

# **COMPENDIUM**

## *GOOD PRACTICES*

*by*

### **"NO PROFIT EUROPE"**

### **PROJECT**



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## INTRODUCTION

This Compendium of Good Practices has been worked out in the framework of European Lifelong Learning Programme, within Sub-programme Grundtvig Partnerships.

The global market witnesses not only social and political changes, but also a quick technological development.

Due to those reasons combined with the recent economical crisis, European Union needs to apply reforms in managing human capital. With a growing number of non - profit organizations focused on social services, education and other needs coming from society, non-profit sector is central to the health and well - being of society. Therefore, it is necessary to use the professional potential of human resources and adjust it to needs coming from non-profit sector challenges.

Improving the skills of employees is considered as being essential to increase the work productivity in Europe and help to implement long term planning. Operators that work in the third sector, in fact, usually does not take under consideration the importance of numerous activities in managing organisation, like: gathering funds, changing the public and private financial resources and recruitment of volunteers. Therefore it is necessary to improve skills and competences of operators working in this field. It is important to implement the radical changes to make easier for managers to apply necessary reforms in managing non-profit organisations in the third sector. In many cases the managers knowledge of non-profit institutions is not sufficient. Operators of third sector, sometimes, are unable to own funds required in leading their organizations.

Consequently, support and experience in the fund-raising side of the project and activities in third sector seems to be essential. It is necessary to help non-profit leaders to ensure a strong fundraising plan and program for their activities within their organizations.

For this reason, NO PROFIT EUROPE partnership has enhanced the development of third sector whose resources and funds are very limited by strengthening cooperation among partners at European level in the field of third sector. Experienced partner organisations are working in third sector and promoting the integration of disadvantaged persons into the labour market (*PEGASO*, Italy; *OAKE ASSOCIATES*, United Kingdom; *IFAID*, France; *EEDE*, Greece; *Caritas*, Poland).

This Compendium of Good Practices intends to become a collection of good practices developed throughout the project.

Consequently, the aims of our common work have been:

- Having established a common space of cooperation between our organisations by exchanging learning methods and tools in developing adult knowledge and their professional competences needed in managing non-profit organisations;
- having improved, accelerated and adapted knowledge and competences of beneficiaries about how to manage non-profit organisations and co-operative enterprises working in the third sector;
- having exchanged innovative methodologies and best practices between European organisations involved in the partnership and operating in third sector;
- having encouraged adult experts to transfer already adapted best practices and professional knowledge among partners;
- having sustained connection and cooperation among partners which can be continued also at the end of the project in developing common ideas in the field of adult learning and/or in third sector organisations management; NO PROFIT EUROPE intends to keep her cooperation and consequently, Application Form **“PRO-ACT”**, focused on training of third sector trainers and staff, has been submitted within last LLP 2012 Call for Proposals;
- having promoted transnational mobility experiences for the target group (any organization and/or workers coming from third sector, included volunteers).

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The possible methodological approach foreseen by our partnership project has been based on inclusion and collaboration among partners, especially:

- By transnational seminars and meetings among partners, where knowledge, experience in management and operative tools used by organisations coming from the third sector have been exchanged;
- By having developed common strategies and common operative and creative tools;
- having designed a common web page on each partners’ respective websites, where results of the project have been promoted and disseminated not only at transnational level but also at National and local level;
- a CD-ROM like a Compendium of selected best practices shared among partners.

Furthermore, this approach has counted upon the European added value consisting not only on exchanging practices, methodologies and tools between organizations with different experiences and working in different both context and target groups and from a country to another, but also on sharing an open intercultural learning context aimed at increasing awareness of cultural, economical and social differences between European organizations working in the third sector and transferring into each national context different tools and methodologies.

In practice, our Compendium of Best Practices is born with this purpose and it means the result of a cooperation based on a transparent, fluent and continuous communication process; a monitoring and evaluation throughout the project; a dissemination and valorisation of project results in the local context of each partner organisation.

### PARTNERS INVOLVED:



- **PEGASO Soc. Coop. Sociale, Palermo (Italy).**

**Website:** [www.pegasoformazione.eu](http://www.pegasoformazione.eu)

PEGASO is a non-profit social cooperative society founded in 1998, whose purpose is to pursue the community general interest, the human grow up and the social integration of citizens, especially aimed to the integration of unemployed people and other disadvantaged subjects at risk of isolation of the labour market (women, youths, elderly people, emigrants.)

Coherently with the activities of his key social object, lots of actions have been implemented, by fighting against social isolation and working for the integration of disadvantaged target groups:

- educational initiatives also into a structured context (vocational training courses)
- consulting
- planning, setting up and management of structured projects with public and/or private funding
- organisation and undertaking of internships aimed to the integration into the labour market and to the carrying out of work active policies;

- **OAKE Associates Ltd, Manchester (United Kingdom)**

**Website:** [www.oake-associates.co.uk](http://www.oake-associates.co.uk)

OAKE Europe Ltd. A sister company of OAKE Associates the NPE project partner is a not for profit company whose statement is to facilitate the interaction of groups to develop innovative approaches to research and development, to apply for appropriate European funding, and to manage projects successfully. OAKE Europe LLP provides understandable, concise information to all actors about funding opportunities together with a range of support services to facilitate, develop, manage and evaluate European and UK project initiatives

- **ELLINIKH ETAIRIA DIOIKISEOS EPICHIRISEON (Hellenic Management Association - HMA), Athens (Greece)**

**Website:** [www.eede.gr](http://www.eede.gr)

HMA, a non-profit making organisation founded in 1962, aims at the study, promotion and promulgation of modern management principles and practices in Greek enterprises and organisations. At present, HMA is the leading scientific and management training organisation in Greece that strongly supports Greek

enterprises, private and public organisations in achieving a successful adjustment to an international competitive environment to a unified Europe. HMA, with an experience of more than 45 years in the field of management has participated in many Community-funded programs such as NOW, HORIZON, ADAPT, LEONARDO DA VINCI, ART-6, E-learning, EQUAL. HMA today counts 4500 members, 400 of which are enterprises and organizations, while the rest administrative executives.

- **Institut de Formation et d'Appui aux Initiatives de Développement (IFAID), Bordeaux (France)**

**Website:** <http://www.ifaid.org/>

IFAID is a French non profit organization born in 1986 specialized in local and international development. Ifaid's main activities are:

- Piloting and implementing a 2 year professional training program (master's degree) in development project management
- Supporting and advices to local organizations working in community development or social economy
- Coordination and participation in several European Projects under the "Lifelong Learning Programme" (Leonardo Vinci, Grundtvig...)

- **CARITAS Archidiecezji Gdańskiej, Gdansk (Poland)**

**Website:** [www.gdansk.caritas.pl](http://www.gdansk.caritas.pl)

CARITAS Archidiecezji Gdańskiej is charity organization of catholic church, working since 1990 in the area of social help. Main receivers of this help are poor people, children, teenagers, handicapped people, elderly and ill persons. Making use of European Social Found Caritas help disadvantaged people who are at risk of social exclusion – handicapped, long unemployment, to get in or back to work. Caritas leads many specialized agencies, including Senior's House, Hospice, 2 Medical Care Places, day-rooms for children and teenagers, 4 Workshops for handicapped people, lunchroom for poor people, Rehabilitation Centers. We have wide experience in the area of international cooperation (projects: EQUAL, Leonardo, ESF, EEA Grants, European Volunteer Service). Apart from regular workers (300) Caritas involves volunteers (4000) in realization our organization goals.

