

Stichting de Vrolijkheid

First Aid for Vrolijk- heid

Quality Framework for Coordination
of Happy Programmes



Content

- 7. **Intro**
- 11. **Participants**
- 14. **Mission & Vision**
- 16. **Goals**
- 18. **The five V's**
- 26. **Art**
- 30. **Diversity**
- 33. **Volunteers**
- 37. **Programmes**
- 53. **Support**



The National Foundation for the Promotion of Happiness

Is a network of professional artists, theatre makers and musicians. Together with a diverse group of volunteers, kids, youngsters and parents we organise creative activities in asylum seekers centres (azcs).

Dance, theatre, music, new media and visual arts are the tools we use to shape stories. Cheerful Spaces are places to develop confidence and talent. Places to gain experiences that are of a lasting value. Places where one can be young and carefree, in an environment where there is little space to be carefree.





1. Intro

Welcome

بى حرت

bienvenue

دم آ شوخ

dobrodošli

добро пожаловать

bienvenida

歡迎

Բարի գալուստ

karşılama

welkom!

Welcome

If you're reading this, you're probably a program coordinator at the Vrolijkheid Foundation, which might be one of the most fun tasks you have ever performed. You are going to coordinate a cultural programme for children, youngsters and parents. You might have a good understanding of what this means, or you might still have questions. Don't worry! This document will give you practical insights into the daily routine of work at the Vrolijkheid Foundation, and how it pertains to our mission, vision and core values. This document contains information on what the work processes, projects and activities look like in practice and how the quality of our work can be guaranteed as best as possible.

But how?

The Vrolijkheid Foundation believes it is important to translate our core values into practical guidelines, which you can use in your daily work at the azc. At the azc, you are working with lots of different people in different combinations and therefore, flexibility is extremely important. This however doesn't mean everything is allowed, 'as long as it's fun'. To give our work with and for the azc residents the impact we strive for, it is important that the core values of our organisation are maintained. This way, the Vrolijkheid Foundation can remain an inclusive, safe as possible space for children, youngsters and their parents at the azc, where the impact of an artistic project can be enormous.

Relax!

This might seem difficult. But First 'Aid for Vrolijkheid' is not meant to formulate strict rules. Read it like an 'open' document with several guidelines, lessons and experiences to help you do your work as best as possible. This document provides guidelines to give shape to your own work and that of your team members. Enjoy freedom and celebrate Vrolijkheid!



2. Partici- pants

Young residents of azc?

Why are they important again? Because half of all refugees in the Netherlands are younger than 25 years old. They are young, at a key point in their development, and have a need for stability, safety and continuity. Growing up and living in an azc can be a serious hazard for young people's (psychosocial) health. The unpredictability of asylum procedures and constant relocation can create a feeling of uncertainty and stress.

The Vrolijkheid Foundation believes these children and youngsters have the right to grow up in a safe environment with the opportunity for self-expression. For this reason, we primarily focus on children and youngsters in Dutch azcs. Artists from our network help these children and youngsters to gain new experiences to strengthen their resilience, while working together with their parents. The Vrolijkheid Foundation appeals to these young people's talents and dreams and makes it possible for them to express themselves. Stimulating their creativity contributes to a healthy psychosocial and cultural development. The structural presence of a fixed group of artists and volunteers provides these children and youngsters with the safety they need so much.

'Refugees' don't exist

Outsiders often see children who live in an azc as just 'refugee children'. Their identity is often reduced to simply being a refugee and nothing more. This can be depressing and harmful to their development. Being a refugee is a situation. It is not who you are. We believe azc residents have to be seen for who they are: individuals with resilience and talent. The Vrolijkheid Foundation acknowledges the complex identities of people. Referring to this large, diverse group of people simply as 'refugee' doesn't do justice to these complex identities. That's why we choose to refer to them not as 'refugees', but 'azc residents' or 'residents of an azc'.



3. Mission & Vision



Mission?

The Vrolijkheid Foundation invests in the development of children, youngsters and their parents in azcs through the use of art.

Vision?

The Vrolijkheid Foundation believes society is responsible for welcoming young people in azcs and tries to set a good example by getting in touch with them, working together with them as equal partners and by making new connections. This way, we contribute to the inclusion of young azc residents into Dutch society. The Vrolijkheid Foundation strives to make life in an azc less harmful to the well-being of young residents. All children are artists. The Vrolijkheid Foundation wants to give young azc residents the ability to stay that way, wherever they may settle after their time in an azc.





4. Goals

What?

The Vrolijkheid Foundation aims to organise workshops in dance, theatre, music, (new) media and visual arts for children, youngsters and their parents to help stimulate talent and resilience. We do this by creating the space and circumstances in which these can flourish.

Where?

Until 2020 in at least 30 azcs. In the spaces that function as safe spaces and workplaces made available to us by the COA (Centraal Orgaan opvang asielzoekers/Agency for the Reception of Asylum Seekers).

How?

Each week, at a set time, we organise workshop activities in music, dance, theatre, visual arts, spoken word, cinema, photography and (new) media. We work in accordance with the five V's, the core values of the organisation.

Who?

With children and youngsters up to 25 years old, divided up into different age groups. The activities are organised by artists and volunteers from outside and within the azc including the parents of young azc residents.

Why?

This way, we help young azc residents to find and increase their own strengths and capacities, to discover their dreams and talents and strengthen their self-worth and self-confidence.



5. The five V's

- I. **Vrolijkheid**
Cheerfulness
- II. **Veiligheid**
Safety
- III. **Vertrouwen**
Trust
- IV. **Verhaal**
Story
- V. **Veerkracht**
Resilience

Every azc is different

The residents are different, the workshop instructors and volunteers are different, just like the programme coordinators. These differences are what form the power of the Vrolijkheid Foundation.

What binds all these different places and people in our network together? Our artists, volunteers and coordinators realised years ago that the existing methods didn't do justice to the complex and diverse context of azcs. The development of talent with children and youngsters in an azc requires a special approach: an approach specific enough to guarantee the quality of our projects, but diverse enough to appreciate the diversity of people and methods.

