



# WORKBOOK

## FOR SUSTAINABLE PROJECT PLANNING

based on the experiences of the ESC project: Act Now! - Don Bosco environmental project



# THE ACT NOW PROCESS

## Foreword

In the Salesian Family, we know how capable young people are and how much they are invested in the care of others and the care of our common home. As such, it is a great joy for DBYN to present you this handbook created and written by the Salesian Youth Movement of Austria.

It builds on the long-time experience of our network and organisations in realising projects and in the case of the Salesian Youth Movement of Austria, of projects with a sustainability dimension. Sustainability being an important topic, this handbook will give you input on how to create your own sustainable or sustainability project. You will also find references to Laudato Si' the encyclical of Pope Francis dedicated to integral ecology, highlighting the importance of the care of our common home.

The strength of this handbook is that it can be used beyond sustainability projects and be used as guide for all types of projects making a great tool for project management.

We are hoping that you will be able to put it to good use and that it will be part of your youth work toolbox.

## Colophon

This is a publication of Don Bosco Youth-Net ivzw. Don Bosco Youth-Net ivzw is an international network of Salesian youth work offices and youth organisations working in the style of Don Bosco.

The international secretariat of Don Bosco Youth-Net ivzw is financially supported by the European Commission, through its 'Erasmus+/Youth in Action'-programme. This programme supports youth projects and organisations involved in the field of non-formal education in Europe and the rest of the world.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The international secretariat of Don Bosco Youth-Net ivzw is also financially supported by the Council of Europe, through the European Youth Foundation. This foundation already supports European youth work since the early 1970's.



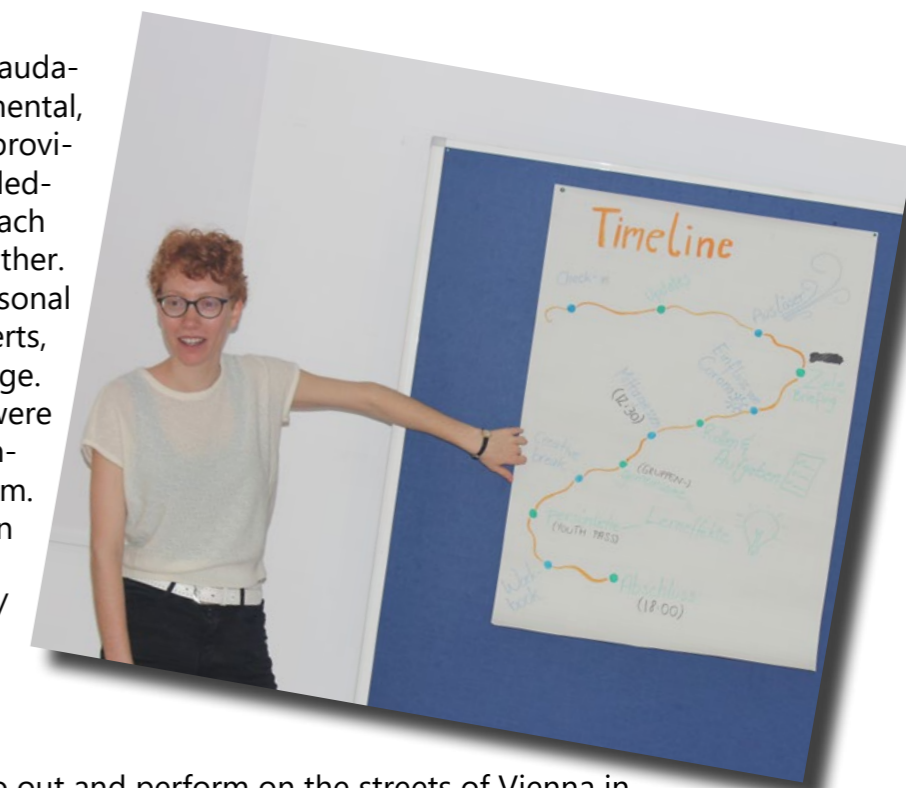
This publication reflects the views only of the authors, and neither the European Commission nor the Council of Europe can be held responsible for any use which may be made of the information contained therein.

Environmental concerns are very present especially for young people as their future depends on the actions of governments and society today. Just like many others, the young people of the Salesian Youth Movement Austria, saw a turning point at the start of 2019, no more waiting, but acting! Through a lengthy process from idea to implementation, with many hurdles and setbacks the team created "Act Now!" a two-part project supported by the European Solidarity Corps and the Youth Pastorship of the Salesians of Don Bosco.

From more than a hundred ideas for action the team decided to focus on "CliMate Circles"(CMC) and "Act Now – Theatre" (ANT).

## CliMate Circles

Based on the idea of the worldwide „Laudato Si Circles“, which intersect environmental, social and spiritual spheres, the CMC provides space to exchange personal knowledge, reflect one's own practices, keep each other accountable and support each other. CMCs were designed as bi-weekly personal meetings on different topics with experts, practical approaches and peer-exchange. However, due to COVID-19, changes were necessary: the program was moved on-line and the talks were held by the team. The live-streams were created between March and June 2020, you can check them out (in German) at [youtube.com/donbosco4youth](https://youtube.com/donbosco4youth).



## Act Now - Theatre

The initial idea was to create a play, go out and perform on the streets of Vienna in indigent neighbourhoods. A group of theatrically interested people rehearsed together, creating a play about environmental justice by using positive images and a non-threatening low-threshold approach to be performed as street theatre. Due to COVID-19 the rehearsals moved online and weekly workshops with different methods of theatre were held. Through out the summer some public performances in parks were possible as well. The content was published as videos via the Instagram channel [@\\_act.now\\_](https://www.instagram.com/_act.now_).

This workbook was created to help others learn from our process and give insights into project management for beginners and/or as inspiration.



### A prayer for our earth

All-powerful God, you are present in the whole universe  
and in the smallest of your creatures.

You embrace with your tenderness all that exists.

Pour out upon us the power of your love,  
that we may protect life and beauty.

Fill us with peace, that we may live  
as brothers and sisters, harming no one.

O God of the poor,  
help us to rescue the abandoned and for-  
gotten of this earth,  
so precious in your eyes.

Bring healing to our lives,  
that we may protect the world and not prey on it,  
that we may sow beauty, not pollution and destruction.

Touch the hearts  
of those who look only for gain  
at the expense of the poor and the earth.  
Teach us to discover the worth of each thing,  
to be filled with awe and contemplation,  
to recognize that we are profoundly united  
with every creature  
as we journey towards your infinite light.  
We thank you for being with us each day.  
Encourage us, we pray, in our struggle  
for justice, love and peace.

-Encyclical letter „Laudato Si“

Spiritual impulses  
throughout the work-  
book are marked with  
a leaf, Infoboxes with  
a exclamation point.



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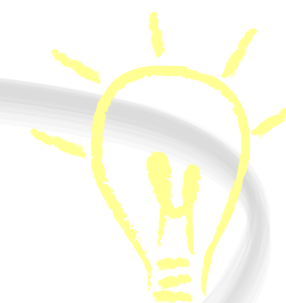
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# GETTING STARTED

Get started with your own project! In this book we show you a step by step of our own process and give you methods and tools to create your own path. Additionally, we share tips and tricks as well as spiritual impulses to guide you in your own project.

However, every project is different, every group has their own dynamics and every topic asks for some adaptations! Use this guide to get to know some important aspects of project management in environmental projects, but don't feel constricted. Chose what is useful for you, change the order of the chapters and make it your own!

## WHAT MOTIVATES YOU?

### 1. WHAT IS YOUR SOURCE OF INSPIRATION?



implementing ambitious ideas for real

change and reflect my own practices

Be part of something bigger

not just talking but doing something

Reach people who never had contact with environmental justice

being on the streets and reach/influence others

have fun with nice people

be active in the climate movement and not just "watch"

getting to know people who are interested in the same things

work together on something important

love of theatre

possibility to do something creative

strengthen myself and others in their journey

DOING INSTEAD OF COMPLAINING

Learning about new and current initiatives

situation globally -> I need to be active

TRYING, INVENTING AND DEVELOPING

the environment is personally important to me

Ask yourself/your group the following questions or create a brainstorming cluster with the questions as a starting point. Write keywords or full sentences.

• Why are you interested in the topic of ecology/environmentalism/nature?

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• Which topics within the environmental context interest you/get you excited? And why?