# ***GOOD PRACTICES***

## “NO PROFIT EUROPE” PROJECT

Good Practice Nr. 1

### TITLE :

**ARS – Arte e Recupero dei Saperi** (Art and Recovery Knowledges)

Best Practice developed in the field of “ARS” project, funded by 2007 – 2013 ESF Regional Operative Plan (POR) Sardinia, in the frame work of AD ALTIORA’s programme – Call for Proposals for selection of integrated projects for the social inclusion of disadvantaged persons Line 3.a – POVERTY.

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### THEME:

Working integration  
Social inclusion  
Valorisation of target area  
Enhancement of individual and social identity

### PARTNER (name, address, e-mail, State):

PEGASO SOCIETA' COOPERATIVA SOCIALE  
Via Camillo Camilliani, 118  
90145 PALERMO (ITALY)  
e-mail: [info@pegasoformazione.eu](mailto:info@pegasoformazione.eu)

### THEMATIC FIELD:

Working integration and social inclusion of disadvantaged persons under conditions of checked poverty

### DESCRIPTION :

#### 1/Geographical context :

Target area concerned by the intervention has been Barbagia’s area, as activities has been implemented to the heart of Sardinia’s region, especially in the Municipalities of Gavoi, Lodine, Ollolai, Olzai, Oniferi, Ovodda, Sarule and Tiana. This area is characterized by a high level of unemployment but, at the same time, it is about an area with many opportunities for development, above all in the food farming sector.

Because of the recent crisis, a high number of families has been characterized by a lack of sufficient income and consequently by reaching a state of self-evident poverty, phenomenon being unfortunately in constant growth in Sardinia and especially in Barbagia, even if families and their network of parents and friendship relations are almost exclusively, and together with the voluntary of church Community, who usually take on uneasiness of thousands of persons.

## 2/ Objectives:

### GENERAL OBJECTIVE:

Promote the working integration of persons being in checked situations of economic-social difficulties and their social inclusion, by the enhancement and the recovery of oneself, of the area, of the individual identity and social life, by the setting up of a protected working path.

### SPECIFIC OBJECTIVES :

- Promote and create services that guarantee the guidance and the working integration of the beneficiaries, with the purpose of making them become protagonists of the local development system;
- acquire specific working competences and basic skills and gradually more specific ones, that can make increase the future opportunities to integrate themselves in the labour market;
- improve the communication skills, ability to organise the future by oneself and the ability to live in the respective context;
- get stabilization of job within the company where the project has been developed;
- set up a way out process from the condition of poverty, a process of stable integration into the labour market and a process of social inclusion;
- promote the professionalization within the manufacturing artistic and hand-crafted sectors of Barbagia's area, particularly within the food farming sector;
- promote the re-appropriation of oneself, the expectations and abilities through a path to recover the self-esteem and the self-confidence within the hand-crafted enterprises of the target area;
- promote at local, National and European level the testing of an innovative model of social inclusion for persons being in conditions of checked economic difficulties;
- disseminate the tested model in similar socio-cultural and economic contexts,
- promote new social inclusion political strategies for persons in conditions of serious economic deprivation that can be transferred from Barbagia's area to other provinces of Sardinia;
- promote a sustainable intervention throughout the time, in accordance with active cooperation of public and private institutional representatives.

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## 3/ Organizations involved (if the case):

**Leader:** PEGASO SOCIETA' COOPERATIVA SOCIALE

### Partners:

MCG – Manager Consulting Group Soc. Coop.

Associazione di volontariato SA BERTULA (Voluntary association)

Network of cooperation :

Unione dei Comuni Barbagia (Municipalities Union of Barbagia's area)

Consorzio dei produttori storici del fiore sardo

(Consortium of Sardinia *fiore sardo* cheese makers)

Confcooperative Cagliari (Cooperatives Union of Cagliari)

**Transnational partner:** Unified Vocational Training Centre of Cyclades – KEK KYKLADON (Greece)

#### 4/ Target groups:

**Direct beneficiaries** have been: 16 adult persons, men and women, aged between 23 and 44, with next requirements: be resident in Sardinia, particularly in Barbagia's area, unemployed and/or searching the first job, be in possession of Equivalent economic status indicator (ISEE) of 2009, no over annual € 4.500,00 included exempt Income Tax.

Beneficiaries have received an aid grant each month equal to € 400,00 for a part-time commitment of 20 weekly working hours.

**Indirect beneficiaries** have been: regional representatives from public and entrepreneurial contexts, associations and private social context, the active citizenship.

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### INNOVATION :

Innovative character lies in the fact that this Best Practice has not been about an intervention of merely welfare approach nature, as it usually occurs in activities addressed to "poor" persons, but having an inclusive nature, as supply an aid grant has not been the purpose of the project, but the mean to get the social inclusion. Beneficiaries have received a little payment as economic sustain by their work and, at the same time, they have learnt a job and have come in contact with the work world.

Active involvement of the network of cooperation that has been created within the project between regional representatives from public and entrepreneurial contexts, associations and private social context, and the active citizenship has been crucial to determine the organizational ways of the intervention.

Members of network of cooperation have been beneficiaries indirectly of a new model of social inclusion, which can "become promoters" of to be transferred in their actual operational contexts (institutions, associations, enterprises ...).

### METHODOLOGY OR APPROACH STEPS:

#### Phase 1: Executive planning

aimed to be more precise about the calendar of the different activities expected by the project, as well as to share operative responsibilities of the different organizations members of Group in executive way and to draft tools for management of activities, scheduling, and to define how to identify the beneficiaries and the enterprises, etc.

#### Phase 2: Identification and selection of beneficiaries, identification of host enterprises

Aimed to identify the beneficiaries, as well as the handicraft enterprises to be involved.

#### Phase 3: Guidance of beneficiaries

aimed at evaluating the existing competences of beneficiaries, drafting an individual personal and professional profile, supporting everyone in the choice of the most productive artistic-handicraft sector answering to personal aspirations and abilities.

#### Phase 4: Working integration of beneficiaries: protected integration path

aimed to enter each beneficiary within a handicraft company/enterprise of the area target for a period of 10 months.

#### Phase 5: Mainstreaming and transnational activity

aimed to disseminate the model implemented not only in other provinces from Sardinia, but also in European context.

### Transversal phases:

#### Phase 6: Awareness and promotion advertise

aimed to widespread dissemination of information related to the project and to results of this one throughout National European contexts.

#### Phase 7: Monitoring, evaluation and coordination

aimed to constant monitoring of the project, throughout all his phases of implementation, as well as to check the intervention under qualitative-quantitative aspects, evaluate the progress of the whole project, with reference to its financial and operative component, in order to point out promptly possible inconsistencies between the expected planning and its effective implementation.

