework of the workplan "Young European Federalists for a tolerant, United Europe" funded by the European Youth Council. We wholeheartedly thank the authors for their contributions and their continuing commitment to JEF Europe as well as Rita Stadtfeld, Laura Navarro-Lacroix and Federico Guerrieri in the JEF secretariat for their substantive support.

We hope you'll find this guide a good and inspiring read and wish you the best of success for your European activities.

With federalist regards,

Christopher Glück for the Executive Board of JEF Europe

Countering Eurosceptic arguments

BY PETER OOMSELS, VICE-PRESIDENT OF JEF EUROPE

A rise of Euroscepticism

In the run-up to the European elections, many European commentators expected that the next European Parliament will entail fundamentally more Eurosceptic members than the former European Parliament.

However, their impact should not be overstated. It is unlikely that the diverse group of eurosceptics on the radical left, the conservative centre, the extreme right and various non-attached individuals will manage to unite across their national interests. Furthermore, eurosceptics have been in the European Parliament since its very first election. Internal criticism and opposition are fundamental parts of democracy. That is why the supporters of European integration should not fear the rise of euroscepticism.

Whereas the projected rise of euroscepticism is unlikely to have a large influence on the positions of the European Parliament, those who support further European integration should not feel at ease. Rather, they should be reminded that their arguments must be clear and persuasive for European citizens.

The need for effective (counter-)arguments

Although eurosceptics will not win a majority in the European Parliament, the danger exists that their arguments will gradually win the minds of the European citizens. Leaders of the eurosceptic 'movement' such as Marine Le Pen (FN), Nigel Farage (UKIP), Geert Wilders (PVV) or Beppe Grillo (M5S) are highly effective speakers, whose arguments and speeches manage to attract a lot of (media) attention.

It is therefore important to understand how eurosceptic speakers seek this media attention. Often, their arguments consist of warnings about urgent social and economic 'problems', such as immigration, a rise in crime, or the collapse of the monetary system. In order to attract media attention for these (mostly unfounded) claims, they are sometimes "spiced up" with short, simple and often repeated key phrases, and exaggeration of specific numbers to give a factual impression to the claims being made (for instance, Nigel Farage often mentioned "*massive and uncontrolled immigration*" or "*26 million Bulgarians and Romanians wanting to come to the UK*"), which are often combined with highly emotive language and use of strong imagery (for instance, Wilders' claim that "slavish adherence to European rules will 'bleed' the people"). These "spiced-up" claims are used to suggest that the European Union has fundamental problems, after which the European Union is blamed and attacked for being unable to deal with these 'problems', or its political establishment is mocked in order to attract media attention to the eurosceptic message. (For instance, Nigel Farage's gained significant media attention when he described European Council President Herman Van Rompoy as having the "*charisma of a damp rag and the appearance of a low-grade bank clerk*"). Having captured the media attention and having presented their exaggerated claims, overly simplistic 'solutions' are then presented to deal with these 'problems' (For instance, Le Pen, Farage, and Wilders often argue that their counties should leave the EU to stop immigration and to solve crime problems).

These arguments may appeal to the media but they are rarely constructive and often misleading. For these reasons, it is essential that those who believe in the future of the European Union focus on countering these eurosceptic arguments. In order to reach this goal, the counter-arguments must be clear and effective on the one hand, while on the other hand, the arguments must persuade the audience.

Effective (counter-) arguments

Actors and organisations that support further European integration differ widely in their interests and areas of expertise. While the arguments they use to promote European integration in their policy fields can therefore be very different, a better understanding of the structure of an effective (counter-)argument is likely to be of benefit to all of them.

1. **The policy: the issue about which someone wants to convince the audience**
2. **The argument: series of statements aimed at reaching a conclusion that supports the policy**
3. **Claim(s): a short statement about what you want someone to believe**
4. **Evidence: is a piece of information that the audience (already) believes to support the claim**
5. **Reasoning: links the evidence to the claim in short summary**
6. **Link: links 'argument' to 'policy' in short summary, points out whether policy is 'good' or 'bad', and why audience should care.**

According to the Toulmin model of argumentation, an effective (counter-) argument consists of the six following elements.

These elements can be found in three different kinds of (populist) eurosceptic arguments: universal, right-wing and left-wing eurosceptic arguments.
Universal eurosceptic arguments relate to 'claims' that Europe threatens values of sovereignty and democracy at the cost of citizens. The 'policy' of universal eurosceptic arguments is therefore to withdraw to the nation state and the 'argument' is that only the nation state can protect its citizens, guarantee national sovereignty, and maintain the values of democracy.

Right-wing Eurosceptic arguments relate to 'claims' that Europe drives globalisation and threatens national/individual freedom. The 'policy' of right-wing euroscepticism is therefore to withdraw to the nation state on the basis of the 'argument' that only the nation state can protect citizens against pressures of globalisation and is the guardian of individual or national 'freedoms'.
Left-wing Eurosceptic arguments relate to claims of Europe as the driver of capitalism and competition and the destroyer of solidarity: Their 'policy' is therefore to withdraw to the nation state on the basis of the argument that the nation state protects against unbridled capitalism and individualism and that it is the largest possible arena of solidarity.

Making appealing (counter-)arguments

Regardless of the structure of the argument, it is the goal of any speaker to persuade their audience to ultimately support the policy they present. In order to do this the speaker can use different persuasive appeals to try to achieve this objective. Aristotle describes three persuasive appeals: the appeal to logos, ethos, and pathos.

Logos refers to an appeal to logic and reason. Here, "*persuasion is effected through the speech itself when we have proved a truth or an apparent truth by means of the persuasive arguments suitable to the case in question*". The speaker might use facts, data and logical conclusions to guide his audience from evidence to claim to argument to policy. Aristotle considers logos to be the most ethical appeal, and suggests using the other appeals only when logos does not suffice or is not available.