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• Why do you want to create a project?

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Sometimes motivation is an internal force, but sometimes it's also an external influence, like an event, a movie, a talk, etc.

Let your motivation guide you and write it down! This way you can return to it later on, when you are in a tough spot with your project or feel discouraged. Some sources of motivation might also inspire you on the type of project you want to implement.

Act in such a way that you need not blush tomorrow.  
- Don Bosco

Our Creed begins with the creation of heaven and earth, for creation is the beginning and the foundation of all God's works.  
-Catechism of the Catholic Church, no. 198

To achieve reconciliation, we must examine our lives and acknowledge the ways in which we have harmed God's creation through our actions and our failure to act. We need to experience a conversion, or change of heart.  
- Encyclical letter „Laudato Si“

Saint Francis is the example par excellence of care for the vulnerable and of an integral ecology lived out joyfully and authentically. He is the patron saint of all who study and work in the area of ecology, and he is also much loved by non-Christians. He was particularly concerned for God's creation and for the poor and outcast. He loved, and was deeply loved for his joy, his generous self-giving, his openheartedness. He was a mystic and a pilgrim who lived in simplicity and in wonderful harmony with God, with others, with nature and with himself. He shows us just how inseparable the bond is between concern for nature, justice for the poor, commitment to society, and interior peace.  
- Encyclical letter „Laudato Si“

## BRAINSTORM ON THE NEXT PAGE

Those responsible for business enterprises are responsible to society for the economic and ecological effects of their operations.  
-Catechism of the Catholic Church, no. 2432

# WHO IS ON MY TEAM?

If you already have a (youth) team or you want to do the project by yourself you can skip the next two pages.

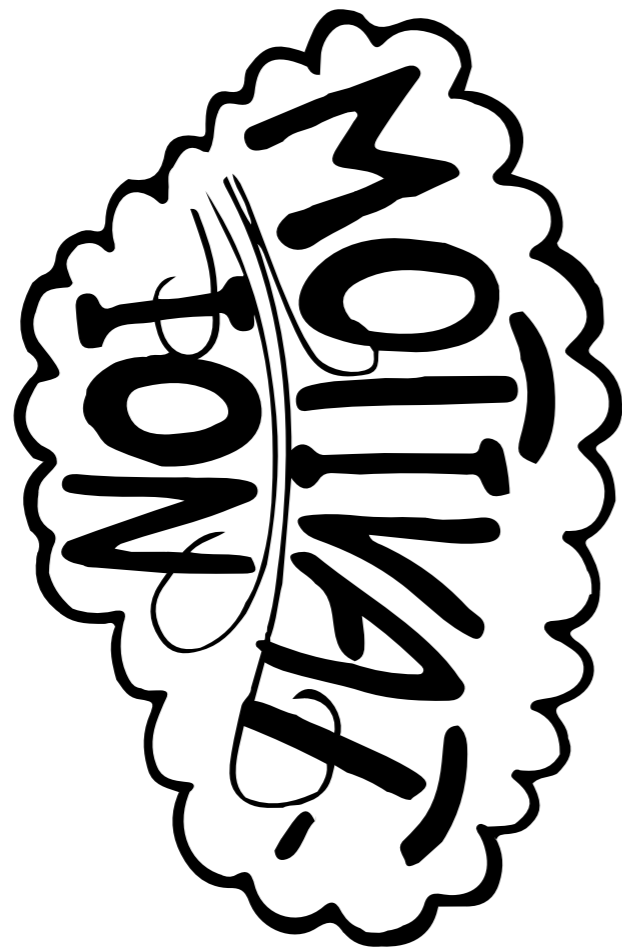
To find people who are interested in environmental topics and who might want to take part in a project we recommend asking:

- in your personal sphere (family, friends, etc.)
- in your educational sphere (classmates, university colleagues, etc.)
- in other groups (parish, scouts, rowing association, football club, etc..)

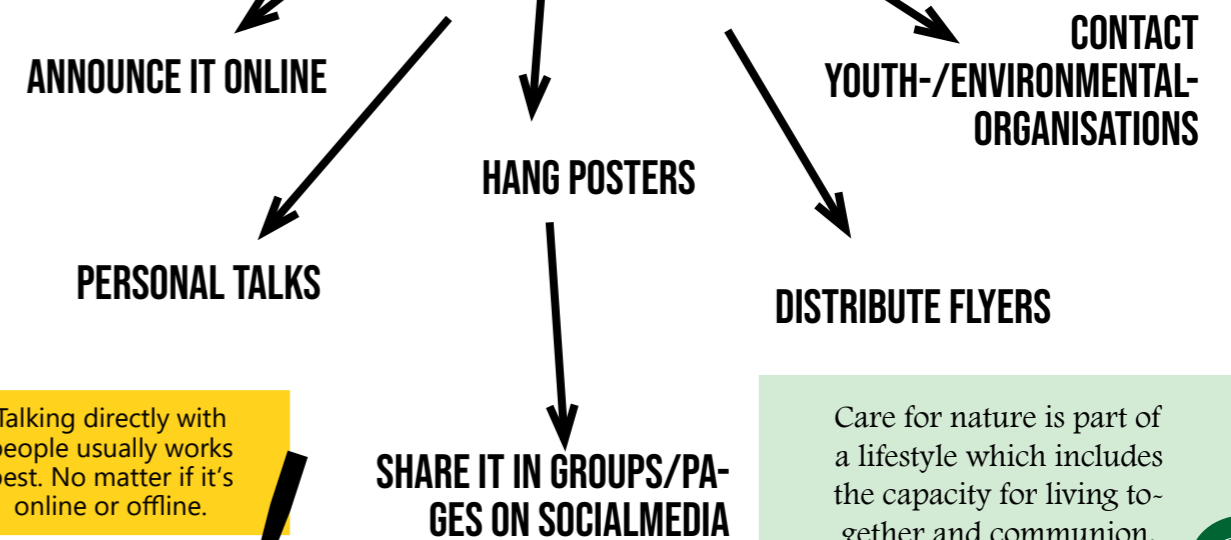
**You don't need a group to implement a project. However, it can be great fun and you don't have to carry everything yourself!**

Write down your motivations and ideas. Whatever you already know for certain can be a starting point for conversation and attracting others. It can be enough to know „I want to do something for the environment“ - you can always work on the details of your project with your crewmates!

The more interested people are on board from the beginning the better. It's usually nicer to develop the idea within the team. The identification with the group and the project is stronger and adds motivation for implementation. Those joining later might feel more like supporters rather than creators.



# HOW TO REACH OUT TO POTENTIAL GROUP MEMBERS?



Talking directly with people usually works best. No matter if it's online or offline.

Care for nature is part of a lifestyle which includes the capacity for living together and communion.  
- Encyclical letter „Laudato Si“

## Group size

The size of your group gives you a framework, but it can also be limiting. The core criteria for selecting your group size are:

- Tasks/implementation: How many people are needed?

less than 5      5-20 people      more than 20

- Funding: Are there guidelines, minimums or maximums of team mates?

yes      no

- Motivation: How many people are excited about the idea and want to take part?

less than 5      5-20 people      more than 20



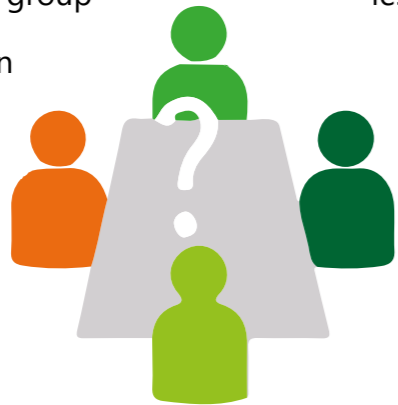
Different group sizes bring advantages and challenges:

### Big groups:

- + more resources (time, "helping hands" etc.)
- + more ideas
- +/- creation of distinct sub-/working groups
- pot. less cohesion in the group
- needs more coordination

### Small groups:

- + stronger cohesion and connection
- + less communication paths (less „subgroups“)
- more individual tasks and responsibility
- less resources



“Every violation of solidarity and civic friendship harms the environment”. In this sense, social ecology is necessarily institutional, and gradually extends to the whole of society, from the primary social group, the family, to the wider local, national and international communities.  
- Encyclical letter „Laudato Si“

## Group dynamics

Whether it's a game of paintball, an escape room or bowling together: your creativity and your fun should know no limits. Additionally, it can be valuable if the group dynamic activity is connected to your environmental focus. Like creating signs for an upcoming demonstration, cooking with scraps together or other activities.