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## IMPLEMENTATION AND DISSEMINATION:

### 1/ Outcomes / Outputs.

- **2 citizens assemblies have been organised** (meetings with institutional and entrepreneurial representatives), to agree in synergic way the best strategy to identify the beneficiaries and to share the Public Announcement to identify the beneficiaries and the event of interest for the enterprises.
- **41 candidates have attended the selection**, from which 24 women and 17 men, from which 16 of them have been selected as final beneficiaries.
- **28 enterprises have submitted the form to accede to the event of interest**, among which: baker's shops, farms and zootechnical farms, cheese factories, manufacturing granite, cork and gem stones businesses, construction firms, confectionery, butchery making and trading firms, hairdresser's.
- Working out of "**Personal and Professional Profile**" for each beneficiary during the guidance phase, which has let match beneficiary to firm. This document contains some concise information about each beneficiary, that is: educational qualification, professional experience existing, personal skills, communication skills, extra-professional interests, expectations.
- Working out "**Protected working integration path**" during the guidance phase, composed by a summary of skills and knowledge for each beneficiary and the most suitable firm to fulfill the protected working integration path for each beneficiary.
- 14 beneficiaries out of 16 selected ones have completed the protected working integration, aged between 23 and 44, coming from villages within Barbagia's area. Two beneficiaries have renounced for personal reasons.
- 14 enterprises have been detected for the working integration of the beneficiaries.
- **A transnational seminar has been held in Athens (Greece) (2011 June 6th – 7th)**, participating representatives of Italian partner organization untitled MCG SOC. COOP. And Greek representatives of transnational partner organisation, that is KEK KYKLADON – Unified Vocational Training Centre of Cyclades. Purposes of this event have been: share the good practices, the ongoing results achieved by the project, the possibility to transfer the model in Greek context, strategical approach methods for supplying innovative care person services.
- **A transnational seminar has been held in Sardinia (2012 May 9th)**, attending representatives from Italian partners and Greek representative from the side of the transnational partner. Purposes of this event have been: share the results of the project concerning opportunities of social inclusion and

working integration supplied by the project, as well as in terms of exchange of good practices on Community territory.

- **Portal of the project** [www.progettoars.it](http://www.progettoars.it)
- **1 project final Report** has been worked out as tool for dissemination of results achieved by the project, which are describe activities carried out and outcomes in quantitative and qualitative terms.
- **1 transnational activity Report** worked out as tool for dissemination of results but firstly for the sharing of good practices about social inclusion of persons particularly disadvantaged.

At the end of the working integration path, 72% of **beneficiaries** have expressed an excellent satisfaction level, whereas 28% has expressed a good one level.

Regarding **host enterprises**, **50%** has expressed an “**excellent**” assessment about the overall satisfaction level, and 50% remaining has expressed a “good ” assessment.

In relation with the section “**Integration of beneficiaries into the enterprise**”, **67%** of beneficiaries has expressed an “**excellent**” assessment, 25% a “good” assessment, 8% a “sufficient” assessment.

## 2/ Dissemination and exploitation of results.

- **2 citizens assemblies** have been organised in Lodine and Ovodda on 15/11/2010;
- A **meeting called by Unione dei Comuni Barbagia** has been organised to make aware Municipalities participating of themes of the project, as well as of the active participation within citizens Assemblies (06/10/2010);
- A **meeting with the enterprises** interested on hosting protected working integration paths has been organized, in order to explain them the purposes and how to implement the project (15/11/2010);
- A **Forum** to discuss has been created within the website of the project;
- A **Mailing list** has been worked out, with the purpose of informing about the setting up of the project and its implementation, its results achieved, as well as providing specific information about activities carried out. About 1000 contacts have been entered in the mailing list, that is bodies and institutions belonging to provinces of Sardinia.
- **Promo-publicity material:**
  - Brochure to promote the project
  - Foldout of the project to disseminate the results, distributed during the final meeting
- Logo of the project
- **Portal of the project** [www.progettoars.it](http://www.progettoars.it) (with apposite section translated in English devoted to be confronted, to forum, to Exchange information among all representatives involved at national and transnational level)
- **Project link within the website of the leader**
- **Social network** (Facebook)
- **Advertisement in the newspaper called l'Unione Sarda** (Province of Nuoro) to publicize information related to the project and to the announcement for selection of beneficiaries and enterprises, sending back to the website of the project for all details
- Invitation to participate in the project
- Cartoon film to disseminate the results achieved by the project, made in Italian and English, to allow the maximum dissemination into the transnational partner area
- **1 project final Report** (please, see section 1/Outcomes/Outputs)
- **1 transnational activity Report** (please, see section 1/Outcomes/Outputs)
- **3 videoconferences** have been undertaken between an expert on planning social inclusion projects, in charge of implementing some of project activities, and a representative of transnational partner, in order

to exchange good practices between Italy and Greece reciprocally and to disseminate the results of ARS project

- **Conclusive meeting: 2012 May 9th** in Ovodda, attended by: beneficiaries, host enterprises, partners of the project and Greek transnational partner, members of network of cooperation, schools and municipal services contributing in different way to the development of the project, local Administrations. This meeting has been a key activity for dissemination of the results, the sharing of the model experimented and the testimony of each and all who have participated into the project.

### 3/ Possible difficulties detected by developing this best practice.

- Enterprises are not used to reply to public Announcements, they usually answer only in case of personal invitations. Therefore, enterprises, by a previous selection to detect the most suitable according to beneficiaries profile, have been searched one by one and by door to door method, by according to the most suitable in order to ask if they are interested or not and to explain accurately the project.
- Lack of time from the side of the enterprises, above all in the case of small enterprises.
- Beneficiaries have been found by social care services, so a hard follow-up monitoring has been needed.
- Hard implementation and follow up of the project activities, as 15 beneficiaries were located in 8 villages far away from each other and 2 days were spent to reach their respective placement enterprises, in order to proceed to check their presence and the follow-up of their attendance books.

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## TRANSFER:

### 1/ Key indicators to implement this GP successfully

R.1.1. Active involvement of the network of cooperation between public and private bodies working in the social field has been crucial for the success of the project. This network, created within project, joins representatives from both regional institutional and entrepreneurial world, associations world, social private world and active citizenship.

Particularly, citizens Assemblies have been a **concrete tool for safeguard of synergy between public and private world, and a sharing tool** with Representatives with in-depth knowledge about problems linked to situations of serious socio-economic disadvantages.

R.1.2. Involvement of local bodies of the target area: each Municipality have played a very important role to raise public awareness to participate into the project, as well as to provide support about arranging documentation to submit the project application.

R.1.3. Active involvement of the enterprises located in the target area, that have been become aware and involved above all thanks to the active participation of Confcooperative (Cooperatives Union) and Consorzio Produttori Storici del Fiore Sardo (Consortium of Sardinia *fiore sardo* cheese makers).

R.1.4. Added value of transnationality: exchange of good practices about social and working integration of disadvantaged persons with Greek partner, as sharing nourishes the comparison and the circulation of new ideas and projects.

R.1.5 The choice of building such heterogeneous working group (network of cooperation + Greek transnational partner) has guaranteed the complementarity between technical and institutional competences of members involved in the implementation of the project (referred to the rooting and the experience developed in the target area, to the sector and to the beneficiaries of the actions).

R.1.6. Monitoring, evaluation and coordination: develop a coordination of the overall actions, implementation methods of the project by a Steering Committee (CTS) composed by representatives of partnership, organize many staff meetings has favoured the achievement of the final objectives, the ongoing and final evaluation of the overall project activities planned.