Ethos refers to an appeal to credibility: here, "*persuasion is achieved by the speaker's personal character when the speech is so spoken as to make us think him credible*". The speaker tries to establish their "moral legitimacy", for instance by showcasing their knowledge by using famous quotes, by mentioning that they are a professor at a renowned university, a democratically elected leader, or just a "normal citizen".

Pathos refers to an appeal to the audience's emotion. Here, "*persuasion may come through the hearers, when the speech stirs their emotions*" The speaker tries to evoke emotiveness and inspire hope, joy, fear and sadness, for instance by speaking about the unemployment of their friends, or about how their grandfather died in battle for the sovereignty of his nation.

These three strategies are used effectively by some eurosceptic speakers, but merit more attention from supporters of further European integration in order to significantly strengthen the democratic debate about the European Union.

Conclusion

The supporters of European integration should not fear the rise of euroscepticism. Internal criticism and opposition are fundamental parts of democracy. However, they should be reminded that their arguments must be clear and persuasive for European citizens. Further European integration can only be achieved through democratic decisions, and democracy can not be left to populist eurosceptics who too often use misleading arguments. Only though clear and persuasive argumentation and counter- argumentation can we ensure that the democratic debate about Europe is strengthened, and that democratic decisions will guide us to a better and ever closer European Union.

GOOD PRACTICE EXAMPLE

(other counter-argument examples can be found on www.towardsfederaleurope.eu)

EUROSCEPTIC POLICY: "We need to leave the euro because it is doomed to fail!"
COUNTER-ARGUMENT: Eurosceptics only tell you half of the story: the euro is likely to fail, but only if we don't manage to build a political union (claim 1). They have predicted the downfall of the euro again and again and yet now we see that the euro still stands, that the eurozone has been reformed and is slowly climbing out of the recession. We are surviving this storm and becoming stronger (claim 2).
LINK: The euro is not doomed to fail, but the crisis was a solid warning that we need to build a fiscal, economic and political federal union if we want to make sure that the euro is here to stay and to bring prosperity for European citizens (link).

CLAIM 1: EUROSCEPTICS ONLY TELL YOU HALF OF THE STORY.

EVIDENCE: The Eurosceptic argument states that a single currency can't work for the eurozone, because the eurozone is not an 'Optimal Currency Area'. The eurozone doesn't have high labour mobility, wage and price flexibility are to low, risk-sharing mechanisms such as fiscal transfer mechanisms do not really exist in Europe and economic fluctuations in the Member States are not occurring simultaneously. All these elements mean that the eurozone countries cannot have a single currency: the euro is therefore destined to fail.
The fact of the matter is that such eurosceptic speakers conveniently forget to mention the other half of the story told by economic experts such as nobel prize winners Amartya Sen and Joseph Stiglitz. The second half of the story is that an 'Optimum Currency Area' can be created if we move Europe forward into a fiscal and economic union, which are only possible within a political union. Such a Union could make policies to create an Optimum Currency Area in the eurozone by promoting labour mobility, alleviating macro-economic and social imbalances, integrating regulation for wage and price flexibility, setting up solidarity mechanisms to support structural reforms in countries and regions in difficulty, making European economic policy to integrate and stimulate the vital sectors of infrastructure, energy and the new digital world, etcetera... These instruments require a political union! In the long run we cannot manage the euro with 18 (and eventually more) uncoordinated national economic policies and politics. So what eurosceptics say is only partly true: the euro is only likely to fail, if they manage to block a political union ... and they won't!
REASONING: The euro is only likely to fail as long as we are unable to build a political union in the eurozone. Saving the euro means building political union in Europe, building a true European political government.

CLAIM 2: THE EURO DIDN'T FAIL AND IS ACTUALLY GETTING STRONGER AGAIN.

EVIDENCE: Since 2012, newspapers in several countries contain opinion pieces stating that the time is right for some countries to leave the eurozone, or disaster would strike. These commentators argued that Greece had to get out before things would spiral out of control. That Portugal, Italy and Cyprus were beyond saving. Or according to others they had to "exit the euro" as soon as possible to regain their economic flexibility and sovereignty. However, after reform in the crisis-ridden countries and solidarity of other countries in the past 2 years, we see that the skies are now clearing. The eurozone economy is slowly exiting the recession, the crisis countries are reforming and the pace of austerity is finally set to slow down. Things are still bad, unemployment is still a major plague in many countries and growth remains sluggish, but we are getting better. For any individual country and for the eurozone as a whole, leaving the eurozone now would be a terrible idea. In addition, leaving the eurozone would be an extremely complex exercise, for which there is no legal basis: Everything would have to be negotiated. The country that would exit would see its new national currency immediately devaluate massively, its debt to foreign creditors skyrocket, its costs for energy and other imports increase, and the value of the savings and property of its citizens plummet versus the euro, in essence an expropriation! We are all in a boat together and we have survived the storm, regardless of what the eurosceptics told us. It might still be uncomfortable to be in the same boat with 18 countries and no single skipper, but leaving the eurozone now would be the same as sinking the boat in which we are all sitting together. Better believe in the future and sail stronger together.
REASONING: If we would have listened to eurosceptics, there's no telling where we would have been now. Contrary to what they said, the euro survived, debt-ridden countries are reforming and the Eurozone is leaving the recession. Things are bad, but they are getting better.

STRATEGIC CAMPAIGNING FOR YNGOs

BY VINCENT VENUS, VICE-PRESIDENT OF JEF-GERMANY

If you campaign you engage in political warfare. Your goal is to change a specific status, which others defend. To be successful you will need to know the terrain, the means to overcome the defence, who is on your side and you need to put all this into plan. You might dislike this military metaphor but it is a fitting one. Be aware: a political campaign needs to stir up conflict. If your organisation is afraid of arguments then forget about campaigning. Otherwise continue to read. The article starts with a discussion on what a campaign is – and what not. In the second part it explains practical aspects of campaigning. The third part focuses on the challenges to campaign across borders.