Make sure to build a strong base at the beginning, but don't neglect the fun throughout the project and plan the occasions in advance or set regular dates. Often the motivation of a group is strongly interlinked with its cohesion; project management is easier with a group that is eager to work together. Conflict resolution can also be an important point of group dynamics, especially in diverse groups. Figure out how to deal with them before conflict arises.

# HOW DO WE GET STARTED?



As a group or individual you can start now with your actual project. The Act Now team started with...

## Vision casting

Let your creativity run free, start with your most utopian ideas: What if financial, timely or other restrictions didn't exist?

Restrictions and realistic thinking easily shrink your horizons. Many great ideas, however, arise from being "out-there" and a little crazy, they show your true passion!

## How to do it?

Take your time during this process! Take some Post-it's and write each suggestion on one paper individually. Later group similar ideas together, which ones cover the same topics, methods, etc.

And now it's time to move on to...

## Choosing your project

Which idea is liked by everyone? Is there one vision that many share? What do most people feel inspired by? What do most want to implement and what reaches your target audience? What is the most important project?

The way you choose the content of your project shows how your team makes decisions. The Act Now team focussed on consensus as the main method, so it isn't a majority decision, but a compromise that everyone can live with. This may not be the method for your project, though.

### Can't make a decision? Here some suggestions for election methods!

#### POINT SYSTEM

Every person holds the same amount of points and can distribute them with among the suggestions. Either 1 point per suggestion or all points with one, or a mix. This method shows prioritization and is especially useful if there are many ideas. You can place the points directly on the previously accumulated post-its by drawing or sticking the points on them.

#### Example:

Pink, green, yellow and blue each have 5 points, they distribute them as follows:

- Idea 1 ●●●●●
  - Idea 2 ●●●
  - Idea 3 ●●●●●
  - ....
  - Idea 100 ●●●
- Project idea 3 wins.

The Act Now team collected more than 100 ideas before narrowing it down.

### RANKED SYSTEM

This method works better with a small amount of options. Each person receives one ballot paper with, for example, 5 positions. The options are listed in order of their priority.

(1 = most important, 5=least important)

It works like this:

Person A:

- 1. Idea 3
- 2. Idea 4
- 3. Idea 1
- 4. Idea 2
- 5. Idea 5

Person B:

- 1. Idea 4
- 2. Idea 5
- 3. Idea 3
- 4. Idea 2
- 5. Idea 1

Person C:

- 1. Idea 5
- 2. Idea 3
- 3. Idea 1
- 4. Idea 4
- 5. Idea 2

Person D:

- 1. Idea 2
- 2. Idea 5
- 3. Idea 3
- 4. Idea 1
- 5. Idea 4

In total:

Idea 1: 3,3,4,5 = 15

Idea 2: 1,2,4,4 = 11

Idea 3: 1,2,3,3 = **9 - lowest sum wins!**

Idea 4: 1,2,4,5 = 12

Idea 5: 1,2,2,5 = 10

### ONLINE-VOTING

This method is only useful if there is a very limited selection (ideally 2- maximum 5 options) that the project team feels equally excited about.

Either with the option to only select 1 idea:

- Idea 1
- Idea 2
- Idea 3

Or with multiple choice:

- Idea 1
- Idea 2
- Idea 3

In both cases you can find out what the majority wants and select the most-liked idea. Especially with online voting, be careful who you open this up to. Are they your targeted audience? Your supporters?

#### Why not a majority vote?

If you only have one choice, generally you chose more strategically (choosing the lesser evil) and the result is less likely to depict your favourite option. Furthermore, a ranked system shows you which option is liked by the most people, even if it didn't make first place. With many options you can also avoid run-off elections.

# FROM AN IDEA TO A PROJECT

Often ideas already come with clear practical implications and needs to implement them as a project. Like:

- Tasks & roles
- Resources (space, finances, expertise, etc.)
- Timeframe (i.e. can only happen in summer)
- Aims/goals

Usually these are not set in stone yet, might contradict themselves, or just need more work.

Step by step, you will go through this process for your project on the next pages.

If you already don't know why you wanted to do this in the first place, go back a couple of pages and look at your motivation. Check what you wrote down, and reflect if the ideas you came up with are aligned.

### Checklist: Is it a project?

Not every idea leads to a project, some ideas might just be follow-ups or frameworks, inputs or starting points. Every project needs to fulfill certain criteria and it helps to go through the criteria for a project. This is to see what you haven't figured out, what still needs development, and where you can improve. Even though, in the end you are the one who decides if it is a project or not, here are some general criteria:

- new: it hasn't been done before**
- complex: it is multi-faceted and not just a simple task**
- goal-determined: it follows specific goals**
- strategically important: it makes a difference**
- risky: it is a challenge**

Given the complexity of the ecological crisis and its multiple causes, we need to realize that the solutions will not emerge from just one way of interpreting and transforming reality. Respect must also be shown for the various cultural riches of different peoples, their art and poetry, their interior life and spirituality.

- Encyclical letter „Laudato Si“

### The idea

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## WHAT IS YOUR DECISION?



# AIMS & GOALS



Now, let's start working on the framework of your project. Aims and goals are an ideal place to start, because they cover the core questions on any project. With your motivation it's all about the „Why?“ with your aims and goals it's about the: What? When? Where? For whom? How?

## Difference of aims and goals

Generally speaking, aims cover your larger overall aspects of the project. They can be broad and work as an overall idea. Try to have 2-5 aims. Goals tend to be much more specific and detailed. Each goal should be related to one or more aims, as they help measure and evaluate your project.

Think of different aspects of your project and start with the aims:

We need constantly to rethink the goals, effects, overall context and ethical limits of this human activity, which is a form of power involving considerable risks.  
- Encyclical letter „Laudato Si“

Explore „environmental protection“ further

Develop low-threshold methods

# Act Now

we as our own target group

reach new people who don't have a connection to the topic

## YOU MAY ASK YOURSELF...

Nature is filled with words of love, but how can we listen to them amid constant noise, interminable and nerve-wracking distractions, or the cult of appearances?  
-Encyclical letter „Laudato Si“



Having lost sight of our goals we redoubled our efforts  
- MARK TWAIN -

Only those who know their destination, can find the way  
- LAOZI -

# Why do we need aims/goals?

Motivation

Focus

The slowest, who doesn't lose sight of their goals, walks faster than the ones who wanders aimlessly  
-GOTTHOLD EPHRAM LESSING-

Evaluation

Always be aware: those are your goals, by you for you. You want to challenge yourself with them, especially in an environmental context. Set yourself a high but realistic bar. And celebrate your achievements on the way!





### Aims

You can approach finding your aims from different perspectives. The important part is that they showcase the core elements of your project and the core motivations of your team.

What should your project achieve?

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Who is your target audience?

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What can I learn or take away?

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What is the general timeframe of the project?

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Where will the project take place?

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Once you have your aims you can start looking at your goals.

Careful! If you create too many aims/goals your available resources might be split to much, and in the worst case you don't reach any of them. Focus on the essentials!



### Goals and SMART goals

Whether you use the concept of SMART goals or not is entirely up to you. The Act Now Team used it as a tool in order to think more specifically about what they wanted to achieve and have clear verifiable goals.

It can be useful just to split into smaller subgroups and give each group one or multiple aims to develop goals from them.

Look at the aims, what do they mean specifically - what are the measurable components, how are they achievable, why are they relevant to you and until when do you have time to achieve them.

If you need more input, think of the effects you want ...

- For your group?
- For your target audience?
- For your project?

## SMART GOALS

|                                 |  |
|---------------------------------|--|
| <b>Specific</b><br>WHAT         | What do you want to specifically achieve?<br>Who? What? When? Where?   |
| <b>Measurable</b><br>HOW (MUCH) | Which indicators show, that the goal has been reached?   |
| <b>Attainable</b><br>WITH WHAT  | Which resources do we need to achieve the goal? Do we have those resources? Can we get them? Are there (insurmountable) obstacles? |
| <b>Relevant</b><br>WHY          | Why do we want to achieve it? What is the benefit for us and others?   |
| <b>Time-bound</b><br>WHEN       | Until when do we want to achieve the goal? Are there steps between that have deadlines?  |

### SMART Goals

Once you have set your aims, it's advisable to create smaller SMART Goals. Those are easily measurable and create more clarity!

