



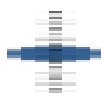
*BRIDGE Project Planning Toolkit for outreach and Engagement*

*Project no: 612199-EPP-1-2019-1-IT-EPPKA3-IPI-SOC-IN*

# BRIDGE Planning Toolkit for Outreach and Engagement

## Table of contents

Introduction	3
1. Outreach strategies of BRIDGE project partners: how to reach vulnerable, long-settled migrants effectively	5
2. Engagement strategies of BRIDGE project partners: how to keep the target group engaged in the longer-term	7
3. BRIDGE Toolkit for planning outreach strategies for isolated long-settled migrants	8
3.1 Planning outreach strategies	8
3.2 Strategy 1: Making the best use of community resources	10
3.3 Strategy 2: Making the best use of social media as a community	11
3.4 Other strategies to complement and integrate your outreach campaign	12
4. BRIDGE Toolkit for planning engagement strategies for isolated long-settled migrants	14



## Introduction

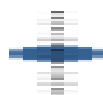
This Toolkit was developed as an integration the BRIDGE Dissemination Strategy, to collect and outline partners' thinking, experience and strategy for successful outreach and engagement of the BRIDGE project's target group of vulnerable, isolated, hard-to reach long-settled migrants, particularly women, who don't speak their host country's language to a degree that gives them to communicate in everyday situations. The Toolkit was developed by the BRIDGE project partnership, led by Consorzio abn.

The final objective of the Toolkit is to increase the number of tools and strategies useful and effective to engage and involve a this target group, but its strategies can be applied to other hard-to-reach vulnerable groups in society.

For the purpose of clarity throughout the document, as well as throughout project development and implementation, the partnership has developed clear definitions of the terms "outreach" and "engagement". Whilst the term "outreach" refers specifically to strategies to initially involve target group members in project activities, the term "engagement" should be considered in a longer-term perspective, therefore referring to both initial and continued engagement in project activities. As a consequence, when discussing engagement strategies, it is fundamental to focus on any strategy that is considered useful to maintain interest and motivation in the target group, thus ensuring their continued engagement.

TYPE OF STRATEGY	DEFINITION	TIME PERSPECTIVE
<b>OUTREACH STRATEGY</b>	Strategy to initially involve target group members in project activities. This may include different ways of getting in touch with them, presenting them a learning opportunity, eliciting their interest etc.	Short to medium-term
<b>ENGAGEMENT STRATEGY</b>	Strategy useful to maintain interest and motivation in the target group. It refers to both initial and continued engagement in project activities. It may include strategies to make learning opportunities relevant to specific needs, learning venues accessible etc.	Long-term

In the **first section**, this document will present current strategies used by BRIDGE project partners both for outreach and for continued engagement, as well as evaluating their effectiveness within the different local/national areas and beyond. BRIDGE project partners are located in Italy, UK, Spain Sweden and Turkey and represent a range of different organisations. In Italy, Consorzio abn is a social enterprise and umbrella organisation of over 40 social cooperatives; in the UK, WCLL is a London local authority; in Spain XANO Channel is an NGOs; in Turkey, the partner organisation is a large University, while in Sweden Folksuniversitet is an adult educational association bringing together five foundations attached to Universities. All organisations have wide networks and experience working with disadvantaged target groups, but, when the project started, not all had previous experience working with "invisible" long-settled migrants as a specific target group.

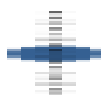


## *BRIDGE Planning Toolkit for Outreach and Engagement*

The **second section** of this document will therefore use this learning and bring together these experiences to present a Tool for outreach and engagement of long-settled migrants, which should be useful to any stakeholder across Europe wishing to work with this specific target group. On the basis of the definitions presented above, the Toolkit will be divided into two specific sub-sections: strategies for outreach and strategies for continued engagement.

In terms of **impact and transferability**, this analysis will therefore show strategies that have been tested and proven to be effective, or not effective, in very different national and local contexts; by organisations different in nature; by organisation with experience working with the specific target group of vulnerable long-settled migrants and other organisations with no such experience. For these reasons, it is our strong belief that this collective learning is wide and diverse enough to represent a solid base for any other organisation to learn from and use in its campaign to reach out and engage this target group.