R.1.7. Set up a constant communication flow: coordination among partners has been successfully implemented tank to the constant exchange of e-mails, phone calls for sharing the state of the art of activities and the planning of subsequent actions.

R.1.8. Include re training actions for target group, aimed to the working integration, that cannot prescind from the recovery in terms of competences and valorization of the personal identity. Lack of work, sure enough, often leads to a process of impoverishment, also personal one, linked to the lack of confidence and hope, that has to be recovered by making beneficiaries acquire a new awareness about their social role and their potentialities.

R.1.9. Participation of the partnership members, in synergy with cooperation network, to act **concretely in situations of distress and socio-economic difficulties**, not under a welfare approach, but under a **social inclusion perspective**.

## 2/ Recommendations for applying this GP in other contexts

R.2.1 Dissemination of results fosters the repeating fact and the transferability of "Ars" project in other contexts. The Good Practice is based on opportunity to carry out a real and effective matching to requirements of the enterprises and the potential beneficiaries and consequently it lends itself to be transferred in other socio-economic contexts.

R.2.2 The importance of counting upon the active involvement of an heterogeneous cooperation network among both public and private representatives.

R.2.3 Be precise to detect host enterprises, in order to carry out a true matching among beneficiaries preferences of the beneficiaries and the entrepreneurial context of the target area.

R.2.4. Plan the participation of at least one transnational European partner, in order to enhance the experience and to exchange good practices developed in similar context but in other European states.

**ADDITIONAL INFORMATION (possible websites, links, etc.):**

[www.progettoars.it](http://www.progettoars.it)

[www.pegasoformazione.eu](http://www.pegasoformazione.eu)

[Unione Europea](#)

[Ministero del Lavoro e delle Politiche Sociali](#)

[Regione Autonoma della Sardegna](#)

[Sistema Informativo del Lavoro in Sardegna - SardegnaLavoro](#)

[Politiche Sociali della Sardegna- SardegnaSociale](#)

[Presidenza del Consiglio dei Ministri – Dipartimento per le Pari Opportunità](#)

[Anno Europeo della lotta alla povertà e all'esclusione sociale](#)

[Commissione Europea - Occupazione, affari sociali e pari opportunità](#)

[Commissione Europea - il Fondo Sociale Europeo](#)

[Commissione Europea – Europe for citizens](#)

## "NO PROFIT EUROPE" PROJECT

Good Practice Nr. 2

### TITLE :

#### **Insight For Change (IFC)**

Positive Foundations for Women

### THEME:

Social inclusion

Social and personal stabilisation of people who have lived chaotic life styles

Rehabilitation of offenders

### PARTNER (name, address, e-mail, State):

This is a partnership of small NGO's based in and around Manchester. The project is managed by OAKE Europe a sister company to OAKE Associates a partner organisation in No Profit Europe.

OAKE's main office is in Manchester, England, with satellite offices in Yorkshire, Devon and Berkshire

27 Ardwick Green North,  
Manchester  
M12 6FZ

<http://www.oake-europe.co.uk>

### THEMATIC FIELD:

Integrating women who are excluded from mainstream society

### DESCRIPTION :

#### **1/Geographical context :**

This is an urban based project working with women offenders who are released and settle or resettle in the Greater Manchester area. It takes women who are released from the following prisons:

HMP Askham Grange

HMP Foston Hall

HMP Styal

Also taking referrals of women serving community sentences and via Probation services.

#### **2/ Objectives:**

### GENERAL OBJECTIVE:

Providing a holistic approach to the reintegration of women who have been in prison. The overall aim of the project is to provide a community-focused resettlement service for women ex prisoners, particularly black and minority women:- to provide a ready-made supportive community for women to be released into, which will build on their strengths rather than focusing on their failures and which will give them 'space' to address their problems before returning to mainstream society.

The project is to be based in the city of Manchester but will cater for women returning to all Metropolitan Boroughs in Greater Manchester.

The project's activities are to provide a supportive living environment that is holistic and will also provide:

Volunteer Mentor/Support Workers,

Trained by project partners Greater Manchester Community Chaplaincy, who visit clients

Literacy and numeracy courses will be provided and paid training

Employment through project partners the Ex-Cell Programme.

One-to-one and cognitive group therapy and counselling and drugs and alcohol support and advice.

A mentors will be assigned to each woman before release and will work with each individual to develop a personalised programme for delivery on release. The women will have the opportunity to achieve National Open College Network certificates. Such accreditation further raises self esteem and confidence.

### SPECIFIC OBJECTIVES :

- 90 women ex prisoners report an improvement in their mental, emotional or social well-being by the end of the third year as a result of participating in the project's individualised programme of personal development, and through access to secure housing enabling a more stable situation for them and their children
- 72 women ex prisoners have not re-offended by the end of the third year as a result of engagement with the project and the contribution of the individualised programme to attitudinal change, upskilling and employment opportunities.
- 40 woman ex prisoners have accessed mainstream employment opportunities facilitated by the project partners by the end of the third year.
- 72 women have accessed safe and stable accommodation by the end of the third year.

### 3/ Organizations involved (if the case):

#### NGO's involved in providing support:

Ex Cell Solutions – employment placements and preparation for work training

Greater Manchester Community Chaplaincy – information advice and counselling.

St Vincent's Housing – provider of social housing

Lippy People (based in Leeds but working in Manchester)

Community Driver Programme – passing driving test included with basic skills training

Support for Change – specific counselling

Nornir Limited –

everIS – IT support and training

Cooperative and Mutual Solutions (CMS) ([www.cms.coop](http://www.cms.coop))

#### Government providers of services for prisoners and ex prisoners

HM Prisons Service  
Probation Services  
National Offender Management Service (NOMS)

#### **4/ Target groups:**

##### **Direct beneficiaries**

90 ex women offenders who have been released from local women's prisons

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##### **Indirect beneficiaries** have been:

- Families of the women beneficiaries
- Local communities through the reduction of crime and creating safer communities
- The UK Government (and thereby the country) by making savings – for example it costs about €30,000 to keep one person in prison for 1 year. If we have kept 50 women out of prison that's €1,500,000 per year

#### **INNOVATION :**

The project when developed was totally new because nothing existed with Greater Manchester that focused on the needs of women ex prisoners.

The impetus for the work came from the Corston Report which clearly outlined "The need for a distinct, radically different, visibly-led, strategic, proportionate, holistic, women centred, integrated approach"  
<http://www.justice.gov.uk/publications/docs/corston-report-march-2007.pdf>

Delivery via a multi agency and varied partnership framework enables new working relationships and methods to be captured and tested

#### **METHODOLOGY OR APPROACH STEPS:**

##### **Phase 1: Executive planning**

From the development research it was clear that women need to be allowed to determine their own priorities. Equally these needs varied between each individual. Time and different skill sets were therefore needed to address each need in turn and a relational model is important. So in executive planning care was shown to develop a wide ranging partnership and share operative responsibilities across the different organizations ensuring that in drafting the management systems and procedures inclusive participatory and holistic methods were adopted

##### **Phase 2: Identification and selection of beneficiaries, identification of host enterprises**

All beneficiaries were identified and referred via the key providers of services for prisoners and ex prisoners i.e. HM Prisons Service, Probation Services, National Offender Management Service (NOMS)

Host enterprises were identified as those with safe and supported accommodation places available which gives initial stability on release. This is supported by holistic and joined up support service delivery but with the additional power of this control of this being partly controlled by the clients themselves.