What is campaigning?

A campaign is a series of actions that aim to achieve one goal. Campaigning is not educating. This is a very important point which many youth NGOs get wrong. When you educate you raise awareness for a problem, you spread your knowledge about it to make people understand its different aspects. Therewith you help them to reflect upon the issue and enable them to establish an individual opinion. In contrast, a campaign wants not only to raise awareness, but make people worry enough to take action. To put it in a picture: to safe lives, car drivers do not need to understand those physical forces in play when their vehicle hits a bridge pier. They just need to fasten their seat belts. Thus, a traffic safety organisation should better not air a TV commercial starring a physics professor but instead show the injuries of the people involved in an accident. First basic lesson: Make people worry, do not educate them.

Your organisation has a mission and probably a manifesto too – these are not the starting points for your campaign. A campaign should have one objective and one objective only. This objective should be to change one specific status that your organisation is dissatisfied with. An example: Greenpeace's aim is to save whales but the organisation cannot achieve this aim at once. Therefore, Greenpeace confronts whalers when the issue seems to fall off the public's agenda. Therewith it raises awareness and contributes to the global prohibition of whaling. Second lesson: A single campaign cannot achieve your organisation's great cause, only a little piece of it.

Finally, be aware that your organisation is a club of fanatics. No matter what your cause is: you and your fellow members are much more into it than the average young person. Take diehard football fans as an example. For them football means their life. For non-football fans these people are from another planet. The same holds true for your organisation. However, campaigning requires engaging people external to your organisation. Third and final lesson: If your actions only inspire your members then you are not campaigning but self-entertaining.

Strategy: Identifying a suitable objective and the means to achieve it

OBJECTIVE A strategy is a plan that defines the objective and identifies the means to achieve it with the fewest resources possible. Let us start with the first question: what is the objective? It seems like an easy one but actually it is the most difficult and most decisive point you need to think about. Everything depends on it: the choice of means, messages and channels, as well as your target audience to name but a few aspects. The objective of your campaign has to fulfil two conditions: First, it needs to be relevant for your cause, as well as for other people to take interest in – be it potential activists, journalists or decision makers. Second, it needs to be achievable. If you chose an objective out of your league or you chose to fight a lost battle you will frustrate your activists and supporters. You will experience that breaking down your aim into an objective that fulfils these conditions is a tough job. Nevertheless, it is worth taking the time for this decision.

MEANS Every measure has to contribute to your objective! Before you decide on any action ask yourself whether this is the case. Otherwise you will waste your resources. While identifying the means necessary to achieve your objective think backwards starting from the hypothetically fulfilled objective itself: which decision-making body would when and where agree on the change you aim for? Then ask yourself how could you influence this decision-making body. Probably by convincing a majority of its members. How do you do that? A starting point would be to win an influential member for your cause. Thus, think about the measures as a chain of actions which fulfil sub-objectives necessary to achieve the campaign objective.

TARGET GROUP Identifying the sub-objectives is related to the next important aspect: your campaign's target group (or groups). The more precisely you define and analyse the latter the more effective your measures will be. That is because only if you know your audience you can find the trigger that motivates them to take action. For example: in a democracy the decision-makers are elected. These people are very sensitive to public pressure. Hence, your main target group might be politicians of a city council. However, instead of trying to convince them directly you could first call a journalist's attention to the problem and with her/his article in your pocket try to make allies with other civil society groups. Together you might be powerful enough to pressure some politicians to comment on your ideas. This reaction will cause further reporting by journalists. Eventually you might be able to sufficiently raise public awareness and win the public opinion for your cause to put enough pressure on the politicians to follow your proposal.

MESSAGE After having defined the objective, identified the measures and analysed the target audience, you can start thinking about the campaign's message. Take the Barack Obama campaign of 2008 as an example. His message was that with Bush the USA had developed into the wrong direction. Only with him the country would find its way back on the right track. His team wrapped up this message into the slogan „Change we can believe in". Keep in mind that your campaign can only have one message. You can keep the full message for internal use but adjust it into appropriate and short slogans for each target group. In doing so you must abide the golden rule „The bait should catch the fish not the fisherman". If you need the masses on your side then find a slogan that appeals to them – not necessarily to you. Pause for a moment and digest this: Most likely you have an academic background and your friends do too. You are in command of an extensive vocabulary and speak at least one other language. No matter where you come from: as such you are the minority! If you break the bait-fisherman-rule you run the risk to formulate a message and a slogan that your audience does not understand. Take the big German drugstore chain "Douglas" as an example. Some years ago their slogan was „Come in and find out" which the target group interpreted as "Come in and try to find the way out again". This obviously was not the message Douglas intended to convey which created a marketing failure.

RESOURCES

The resources available to you limit the extent of the campaign. Be aware that a proper campaign will consume many working hours and, depending on your choice of channels, money too. As a youth organisation your resources are limited. Hence, check your scare resources and consider that many of your ideas will be out of your league. You are neither a big company, with a million for ad budget, nor Greenpeace either. In fact, there is a high chance that your organisation is struggling to recruit enough volunteers to fulfil the basic tasks. A campaign should never consume so many resources that the survival of your organisation is at risk.

CHANNELS

Which are the channels best suited to reach your audience? For most classic advertisements you do not have the money. However, internet actions, flyer, street actions and a call to the local newspaper are for free or relatively cheap. The press is often a desirable channel. To attract the journalists' attention you need to deliver a noteworthy story. Most likely this is not your board's last resolution. That is because journalists are event driven. Hence, you need to create an event. One week beforehand you send out a press announcement to the relevant journalists, then you perform your action, take pictures of it and release a press release. Especially journalists in small towns are thankful for anything special that happens. Based on that first contact you might build a relationship with the journalists and in this way reach a broader audience in the long term. Nevertheless, depending on your objective, other channels might be equally important or even more suitable.