*The Toolkit's ambition is to offer different stakeholders across Europe a range of tested and positively assessed strategies, with a strong potential to be applied to other disadvantaged groups and used in different communities and cultures.*

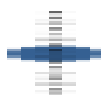


## 1. Outreach strategies of BRIDGE project partners: how to reach vulnerable, long-settled migrants effectively

The following two tables bring together research conducted in all five partner countries (Italy, UK, Spain, Sweden and Turkey) to show the range of outreach tools used by BRIDGE project partners in their local contexts, as well as the effectiveness of these tools in reaching out to the target group of vulnerable long-settled migrants, particularly women. The table below offers a general overview of the variety of tools used by project partners.

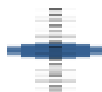
### Five-country overview of outreach tools and their effectiveness for vulnerable long-settled migrants

Channel used	Country used	Specific target group <i>(please specify)</i>	How effective was it? Scale: 1 = not effective 2 = marginally effective 3 = effective
Using social media <i>(please also refer to table 2)</i>	UK, IT, ES	FB – general and learners	3
		LinkedIn – professionals (& learners)	2
		Twitter other orgs	1
Using own organisational website	IT, SWE, UK, SP		2
Engaging with community leaders	UK, IT, SWE	UK: Eg BAME, lone parents, women IT: Migrants SWE: migrants	3
Engaging with target group organisations / community-based organisations	UK, IT, SWE	UK, IT, SWE: women in general, migrants	2,5
Engaging with target group in community venues	UK, IT, SWE		3



## BRIDGE Planning Toolkit for Outreach and Engagement

Local press (Newspapers, magazines, Newsletters)	UK		3
Face to face meetings	IT		3
Email and phone	UK, IT		1
Public events	UK: Lifelong Learning Awards and Learning Week	All learners	3

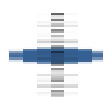


## 2. Engagement strategies of BRIDGE project partners: how to keep the target group engaged in the longer-term

This section analyses strategies used by BRIDGE project partners to engage vulnerable long-settled migrants for the duration of project activities and on a longer-term basis. These are strategies to ensure that, following the initial interest generated through the use of the strategies outlined in the section above, the target group finds a positive learning atmosphere, that the activities are suited to their learning needs and, finally, that the learning can improve their ability to communicate in everyday situations, including being better able to care for their own health and their family needs.

The following table summarises the experience of project partners in this area.

<b>Engagement strategy used</b>	<b>Country used</b>	<b>Effectiveness Scale 1-3</b>
Relevant high quality training - clear expectations	UK, IT, ES	3
Action-learning methods, use of "games", constant sharing	UK, IT, ES	3
Identification of goals/planning by participants	UK, IT, ES	3
Training arrangements suit participants (location, time etc)	UK, IT, ES	3
Positive non-judgemental, relationship with trainer / group	UK, IT, ES	3
Free guidance & consultancy (mentorship) during project	IT, ES	3
Involve guest speakers (entrepreneurs, inspirational people)	UK, IT, ES	3
Monitoring meetings, constant feedback	ES	3
Open events	UK, IT, ES	3
Learner celebration events to acknowledge achievements & presenting award (involvement of local Mayor and families)	UK	2
Newsletters & Prospectus	UK	2



### **3. BRIDGE Toolkit for planning outreach strategies for isolated long-settled migrants**

In this section, we will analyse the process of developing effective outreach strategies for the target group of isolated long-settled migrants, with the purpose of generating interest in the group to participate in Language Club activities aimed specifically at them.

This section always talks about "strategies", because our experience has shown that it is sensible to use multiple strategies in order to be most effective.

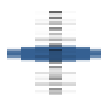
We believe that the planning process described in section 4.1 is similar for developing outreach strategies for any specific group within a community and that it could be used effectively by organisations wishing to work with any group as a preliminary stage to developing outreach strategies. The following paragraphs, however, outline strategies that are very specific to the BRIDGE project target group and, therefore, cannot be taken as they are and applied to different target groups.

#### **3.1 Planning outreach strategies**

The first step in any planning activity to reach your target group should relate to acquiring as much information as possible about:

- Your target group: who are the women and men you want to reach out to and how homogenous/diverse is the group?
- Your local area and its relevant stakeholders: who lives in the local area and what community resources / stakeholders could become instrumental for you to reach out to your target group?