### Phase 3: Guidance of beneficiaries

The key is the relational continuity that the programme will build into the support. This was provided in the following ways

- Developing with beneficiaries their own individual actions and personal care plans and regular input into review and progress
- Regular "house meetings" with beneficiaries to create group support and bonding between beneficiaries and implement a peer support mechanism
- Effective monitoring and evaluation to ensure that the targets are achieved and individual needs of beneficiaries met

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### Phase 4: Working integration of beneficiaries: protected integration path

The project has clear aims to ensure that each beneficiary has positive personal and employment outcomes during the life of the project as set out in the specific objectives. It is important to ensure that we deal with both the personal and economic outcomes collectively to meet the beneficiaries total needs

### Phase 5: Mainstreaming and transnational activity

The project aims to mainstream and disseminate the programme approach on a UK national basis to inform and influence current practice. We have already been successful in securing additional UK public resource to develop the programme further and promote the project. From an EU context we have included the approach and target group as part of a Grundtvig Multilateral application for 2012

### Transversal phases:

#### Phase 6: Awareness and promotion advertise

As part of our project we engage in widespread dissemination of information related to the project via all our partner networks to maximise impact

#### Phase 7: Monitoring, evaluation and coordination

Quality assurance processes and performance management arrangements comprise:

- An internal monitoring form based on best practice, these are reviewed on a quarterly basis
- Regular supervision by the Directors of all Project managers
- Accurate beneficiary data e.g names, postcodes, addresses, age, gender and ethnicity of beneficiaries
- Regular attendance and contact data
- All partners working to same standards of monitoring underpinned by a service level agreement.

OAKE will use available data and monitoring systems both internally and externally to monitor and track the impact of our activity on the baseline position selected. This will be achieved by analysis of our quarterly monitoring forms, which focus on output and outcomes achieved and in the case of community involvement training qualitative questionnaires as well.

## IMPLEMENTATION AND DISSEMINATION:

### 1/ Outcomes / Outputs.

33 women have been in contact with the project during 2011. 22 of these have been registered with the project. 15 of these have completed the well-being assessment and measurement of their mental well-being. 6 beneficiaries of the project have themselves become mentors on the project. 15 women have participated in the goal setting programme and 13 women have moved into employment. 4 women have reoffended during the year. Of the 22 women registered with the project during 2011, 14 have been referred through HMP Styal, 6 through Greater Manchester Probation, 1 from HMP Askham Grange and 1 from HMP Foston Hall. Our observations and recording of these events are as follows:

- a) As in the first year of the project we have found that there are a number of women who register with the project during their time in prison because this seems like a good option for them as it may help any decisions that are made in relation to their release date. However, as we originally expected some women do not really want to engage with the support the project offers; therefore on release these women make no effort to access any of the Insight for Change (IFC) provision despite the welcoming contact from Project Staff.
- b) We continue to support those 32 women who wished to access provision post release during the first year of the project in addition to the 22 registered during 2011. The level of this support varies with each individual case and we keep separate files that log the progress of each woman. An on line database has been created to help collect and collate data for the project. This proved a useful tool and has been enhanced during the year. The tool and has been designed specifically to overcome the difficulties faced as a result of the dispersed nature of the project staff and partners.
- c) Numbers registered during Year Two are under-target due to two reasons – change of staffing arrangements at HMP Styal meant that access was restricted for 4 months and the withdrawal of Jubilee Shelters from the project meant that for a time the project could not offer any accommodation. These two barriers have now been overcome by opening up access to the project for women returning to Manchester from HMP Askham Grange and HMP Foston Hall as well as HMP Styal and also taking referrals of women serving community sentences. Provision of supported accommodation is now also available through Hope Manchester and Threshold Housing and a good relationship with the new Governor of HMP Styal has been established particularly around the employment services that the project can offer. Also the greater use of the links with our project partners in particular Greater Manchester Community Chaplaincy has enabled us to recreate the links with Style.

## 2/ Dissemination and exploitation of results.

Because of the nature of the clients group there are problems in relation to the dissemination of the work. This is for 2 main reasons:

- a) The women/clients themselves are not happy about promoting the fact that they have been in prison
- b) We have to be careful about promoting the work within the general public because many people are resentful at what they see as prisoners getting a soft option.

However, we have been making links with other similar organisations in the UK and across Europe and in year 3 we envisage linking together in a wider network or organisations across the EU who are providing similar services. The wider aim is to look at best practice in other countries that Partners can share and adopt. These are:

- A prisoner-led Social Cooperative runs a micro brewery in Saluzzo Prison in Italy
- The Exodus Social Cooperative in Capriano del Colle in Italy
- Vagen Ut! ('Way Out!') Social Cooperative in Sweden

### 3/ Possible difficulties detected by developing this best practice.

Employment opportunities:

A central theme of the work has been the increasing importance that employment takes in the process of resettlement and rehabilitation. Its work rather than accommodation, counseling or any other type of support that the women want. But this has provided 2 problems:

- employers are not always willing to employ prisoners. We have overcome this by building up a bank of "friendly" employers who take them on a trial basis.
- We started off thinking about getting all the clients into full time work. But because of the nature of their lives this has not been possible. In fact we have realised that full time work is never going to be an option for many of this group of people. We have therefore developed other strategies that involve part time work and also self employment as an option.

Public perception or working with the client group can prove difficult and we have to manage the situation so as not to cause offense.

Ex prisoners going back to live in the community can provide local people with worries. Therefore, we try hard to make sure that the clients get the support they need and do not re offend.

Dealing with the Prisons and statutory providers has proved difficult. For example we can build up a relationship with a client while she is still in prison. We can make all the necessary plans to support her on release then on the day she is due to be released she is moved to another prison and the release date is changed.

## TRANSFER:

### 1/ Key indicators to implement this GP successfully

Our findings to date suggest that key indicators are as follows

R.1.1 The establishment and successful operation of the partnership network with public and private bodies working together to achieve a common aim . Our network brings together representatives from local, regional and national organisations all with varied expertise and in-depth knowledge about problems linked to situations of serious socio-economic disadvantages.

R.1.2 Active and on going participation in the design and delivery by the beneficiaries themselves.They are best place to identify their personal journeys via an action plan and identify the nature, scope and frequency of the support required

R.1.3 Involvement of local bodies working with the the target beneficiaries who understand the local situation and can provide one to one support

R.1.4 The need to gain the trust and engage with employers who are not always willing to employ prisoners. We have overcome this by building up a bank of “friendly” employers who take them on a trial basis.

R.1.5 Consideration and recognition that whilst full time work may be the aim because of the nature of their lives full time work is not an option for some . We have therefore developed other strategies that involve part time work and also self employment as an option.