TIMING AND CONTEXT

Keep an eye on the public agenda. If you plan your action on a day with many other events your efforts might pass unnoticed. The same holds true if your action does not fit the context. If you want to influence the meeting of a board then you need to do the action before the board comes together. However, the chosen date should not be too much in advance as then the topic might still be off-radar for the public. Additionally, also the agenda of your activists matters. If these are students, then take into account that you will not be able to mobilise many of them during exam weeks.

DON'T FORGET THE FUN

Your activists do not only want to change the world for the better, they also want to have fun. This holds especially true for new activists. Therefore, use the ladder of engagement principle: give every activist some responsibility but start low. The more experienced she or he gets, the bigger the tasks become. Volunteering might begin with a Facebook like and end with managing the next campaign.

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Campaigning across borders

Campaigning across borders is a challenge. As a campaign coordinator you will face a very heterogeneous landscape: the political systems differ, the target groups do too and might be moved by different triggers. Some channels work in one country but not in another and what is high on the public agenda in state A might be off the radar in state B. The key therefore is to leave a great deal of autonomy to the individual sections. They know best how to manoeuvre in their respective terrain.

This requires however, that every section sticks to the common message and other defined campaign parameters. Otherwise you risk that instead of one campaign your sections conduct many different ones. To achieve this minimum uniformity the campaign coordinator first needs to invest in raising awareness within the own organisation. Anticipate that this takes time, and requires even more communication. Just as with any activist you should give your member sections the feeling that their voice is heard and their ideas taken into account. To start raising awareness you might start the process with an article in your member magazine. Explain what the problem is and ask for comments. If the responses are predominantly positive during the following discussion you might issue the idea of a common action. Be aware that if you cannot convince your member sections then forget about a transnational campaign.

Why bother campaigning?

Campaigning is no easy business, it is political warfare. And in many cases you will lose. Despite this campaigning is worth a try for political youth NGOs. A campaign

- sharpens your arguments
- makes you focus on communications (often disregarded by youth NGOs)
- attracts attention to your cause and your organisation
- makes members become activists
- recruits new members
- and hopefully changes whatever you campaign for.

Literature recommendations

- The Victory Lab: The secret science of winning campaigns by Sasha Issenberg
- Introduces you to the modern history of US presidential election campaigns – the most professional campaigns of the world. Will make you think that when it comes to campaigning we Europeans live in a developing country.
- How to win campaigns: communications for change by Chris Rose
- Former Greenpeace head campaigner Chris Rose shares his knowledge – and it is a lot. Expect detailed and heavy stuff.

CASE STUDY

„Do not hide the EU Commission presidential TV debate in a niche channel!“, was a demand by the Young European Federalists (JEF) Germany to the public broadcasting services (PBS) in April 2014. In the end more than 30,000 signed the online petition, several national newspapers reported on the issue and the editor-in-chief of one public main channel met with JEF representatives. All this, despite a pretty EU-nerdy topic. The key to success was to slightly re-frame the issue and stress the failure of the public broadcasting services in giving each headline candidate the chance to introduce her- or himself. That was necessary because criticising the PBS triggers the masses much more than the nitty-gritty of EU politics. As channels JEF chose a combination of pictures and videos on Facebook, extensive tweeting during other events and a street action in front of the PBS capital studio. Real actions are important to create pictures which are then used online to illustrate the cause. Context and timing were favourable because of the upcoming European election. Last but important point: the campaign was very resource (labour) intensive.

"MONEY MAKES THE WORLD GO AROUND": FUNDING BEST PRACTICES

BY HENRIK MANNER, TREASURER OF JEF EUROPE

Foreword

Non-governmental organisations are most often born out of a will to make an impact on the surrounding environment, be it physical, social or political; idealistically you might even call it a will to change the world and make it a better place. Few NGOs make it their primary concern to handle money and gather funding. Yet, when an organisation becomes well-established and grows out of its youth, funding becomes of prime importance. Such is the case for pan-European youth organisations, too.
This segment of this guide concerns funding for pan-European youth organisations: where to get it, how to increase your chances of getting your application approved and what to make of the changing nature of European-level funding. It also explores some trends in funding for the NGO sector in Europe. The farther we venture into the future the less certain the predictions of this segment get, but nonetheless I hope that this segment offers some seed for thought for all readers interested in funding.

Changing landscape of European-level funding

It seems that few things stand still in the world, and funding on the European level is no exception. Some of the main funding sources have been under pressure during recent years to scale back on the amount of funding made available to NGOs. Faced with a struggling European economy, it hardly comes as a surprise that governments should seek to reduce public spending. What may astounds is that they should do so also regarding funding programmes targeting the very people and organisations that seek to build a stronger, more inclusive and more democratic Europe for all.

The main funding programme for youth work on the EU level, Erasmus+, has indeed been under financial pressure, too. Perhaps the largest change of recent years was in the beginning of 2014 as the Erasmus+ programme began, replacing the previous programme designed for youth, Youth in Action. When designing the new programme in 2013, the sentiment was that by combining the numerous programmes into one, resources could be used more efficiently and consequently more support could be given to NGOs. However, no insight was given as to the allocation of funds inside the programme the scale of which was to become quite large, nor any guarantees as to the actual means of funding. The reassurance of the continuation of the wide-scale support for youth work was given only at the very last stages of drafting and just before the final adoption of the programme. This resulted in a point of discontinuity in funding for European-level youth organisations: the closing down of this funding avenue would have spelt doom for many pan-European youth organisations which do not always have the option to raise necessary funding for general expenditure through membership fees or private funding.