Based on this idea, we developed five core values. In Dutch, each of these words starts with the letter 'V', hence 'The five V's'. All projects and programmes are developed and evaluated with the five V's in mind. The five V's overlap partly and are meant more as guidelines than as a strict framework or method. Below, you will find descriptions and examples, to more clearly explain what we mean with the five V's. The examples are not comprehensive and it is likely you can think of more examples.

I. Cheerfulness

is the core of our organisation. Everyone has the right to be cheerful and care-free. An azc is not always a cheerful place for young residents. In the activities of the Vrolijkheid Foundation we focus on a positive dynamic. Through artistic interventions the Vrolijkheid Foundation contributes to the 'construction' of positive memories. Every workshop has to be a special moment for the children, youngsters and their parents.

What is Cheerfulness?

Energy, humour and a positive attitude. The ability to surprise yourself and others. Not being afraid to think and play out of the box. Enthusiasm, passion and fun. The ability to create a community feeling in the group. A 'Vrolijke Space' where no effort was spared with regards to materials and decoration. Creating an ambiance. Taking risks. Everyone makes mistakes. Sharing your own talents. Acting silly. Light-heartedness. Flexibility.

~~What isn't Cheerfulness?~~

~~A strict teacher as workshop instructor. An overly disciplined structure without space for input from children and youngsters. A workshop with a lack of materials. An ambiance that is too formal. Punishing and rewarding. No space for playfulness or noise.~~

II. Safety

isn't self-evident at an azc. The Vrolijkheid Foundation attempts to solve this lack of safety by offering continuity, a clear structure in the programme, a fixed (if possible) team of volunteers and artists and a carefully decorated 'Vrolijke Space'. 'Vrolijke Spaces' are meant to be places people gladly come to and feel comfortable in. By being present at fixed moments and working in a workshop-format with a clear beginning and ending, children and youngsters know what to expect. This way they feel free to be themselves and to show this to the outside world. Our artists and volunteers, recognizable by their 'Vrolijke T-shirts', are an integral part of this safe space.

What is safe?

A clear beginning and ending for every activity. Working in small groups. Volunteers and workshop instructors who recognize and respect the personal needs and boundaries of young and adult residents. A place where everybody is equal and every individual is recognized and valued. Everyone listens to each other and everyone may contribute. The workshop instructor radiates peacefulness and trust, works well together with the volunteers and can maintain a clear overview. There is space for spontaneous ideas, within the pre-agreed framework of the workshop. There is space for sadness, enthusiasm and anger without the workshop becoming a punishment or therapy session. There is space for and appreciation of differences.

~~What isn't safe?~~

~~Uncertainty about the aim and purpose of a workshop. Children from different ages who walk in and out of the room unseen. Hugging and putting children on your lap. Imposing your ideas to the young and adult residents. Working in a mostly empty, impersonal space. A child that has worked on something, but who cannot or may not show it at the end of the workshop. Punishing or letting someone punish children. Unwanted questions about the (refugee) history of residents, whether they are a child or an adult. Having children interpret for their parents. Everyone being forced to do the same, in the same way, with no space for differences.~~

III. Trust

in others is something people in an asylum procedure quickly lose. By engaging in an equal and trusting relationship with other residents, volunteers and workshop instructors, can restore trust in the environment. Young azc residents can develop this trust, if people in their immediate surroundings support them, if they are sincerely appreciated and can trust people from our teams to be there for them and keep their promises. The people working for the Vrolijkheid Foundation strive for collaboration on an equal basis with the azc residents. A relationship, purely on the basis of (humanitarian) aid, risks developing into a relationship on unequal basis (helper and victim). That's why we emphasize that humanitarian aid or support is not part of the work we do.

What is trust?

Expecting the best from someone. Daring to let go. Trusting and being trusted. Believing that everyone is good at something and everyone can make a valuable contribution. If you don't succeed today, you will have another chance. Giving compliments. Celebrating big and small successes. Children and youngsters who can identify themselves with our team members. Keeping promises. Respecting the role and position of parents.

~~What isn't trust?~~

~~Attempting to micro-manage everything. Wanting to control and decide everything. Ignoring the role and position of parents. Working with 'white' teams and a lack of role models. Not involving residents in our teams. Patronizing, taking pity and wanting to 'help' residents. A lack of challenge. Letting everyone work at the same level. A belittling tone while you are talking with younger or older residents. Getting angry when people don't speak your language. Working with broken, dirty or low-quality materials. Ignoring the input of residents when it doesn't fit your plan. Not keeping promises.~~

IV. Story

represents art at the Vrolijkheid Foundation. The telling of stories through varying art disciplines is the core of our methodology. Everyone has the right to their own story and every story deserves attention. Recognition and acknowledgement of the stories of children and youngsters are of great importance. Every story has the right to exist: it can be a personal story, but also a dream or fantasy story. The Vrolijkheid Foundation offers these stories a platform, whatever this story or platform may be.

What is story?

Listening and inspiring someone to tell a story. Being able to see and recognize small stories. Combining different stories and elements into a piece of art. An artist who lets the story of residents play a role. Watching a nice movie with youngsters to make a movie together with them afterwards. A presentation moment, be it small or big, with attention and regard for all the movies, theatre pieces, music and other pieces of art.

~~What isn't story?~~

~~Hearing without really listening. "Handicrafts or a game of soccer is also fine as long as it's nice." Watching movies with youngsters every week, without a clear goal. Lots of talking and no listening. No connection between the separate projects in a workshop. No presentation moment for the young creators to show their work.~~

V. Resilience

of children and youngsters is what drives our organisation. Everyone has the ability to give shape to his or her own stories. Especially children have a great talent for resilience. The Vrolijkheid Foundation invests in the resilience of these young azc residents. Instead of focusing on what is not possible at an azc, we look for existing talent, ambitions and qualities. We invest in the positive and healthy side of people. The Vrolijkheid Foundation connects with people on the basis of what they want and can and never reduces azc residents to 'refugee' or 'deserving of pity'. Appealing to talent gives trust and trust gives hope.