The best planning process for developing your outreach strategy is to begin with asking yourself all the questions suggested in the table below. Unless you have an in-depth knowledge of your target group and/or your local community due to strong networks and collaborations locally or to having worked previously with the specific target group in the community, our advice is to carry out individual interviews with members of the target group itself and with members of the wider community. Alternatively, you could organise focus group meetings, bringing together people representing your target group and your local stakeholders.

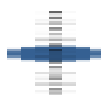




## BRIDGE Planning Toolkit for Outreach and Engagement

Know your target group	Know your local area	Know your stakeholders
<ul style="list-style-type: none"><li>• Main occupation</li><li>• Interests / hobbies</li><li>• Community activities (involvement)</li><li>• Community venues (time spent)</li><li>• Technology / social media used</li><li>• Amount of free time</li><li>• Time of day available for interest activities</li></ul>	<ul style="list-style-type: none"><li>• Demographics</li><li>• Community venues used</li><li>• Community events</li><li>• Community interest groups</li><li>• Community issues &amp; resources</li><li>• Volunteering in the community</li><li>• Community press</li></ul>	<ul style="list-style-type: none"><li>Local authorities</li><li>Community interest group leaders</li><li>Event organisers</li><li>Community volunteers</li><li>Community reporters (for local press)</li></ul>

This exercise will give a strong foundation to developing the best strategies for reaching your target group in the most appropriate ways and to map your local community resources and stakeholders, which can be instrumental in supporting your outreach campaign and make it successful. Following this initial planning and mapping exercise, you can choose to adopt multiple strategies for reaching your target group successfully. The sections below will suggest the ones that have been successful for BRIDGE project partners and will give top tips to carry them out efficiently and effectively.



### 3.2 Strategy 1: Making the best use of community resources

The local community offers invaluable resources to help support your outreach campaign and it is wise to make the best use of this potential and tap into it to reach out to your target group in a strategic way.

You may already have a good network within the community, and you may therefore be able to start involving local organisations and key community members immediately. On the other hand, if you are a younger organisation and not yet very well networked, you may use this outreach campaign as an opportunity to build such a network, as having strong community networks is key to the success of most project activities, particularly when trying to engage "hard to reach" groups, as is the case with BRIDGE project.

#### **STEP 1. Have a clear proposal for the community and its members**

Firstly, you should make sure that your proposed activities can benefit the community and its members and have a very clear way of presenting their value to the community.

#### **STEP 2. Map your community resources**

Secondly, you should draw up a clear **map of relevant community-based organisations and key actors** in the community considered to be "community leaders", as well as mapping **community venues** that you could potentially use in your outreach campaign and where events could be organised. Local press could also be a very good channel to communicate to your target group, through ads or articles about your proposed activities.



Engage with community leaders



Engage with community-based organisations as close as possible to your target group



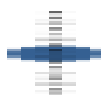
Engage in community venues



Organise events



Use local press



TOP TIPS FOR MAKING THE BEST USE OF COMMUNITY RESOURCES



### 3.3 Strategy 2: Making the best use of social media as a community

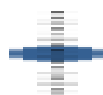
Social media should be considered as a "community", or a number of already existing communities, with actively engaged members discussing topics and feeling a sense of "belonging". Most people participate in everyday social media communication and it can be stated that they "belong" to a virtual community, as well as to traditional communities even though most people often do not fully realise it. Social media provide a virtual space where people can engage in specific interest groups and discussions and are regularly targeted by specific ads, aimed at them because of their sex, age, geographical location, work, hobbies and different areas of interest, often expressed unknowingly through simply liking or commenting on public posts.

#### STEP 1: Use existing virtual communities

Similar dynamics apply in the virtual world as in "real-life". Just like within traditional communities, it is much simpler and more effective to communicate to your target group using existing resources within communities they already belong to, than to convince them to get information and advice through joining a new community.

Therefore, it is much more strategic and effective to make use of social media as a number of existing communities and use the channel or channels to which your target group already "belongs", exactly as you would do with traditional communities.

#### STEP 2: For people 40+ use Facebook



## BRIDGE Planning Toolkit for Outreach and Engagement

For a successful outreach strategy, it is most effective to use a channel/channels your target group is familiar with and where they are regularly active. In the experience of BRIDGE project partners, Facebook is the primary social media channel used by the target group of people 40+.