The European Youth Foundation (EYF) of the Council of Europe has provided much more stable a base for pan-European youth organisations. Although its budget (roughly 30 million euros per year) is significantly more modest than the Erasmus+ programme's youth component (153 million euros for 2014), the way in which it funds projects and also provides administrative support for European-level organisations makes the EYF an opportunity that ought to be looked into as a viable funding source. Since the financial year 2014, the EYF allocates administrative grants one a two-year basis, allowing a long-term planning for or-

ganisations as well as more financial stability compared to annual grant. In general, the Council of Europe provides a whole array of support means for youth work: the EYF deals with providing monetary support for youth organisations but other forms of support by the Council of Europe include study sessions, a trainers' pool and training for trainers.
Other public programmes of available funding include the various EU programmes, such as the Europe for Citizens and the European Instrument for Democracy and Human Rights programmes and the European Social Fund. National and local levels of funding are often also available and ought to be utilised which admittedly is difficult to achieve from a European-level organisation alone.
As the ability of public funding programmes to provide support for youth work in a steady manner is under threat, private funding has emerged as a possible and often appealing source of funding. Examples of organisations supplying support for European-level youth work include the Open Society Foundations and the Robert Bosch Stiftung. Yet even with private sources of funding for youth work, we may not be well and truly on solid ground: the changing landscape of European-level funding has some short-term and long-term implications for pan-European youth organisations.

Short-term implications

The pressures exerted on public funding programmes for youth work have two wide-ranging effects. First, the competition between applications might be harder because applying organisations now need to compete for a limited set of available funds with each other. One particular change may make the situation direr: in the Erasmus+ programme the Education, Audiovisual and Culture Executive Agency (EACEA) will no longer manage the applications from European-level organisations. Instead, it is the national agencies that will administer the programme. This will results with competition not just with other European-level organisations but also with local, regional and national organisations as well.

Second, given the variety of funding programmes available on different levels and localities, the European funding scheme becomes more difficult than ever to manage from a viewpoint of a single person in a single organisation. It makes little sense to allocate a lot of human and other resources to manage all funding avenues centrally, given their large number and the fact that they have the tendency to change as time progresses and policies evolve. Thus, applications from European-level organisations are far less likely to be approved in future if projects continue to be designed in the same format as before without taking into account the changes taking place not just in the programmes but also in the particular ways the funding programmes are implemented. The method of applying centrally in one place and organising the actions in a multitude of locations may not work in the future. The way project applications are written may need to be adjusted and the design and planning of actions revamped. This second outcome is in no way remedied by the previous observation, that is to say pressures on the budgets of the funding programmes.

What to do? In order to sustainably continue daily operations, European-level organisations need to decentralise and diversify. Pan-European youth organisations would do well to rethink and refocus their operations not just on the European level but across their entire organisation: what do we do and what would we ought to do, and similarly what do our member organisations do and what would they ought to do? This calls for an internal reflection process which will be most likely neither quick nor particularly effortless to do – a sorts of strategy-formulation exercise if you will.

The first step is to communicate how changes in the funding programmes affect the whole organisation. Many pan-European youth organisations have a multitude of member organisations which differ from each other in various ways, which makes communicating the changes in the funding programmes challenging. But by not involving everyone in the organisation, pan-European youth organisations run the risk of setting up strategies and action plans but ending with naught in the end. The required changes may be communicated from the top but need to happen from the bottom if they are to reach their aim.

The second step is to both, encourage and empower the member organisations to apply for funding themselves. Of course, it has not been just the European-level organisations that have been doing all the work this far; crucial and invaluable work has been and continues to be done in all kinds of local, regional and national member organisations of international youth NGOs. Rest assured, however, that in the future it is even more the local, regional and national organisations that must bear the brunt of applying for funding.

European-level organisations need to make sure that their member organisations in different countries have the capacity to be partners in projects, to write professional applications for funding and to be able to competently organise actions. Project applications need to contain more emphasis on involvement of organisations: various local, regional and national member organisations of pan-European youth organisations or cross-organisation platforms need to be included in project preparation, application, and management and reporting. With the involvement of diverse organisations, it might become even more challenging to run a project effectively and efficiently with member organisations that operate on such different scales. The organisational culture might also be quite different, which can cause friction in day-to-day operations. The involvement of member organisations of various levels in projects offers benefits as well: it will foster dialogue and exchange of best practices and tie links for future cooperation between the organisations. The called-for changes do not step here, though.

Long-term implications

The long-term outlook of available funding for pan-European youth organisations is divided into two: threats and possibilities. Let's start with the first. In the future, it is hardly prudent to rely on the continuation of the current funding programmes. The confusion and uncertainty experienced when moving from the Youth in Action programme to the Erasmus+ programme disrupted the normal operations of many European-level organisations, which is not at all conducive to fostering a well-functioning and vibrant civil society on the European level.

More than just the one funding programme in question in the previous example, the fate of the whole public funding scheme is uncertain. The ability of the public programmes to provide continuous and stable support for European youth work is seriously challenged. The challenge is made more critical by the stagnating European economy and the pressures on public finances as a result. If the overall budgets of the public bodies providing support for youth work are

severely constricted, the amount of funding available to youth organisations through those budgets can hardly be expected to increase. Even though public funding has formed the backbone of European-level youth organisations in the past, it can no longer be relied upon in the same way in the future.
If more funding cannot be obtained from public sources, then where to turn to? Let's turn to the possibilities. In the coming decade or two the role of private funding will most likely increase. This can be a mixed blessing. Private money comes with more strings attached than public money but can sometimes be used more efficiently and creatively without the need to conform to strict funding and reporting rules. Obtaining private funding is a hurdle to be sure but by forming partnerships on projects in which interests meet private funding might be arranged.