Get together in small groups and divide up the aims. Each group should set a number of SMART goals to clarify the aim. Some aims will have overlapping goals. In the end, share your SMART-goals as a group and communicate the results. Give yourselves time to comment/add/discuss and find which ones fit best to your project.

**Aim**

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**Goals**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

more fields on the next page

#### Example: Act Now project

*Aim:*  
Promote understanding, inclusion and solidarity through action.

*SMART-Goals:*

- Each venue needs to have barrier free accessibility.
- Each street performance of the theatre project takes place in public, socio-economically challenged areas.

**SPECIFIC**  
**MEASURABLE**  
**ATTAINABLE**  
**RELEVANT**  
**TIMEBOUND**



We need constantly to rethink the goals, effects, overall context and ethical limits of this human activity, which is a form of power involving considerable risks.  
- Encyclical letter „Laudato Si“



### Assess goal achievement

Once you've set goals, the question remains, what do you do with them later? Who decides whether a goal has been achieved and how? For this purpose, evaluation methods and times should be determined beforehand. We explain more about this in the chapter on evaluation!

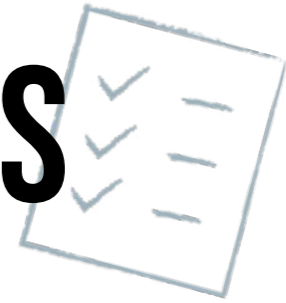
Assessment of goals, personal growth, reflection in general is helpful to understand where you are now, whether you want to stand there and, if not, to know to change direction. After the project has been carried out, there will be no more possibility of achieving goals that have not been achieved.

It is recommended to defining tangible outcomes (report, photo story, manual, video, etc.) in which the experiences of the project become visible. It encourages or makes it easier to look back on the positive. Photos alone can be enough to make you realize: "Well, we really achieved something, and we laughed so much doing it!" This increases possible motivation to start such a project again in the future.

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# ROLES & TASKS



Why roles & tasks? So everyone knows what their responsibility is.

Now let's look at the actual work. This means that each person in the team is given one or more roles and associated tasks.

Especially in larger groups, it can be helpful if a part of the group thinks about what there is to do, the roles and tasks. Ideally after the goals (and schedule) have been set.

Depending on how you have made decisions beforehand, you should also consider: Do you need a group leader? Does someone have the main responsibility?

Yes       No

In the case of larger groups, it is definitely recommended to have a moderation role so that internal communication and meetings are clearly prepared.

## Naming roles

How can the individual tasks be sensibly packed into roles? Some tasks just go together better than others.

It is important that each role has a clear profile, with clear tasks, where you can easily see whether they will be fulfilled or not.

The Act Now team decided to give each role a funny name.

For example:

### Content-Hunter

- Creates the project logo
- Post regularly about the project on social media
- Is the contact person for public relations office
- ...

### Backbone

- Maintains contact with sponsors
- Does the accounting for the project
- Obtains permits for public appearances
- ...

### Guardian of goal achievement

- Ongoing review of target achievement
- Take minutes of each meeting
- Document the internal results
- ...

## Finding roles

Who does it actually take to carry out the project? Here you can make use of brainstorming again. Grab a piece of paper and, as a group or small group, write down what tasks there are.

Impulse questions:

- What tasks need to be done to keep the group informed?
- Which tasks have to be done, in order to secure the project structurally (financially, administratively, communicatively, etc.)?
- What tasks need to be done in order to carry out the project?
- Are there any tasks that are only relevant at the beginning or the end?

# WHAT ARE YOUR ROLES

\_\_\_\_\_  
(Name of the role)

**Responsible person:**

\_\_\_\_\_

**Tasks:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
(Name of the role)

**Responsible person:**

\_\_\_\_\_

**Tasks:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
(Name of the role)

**Responsible person:**

\_\_\_\_\_

**Tasks:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
(Name of the role)

**Responsible person:**

\_\_\_\_\_

**Tasks:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### Distributing roles

Perhaps it is immediately clear who is doing what in your group, but if not, here are a few methods. You can use several methods for this decision making process.

It is important that group members have time to select and make decisions. It should also be ensured that everyone understands the roles or tasks.

#### Point-Method

Similar to the process of topic selection! Each person can assign a certain number of points, depending on the number of possibilities. I.e. 5 Roles - 7 Points.

#### Whose role will it be?

You can also approach the matter playfully. Some space is required for this game. The roles / tasks should be visible for everyone or - to make it more difficult - hidden.

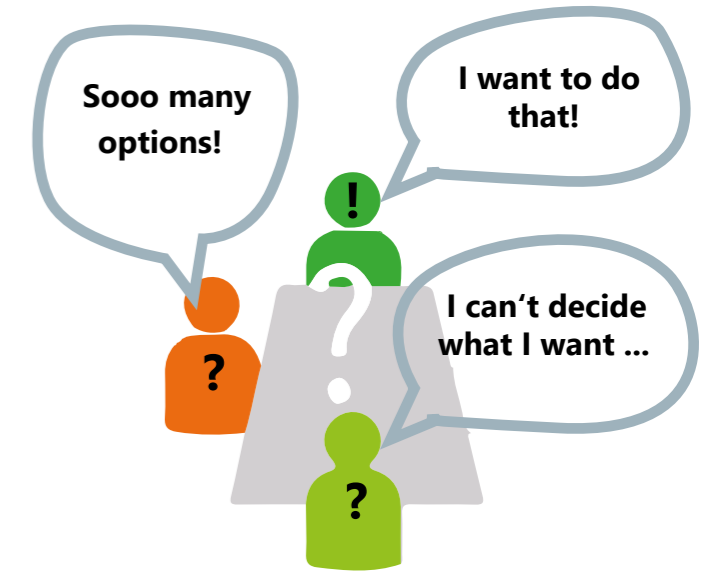
After the group members have spread out in the room, the question „Who has the role of ....?“ is asked. Then everyone should go (or run) to the person, who they believe to be the answer to the question. You can use the game to make choices based on hive opinion, but also use it to remind the group again who is doing what later on. You can also say individual tasks and go / run to this person.

Other questions can be: Who do you think will draw the most flipcharts? Who do you think will communicate most with the public? To open the format up a bit.

For even more associations you can ask questions like: Who do you think will write the fewest WhatsApp messages? Who do you think you will meet most often to plan? Who do you think you will call the least often? Maybe also fun questions to loosen up like: Who do you think you will eat the most pizza with?

This exercise can be fun and team building, but make sure each person is open to the game and no one is put into an uncomfortable situation.

Modification for a small space: pointing at each other instead of walking towards them.



### Communication in the group

In line with the roles, the topic of communication in the group comes to mind. You should clearly record how you communicate with each other. That is, which channels you want to use.

It is important to find a good way. If you use tools that everyone already knows and uses regularly, you can be sure that everyone will notice what is going on in the project. For example via messenger services such as WhatsApp, Viber, Telegram, Facebook, but also email.

For some tasks, however, you need more sophisticated communication and organization tools, for example to share pictures or reports. Whether it's Slack, Google Drive, Trello, Padlet or something completely different, take a look around to see what fits your group and make sure that everyone can access and use it.

Furthermore, make sure that your meetings and especially the decisions you make are recorded, so you can check your progress or easily look back.

Care for nature is part of a lifestyle which includes the capacity for living together and communion. Jesus reminded us that we have God as our common Father and that this makes us brothers and sisters.  
-Encyclical letter „Laudato Si“



# SCHEDULING

Why create a schedule?  
So that everyone knows if they are on time and when which task is due.



How do you get on your schedule?

There are different fixed appointments depending on the project concept. It can range from meetings and performances, but also the publication of an online posts can be part of the schedule. The larger and more extensive a project is, the further you can "zoom out" in the project group and make it the task of different people in charge to make more detailed plans.

What is the structure of our project? Are we working towards a big event or do we want to build on an on-going project?

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What are "fixed moments" for internal communication? What occasions are there that we have to come together as a group (e.g. team meetings, planning meetings, group dynamic gatherings, ...)?

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What are the "fixed moments" for external communication? On which occasions do we appear externally (e.g. announcements, fundraising event, etc.)?

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What are the major milestones of our project?

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How should all of this be dated? Are there already fixed points? Are they your timeframe?