What is resilience?

The idea that everything you need is within an arm's reach at the azc. Investing in the healthy, talented and ambitious side of people. Tailoring projects to the people, instead of trying to teach people 'how it's done'. Responding to what goes well. Expecting to convert the negative sides of life and work at an azc into something positive, like inspiration for new projects. Being able to see the best in young and adult residents and putting emphasis on this. Daring to improvise. Taking the flexibility and adaptability of children as an example. Constantly questioning your own prejudices and assumptions.

~~What isn't resilience?~~

~~Seeing azc residents as a problem or victim. Trying to push people into a position, without listening to what they themselves want. The idea that good workshop instructors and volunteers can't be found inside the azc itself. Trying to 'educate' a child that already has parents. Seeing an azc as a depressing or difficult space. Keeping assumptions and prejudices about residents. A lack of self-reflection.~~

6.

Art



Besides the five V's

that the Vrolijkheid Foundation formulated while working with azc residents on different projects through the years, there are three pillars upon which our daily work rests: art, diversity and volunteers.

Art

is the core of all our activities. Art has the ability to strengthen resilience and develop talent. Art transcends space and time. Art inspires. At all our activities, artists work together with residents on an equal basis. Art and creativity provide space to tell and design stories that do justice to the different and diverse experiences of young azc residents. Art stimulates young residents to discover and develop their talents, through its creative process. Art provides the space to temporarily be somewhere or someone different, creating something new together and getting to know each other.

How does art work?

The quality of art activities and workshops is maintained by involving an artist with every activity. This artist, or workshop instructor, makes it possible to work together with residents in an artistic manner. The result of a project or activity can be literally anything, but most of the time it is a movie, music, a play, or something else tangible. Besides the realized result, there is another payoff in the creative process. Collaboration, strong ties within the team and a comfortable atmosphere are also part of the result of a project and are necessary for the project succeeding.

The artist

is responsible for the concept and guides residents through the creative process. An artist can be someone with an art degree, but someone's suitability as an artist at the Vrolijkheid Foundation doesn't depend on someone's education or resume. What's important is that the artist is able to think and work in concepts. He or she can fulfil a coordinating role and can combine different stories into a final product that everybody can be proud of. The Vrolijkheid Foundation focuses on an educational and rewarding process as an ultimate goal. Success arises by aiming for an artistic final goal. Aiming high is okay. It doesn't necessarily ruin motivation. The focus on this final goal benefits the seriousness and immersion into the work process. The process and the goal both need each other to guarantee quality and added value.

Impact

is a word often used when someone asks about the goal of socially oriented art-projects, like the ones we organise at the Vrolijkheid Foundation. It won't come as a surprise that the impact of the five V's isn't easy to measure. Yet, it is perfectly clear how large the impact of these projects exactly is. In 2014, The Vrije Universiteit (Free University) of Amsterdam researched the impact of our activities at azcs. The results can be found on our website.

Additionally, alumni have, on multiple occasions, spoken about how life changing the work of the Vrolijkheid Foundation has been for them. It is important to show the impact of our projects to the outside world by sharing stories. For people outside of the project – people who have nothing to do with an azc on a daily basis – a tangible result is nice. They can't view the process and can't see the collaboration.

Our teams and programme coordinators are responsible for making the impact of this process clear through the sharing of pictures and stories. Just consider this the 'V' of Verantwoordelijkheid (Dutch for 'responsibility'). The responsibility of collecting and sharing stories and pictures to keep inspiring the outside world to support our work. This isn't just helpful for communication, but for inspiration!





Diversity

The most important reason

why the Vrolijkheid Foundation works with diverse, locally sourced teams, is because it benefits the quality of our work. Men and women, younger and older people, people with and without a refugee history, creatives and organisers. Basically, our teams are just as diverse as the azc residents themselves. Without this diversity, you may miss out on the opportunity to come into contact with more people within the azc.

An azc

is a place where different people from different backgrounds, with different preferences and qualities are randomly put together. To do justice to this diversity and to create activities with a good 'fit' for all the different azc residents, the Vrolijkheid Foundation believes it's important that our teams of employees, artists and volunteers are diverse themselves.

Diversity isn't just about having a migration history or refugee history. One could also consider age, gender, disabilities and level of education. It's also about acknowledging certain power structures in society that play a role when cooperating in 'inclusive' teams. This and other subjects are extensively discussed during the diversity training in our 'Vrolijke Academy'-programme.

A team

consists of several members, of which at least half are residents of the azc in question. Sometimes you may have to look for a longer amount of time within the azc. The other half of your team mostly consists of people living in close vicinity to the azc. This mix helps residents identify with team members more easily. Additionally, this collaboration between residents and external volunteers, strengthens the equality that the Vrolijkheid Foundation strives for. The Vrolijkheid Foundation ensures the desired diversity by keeping its large and diverse network of residents, ex-residents and other volunteers actively involved in the organisation.

Then the work begins!

The more differences within your team, the more this may demand from everyone, the more reflection and communication is needed. Reflection is seeing matters from someone else's perspective. Someone else might do something differently and that's fine. There are many differences between people that can lead to friction or tension in your team. An often-discussed difference is, for example, expecting everybody to be somewhere at the exact same time or not. Or maybe: planning everything thoroughly versus improvising. Or: lots of deliberation and meetings versus more decision-making on the spot. This all requires communication, which can be time consuming. It's all about investing in either long term-success or fast results in the short term. If you agree on the goal and the desired results, then there may be space for a different method of getting things done. Therefore, it's important to put all your cards on the table and talk about diversity.