Pan-European youth organisations might also need to rely more on own resources, be it membership fees or the development of own actions and services for others to use. By bolstering their local, regional and national member organisations and seeking methods to empower them to run projects professionally, organisations can also seek to increase their spread and clout and consequently their membership. This would provide more stable a base for funding which would also be entirely own resources.

European-level NGOs often have an incredible amount of expertise and knowledge invested in them through years of organising projects, applying for funding and conducting public relations; could this be used not only for the benefit of the cause but also as a means of producing additional income for the organisation? Another interesting option is to develop cross-border networks and seek funding opportunities through them. The European funding programmes, Erasmus+ included, allow cross-border activities in multinational projects although they are not explicitly designed to facilitate cross-border networks. Perhaps in the future we will see a renewed emphasis on the Europe of regions in the form of cross-border funding programmes.

One thing is for sure: in the future, pan-European youth organisations need to ensure high credibility, transparency and accountability. The need comes not only from the increasing competition for public and private funding but also from a society which is becoming more and more cognisant of the need to monitor that funds are spent according to rules and regulations and which now has the tools at its disposal to make sure to so really happens. Mere perceptions can have a huge impact: one need only look at politics to see how public perceptions can topple even the mightiest. This translates into a need to develop or buy professional financial management, keep track of expenses by using a professional accountant and place special emphasis on strenuous internal and external auditing.

Closing words

Pan-European youth organisations are important actors in the European societal and political life and meaningfully contribute to the development of our common Europe. The continuing sustainability of the organisations does not depend solely on funding but funding does enable the organisations to thrive. Be it money or not that makes the world go around, it is the people in it that give purpose to its revolutions. With these thoughts, I hope that you have found new ways to make a revolution of your own sort in the funding of your organisation.

AN INTRODUCTION TO TWITTER

BY VALÉRIE-XAVIER LENTZ, FORMER JEF ACTIVIST AND SECRETARY GENERAL OF UEF FRANCE

Many social media are available and each of them has its specificities. Twitter seems to have less features and less audience than Facebook but it may be more appropriate for political campaigning. This article wishes to help you start with Twitter or to provide ideas to use it more efficiently.

1. Twitter: the basics

Here is what a "tweet" on the JEF-Europe twitter account could possibly look like:

User @paulinegessant tweeted:

RT @JEF_Europe: To Heads of State and Government of the EU Member States: Respect my vote! http://chn.ge/1pMcEjx #Respectmyvote #moveurope

This example uses many typical Twitter features:

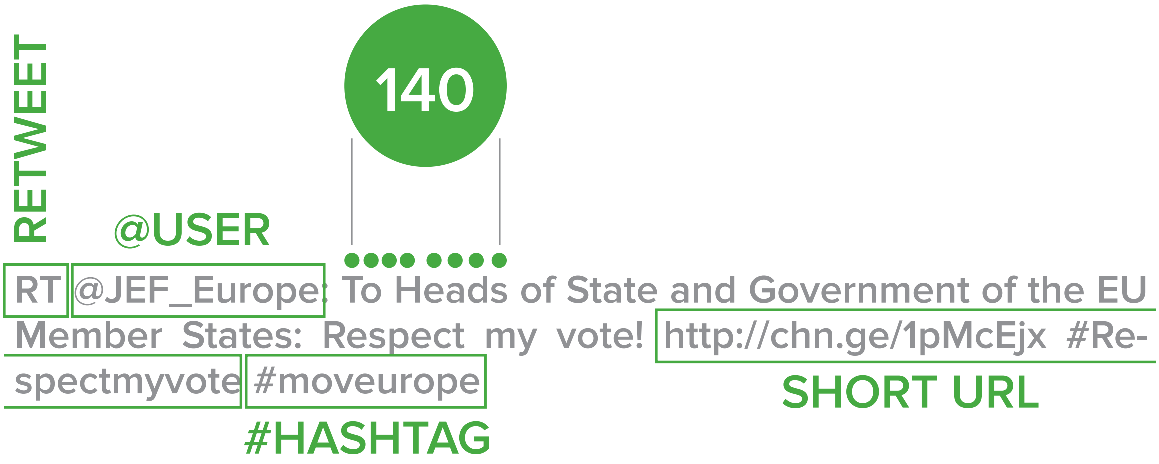
• @JEF_Europe is a user name (here for the JEF-Europe account). Make your user name explicit so that readers instantly recognize which organisation you represent. When a tweet includes a user name, its owner can see your message. It is therefore a way to communicate with this person or organisation. Make your user name as short as possible, as it is included in the 140 characters limit.

• 140 characters: you can publish only very short messages. This limit includes whitespace and links. That means that one will write more straight-to-the point messages than on other media. Adapt your style. If necessary, remove articles and use less punctuation. Think of a tweet as a newspaper headline. If possible, use less than the allowed 140 characters to allow retweets.

• RT : to retweet means to publish another user's message on your own account. You will find a retweet icon (two arrows forming a square). You can also copy and paste a message and add the letters RT before the name of the user. You are not supposed to modify the message. RT does not necessarily mean endorsement, but many of your readers will believe it does, so be aware of that. To RT helps to provide interesting content to those who follow your account but also to build a relationship with the original author who usually likes the visibility you provide. If you still have characters left, you can write a comment in front of the RT.

• hashtags: a word with a hash symbol : #. Use them to define your content. It tells readers what the main theme is. It also helps Twitter users to search for related content. In the example all people interested in the JEF MovEurope elections campaign may subscribe or search the hashtag #MovEurope and read the messages published by participants about the event. #respectmyvote will mark all messages related to that campaign theme. A hash tag is both a tool and a brand. Do not include more than two in a tweet as it becomes meaningless otherwise. Avoid the non-English letters that may not be recognised on some Twitter client software. Of course, make it short.