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There is a time for everything,  
and a season for every activity under the heavens:  
a time to be born and a time to die,  
a time to plant and a time to uproot,  
a time to kill and a time to heal,  
a time to tear down and a time to build,  
a time to weep and a time to laugh,  
a time to mourn and a time to dance,  
a time to scatter stones and  
a time to gather them,  
a time to embrace and a time  
to refrain from embracing,  
a time to search and a time to give up,  
a time to keep and a time to throw away,  
a time to tear and a time to mend,  
a time to be silent and a time to speak,  
a time to love and a time to hate,  
a time for war and a time for peace.  
-Ecclesiastes 3, 1-8



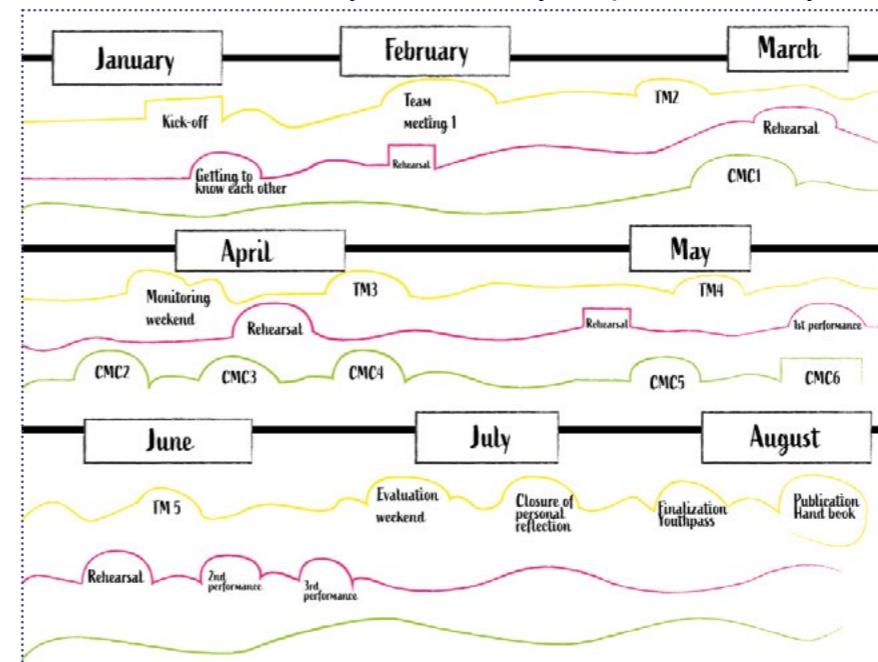
# METHODS FOR SCHEDULING

Use the dates you collected on the previous page and organize them. There are many different tools and methods to create efficient scheduling.

Color coding: Give dates that belong to the same group the same color in your schedule. (i.e. all internal team meetings = yellow, events/workshops = blue, meetings with sponsors = green, etc.)

Post-it & Flipchart: Write your dates on post-its (you can color code) and stick them on a flipchart with all months of the year. This helps move dates around and you are flexible with changes.

Think how much detail you need for your plan, and use your method accordingly.



General plan

A schedule is not set in stone. Give yourself space to make adjustments when they are really necessary.

Online Tools can be useful too:

- Padlet (with timeline)
- Doodle
- Trello
- ...

Detailed plan

## Doodle-lists

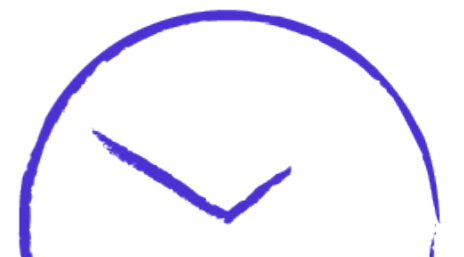
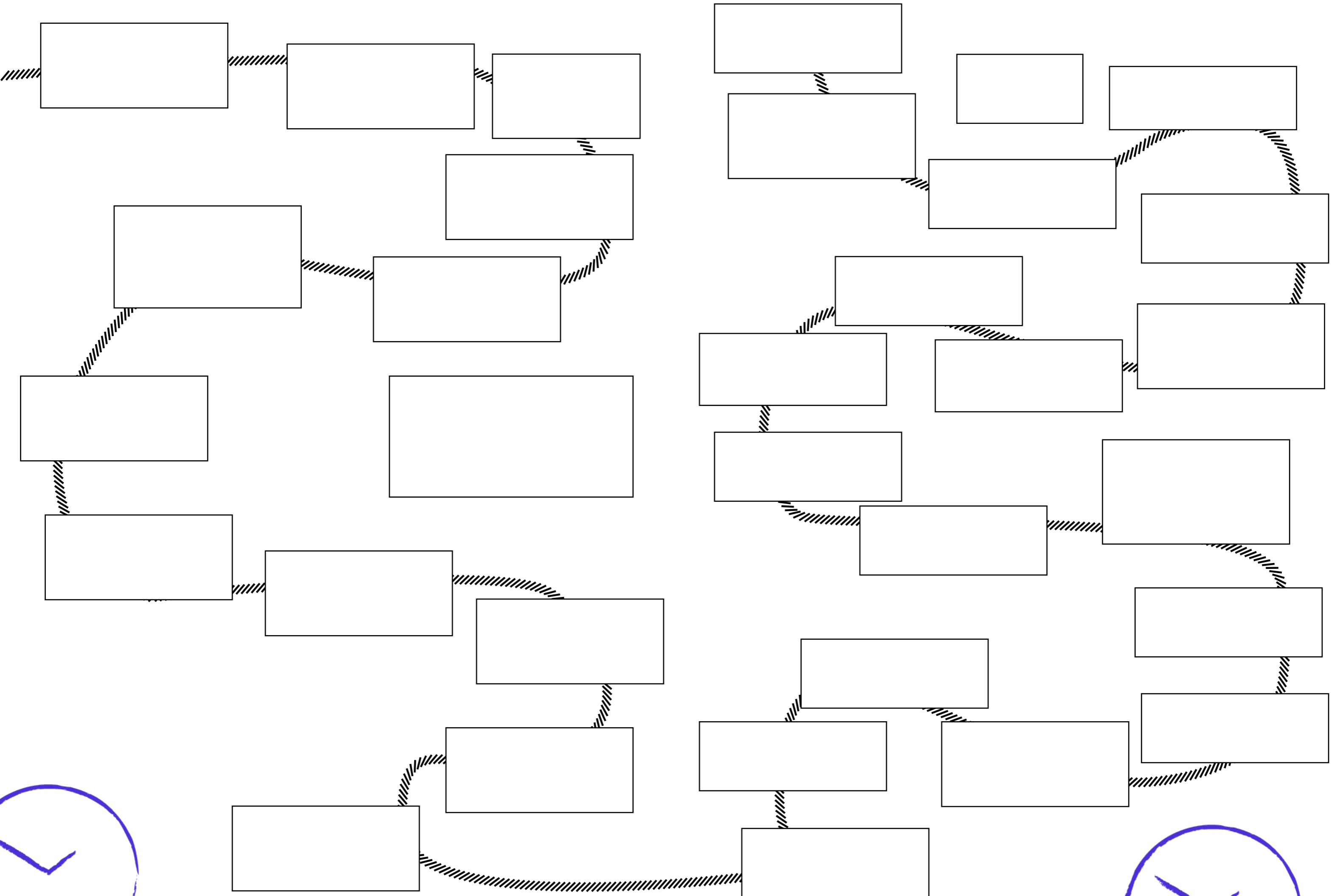
### TEAM-MEETING DOODLE

(always -18:30-21:30)

| Name | Claudia | Anna | Julia | Lina | Anton | Jakob | Christoph | Nikolina | Bena |
|------|---------|------|-------|------|-------|-------|-----------|----------|------|
| 24.2 |         | x    | x     |      | x     |       |           |          |      |
| 25.2 | x       |      |       |      |       | x     |           | x        |      |
| 26.2 |         | x    |       |      | x     |       | x         |          |      |
| 27.2 |         |      |       |      |       |       |           |          |      |
| 16.3 |         |      |       | x    |       |       |           |          |      |
| 17.3 |         | x    | x     | x    |       | x     | x         | x        |      |
| 18.3 |         |      |       |      |       |       | x         |          |      |
| 19.3 |         | x    |       |      | x     |       |           |          |      |
| 20.3 | x       |      |       | x    |       |       |           |          |      |

### WEEKEND - PROGRAMM





# FUNDING & SUPPORT



What do you need funding and support for? And vice versa, where do you get funding and support from?