R.1.6 The importance of peer support and positive role modelling to break the cycle of deprivation

R.1.7 Sensitive use of physical locations that do not intimidate beneficiaries who often have poor experience of education and public bodies . The use of local non threatening environments enables beneficiaries to feel safe

R.1.8 Non judgemental approaches to learning mentoring and support that build confidence, face challenges and work to solutions

R.1.9 Effective monitoring, evaluation and coordination to provide evidenced based data . This using both quantitative and qualitative approaches that focus on beneficiary outcomes and demonstrate how partnership working and new approaches can achieve effective results

R.1.10 Good and regular constant communication flows among partners successfully implemented at all stages of the project

## **2/ Recommendations for applying this GP in other contexts**

R.2.1 On a National basis we are currently exploring options with our partners . This has two aspects. One to improve services to women ex offenders to re-engage them and avoid re offending. Two to explore how the approach of employment driven activities for those disadvantaged in the labour market can be transferred in other socio-economic contexts.

R.2.2 On an Operational level, the recognition that we require the active involvement and heterogeneous cooperation of a multi faceted network with voluntary, public and private representatives to achieve the most effective results.

R.2.3 On an EU level we are planning the participation in at least one transnational European project to enhance the experience, exchange good practice and explore new methodologies with different target groups developed in similar context but in other European states. This via the Grundtvig application referred to earlier and in ongoing discussions with other partners across the EU working in this field.

### **ADDITIONAL INFORMATION (possible websites, links, etc.):**

The Corston report

<http://www.justice.gov.uk/publications/docs/corston-report-march-2007.pdf>

A report by Baroness Jean Corston of A review of women with particular vulnerabilities in the Criminal Justice system.

(Hamlyn and Lewis (2000) Women Prisoners: a Survey of their work and training experiences in custody and on release. Home Office Research Study no. 208)

The Fawcett Report: Provision for Women Offenders in the Community (Fawcett Society 2007)

Unlocking Women's Employment. ESF Alternative Bidding Round Objective 3. Dossier No. 0161064NW3. Ex-Cell Programme. 2008

Hedin, U-C. Herlitz,U and Kuosmanen, J. (2005) Exit Processes and Empowerment – A Study of Social Cooperatives in the Vagen Ut! Project. Goteborg University Department of Social Work and The Swedish Prison and Probation Service.

Ministry of Justice (2012) Punishment and Reform: Effective Community Sentences. Consultation Paper CP8/2012

Page, M. (2008) Gardening as a Therapeutic Intervention in Mental Health. Nursing Times. 104: 45, 28-30.

Rumgay, J. (2004) Scripts for Safer Survival: Pathways Out of Female Crime. The Howard Journal of Criminal Justice. Vol 43 (4).

Weaver, B. (2011) Co-Producing Community Justice: The Transformative Potential of Personalisation for Penal Sanctions. British Journal of Social Work. Feb. 2011. 1-20.

Weaver, B. (2012) The Relational Context of Desistance: Some Implications and Opportunities for Social Policy. Social Policy and Administration. Vol. 46. No. 4. 2012.

## **"NO PROFIT EUROPE" PROJECT**

**Good Practice Nr. 3**

**TITLE :**

**DLA – Dispositif Local d’Accompagnement** (Local Support programme)

It is a French national programme created in 2003, financed by public institutions and partly funded by the European Social Fund. It is a national programme but financed and managed at a local level.

**THEME:**

Social economy

Support and strengthening of the social economy organisations

Improvement of skills of the actors working in the social economy organisations

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**PARTNER (name, address, e-mail, State):**

IFAID Aquitaine

17 Cours des Aubiers

33300 Bordeaux (FRANCE)

Non profit organisation

e-mail: [europa@ifaid.org](mailto:europa@ifaid.org)

website : <http://www.ifaid.org/>

**THEMATIC FIELD:**

Supporting the professional development of the French organisations working in the social economy sector.

**DESCRIPTION :**

**1/Geographical context (about 4 – 5 lines):**

It is a French national programme created in 2003 but financed and managed at a local level. IFAID Aquitaine manages it for the French Gironde territorial division since 2007.

[http://www.gironde.fr/cg33/jcms/c\\_5217/accueil](http://www.gironde.fr/cg33/jcms/c_5217/accueil)

**2/ Objectives:**

**GENERAL OBJECTIVE:**

Supporting the professional development of the French social economy organisations

**SPECIFIC OBJECTIVES :**

- To support employment in the social economy sector
- To develop the activities of the organisations working in the social economy sector
- To increase the professional skills of the actors involved in the social economy sector

**3/ Organizations involved (if the case):**

One leader by French territorial division (“département” in French)

For the “Gironde” territorial division (in the Aquitaine region), the leader is Ifaid Aquitaine.

The leader of the DLA at the national level is Avise: <http://www.avise.org/>

**4/ Target groups:**

**Direct beneficiaries:** Organisations working in the social economy sector (Non-profit organisations, cooperatives, mutual companies...)

All the sectors are targeted: sport, culture, social activity, environment...

**Indirect beneficiaries:** Employees, volunteers, Governing board members of the organisations targeted by the DLA and the beneficiaries of these organisations.

## INNOVATION :

Innovative aspects of the DLA:

- Voluntary action, no obligation for the organisation
- Free programme for the organisations
- A specific support for non-profit organisations (while most of the French trainings in management aim at the private companies)
- It is not a theoretical training but a very concrete program fully adapted to each organisation needs. Indeed, the support/counselling activities are directly related to the needs of each Non-Profit Organisations.
- A combination between individual and collective work approach
- Use / request of the partner's networks
- 2 different steps: a first step of assessment of needs done by "DLA workers" and the Non Profit Organisation members, a second step of consulting activity by external consultants
- 1st phase of assessment of needs of the organisations is very important. It is done jointly by the DLA workers, expert of the Non-Profit Sector and the members of the Non-Profit Organisations.
- DLA workers are independent when they do the assessment of needs as they do not do the consulting activities themselves
- A national data base of consultants with many different expertises in order to fit perfectly the needs of each Non-Profit Organisations.
- A long term monitoring of the Non -Profit Organisations, done by the DLA workers

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## METHODOLOGY OR APPROACH STEPS:

**The DLA phases:**

**Phase 1: Assessment of the organisation needs with IFAID workers:**

- Phone contacts
- Interviews in the organisation's office ("DLA workers" and Non-Profit Organisations members)
- Writing of a collaborative assessment of needs

The objectives of the assessment:

- To have a global view of the organisation (project, HR management, economical & financial aspects...)
- To give 1st information to the organisation (DLA workers are experts of the Non-Profit Sector)
- To identify the needs of the organisation
- To write down a proposal of consulting activity (if appropriated).

**Phase 2: Partners' information**

The DLA presents the organisation assessment of needs to the DLA partners:

- Funding organisations
- Local authorities
- Network organisations of the sector

In order to:

- complete the assessment (needs analysis)
- know their opinion about the consulting activity proposed

### **Phase 3: Consultant choice**

- Call for proposal to several consultants (sent by DLA workers) selected in relation to their competences and to the needs of the organisations
- The organisation chooses the consultant according to the proposals it received.

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### **Phase 4: Consulting activity**

2 kinds of consultancy:

- Individual (1 organisation only)
- Collective (different organisations with similar needs).