• Short URLs : a URL is a web address. Those may be long and to allow staying within the 140 characters limit, some websites provide URL shortening services. Recommendable services are for example bit.ly or ow.ly. Twitter includes now such a feature with http://t.co. If possible you may want to keep the original URL so that your readers know where the link goes. In the example http://ow.ly/y10CB actually takes you to change.org.



Tip 1: JEF's web magazine provides short URLs at the end of the article : use http://www.thenewfederalist.eu/6729 instead of http://www.thenewfederalist.eu/game-set-and-match-the-european-council-chooses-the-path-of-democracy-and

Tip 2 : short URL are also great to use in printed material such as leaflets.

2. Provide relevant content to your followers

Twitter's messages are public (and may be found in some search engines). Keep that in mind when you publish. The main asset of Twitter is to gather information on an issue or a field of knowledge. This is done by following users. When you connect to Twitter you will see the latest messages of users you follow. The more users follow your account the more people will potentially see your messages, and maybe retweet them.

Unless you are a well known VIP the best way to gather followers is to publish interesting content that is relevant to them. Your tweets may be:
- a comment about ongoing events (with the relevant #hashtag);
- a link to an article or a website: provide a quote or a comment to show why it is interesting;
- a photo or a video (mobile phone apps allow to publish directly photos on Twitter)

Twitter is also a social media so your content will also include RT of interesting messages from others and answers to other users.

Try to provide value to your followers, to reward them for following you with content that is relevant to them. That means that you may want to focus your Twitter content on a few specific themes only rather than Life, The Universe, and Everything. You can advertise what you usually tweet about in your profile. However do not tweet only about politics or European federalism otherwise you will only be followed by users already interested by those issues. That is all right if you use Twitter for your section but as an individual you may want to attract a wider range of followers. This will make your political messages more powerful when you tweet them as they will reach a more diverse audience than the usual suspects. Also, your Twitter account is a part of your own “e-reputation”. You may want to make sure to tweet on your own areas of interest that is usually not only being a federalist activist.

As a new Twitter user what you publish will be seen by few people only. Get more followers by informing your friends on Twitter that you created an account; by following users in the relevant area of interest; and by interacting with other users.

For that purpose, do not hesitate to follow a lot of users when you start using Twitter. However, your timeline may soon become messy. That is why you should organise and sort the information you get through Twitter by using the list feature.

3. Use the lists

Twitter allows you to add users to lists without following them. That allows you to see the tweets published by members of those lists in a separate page. This is great to monitor specific themes by following users who tweet in a specific field of knowledge.

Lists may be public or private. If you choose to keep your list public its members will be able to know that you added them to the list and people who check your Twitter profile will be able to see your lists and subscribe to them.

You may also subscribe to other user’s lists: that means that you will see their list among your own lists. Check accounts you follow to see them. As an example @JEF_Europe provides the list of all JEF sections: https://twitter.com/JEF_Europe/lists

4. Use a Twitter client

The Twitter website is not enough. To sort out the flow of information you will soon need a specialized application. Twitter provides its own: Tweetdeck.

The main assets of such an application are:

- Better monitoring by creating several columns that display tweets from your followers but also from lists or even a specific user or hashtag. They also help to monitor tweets mentioning you.
- Use several accounts: if you have both a personal account and are also in charge of the account of your JEF-section Tweetdeck will make your life much easier. But pay attention with which account you are publishing.

As an alternative to Tweetdeck, you may wish to use a third-party client as they may provide more features and include other social media such as Facebook or Google+. I use Hootsuite myself but there are several others.

5. How to use Twitter for campaigning?

As an individual activist here is how you can start:

- follow the Twitter accounts @JEF_Europe and @federalists, but also your local and national sections' accounts as you will need content in your own language;
- Retweet those accounts and help give visibility to the message and the organisations involved. Focus on a few important messages though as not to bore your followers. For important campaigns, however, you may retweet the same message or the same idea several times. Twitter is about the last five minutes so most of your followers will not see all your tweets especially if they follow a lot of people. Try to tweet at different times of the day (you can program your tweets with a Twitter client).
- Use the #hastags proposed by @JEF_Europe and @federalists for their campaigns to help their themes gain visibility. You can contribute to make those campaigns truly European by publishing relevant content in your own language related to those themes.
- debate with other Twitter users who publish on the campaign themes and let them know about it. If they like the idea they may also tweet about it and spread our ideas to their own followers.

Read more

Former JEF-president @jonworth blogs often about using Twitter for politics. http://www.jonworth.eu/tag/twitter/

You should read in particular the following articles:

- If I were to start from scratch on Twitter, this is what I'd do: http://goo.gl/us3fJK
- If you want Twitter your way, use a third-party Twitter client : http://goo.gl/X5nZYR
- Why you should use the Twitter lists: http://goo.gl/yb0NCk

PUBLIC SPEAKING: DO'S AND DON'TS

COMPILED BY PETER MATJAŠIČ, PRESIDENT OF THE EUROPEAN YOUTH FORUM

The aim of this paper is to give you a brief overview of the main things to think about when it comes to public speaking. It includes the definition borrowed from Wikipedia, a few useful tips, an illustration of the different type of presentations, and a 10 point list of how one can ruin a presentation. Despite being a seasoned public speaker myself I have to admit that some of the simple steps discussed hereinafter is something that a) I should adhere to more diligently myself and, more importantly, b) should help make public speaking a better experience – for both you and your audience.

Definition

Public speaking is the process and act of speaking or giving a lecture to a group of people in a structured, deliberate manner intended to inform, influence, or entertain a listening audience. Public speaking is commonly understood as face-to-face speaking between individuals and an audience for the purpose of communication. It is closely allied to "presenting", although the latter is more often associated with commercial activity. Most of the time, public speaking is to persuade the audience (source Wikipedia).