Funding is an issue in every project in one way or another: personnel costs, project costs, room rent, duties and taxes. Money can be an issue in many places.

Often projects are created through voluntary work, but that doesn't mean you have no need for funding. To express appreciation in the form of „thank you“ gifts or something similar you usually need some financial support, especially if it is a long term project.

And don't forget about other forms of support like know-how, public relations (i.e. visibility) and motivation.



I never shrink from any undertaking which I know is good and necessary, no matter what the difficulties. If, for example, I must see some unfriendly important person, I don't hesitate, but first I recite a Hail Mary. I do the same before calling on anybody. Then, come what may, I do my best and leave the rest to the Lord.  
- Don Bosco

## Funding & Budget

There are basically two steps to approaching the issue of money:

1. You know (roughly) how much the project costs - and you have to find suitable funding.
2. You get one (or more) funding contributors - and you have to think about where exactly the money should go.

Either way you need to figure out how much funding is needed. There are several methods that are suitable, like brainstorming the different levels of necessity. On the next page you find a table that separates between necessary and useful budget items and those that don't need funding. This gives you an overview of your budgetary needs.

Secondly you can go for a more itimized list, by separating different types of categories. Write down an approximate amount to estimate how much money you will need. Add categories that are part of your project. This will help you find the funding scheme that fits your needs

|   |  |
|---|--|
| Personnel (coach, moderation, administration, etc.) |  |
| Catering (Food, drinks, etc.)                       |  |
| Materials (Paper, pens, gifts, etc.)                |  |
| Space (rooms, hostel, etc.)                         |  |
| Travel  |  |
| PR  |  |
|   |  |

You can brainstorm with your whole group or find someone with expertise to help you and outsource it. Be aware that this first overview will influence your more detailed budget and therefore can have significant consequences. Be aware that it is powerful, yet burdensome.

Some funding options don't give you full liberty in decisions, so keep that in mind.

## Getting funding

It is good to have diverse funding and/or to have backups. Before applying for funding, create a list and ask yourself: How much of the success of the project depends on funding? What happens if funding is canceled?

### Where do you get funding?

If you are paying for the project with your own resources, you can simply skip this step. Generally, of course, there are always certain advantages and disadvantages to being supported by outsiders.

#### PRIVATE DONATIONS

##### SPONSORING

(banks, companies, etc.)

#### FUNDING BODIES

(European Solidarity Corps, ERASMUS +, etc.)

#### PRICES OR COMPETITIONS

#### OWN RESOURCES

### Who will help me get funding?

Usually companies, foundations and public institutions give grants. Often there are specific contacts with whom you can speak or write. Sometimes you can ask companies directly for sponsorship instead of project funding. Although, usually, it is easier to get donations in kind.

**You are not alone!** There are special contact points for project funding, especially for youth projects, where you can get advice on which funding is appropriate.

But we need to grow in the conviction that a decrease in the pace of production and consumption can at times give rise to another form of progress and development. Efforts to promote a sustainable use of natural resources are not a waste of money, but rather an investment capable of providing other economic benefits in the medium term. If we look at the larger picture, we can see that more diversified and innovative forms of production which impact less on the environment can prove very profitable.  
-Encyclical letter „Laudato Si“

**Money is absolutely NECESSARY for this**

**Money would be USEFUL for this**

**We do NOT need any money for this**

**Applications**

Different funding opportunities ask for different content to be provided. Most commonly they will ask for:

- Project description
- Aims, goals and target audience
- Budget
- Participants profiles



If you have these prepared once, you can easily reuse them for new applications.

**General tips**

- Before applying check the criteria for funding, and make sure you are eligible.
- Each application has specific deadlines for submission, start and end, or length of project.
- If your project has to be modified significantly to meet the funding requirements: It is NOT the right funding!
- Your sources matter, if you are doing an ecological project, consider who gives you the money and why.

**European Solidarity Corps**

For projects within the EU there is currently a fairly simple way to receive funding for your local project through the European Solidarity Corps. Act Now made use of this EU youth project funding.

Information on [europa.eu/youth/solidarity\\_en](http://europa.eu/youth/solidarity_en)

*Funding requirements*  
(As of February 2021)

- at least 5 people between 18-30
- Project duration: a maximum of 12 months
- Funding amount: € 500 / month
- Additional funding for accompaniment by a coach
- no formal organisation required

**Budget**

You have the money! Now you need a more detailed plan of what it should be spent on. Participatory budgeting is a great way to involve everyone.

This means, that all or part of the funds are completely in the hands of your group and to be spent at their discretion. Ideally, you have a clear amount of money and you let your group budget it accordingly. If you have certain fixed costs, like a coach or a space that already has a price tag, make sure to subtract it from the available budget beforehand.

Use your overall estimated funding needs and the categories you assigned beforehand, and similarly to the goals, decide more specifically how much money you will spend on what.

**Example**

Act Now Theatre: overall budget €800

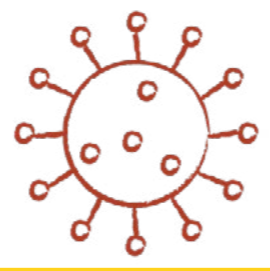
- room for practice: €200
- snacks & drinks: €80
- copies: €20
- costumes: €200
- fees: €170
- transportation: €50
- PR & advertising: €80

If you have never created a budget or an application, get help. Many youth offices & national agencies offer assistance to develop projects.

**Tips**

- In your overall budget make sure to have a bit of discretionary money, as every project can have some unexpected expenses
- If you have more than one point of funding, make sure that you know which funding you use for what. Most funding schemes don't allow for „double funding“ (i.e. to get money for the same expense twice)
- If you want to minimize your risk, only get money from trustworthy institutions.

# RISK ASSESSMENT



This step focuses on the aspects that could negatively affect your project. There are risks in every project, no matter how well it is planned. It is one of the factors that make a project a project!

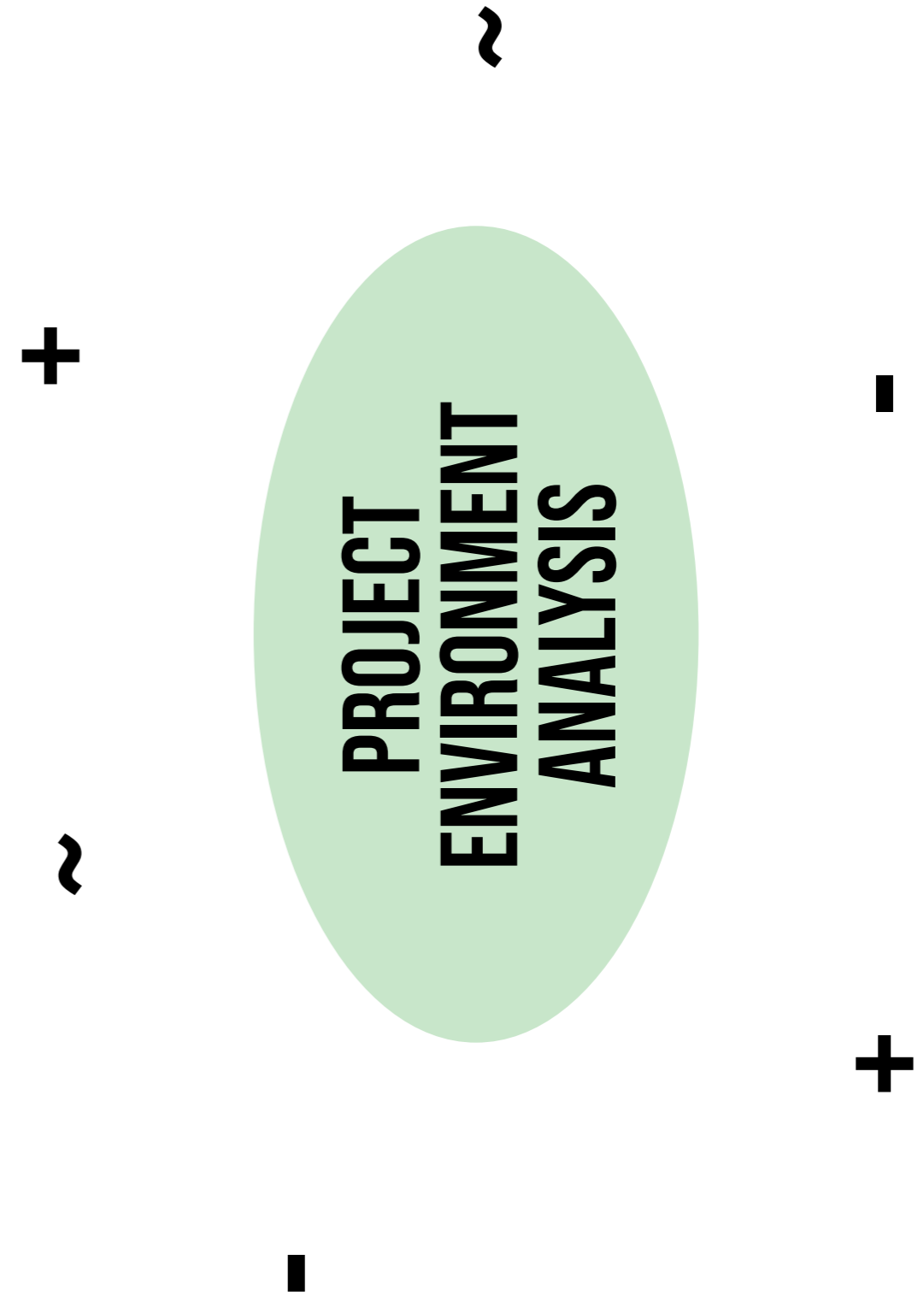
There are several good methods to assess risk in your project. You can get started with a simple project environment analysis:

1. You write down all people, groups and other factors in the area of the project in a mind map. (Use the map on the next page)
2. You write down who/what is positive (+), neutral (~) or negative (-) towards your project.
3. You write down the aspects in which these people/factors affect you (e.g. financial support, know-how, etc.)

**Example**

Environmental dance at your school  
 Teachers (~)> Not everyone is convinced  
 Biology teacher Huber (+)> Know-how: environmentally friendly decoration  
 Cleaning staff (-)> extra work  
 School council (+) > offers significant support  
 External funding (-) > difficult, group has no connections  
 Group dynamics (~) > two team members tend to disagree a lot

If there are people or other factors that can (potentially) affect your project negatively, try to address these risks head on and find a solution. Is a conversation enough? Can it be salvaged? Be creative! The positive, neutral and negative aspects are all your reality.





You can analyze the project as a whole or in parts. There are different risk areas and there are different methods of risk assessment. Find the style that suits your project best. Depending on the extent of your project you might also decide that you are taking the risk of not doing a risk analysis.

**Examples of risk areas**

- Team: someone leaves, someone does not feel part of the group, someone does not fulfill his / her tasks
- Communication: Not all information is passed on (bottleneck)
- Finances: A grant is withdrawn
- Administrative matters: invoices are not collected properly, the framework conditions for funding are unclear
- Time: bottlenecks or overlaps in the schedule

**SWOT analysis**

This method is an alternative to the project environment analysis, but can also be used in addition. It should give a clear picture of where in the project strengths, weaknesses, opportunities and threats are hidden or obvious. Take enough time to complete it. Try to be analytical in the first step and not look for solutions yet. When you have completed the analysis phase, consider what the greatest weaknesses and risks/threats are, and whether you have sufficient opportunities and strengths to deal with them well.

|               |            |
|---------------|------------|
| Strengths     | Weaknesses |
| Opportunities | Threats    |

Take a sheet of paper and write it down!

In the face of possible risks to the environment which may affect the common good now and in the future, decisions must be made based on a comparison of the risks and benefits foreseen for the various possible alternatives.  
-Encyclical letter „Laudato Si“



**NOT READY YET?**

If your group is not ready to start right away with a project environment analysis, maybe start with a playful approach and work your way up.

**Minefield**

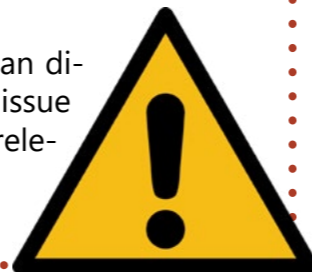
A playing area with seven by seven fields is marked. The game master thinks about a way from one side of this playing area to the other; and writes it down in secret.

The teammates find the way together through trial and error. To do this, only one player is allowed to enter the minefield and tries to follow the correct - as yet unknown - path. As soon as someone steps on a mine (or takes an illegal shortcut), the game master informs them and it is the next person's turn.

The other players are not allowed to watch; they are in a separate room or with their backs turned (far enough away). This makes the game much more difficult and makes it necessary for the group to find strategies for successful problem solving. How does the group remember the sequence of steps? How does the group designate the individual fields? Which solution strategy is used?

If you want to make it more difficult: The group must not use any other aids; in particular, they are not allowed to take notes (or record the field of play).

After the game, the group can discuss whether risk was an issue and why this could also be relevant for the project.



**IMPLEMENTATION**



Now it's down to the nitty-gritty: implementing, executing, organizing, telephoning, whatever is necessary to really implement your project. Going from the planning to the execution phase of your project can come completely naturally or might be overwhelming.

**So where to start?**

Action planning is the magic word. For every goal and every role that you have formulated, there are certain steps that you are now taking. Sometimes your team does that automatically, sometimes it's good to start off together as a group. For some, a simple "to do" list is enough, others want it more precisely. Here is a table that might help you a little:

| Goal/Role:                        | Step 1 | Step 2 | Step 3 | Step 4 |
|-----------------------------------|--------|--------|--------|--------|
| Task                              |        |        |        |        |
| Person/group responsible          |        |        |        |        |
| Necessary resources               |        |        |        |        |
| Milestone that indicates progress |        |        |        |        |
| Deadline                          |        |        |        |        |
| Expected outcome/result           |        |        |        |        |

And what does that mean exactly? Let's try the example of an environmental workshop. Step 1: preparation.

| Explanation   | Example   |
|---|---|
| Task = What needs to be done?   | Preparation for an environmental workshop                                       |
| Person/group responsible = Who does it?   | Lisa and Franz  |
| Necessary resources = What is needed for this?                                    | Laptop, internet access, paper, pens, post-its, €5 for copies                   |
| Milestone that indicates progress = How can you tell that something is happening? | Contents and materials are collected, money is withdrawn, copies have been made |
| Deadline = When is it to be done?   | By 20th of September 2015   |
| Expected outcome/result = What should be there in the end?                        | Script with the agenda and contents of the workshop and a presentation          |

For an environmental workshop, there are still the following steps: Finding the workshop location, advertising the workshop, lecture / implementation, etc.

| Goal/Role:                        |        |        |        |        |
|-----------------------------------|--------|--------|--------|--------|
|                                   | Step 1 | Step 2 | Step 3 | Step 4 |
| Task                              |        |        |        |        |
| Person/group responsible          |        |        |        |        |
| Necessary resources               |        |        |        |        |
| Milestone that indicates progress |        |        |        |        |
| Deadline                          |        |        |        |        |
| Expected outcome/result           |        |        |        |        |

| Goal/Role:                        |        |        |        |        |
|-----------------------------------|--------|--------|--------|--------|
|                                   | Step 1 | Step 2 | Step 3 | Step 4 |
| Task                              |        |        |        |        |
| Person/group responsible          |        |        |        |        |
| Necessary resources               |        |        |        |        |
| Milestone that indicates progress |        |        |        |        |
| Deadline                          |        |        |        |        |
| Expected outcome/result           |        |        |        |        |

Don Bosco Umweltteam (CC-BY-NC)

## Checklist for implementation

Of course there may be deviations, but it is important that you notice them and that you speak about them in your group!

- All tasks are carried out as agreed**
- Our work contributes to the achievement of our goals**
- Our schedule is kept**
- Our expenses are within our planned budget**
- Our communication within the group internally and externally is going as planned**
- Our work is documented and accessible to the team**

Regularly checking in on the process, goals and the project itself and making sure that they are being met is called "monitoring"



If you notice that you are straying from your path, you can still take measures during the project to get back to where you originally wanted to go. Alternatively, you can of course also change your direction. But keep in mind what your framework conditions are and which changes you can make without endangering the success of your project.