The volunteers

in our local teams are the motor of our organisation and are essential to the Vrolijkheid Foundation. A large part of the volunteers, who work for us, are residents of the different azcs that we operate in. By not making any distinction between residents and non-residents, we create collaboration on an equal basis and connections.

All volunteers are part of what we call the 'Vrolijke Community'. Volunteers can be very different, but everybody works according to our core principles (the five V's) towards the common goals set by the Vrolijkheid Foundation. The children and youngsters are the biggest motivation for people to invest their free time into the organisation. Additionally, residents and ex-residents who work as a volunteer gain a social and professional network in the Netherlands.

What is the role of a volunteer?

Volunteers can do many different tasks or assignments within a team. Depending on the wishes and talents of the volunteers, they can support a workshop, do administrative work, decorate and maintain the 'Vrolijke Space', write grant applications or organise events. A local team may select volunteers on the basis of specific skills or characteristics. Some volunteers will eventually become workshop instructors or programme coordinators at the Vrolijkheid Foundation.

There are three practical requirements for every volunteer at the Vrolijkheid Foundation:

- I. The volunteer is willing to work according to the five V's and to follow our training and guidance programme for this purpose.
- II. The volunteer must be able to present a VOG (Verklaring Omtrent Gedrag/ declaration concerning behaviour) and must abide by our protocol regarding safety and integrity.
- III. The volunteer is willing to work in one of our teams for at least six consecutive months.

Offering continuity

in the life of children that have to move and say goodbye often is of great importance. Too many switches between volunteers within a team can be harmful for young azc residents. Trusted faces are crucial for strengthening the resilience of these children and for providing healthy elements in their environment.

How do you recruit volunteers?

During the recruiting, selecting and guiding of volunteers, it is important to find a balance between the already attained skills and skills they can still learn. People stay motivated and active when they can actively use their own skillset, but also want inspiration and challenges. Every azc has residents that want to work as a volunteer and put their talents and knowledge to use for the Vrolijkheid Foundation. It is important to find these residents, involve them, take them seriously and make sure they become full-fledged members of your 'Vrolijke Team'. Listen to the wishes of residents, try assigning them to tasks they suggest and try to take their existing knowledge and skills into account. Residents may not receive financial compensation for their work, but your team can show their appreciation in different ways. Try organising a team-excursion or other activity and invite all volunteers, including the azc residents in your team.

Interns

are a separate category of volunteers. Interns from an arts education background, for example, can be of added value. An internship at the Vrolijkheid Foundation lasts for a minimum of three months. When you take in an intern for a shorter period, make sure there are enough other trusted faces involved in your project. Try to consider how much of a time-investment mentoring the intern will cost versus the added value of having this intern. Some students continue as a successful workshop instructor after their internship. Others may be a large time-investment, after which you may never see them again. Sometimes you can already see this in advance. You are allowed to make critical choices.

Making agreements

When a volunteer isn't functioning well or the relationship between the volunteer and the team or (other) residents is not good and not getting better, a coordinator may decide to end the collaboration. The programme coordinator has the final responsibility for their team and its performance. Especially because the Vrolijkheid Foundation works with a vulnerable group, it is important to work with people who comply with the five V's and people who carry out their work in a considerate manner and with respect. This works both ways: when a programme coordinator doesn't abide by the five V's, then it can become hard for a volunteer to do this.

To involve the volunteers as much as possible and to make them contribute in a positive way to the team, it is important to:

- I. Select sharply on motivation, experience and skills.
- II. Agree to clear tasks and responsibilities.
- III. Agree on a trial period and plan an evaluation moment at the end of this period.
- IV. Establish a good working relationship by regularly evaluating the functioning of a volunteer.

People volunteering for the Vrolijkheid Foundation always have many different reasons for doing so. Always ask about their reasons and speak about your and their expectations. Discuss the five V's and let someone join an activity. Based on your impressions and what you've discussed, you can see if someone is a good fit for the organisation. Volunteers who are residents of the azc in question are at an advantage, as they evidently are of an added value to the team. This however doesn't mean every azc resident is a good fit for the position of volunteer. Working within a diverse organisation calls for strong communicative skills and flexibility.

9. Pro-grammes



Now for some practical matters

At every azc where we are present, we organise weekly events for children, youngsters and their parents. You're going to organise this at your azc! Planning in advance is good, but don't think everything through too much. The only guarantee you have is that everything is probably going to go differently than you expected. But that's fun!

What's your assignment?

Every team working at an azc has the same assignment: to organise a sustainable, artistic programme with a diverse and creative team working according to the five V's.

What's your roadmap?

There are six steps that everyone will have to go through when organising a 'Vrolijke Programme':

- I. Involving residents
- II. Arranging a 'Vrolijke Space'
- III. Building a diverse team
- IV. Coordinating and cooperating with the COA
- V. Outlining an annual plan
- VI. Building a programme with activities

I. Involving residents

There are many ways to start a project. An important tip is to work bottom-up as much as possible. Start by simply hanging out and drinking tea with the residents and let yourself be inspired by their stories, needs, suggestions and of course the resilience of the children and youngsters you will surely meet.

The opposite of working 'bottom-up' is working 'top-down'. An example of this is having a pre-made project all set up without asking potential participants about their interests and motivation first. There is a chance that nobody will be

interested in a project like this. This however doesn't mean that all pre-made projects are bad. There are many examples of pre-made projects that have been a steady start or have set an example at some azcs. The most important thing to do is to involve residents, get to know each other and build trust.

Tea Time

It won't be the first time someone prepared a workshop, set up chairs and poured lemonade for everybody, only for no one to actually show up. Maybe the children, youngsters or parents didn't understand your idea and simply said they'd be present to be polite. And there you are with your workshop and cookies. Now, if only you had started by drinking tea.

II. Arranging a 'Vrolijke Space'

at the azc. A 'Vrolijk Programme' can only start when there is a nice, safe 'Vrolijke Space' available. The 'Vrolijke Space' is a space where everybody can feel at home. When creating this inclusive space – a place where people from many different backgrounds will meet and be inspired – it is important to have an eye for diversity and small details.