Presentation format

Before you start planning your presentation, find out from the organizers how much time you have and what format they envision for your talk. Will you be part of a panel or will you be speaking alone? Will you be in a regular session or are you the dinner speaker? Do you have 15 minutes or an hour? Do they prefer to leave time for questions? If yes, does that come out of the allocated time you have been quoted? It is important to know what is expected of you so you can be well prepared and not have to scramble last minute to readjust your talk due to unanticipated logistics.

Know your audience

Get information about who will be attending your presentation. Are all participants experts at the topic or will there be novices present? Is there a mixed group of people representing different backgrounds or is everyone on the same page regarding technicalities? Depending on the audience, you will have to spend some time giving varying degrees of background on the material and explaining certain concepts. A word of caution: don't overdo it either. Don't get caught up in details and technicalities.

Frame your story

There's no way you can give a good talk unless you have something worth talking about. Conceptualizing and framing what you want to say is the most vital part of preparation. We all know that stories are a powerful tool for communication and therefore, metaphors which link to the narrative structures work best to engage people.

Approach 1: Consider it as planning a journey where the biggest decisions are where to start and where to end. To find the right place to start, consider what people in the audience already know about your subject – and how much they care about it. If you assume they have more knowledge or interest than they in fact do, or if you start using jargon or get too technical, you'll lose them. The most engaging speakers do a superb job of very quickly introducing the topic, explaining why they care so deeply about it, and convincing the audience members that they should, too.

Approach 2: Have a narrative structure that loosely follows a detective sto-

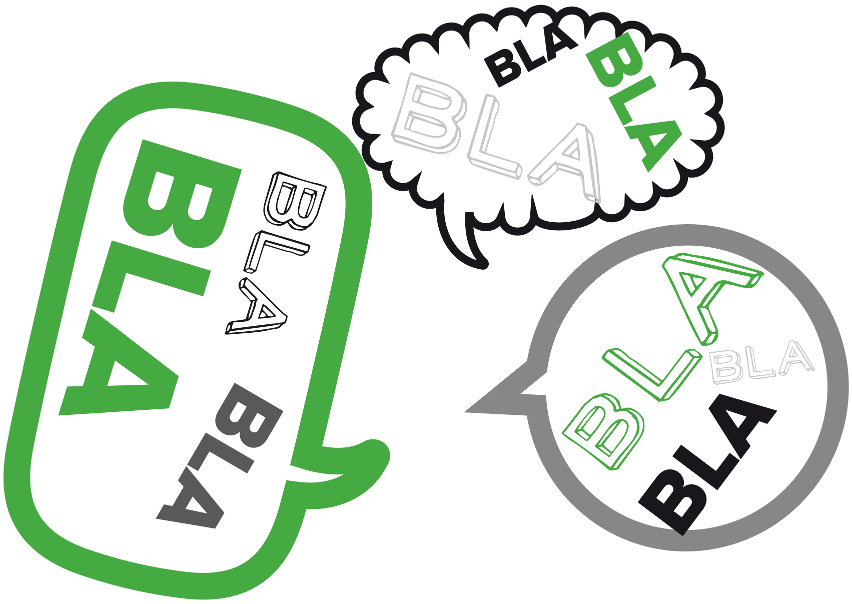
ry. The speaker starts out by presenting a problem and then describes the search for a solution. There's an "aha" moment, and the audience's perspective shifts in a meaningful way.
As a general rule, people are not very interested in talks about organizations or institutions (unless they're members of them). Ideas and stories fascinate us; organizations bore us – they're much harder to relate to.

The take-away message

If someone who missed your talk were to ask an audience member in the elevator to sum it up, what would you like that person to say? Focus on that message. Start out with this summary statement in mind and build your presentation around it.

Plan your delivery

There are three main ways to deliver a speech. You can read it directly off a script. You can develop a set of bullet points that map out what you're going to say in each section rather than scripting the whole thing word for word. Or you can memorize your speech, which entails rehearsing it to the point where you internalize every word. Don't do number one as reading a speech is the most boring thing for everyone! For me bullet points proved to be the most reasonable system as remembering the entire speech by heart might prove too stressful or time-consuming. Don't write out the material word-by-word and don't plan on reading text even if you do have it all written down. Having the text written out and parts of it memorized will constrain you. Memorize the structure of the talk and the outline, but not every word.



Timing

People rarely want to listen to someone for longer than the allotted time. Few people are such amazing speakers that an audience can't get enough of them. Do not assume you are one of those few. Wrap up your talk on time. To achieve this goal, ask someone to give you time cues by indicating when you have five minutes left, two minutes and when you have run out of time. Once you get the last notice, you should stop talking.

Flexibility

Organize your talk and know it well enough to have the flexibility to skip certain parts or expand on others depending on the circumstances. For example, if you do add a last-minute introduction, be flexible to skip a part of the prepared content.

Practice makes perfect

Practice the presentation a few times: more if you have less experience, less if you are a more seasoned public speaker. It can be especially helpful to give the talk to someone who is not in your field and is not intimately familiar with the material. This is helpful in seeing whether you have made the talk too narrowly focused or overly technical. Such a practice session does not have to involve the entire talk, it can consist of telling someone about your presentation outline.

Conclusion

Finish your speech by one or several of the following (depending on the circumstances in which you are making your delivery): a) thank the organizers and everyone involved in the event, particularly the volunteers by acknowledging their contribution; b) repeat your main message one last time, especially if you are aiming to convince or influence an audience who are decision-makers or similar; c) provide some contact information, including an email address and Web site when applicable; d) mention that you welcome people's feedback and they should feel free to ask you questions either after the session or by sending you an email.

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GOOD PRACTICE GUIDE FOR YOUTH NGOs