For the Lord is the God of knowledge; And by Him actions are weighed.  
- 1 Samuel 2,3

The chief thing is to take the burden on one's shoulders. As you press forward, it soon shakes down and the load is evenly distributed.  
- Don Bosco

There is a nobility in the duty to care for creation through little daily actions, and it is wonderful how education can bring about real changes in lifestyle.  
-Encyclical letter „Laudato Si“

Believers themselves must constantly feel challenged to live in a way consonant with their faith and not to contradict it by their actions. They need to be encouraged to be ever open to God's grace and to draw constantly from their deepest convictions about love, justice and peace. If a mistaken understanding of our own principles has at times led us to justify mistreating nature, to exercise tyranny over creation, to engage in war, injustice and acts of violence, we believers should acknowledge that by so doing we were not faithful to the treasures of wisdom which we have been called to protect and preserve.  
-Encyclical letter „Laudato Si“

Remember, God does not pay us for results, but for effort.  
- Don Bosco

# EVALUATION



When your project comes to an end and the active work part is completed, you almost automatically become introspective and think: What worked and what didn't? As described previously, it is important to consider beforehand how to check whether the goals have been achieved or not.

## Project goals

As a group, you can read through all of your goals and use various methods to evaluate whether they have been achieved or not. Good SMART goals should usually be assessed fairly clearly, but there is still room for interpretation. Not fulfilling all goals is okay, some groups set very simple goals that they can definitely achieve, other groups challenge themselves and set perhaps more difficult goals. Of course, it depends on whether it is realistic to achieve all goals or not.

### Thumb thermometer

Each goal is read out and the group can display from "thumbs up" to "thumbs down" whether or to what extent they believe the goal has been achieved.

### Secret election

Each person gets a grid with all goals. You can indicate whether the objective was "met", "partially met" or "not met". Then there is a tally.

### Line barometer

Mark a line on the floor. One end of the line means "fulfilled", the other "not fulfilled". Each person can position themselves wherever they see the achievement of goals.

If you want to make it more difficult, you can play the game on a bench and you are not allowed to sit down.

Usually, the following aspects are evaluated:

- Project goals: What did the project achieve?
- Group goals: What did the group achieve?
- Personal goals: What did I want to achieve?

## Group goals

The reflection of the group is crucial if the group wants to continue working together later or a possible accompaniment (like coach, moderation, etc.) wants feedback on their work with the group. It can help better understand where the group dynamic pitfalls are or were.

Impulse questions for your reflection:

- How did the communication in the group work?
- What more would I have wished for?
- What went well in our group?
- How did I like the distribution of tasks in the group?
- How have I behaved in our group and why?
- How did I consider the group atmosphere and why?
- Last things I want to tell the group...

### Reflection exhibition

"Reflective open letters": you answer the questions you want to answer on a large piece of paper/poster: in writing, creatively, with pictures, etc. After everyone has completed their poster and placed it in the room and the exhibition can begin.

As in water face reflects face, So a persons' heart reveals the them.

- Proverbs 27:19



## Personal reflection

Why should I also reflect personally? To make you aware of your own learning effects and progress! Often it is only when you consciously look back that you realize how much you have achieved, how much you have changed and where you have grown.

You can reflect in several steps:

### Reflection on roles and tasks

Revise the role descriptions from the beginning. Everyone receives their description and is asked:

- How would I change my role description from the beginning?
- Are there any additional tasks that I have taken on?
- Are there things that I didn't do but were initially considered my job?

## Personal association

What do you associate with your project? If there was a significant experience or topic that had a major impact it might be useful to reflect on that in specific. (Like COVID-19 for Act Now!)

This is how it works: Your project was, for example, a hike with the whole school.

Someone goes to the center of the circle and displays a concept as a still image (e.g. I am hiking). A second person comes along, associates the sun with hiking and represents it. A third comes in. The third person can represent an association with the first or the second term: for example sweat! Then the first person decides on one of the two terms, and with the words „I'll take ... with me" the two leave the center of the circle. One person remains and says again what they represent. A new round begins and 2 new associations are added. Play a few rounds like this.

This method helps to remember and, above all, brings emotions to the surface. You can see an example of the game in the picture in the chapter on risk assessment.

Theological and philosophical reflections on the situation of humanity and the world can sound tiresome and abstract, unless they are grounded in a fresh analysis of our present situation, which is in many ways unprecedented in the history of humanity.

-Encyclical letter „Laudato Si"



### Certificates & recognized evaluation tools

Recognizing the contributions of your team with a certificate can be helpful for the employability of your group. This often comes in the form of a participation recognition, but you can go more in depth and use self- or peer-evaluation to create more meaningful certifications.

Often national and local authorities offer specific certifications, but you can always create your own. If you don't know where to start or your project is EU funded, the Youthpass tool can be a good place to start. You can use Youthpass to create a certificate for your group and a comprehensive reflection on the personal learning effects.

This tool helps to document learning effects in eight competence categories. It is useful to document your own expectations at the beginning of the project, to collect an intermediate status during the project and to evaluate it at the end.

The Youthpass as an official tool is only available for EU funded youth projects. However, every project can use the competence framework.

All information is available at:  
[www.youthpass.eu](http://www.youthpass.eu)

### Youthpass-Game

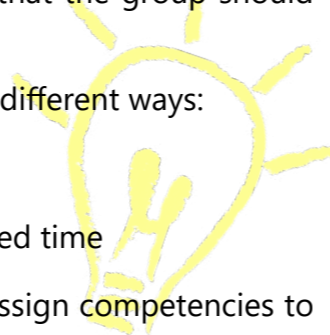
The game is useful if you want to bring the groups closer to what the core elements of the Youthpass are.

The material is very easy to produce. Write the core competence in the middle and the examples around it. Lastly, draw lines between the different word, creating a sort of simple puzzle. Write each category on its own paper. The idea is that each competence (always in the middle) is surrounded by examples that the group should assign accordingly.

You can play this game in different ways:

- As a simple puzzle
- As a relay race with limited time
- As a dice game (if you assign competencies to numbers)
- Or like the Act Now team as a puzzle relay race dice game with limited time

It is possible to use a buddy system or to support with a coach through one-on-one discussions. Either way, it is advisable to explain the tool you will use to the group at the beginning of the project.



Most High, all powerful, good Lord,  
Yours are the praises, the glory, the honour, and all blessing.

To You alone, Most High, do they belong,  
and no one is worthy to mention Your name.

Be praised, my Lord, with all Your creatures,  
especially through my Brother Sun,  
who brings the day; through whom You give us light.  
And he is beautiful and radiant in all his splendour!  
Of you, Most High, he bears the likeness.

Praised be You, my Lord, through Sister Moon and the stars,  
in heaven you formed them clear and precious and beautiful.

Praised be You, my Lord, through Brothers Wind and Air,  
And fair and stormy, all weather's moods,  
by which You cherish all that You have made.

Praised be You, my Lord, through Sister Water,  
So useful, humble, precious and pure.

Praised be You, my Lord, through Brother Fire,  
through whom you light the night and he is beautiful,  
playful, robust and strong.

Praised be You, my Lord, through our Sister, Mother Earth,  
who sustains and governs us and who produces  
varied fruits with coloured flowers and herbs.

Praised be You, my Lord,  
through those who give pardon for Your love,  
and bear sickness and trial.

Blessed are those who endure in peace  
for by You, Most High, they shall be crowned.

Praised be You, my Lord,  
through our Sister Death,  
from whom no one living can escape.

Woe to those who die in mortal sin.  
Blessed are those who will  
find Your most holy will,  
for the second death shall do them no harm.

Praise and bless my Lord,  
and give Him thanks  
and serve Him with great humility.

- Canticle of the Sun by St. Francis of Assisi



**GOOD LUCK WITH  
YOUR PROJECT!**

**Act  
now!**

Don Bosco Umweltprojekt

Original content by Act Now! Team | Translation by Sarah Kusché  
Layout & Design by Sarah Kusché



SALESIANISCHE  
JUGENDBEWEGUNG  
ÖSTERREICH

Salesian Youth Movement Austria  
Hagenmüllergasse 31  
A- 1030 Vienna  
Austria  
Tel.: +43 (0) 67687725203  
E-Mail: jugendbewegung@donbosco.at  
Website: www.donbosco4youth.at



DON BOSCO  
YOUTH-NET

Don Bosco Youth-Net ivzw  
Naamsesteenweg 37  
B- 3001 Heverlee  
Belgium  
Tel.: +32 (0)16 48 78 80  
Fax.: +32 (0)16 48 78 90  
E-mail: donbosconet@skynet.be  
Website: www.donboscoyouth.net