2 objectives:

- To answer the needs of the organisation
- To improve the skills of the actors (employees, volunteers and members of the Governing board) working in these organisations

He is participating to the empowerment of the organisation; he does not make for the organisation but supports the organisation in its progress.

## **IMPLEMENTATION AND DISSEMINATION:**

### **1/ Outcomes / Outputs.**

Since 2003, about 32 000 French social economy organisations, representing 350 000 strengthened jobs, have benefited from the actions of the DLA. Indeed, the DLA impact is high and has allowed strengthening lots of social economy organisations; creating new jobs despite the global financial crisis, improving professional skills of the workers involved in this sector...

In the Gironde territorial division, the DLA outcomes are the following:

2007 : 115 organisations 1 164 jobs

2008 : 102 organisations 635 jobs

2009 : 137 organisations 2 316 jobs

2010 : 154 organisations 2365 jobs

2011 : 129 organisations 1190 jobs

Total: 634 organisations 7670 jobs

### **2/ Dissemination and exploitation of results.**

Each DLA of each territorial division ("département" in French) in France are reporting their activities in a national data base.

All information of this data base are gathered at a National Level by Avise

Each DLA of each territorial division are presenting their results (at least once by year) to the territorial division funders of the DLA.

The objectives and priorities of each year are negotiated with the DLA funders each year.

All the dissemination material is available at the following web link:

<http://www.avise.org/spip.php?rubrique108>

### **3/ Possible difficulties detected by developing this best practice.**

The main difficulty is the need of public funds (payment of the DLA workers and of the consulting activities for the Non-Profit Organisations).

However, the DLA programme has proved that it had a very positive impact in terms of employment.

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## **TRANSFER:**

### **1/ Key indicators to implement this GP successfully**

There are several **transfers**:

#### **1) Transfer to a new target public in France**

A transfer will be implemented in France. Indeed, until now, the DLA (the product to be transferred) is only dedicated to social economy organisations with employees. Thanks to this project, Ifaid wants to transfer the DLA to a new target group: organisations with only volunteers who often lack management skills.

#### **2) The other transfers are geographical.**

Indeed, the product will be transferred to 4 new countries: Czech Republic, Italy, Portugal and United Kingdom. Thanks to this project, this innovative solution will be adapted into training and tested in the target groups from 4 European countries.

R.1.1 The Project WP1: "Adaptation of the innovative solution to a new target group" is dedicated to the adaptation of the innovative solution. This WP will last 7 months. Indeed the partnership needs time to analyse and adapt the French innovative solution into a training module that fits the vocational needs of the target groups in the different countries.

R.1.2 The implementation of the transfer is at the heart of the project; indeed 2 WP (from May 2013 until June 2014: 14 months in total!) are dedicated for the implementation of the transfer towards new countries and therefore new target groups.

R.1.3 The 1st step of the transfer will be the implementation of a trainers training; trainers from each partner organisation will be trained by a trainer from IFAID in order to appropriate the adapted French innovative solution.

The 2nd step of the transfer will be the implementation of the training in each partner country. These trainings will be carried out by the trainers previously trained in the WP2.

### **2/ Recommendations for applying this GP in other contexts**

R.2.1 Time (at least 7 months) is necessary to transfer this Good practice to new target public and countries.

R.2.2 In a first instance, a trainers training is necessary. Therefore each national trainer will know how to transfer the DLA in its own country. And the future participants will be taught by a trainer from their country that will allow creating strong links.

R.2.3 The transfer must be based according to the real needs of the organisations in the different countries

R.2.4. The geographical area concerned by the transfer is also very important.

**ADDITIONAL INFORMATION (possible websites, links, etc.):**

[http://www.ifaid.org/index.php?option=com\\_content&view=article&id=73&Itemid=95](http://www.ifaid.org/index.php?option=com_content&view=article&id=73&Itemid=95)

<http://www.avise.org/spip.php?rubrique108>

**“NO PROFIT EUROPE” PROJECT** **Good Practice Nr. 4**

**TITLE :**

## “HMA’s MEMBERSHIP & INSTITUTES MODEL”

### THEME:

Membership MODEL as a potential advantage for your organisation

### PARTNER (name, address, e-mail, State):

EEDE (Hellenic Management Association) , 200, Ionias Avenue & Iakovaton, eede@eede.gr, Greece, Athens , 11144

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### THEMATIC FIELD:

Practices to promote knowledge into the third sector by having members and raising organizational funds

### DESCRIPTION :

#### 1/Geographical context:

HMA has members, both corporate - enterprises and organisations of the private and public sector - and individuals - medium and top-level executives, entrepreneurs, professors and students.

The Hellenic Management Association incorporates five Institutes, specialising in a particular function of Management and four Sectors that deal with general business issues: Hellenic Institute of Marketing, Hellenic Institute of Financial Management, Hellenic Institute of Production and Operations Management, Hellenic Institute of Information and Communications Management, Hellenic Institute of Human Resources Management, Sector of Women Managers and Entrepreneurs, Public Administration and Local Authorities Management Sector, Leadership Sector and Corporate Affairs Sector.

The five Institutes and the four Sectors that incorporate in HMA cover the entire Greece with their activities.

#### 2/ Objectives:

##### GENERAL OBJECTIVE:

The general objective that HMA wants to succeed with the incorporation of the Institutes and the Sectors is to make the voice of HMA stronger in Greece first of all and then in Europe by trying to promote modern management principles and practices in Greek organisations and enterprises.

##### SPECIFIC OBJECTIVES :

- Promotion, dissemination and promulgation of modern management principles, methods and practices.
- Assist in the advancement of HMA’s members through interaction with each other and learning from the best practitioners.
- Offering high quality services through Education, Knowledge & Information, Networking, Business Tool, and Communication.

- Raising funds for HMAs' further sustainable development.

### **3/ Organizations involved (if the case):**

In every Institute's /Sector's activities there is a big variety of organizations involved depending the topics to be covered.

### **4/ Target groups:**

Every Institute and Sector with each action refers to different target groups from the business market respectively.

## **INNOVATION :**

The activities and the management of the Institutions/Sectors is carried out by HMA's members. There is an election procedure that takes place every year between members, in order to establish a management committee for every Institute/Sector, which is responsible to run and manage its actions. All members work voluntarily and for free, spending their free time in order to offer the latest aspects and practices of Management in people they are interested in.

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## **METHODOLOGY OR APPROACH STEPS:**

### **Phase 1: Members recruitment**

In every activity that HMA is involved, there are brochures and oral mentions regarding HMA and the advantages that the members can have. All new members have to pay an annual fee in order to have the benefits (special book editions, lower prices on our activities, free access to a management portal, annual printed edition of related professional articles etc).

### **Phase 2: Management of the Institutes and Sectors**

All new members of HMA choose automatically to become member in one unique Institute/Sector regarding their interest/profession (Hellenic Institute of Marketing, Hellenic Institute of Financial Management, Hellenic Institute of Production and Operations Management, Hellenic Institute of Information and Communications Management, Hellenic Institute of Human Resources Management, Sector of Women Managers and Entrepreneurs, Public Administration and Local Authorities Management Sector, Leadership Sector and Corporate Affairs Sector). The members of each institute/Sector vote every year for the Institutes management committee that they belong. After the elections the new management committee of each Institute/ Sector they plan organise and work on their annual activities. The contribution of each member in this management committee is voluntarily and for free.