The available spaces

in azcs are often empty and somewhat boring. This set-up does however make it relatively easy to create a warm, welcoming ambiance with little resources. You can do this with something as simple as some furniture or some nice wall decorations. Because of the constant relocating it can be hard for children to find a space where they feel safe and at home. A way to let children feel at ease in the 'Vrolijke Space' is by adding personal elements. Examples: everyone has a personal drawer in a large cabinet, nametags, a 'forget-me-not board' where the children can hang up pictures of their friends.

Not just children

want to feel safe in the 'Vrolijke Space', parents and youngsters too want to feel at ease. Make sure it's fresh and clean. Also think about a nice, attentive welcome when the residents enter the space. This way people feel at ease when

they enter. Make sure to customize the space to the group you will be working with. A clean and safe corner for the little kids, a playpen for babies, some flowers on the table for the parents and a cool photo wall for youngsters. Mix the arrangement up a bit so multiple groups can make use of the space.

When furnishing the space

use recognizable colours and patterns. Use materials from all over the world. Offer books in different languages. When you put up or show pictures of people, make sure to not only show pictures of kids with blonde hair and blue eyes. Be on your guard for generalisations and stereotyping. Don't just assume: "You're from Iran, so you are probably a Muslim. You are from Somalia, so your mom probably wears these clothes." Genuine interest and stereotypical assumptions can seem very similar: don't assume too much about someone's background. Make sure that the children and youngsters have some choice, make space for everyone.

Ensure a safe space

Make sure the space you use is safe. If something is broken (power sockets, broken glass, and so on) then an unsafe situation may arise. Report this to the COA immediately. Store tools in a lockable storage space. When working with saws, drills or soldering irons make sure there are good worktables available. A wooden worktable with a bench-screw is useful for a cool 'Vrolijke Space' as well as some nice musical instruments. Don't be frugal when buying materials and take good care of them. Nobody wants guitar lessons using a broken guitar, but it's a pity if children see a nice instrument to play but can't touch or try it. Keep an eye on the children while they go exploring.

III. Building a diverse team

Besides azc residents you will also involve volunteers and artists from within the immediate vicinity of the azc. Together with the other programme coordinator you will have to make a critical selection of the people you will and will not involve in your team. Read resumes and have a conversation about the five V's.

Try to find out if people have the right expectations and are seriously enthusiastic about volunteering with the Vrolijkheid Foundation and involving residents. People might have another agenda. Sometimes this only really becomes visible during an activity, so invite volunteers, interns and workshop instructors to voluntarily work for a short trial period at the azc. Artists need to have some extent of autonomy and independence. This way, you don't have to be present at all workshops yourself. Choose people that can involve themselves for a longer period of time so that your team can offer continuity to the residents. Make your azc engaging and make sure everyone in your team feels involved and recognized!

Every azc

is staffed by two programme coordinators from the Vrolijkheid Foundation. The programme coordinators have the final responsibility for everything that happens at the azc under the banner of the Vrolijkheid Foundation, also when they are not present at an activity. We always attempt to put two programme coordinators together that can complement each other. These combinations are usually of a large added value, but differences can also result in friction and misunderstanding.

Sometimes a simple solution is all that is needed for seemingly complex problems. Divide the tasks between the two of you and make clear agreements. There are always popular and less popular tasks. Try to divide these equally. It can be demotivating if one of the programme coordinators is always busy with administrative matters and therefore doesn't have time to work out inspiring ideas (while the other might be happy to help).

Keep yourself and each other happy by communicating openly and positively about dividing the tasks and each other's expectations, before frustration arises. If you think you are spending too much of your free time at the Vrolijkheid Foundation, evaluate what tasks and assignments you are spending your time on. You might be able to delegate some tasks, or the programme at your azc might be too intensive. If you have questions about these kinds of challenges you can always contact the national coordinator. Keep yourself motivated and happy. Then, everybody can be happier!

Actively search

for that 'crazy' artist with the great idea, also outside the azc. Earlier we explained that drinking tea is an important phase in any project. This also means cooperating with residents. This however doesn't mean that an inspired artist from outside of the azc can't realize a successful project. Many successful projects are a combination of what appeals to the young azc residents and an inspired idea of the artist. Vital to the success of a project is that the idea of the artist is open for changes and adjustments from the azc residents.

The context of the azc is also of importance to the setting up and success of a project. It might be a good idea to let the artist in question participate in several activities to allow the artist to get to know the azc, its residents and the team. This way you make sure that the residents are the 'owners' of the project, while also intensively involving the artist. The trick is to make sure everyone is owner of a creative process within a certain framework. Call it a sort of structured improvisation, with a clear beginning and end, in which the five V's are always ensured.

IV. Working together with COA

As a foundation we are guests at the azc. For this reason, it is important to build up a healthy relationship with the COA employees at your azc. Together you can achieve more. The national coordinator makes the first appointment at a new location. The programme coordinators are supposed to maintain this contact further. As a programme coordinator, you are responsible for the weekly contact with the location manager or otherwise assigned employee of the COA. Because the Vrolijkheid Foundation maintains a neutral position regarding the asylum procedure of residents, it is important to keep both organisations separate within your activities. A good way to do this is by wearing your 'Vrolijkje T-shirt'.

Besides the national agreements

that the Vrolijkheid Foundation makes with the COA, the programme coordinators are expected to make agreements with the location manager of the COA about several things, such as:

1. A 'Vrolijkje Space'

It goes without saying that it is important to have a space available for projects. Unfortunately, it isn't always possible to have a space just used by the Vrolijkheid Foundation (and no one else). In a space that is shared with a third party, it is important that residents know when the Vrolijkheid Foundation is present. Also important is having storage space for materials. A possible solution for this is mobile furniture and decorations.

2. The local covenant and the annual financial contribution

At the beginning of the year the programme coordinators let the COA know what the plans for the year are. This is also a good moment to discuss the allotment of a financial contribution, as laid out in the local covenant. The guideline for this contribution is €5000.