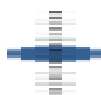
### STEP 3: Consider using sponsored ads/posts on Facebook and other social media

Sponsored ads and posts on social media are a very effective way to reach out to your specific target group. Facebook allows the creation of sponsored ads and posts. It can be very cost-efficient and the audience can be selected very specifically by demographic data, interests, geographical location etc. This targeting strategy can be extremely effective in communicating directly to your target group and creating posts that will interest them, which they will receive directly in their Facebook feed - therefore reaching them anywhere anytime, from their homes to any location where they may open up the social media app.

#### Why use Facebook:

- 😊 Familiarity of target group with access log-in, look and feel
- 😊 Regularity of use means they are likely to receive regular updates
- 😊 Supports sponsored ads and posts
- 😊 Can be linked to organisational or project-specific websites
- 😊 Can be linked to other social media - YouTube especially

### TOP TIPS FOR MAKING AN EFFECTIVE USE OF SOCIAL MEDIA POSTS



### 3.4 Other strategies to complement and integrate your outreach campaign

Based on your in-depth study of your target group, you may decide to complete your outreach campaign by integrating a more direct and individual approach, which you may have found to be potentially effective. Communicating with your target group individually could involve using a number of approaches: email, phone, door to door. These approaches should be used to complement other strategies and could benefit from having carried out previous community-based outreach campaign or targeted social media posting, so that your target group members may have already heard of your proposed activities before.

- ☺ Use direct contact if research shows it to be effective
- ☺ Use your research data to contact people in the most appropriate ways (location, time etc)
- ☺ Combine direct contact with other strategies
- ☺ Make reference to community-based support for your initiative
- ☺ Have a brochure ready to share, either on paper or electronically
- ☺ Ensure you do not disturb people when you contact them!

#### TOP TIPS FOR MAKING THE BEST USE OF DIRECT CONTACT



## **4. BRIDGE Toolkit for planning engagement strategies for isolated long-settled migrants**

In this section, we will focus on how to maintain interest in your target group following a successful outreach campaign and ensure continued engagement throughout your planned activities as well as in the longer term. In this respect, being flexible and adaptable has proven to be one of the most important factors in ensuring continued engagement and will be explored in detail below.

As in the previous section, here we will also talk about "strategies", because our experience has shown that a variety of different strategies are needed in order to ensure that the group remains motivated, interested and drop-out is reduced to a minimum (a small level of drop-out should always be expected).

The following sections will outline engagement strategies that have proven successful for BRIDGE project partners working with migrants in the countries involved. We believe them to be applicable in other contexts in Europe and usable by different organisations working with the same target group, but also with disadvantaged groups in general.

### **4.1 Strategy 1: Planning engagement strategies: adaptability as a key factor**

#### **STEP 1. Plan your training activities/resources & be ready to adapt**

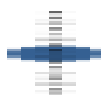
In your planning of training activities and resources, you should always ensure some level of adaptability of content. You should make decisions about what you wish to be "core" content during the development of your Language Clubs activities and materials as well as in your search for resources. Core content will not change and will be delivered as planned, but around it, you should leave yourself the possibility to make choices and introduce different materials and resources based on the expectations and specific language learning needs of your participants. This means preparing more training materials and resources than you will need to cover your planned hours of activities, but it also means that you may need to improvise and continue searching for relevant materials and resources even after the start of the Language Club activities. Content will need to be relevant to the target group throughout the process if you want to ensure that participants remain motivated and interested throughout and that, by the end of the activities, they feel empowered in their ability to communicate in daily life.

#### **STEP 2: Plan logistics to suit participants**

Adults, and adult women 40+ in particular, have busy lives and, women in particular, often carry the responsibility of family and care commitments. It is fundamental that the training sessions are organised in venues (if not online) on days and at times that facilitate as much as possible participants to attend. This requires flexibility by the trainers about organising sessions at times that suit the group and the possibility to adapt content delivery to shorter or longer training sessions depending on group needs.

If training activities are planned as face to face group activities, it is also important to seek a suitable venue, which should be easily accessible and easily reachable by transport. Again, the local community can be an invaluable resource and may provide a suitable space.

#### **STEP 2: The importance of meeting expectations: setting goals together**



## BRIDGE Planning Toolkit for Outreach and Engagement

It is very important to organise an initial session of goal-setting with the group, in order to ensure that group expectations are realistic and will be met throughout the programme. It is crucial to avoid disappointment during the process, which tends to be one of the main factors leading to drop-out.