3. The quarterly reports

Every quarter, the programme coordinators write a quarterly report giving a brief summary of the activities, numbers and achieved goals of the past quarter, as well as expectations for the next quarter. Every quarter the programme coordinator asks the location manager(s) to view and sign off on these reports.

4. Special events

When you are planning a large or otherwise special event, always coordinate well in advance with the COA.

5. Permission for photo-, video-recordings and new media projects

Making pictures, videos and new media projects is important. This way we can inspire partners from outside of the azc (such as sponsors) to participate and show accountability with regards to our activities. It's a big part of the programme of the Vrolijkheid Foundation, but needs to be well coordinated with

the COA. You must have permission from the COA to record film, especially when minors are involved. Pictures may only be published or shared with the express written consent of the children's parents. For this purpose, there are special consent forms available.

Don't take unnecessary risks

When something is not clear, agreements aren't complied with, or when in the worst case a conflict arises, it is important to contact the national coordinator of the Vrolijkheid Foundation.

V. Outlining an annual plan

Before a team starts work at an azc, the programme coordinators outline a rough annual plan. This contains information on the following subjects:

- Programme (planning for the year): for example, January 1 until December 31 excluding holidays and vacation days.
- Activities: description of weekly activities such as the children's workshop.
- Projects (current and planned): parent-child project or teenager project. Also do this if there are only planned activities at the moment.
- Pictures to illustrate your plan can say more than a thousand words and help you by not having to write everything out on paper.
- Budget: a rough budget is okay.

The annual plan should be sent to the national coordinator of the Vrolijkheid Foundation and the location manager of the COA at the beginning of each year, with a request for a financial grant as agreed upon in the covenant. The annual plan is an indication of what you want to do in a year, but it is not a fully developed programme.

VI. Building a 'Vrolijke Programme'

During the year you will fill in the gaps in your annual plan with actual activities. The result is the 'Vrolijke Programme'. Weekly presence and offering artistic activities is the basis of the Vrolijkheid Foundation. Besides a weekly fixed programme, the 'Vrolijke Team' sets up a number of projects for residents of different ages. On average, the Vrolijkheid Foundation offers activities two or three days per week. A 'Vrolijke Programme' consists of a combination of fixed activities (like weekly workshops) and at least three different projects for three different age groups per year.

NEST-centres

are a special category at the Vrolijkheid Foundation. At these azcs the programme offers activities five days per week. The 'Vrolijke Living Room' is the heart of the NEST-project. It is a homey and artistic ambiance where children at the azc can go five days a week after school. Here, different activities arise in dialogue with the children. The living room offers a space for relaxation as well as for creative effort. Children come here to play freely, do their homework, read a book, or to contribute to a special artistic project.

Example programme

ACTIVITY / PROJECT	WHEN?
Metal band 'Azc FROM HELL' Ages 18-25 @ Workshop	Tuesday night 20:00
Open Workshop Ages 8-11 @ Workshop	Wednesday afternoon 14:00 - 15:00
Open Workshop Ages 12-13 @ Workshop	Wednesday afternoon 16:00 - 17:00
Animal Kingdom Arts Families with kids ages 5-7 @ Workshop	Friday afternoon 15:00 - 17:00
Modern dance Ages 14-16 @ Gym	Friday afternoon 16:00 - 17:00

Vrolijkheid Foundation has two types of activities

- I. Fixed weekly activities (at the 'Vrolijke Atelier')
- II. Special projects (a series of activities with a final presentation)

When creating a programme, it is important to know the number of children at the azc. A list of all the residents and their ages can be requested from the COA or will be given to you. The COA list mentions the number of children, their ages and often also the house numbers of their apartments. This way you can go door-to-door to meet children, youngsters and their parents. Don't just build your program, but also build your team. Get to know people and look for good artists and volunteers.

Keep the programme small during the first year

Start with a 'Vrolijke Atelier' and start with three projects in three different age categories.

- I. a parent-child project
- II. a project for youngsters
- III. a project for children (choose an age category)

Every quarter, hold a presentation at the azc.

'Vrolijke Atelier'?

A team that is just starting at an azc starts by setting up a 'Vrolijke Atelier'. The 'Vrolijke Atelier' is an artistic activity in the 'Vrolijke Space'. During the studio-activity, we work taking the perceptions of the young residents as a starting point. One of the most important aspects of the 'Vrolijke Atelier' is the space children get to examine, experiment and play with different art disciplines.

The studio is suitable for visual arts, but one can also play music, work on a stop-motion movie, a digital painting or write a rap. Use your imagination!

The 'Vrolijke Team' looks and listens well and gives the individual children and youngsters the attention they need. In the 'Vrolijke Atelier' children and youngsters are allowed their space and the ambiance is more playful than school. Watch and inspire, but try not to do too much correcting. The 'Vrolijke Atelier' is an ideal place for young residents to get to know the Vrolijkheid Foundation, the 'Vrolijke Team' and our activities. This of course also works the other way around. When an activity starts, a team can also get to know parents, brothers and sisters or other residents that bring and pick the kids up.

An artist manages the studio. Therefore, starting up a studio begins with finding a suitable artist. The artist thinks of a nice overarching theme that forms the common thread for a project that suits his or her art discipline. The plan for one of these projects consists of a series of activities (usually four to six afternoons for two different age categories). It is important that the activities suit the needs and wishes of the participants. This means an artist can't do the exact same project with different age groups. The series is concluded by a short presentation for the parents of the children and other residents.

Age groups?