The session should be planned in such a way that there is clarity about what participants can wish to achieve and, if expectations are found to be different, that the trainer is able to re-align them positively and help each participant to set specific goals for themselves, as well as overall goals for the group to be met by the end of the activities and to be taken forward by participants into real life experiences.

At times, realising that there is much more to be learnt could be felt as a "non-result" by participants, however, this realisation is in itself a result and a step further in a learning path, The trainer should explain this from the outset, so that participants don't feel discouraged during the learning process.

### STEP 3: Creating a safe environment for action learning

Research shows that the majority of adults learn by doing and tend to relate more to life experience. In your training activities, ensure that you use "action learning" methodologies, always encouraging participants in sharing their own life experiences, discussing topics and participating in learning games. In order to do this, it is important that the trainer is able to build trust and a positive, safe, non-judgmental environment.



Plan "core" training resources and a variety of additional ones to use as needed



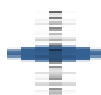
Facilitate participation as much as possible (adapt location, days, time etc to suit needs)



Set goals together to meet expectations



Encourage sharing of life experience within group



TOP TIPS FOR ENCOURAGING PARTICIPATION



#### 4.2. Strategy 2: Events & inspirational speakers to celebrate opportunities

Open events can be very motivational and can represent an opportunity for learners to listen to inspirational stories, and find new stimuli to continue in their learning path or to use their learning in real life, as well as to celebrate their experience and achievements.

##### STEP 1: Decide your purpose

Open events can be organised at any stage before, during or after the training programme, depending on what you wish to achieve:

**Before:** If you want to involve more people in the training programme or if you want your group to start with high expectations and fully motivated;

**During:** If you want to keep momentum and involve your group in sharing more openly their learning experience. Also, if you are planning a new training cycle and want to use this as a new opportunity for outreach;

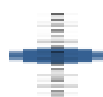
**After:** Learner celebration events to acknowledge achievements & presenting award (the involvement of local Mayor and families is suggested). Such events can be a very good outreach strategy towards new participants for future training cycles.

##### STEP 2: Choose a venue

Choosing a community venue can be very strategic in order to encourage participation by the wider community and support in organising and advertising the event.

##### STEP 3: Invite guest speakers & involve participants as key actors

It is very effective to invite guest speakers, who can tell their story and make the possibility of using learning in real life more concrete and tangible for your participant group. Guest speakers should be as close as possible to the target group, and it would be ideal if they were known members of the community itself. This has the potential to increase wider participation, as well to allow participants to relate to them more directly and, perhaps, identifying with their story to find motivation and





## BRIDGE Planning Toolkit for Outreach and Engagement

inspiration for themselves.

You should also ensure that your group of participants are involved as key actors and have an opportunity to get centre-stage in telling others about their experience and their achievements.

### STEP 4: Advertising the event

For events to be successful, it is crucial that they are advertised in the most appropriate ways and well in advance. As mentioned above, the wider community can represent an invaluable resource to support you in the organisation and in the promotion of the event through local press, newsletters, direct emailing, re-posts on social media and, very importantly, word of mouth.

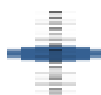
- 😊 Organise open events to motivate and inspire
- 😊 Invite inspirational guest speakers
- 😊 Plan when to organise based on purpose (before, during, after training programme)
- 😊 Make your participants key actors in the event

### TOP TIPS FOR ORGANISING EVENTS



### 4.3 Other strategies to complement and integrate your outreach campaign

Other engagement strategies could be used to ensure continued interest and motivation in your target group. They should be based on your assessment of needs and resources at your disposal, including the collaboration of the local community in supporting your activities.



## BRIDGE Planning Toolkit for Outreach and Engagement

A useful strategy tested by BRIDGE partners is providing participants with one-to-one support at different times, for particular immediate needs. Volunteers may wish to offer this kind of support.

Another positive strategy is involving your long-term participants in teaching their new peers in the continuation of Language Club activities over time. They could become coaching volunteers themselves, for instance, or be guest speakers at events organised with the purpose of further recruitment and may become a resource to you organisationally.

😊 Provide one-to-one support

😊 Turn your participants into "volunteers" for new peers