The Vrolijkheid Foundation divides children up in six different age categories. These age categories are based on the developmental phases children go through, as well as years of experience within our organisation. If you have a reason, deviating from this norm is of course possible. Make sure children and youngsters can work at their own level. The categories are:

- Babies and toddlers (ages 0-4): The Vrolijkheid Foundation exclusively does parent-child projects with babies and toddlers (such as 'Muziek op schoot' (Toddlers & Music). When there are activities including parents, children of all ages are welcome. If there are very young children present, make a separate corner for the little ones with a baby-sitter so the parents have their hands and head free.
- Children are divided up into three categories:
Ages 5-7/ages 8-11/ages 12-13
- Youngsters are usually divided up in two categories: Ages 14-16/ages 17-25

Youngsters 18 years or older are a special group, which need extra attention as they usually don't go to school.

Working in groups

To ensure safety during activities, the Vrolijkheid Foundation works with small groups. This means a maximum of five children per instructor with a guideline of about 15 participants per activity. These small groups also make it possible for the artists and instructors to see and help every child, so that the stories of the children get the space they need.

If there are more children in an activity, have a maximum amount of participants. It is better to create a special moment for five children than simply giving 30 kids something to do. If certain activities are more popular, you can invite more volunteers to help out. That is something different than keeping as much children as possible busy.

Working with individual children

At the Vrolijkheid Foundation there is a rule that a person cannot work one-on-one with a child in a closed room. This is an extra precaution for added safety. A volunteer or intern may not be or work together alone with a child without at least an extra pair of adult eyes and ears present. In some instances, it may be important that children can share something one-on-one, especially when it concerns privacy. For this reason, programme coordinators are allowed to work one-on-one with a child in a separate space. At NEST-centres this will probably happen more often than at other azcs.

A project plan?

A 'Vrolijke Programme' consists of different projects. A project usually consists of a series of activities that is concluded with a presentation. A project starts with a number of elements coming together. First, you need a good 'Vrolijk' idea. This can be an idea of a resident, a volunteer or an involved artist. It is the responsibility of the 'Vrolijke Team' to listen to the wishes of the residents concerning activities and projects. When there is a good idea with sufficient support from residents, it is important to work out the idea, paying special attention to the organisation and 'content' of the project. This means writing or visualising a project plan on paper as best as possible. A project plan doesn't have to be long. Two pages should be sufficient.

What does a project plan consist of?

- What are you going to do?
- What is the goal/result?
- Who is it meant for?
- Why is the plan suitable for the Vrolijkheid Foundation and its core values (the five V's)?
- Planning
- Budget
- Division of tasks
- Communication plan/PR
- Evaluation

When the project plan is worked out, revised, financed and approved by the national team, you can begin your project!

In the second year

you can start working on developing the activities and projects for all age groups. If you and the team have come to know the azc a bit better, there might also be options available for short, spontaneous artistic interventions. Artistic interventions are a welcome addition for your 'Vrolijke Programme'. An artistic intervention at an azc can be a wide variety of things: an unexpected musical march, a teacart full of stories or a pop-up museum. Use your imagination. Usually these activities take place in the common room of the azc. They are inviting and interactive events and they stimulate one's imagination. An artistic intervention helps make the Vrolijkheid Foundation visible, residents' talents visible and offers an opportunity to meet residents that aren't yet involved with the Vrolijkheid Foundation.

Financing and fundraising

for 'Vrolijke Projects' is, for a large part, done by the national team of the Vrolijkheid Foundation. This results in a base budget for every azc where we are active. Besides this base budget, you can use the contribution from the COA, as mentioned earlier. The annual budget plan for your azc shows how the budget is used for your programme each year. This budget plan is made by the national team and will be available to you. Usually this budget plan will consist of different amounts reserved for the 'Vrolijke Atelier', a project for youngsters, a parent-child project and a music project. There may be some overlap between projects. For example, a music project can be the project for youngsters.

How this base budget is spent is the responsibility of the programme coordinator, as well as monitoring this budget, avoiding over- or underspending and making the contracts for team members.

You are also encouraged to raise funds for these or other projects locally. The more financing available, the more projects you can organise at your azc. If you have a plan for local fundraising, then always consult the national fundraising manager. Requests for financial grants and subsidies are always handled through the national team.

Sometimes successful fundraising means that your programme will grow. In this situation, there is a chance that the programme coordinator might spend too much free time working for the Vrolijkheid Foundation. In this case, try to work out a good division of tasks and try to find workshop instructors and volunteers that can work relatively autonomously. Programme coordinators, in principle, all receive the same amount of contract hours and the same compensation. There are exceptions made for programme coordinators, who are exceptionally successful in fundraising or giving workshops themselves. These exceptions are always discussed first with the national coordinator.

Example projects

are project plans that are made available for our entire network. Everyone in our network can hand in descriptions and worked out project plans of successful projects for the national website. Since its founding, the Vrolijkheid Foundation has developed some of these example projects based on the five V's. They have been successfully 'exported' to different azcs, are focussed on different age groups and were developed with different art disciplines in mind.

There are many different projects that, in their own way, have been successful. For example, a project was successful because lots of children were involved or because there was lots of investment in individual talents. Maybe the result was so astonishingly beautiful that it now graces the walls of a professional art gallery. Perhaps it was successful because the youngsters, years later, are still talking about it. The Vrolijkheid Foundation believes it is important to share success stories with each other. Repeating a successful project or elements of it is encouraged. Of course, everybody offers their own twist when using example projects. Example projects are available through the national team and can be found on the website of the Vrolijkheid Foundation.



10. Support



In Amsterdam

Our national team works in a supportive role in order to make all 'Vrolijke Programmes' possible. You can reach our national office during office hours at the following phone number: 020 – 6273287.

Our website has more information on our organisation:
www.vrolijkheid.nl/en/

External contacts and questions can always be forwarded to our general email address, phone number or website. The office manager answers questions or forwards them to the relevant team member.

General email address & office management:
info@vrolijkheid.nl

Our national team works together with the programme coordinators and is available for advice, inspiration, support and also just for general questions. The national team is divided up into three specialised teams: Coordination & Content, Communication & Fundraising and Management & Administration. The director manages these teams.

Team Coordination & Content

This team consists of the national coordinator, the project instructors tasked with maintaining the quality of the different 'Vrolijke Programmes' and our very own 'Vrolijke Academie'.

Team Coordination & Content facilitates, supports and evaluates the work of the programme coordinators. Through regular evaluation interviews we determine if you are (still) a good fit for the Vrolijkheid Foundation. We always communicate about positive and negative signals and there is space for development and improvement. The national coordinator is the most important contact for questions from programme coordinators.

National coordination:
coördinatie@vrolijkheid.nl

Music projects

Music is an important art discipline at the Vrolijkheid Foundation. Every azc has musicians among its residents. Do you have an idea about music at your azc? Contact the national coordinator of the music projects!
muziek@vrolijkheid.nl

Youngsters projects

Every azc we work at has a project involving youngsters. Do you have a question about working with youngsters or an idea for a project involving them? Contact the national coordinator youngsters projects!
jongeren@vrolijkheid.nl

Parent-child projects

are part of every 'Vrolijke Programme'. Do you have a question about working with parents and their children, are you looking for a good project as an example, or do you have an idea yourself? Contact the national coordinator parent-child projects.
ouder-kind@vrolijkheid.nl

NEST

is a special programme in which the Vrolijkheid Foundation organises an intensive afterschool programme for children, in so-called NEST-centres. Any questions regarding NEST can be answered by the NEST-coordinator.
nest@vrolijkheid.nl

Vrolijke Academie

The Vrolijkheid Foundation is an organisation that considers learning, developing, inspiring each other and the sharing of knowledge and experiences of great importance. All employees and volunteers participate in a training course that teaches our core values (the five V's). Additional courses are available for programme coordinators, volunteers and workshop instructors based on their needs. This training programme is known as the 'Vrolijke Academie' and is meant for everyone active in our 'Vrolijke Network'. The idea behind the 'Vrolijke Academie' is a teach-the-teacher model. This means that part of the programme is focused on programme coordinators so that you (as programme coordinator) can guide your volunteers, workshop instructors and interns in your local team even better. Our current course programme consists of the following courses:

The five V's

is the first and most important training course for everyone that wants to work or volunteer at the Vrolijkheid Foundation. Make sure everyone in your team followed this course.

Diversity Training

Course for programme coordinators about what you need to know about diversity at an azc, involving residents, guiding volunteers and workshop instructors and possible dilemmas that you can encounter while working in inclusive teams.

Mental Resilience

A course for the entire team in which we discuss the unruly and sometimes mentally difficult work environment at azcs. We also discuss how you can support each other in this situation.

Intervision

Every quarter, the programme coordinators of the different azcs come together to discuss self-chosen subjects and solve dilemmas through the intervision-method.

Inspiration Days

Vrolijkheid Foundation organises two national Inspiration Days each year, where teams from different azcs can meet each other to share inspiring moments and projects.

How to work with children

Working with children according to the five V's, through the ideas of Janus Korczak.

Parent-Child Training

Working together with parents and children at an azc.

Youngsters Training

Setting up artistic projects with youngsters.

Music Training

Making music with residents of the azc.

Besides these standard courses, the 'Vrolijke Academie' developed an additional rotating programme. These courses are not set. What the programme has to offer depends on the needs and wishes of people in our local teams.

Course examples could be: Local Fundraising, Pitching The Vrolijkheid Foundation, Non-Verbal Communication, Non-Violent Communication, Vrolijke Administration, Vrolijke Atelier, Working with Volunteers, Leadership, Storytelling, Photography and so on.

The 'Vrolijke Academie' belongs to everybody in our network. Programme coordinators are encouraged not just to take courses, but also to develop and teach them. Do you want to take a course, give one or do you have an idea? Contact the project manager of the 'Vrolijke Academie'. Your ideas and contributions are welcomed and appreciated!

academie@vrolijkheid.nl

Team Communication & Fundraising

This team focuses on increasing the name recognition of the Vrolijkheid Foundation and fundraising for the entire organisation. Additionally, it can assist you with matters like local fundraising and funding of projects.

Communication

The national communication manager is available for all your questions regarding press releases, flyers, logos, consent forms and other matters regarding communication. There is lots of space for own initiative and creativity – within the communication guidelines of our organisation. Make sure the communication manager knows about your ideas regarding all matters of communication in advance. As part of our national promotion through social media, send some photos regularly. Just make sure the residents have given their permission! communicatie@vrolijkheid.nl

Fundraising

Do you have a plan for a project or an idea for which you want to do local fundraising? The national fundraising manager can advise and support you. Make sure the national fundraising manager is aware of your plans before you hand in any requests for grants and or subsidies. Our national office always handles these requests. fondsenwerving@vrolijkheid.nl

Team Management & Administration

This team consists of the general manager, office manager(s), administrative staff and the bookkeeper. This team can help you comply with all administrative requirements: reporting to funds, filling in claim forms, assignment agreements, making volunteer contracts, handling payments and so on. What is allowed and what isn't? And how do you go about doing this? It may not immediately be clear how all these matters are handled at the Vrolijkheid Foundation. The document 'Practical Help with Paperwork' has more information regarding contracts, payments and other administrative matters.

Do you still have questions? Our team Management & Administration is happy to assist you!

administratie@vrolijkheid.nl

© Stichting de Vrolijkheid, 2018

The work of 'The Vrolijkheid Foundation' is being made possible by the support of:



The work of 'The Vrolijkheid Foundation' is approved by:



Vrolijke
Academy

Is being made possible by the support of:



'First Aid for Vrolijkheid' was developed by Team Coordination & Content as part of the 'Vrolijke Academy'

With contributions from

Carolina Agelink, Senad Alic, Niels de Groot, Monique Hoving, Matea Šafar, Sam Yazdanpanna & Mirte Hartland

Colofon

Text: Mirte Hartland
Editor: Marjolein Marreveld
Design: Daniël Maarleveld
Photography: Kim Pattiruhu,
Moos Pozzo, Marlies Valkering,
Masha Wassink