### **Phase 3: Activities per Institute/Sector**

Every Institute/ Sector is responsible to plan and bring forward interesting activities (evening events, conferences, for a, etc.) not only for the other members but also for other people who are interested. The prior aim of those activities is to promote the latest trends of management to professionals and organisations who always want to be in the front line.

### **Phase 4: Members recruitment**

All those activities bring new members and new members bring other members close to HMA. This is an ongoing live procedure that takes place all the time. Promotional activities and activities regarding the Institute/ Sectors never stop in HMA. So, the procedure for new members is always on the top and it is a circle. (see phase 1).

## IMPLEMENTATION AND DISSEMINATION:

### 1/ Outcomes / Outputs.

**Organising and hosting a vast number of Conferences, Fora, Evening Events, e.t.c. dealing with contemporary issues of Management.**(some examples are presented as follows)

#### - MEA (Marketing Excellence Awards)

It's an institution event that takes place once a year and is organised by HMA. The event's purpose is to highlight the companies, agencies or departments of Marketing who have achieved outstanding performance in innovative and effective actions of Marketing, taking into account the differentiations of the companies and organizations, their budgets and the diverse programs of Marketing. The Grading and Evaluation Committee consisting of senior executives of the Marketing, Communication, Market Research and members of the Academic Community of Marketing.

#### - 3<sup>rd</sup> Financial Management Conference

A conference aimed to CFOs in the country and analyzes the Performance Management. With renowned international and local speakers, the conference aims to provide a vehicle for informing the community of CFOs in the field of performance management and takes place once a year organized by HMA.

#### - 17<sup>th</sup> Banking Forum

The Forum which is organized by HMA, will try this year to search for a new model of business strategy and operation of banks in conditions of financial crisis. They will analyze the reasons that caused it and will identify ways in which banks intend to cope with the crisis and lead to business growth and profitability. They will also examine the role of business and technological innovation along to this way.

#### - Manager of the year 2011:

Its an institution event organized by HMA, where the price is awarded to a President, a CEO or a General Manager of a Company or Organization that has established and operates in Greece, regardless of size, industry, private or public sector. The successful and effective performance management of these persons could be due to: the results of the company that run, the social report, the openness, the innovation, the human resource management, the help developed to the local communities and other achievements consistent with the election of a candidate as leader. The membership of the HMA is not a prerequisite for the award of the Prize.

### 2/ Dissemination and exploitation of results.

**The following actions take place in every activity of HMA.**

#### - MEA (Marketing Excellence Awards)

A link with information is created in HMA's website.

A mailing list is created to inform the target group for the upcoming activity of HMA with an invitation.

A brochure is sent to organisations and individuals as well

There are several advertisements in different websites/newspapers and on our monthly magazine for professionals call "Manager".

A follow up by telephone is done to enhance the participations

There are always several journalists or media on the activities of HMA.

(photos: <http://www.elam.gr/default.asp?id=2005036&lcid=1032> )

site : <http://www.mea-eim.gr/arxiki.html>

- **3<sup>rd</sup> Financial Management Conference**

A link with information is created in HMA's website.

A mailing list is created to inform the target group for the upcoming activity of HMA with an invitation.

A brochure is sent to organizations and individuals as well

There are several advertisements in different websites/newspapers and on our monthly magazine for professionals call "Manager".

A follow up by telephone is done to enhance the participations

There are always several journalists or media on the activities of HMA.

(photos: <http://www.cfoagenda.gr/default.asp?pid=9&la=1&cID=3&arId=410> )

**site:** [http://www.eede.gr/pdf/eiod\\_financial\\_2011.pdf](http://www.eede.gr/pdf/eiod_financial_2011.pdf)

- **17<sup>th</sup> Banking Forum**

A link with information is created in HMA's website.

A mailing list is created to inform the target group for the upcoming activity of HMA with an invitation.

A brochure is sent to organizations and individuals as well

There are several advertisements in different websites/newspapers and on our monthly magazine for professionals call "Manager".

A follow up by telephone is done to enhance the participations

There are always several journalists or media on the activities of HMA.

(Photos:[http://www.neo2.gr/web/neo2.gr/searchpagebasedontags/-/asset\\_publisher/Ep0Q/content/17o-banking-forum-1?redirect=%2Fweb%2Fneo2.gr%2Fhome2](http://www.neo2.gr/web/neo2.gr/searchpagebasedontags/-/asset_publisher/Ep0Q/content/17o-banking-forum-1?redirect=%2Fweb%2Fneo2.gr%2Fhome2) )

**site:** [http://www.eede.gr/content.asp?id=932&source=activities\\_2](http://www.eede.gr/content.asp?id=932&source=activities_2)

- **Manager of the year 2011**

A link with information is created in HMA's website.

A mailing list is created to inform the target group for the upcoming activity of HMA with an invitation.

A brochure is sent to organizations and individuals as well

There are several advertisements in different websites/newspapers and on our monthly magazine for professionals call "Manager".

A follow up by telephone is done to enhance the participations

There are always several journalists or media on the activities of HMA.

Manager of the year for 2011 was Mr Kotsalos Georgios CEO from Interamerican Group. (photos : [http://www.eede.gr/pdf/moty\\_2011\\_web.pdf](http://www.eede.gr/pdf/moty_2011_web.pdf) )

**site:** [http://www.eede.gr/content.asp?id=929&source=activities\\_2](http://www.eede.gr/content.asp?id=929&source=activities_2)

**3/ Possible difficulties detected by developing this best practice.**

Good management mechanisms of the Institutes and Sectors

- ERP systems may be needed in order to collect data
- Strategy of the organization in alignment with the strategy of the Institutes/Sectors
- Commitment in the Corporate Social Responsibility
- Financial and Time Management for applying all the above

## TRANSFER:

### 1/ Key indicators to implement this GP successfully

R.1.1 An organization with a strong identity is needed that people want to become part of it (membership) and help.

R.1.2 An organisation that offers back to the society through its core business.

R.1.3 Strong commitment and willingness to help voluntarily other people to learn and become better.

### 2/ Recommendations for applying this GP in other contexts

R.2.1 In other Not Profit Organisation of the third sector

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## ADDITIONAL INFORMATION (possible websites, links, etc.):

For more information regarding the Institutes of HMA and its Sectors please visit our Site: [www.eede.gr](http://www.eede.gr)

## NO PROFIT EUROPE" PROJECT

Good Practice Nr. 5

## TITLE :

**Volunteering in Caritas of Gdansk Archdiocese (CAG)**

Best Practice developed by Caritas of Gdansk Archdiocese during 20 years of activity, supported by experience from various projects, i.e. EVS and Citizen Initiative Fund

## THEME:

Volunteering  
Charity  
Trans-age integration  
Social inclusion

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## PARTNER (name, address, e-mail, State):

### Caritas of Gdansk Archdiocese

Al. Niepodleglosci 778  
81-805 Sopot POLAND  
tel. +48 58 555 78 78, fax +48 58 551 57 46  
e-mail: [gdansk@caritas.pl](mailto:gdansk@caritas.pl)  
www. gdansk.caritas.pl

## THEMATIC FIELD:

Organization and development of volunteering in large charitable NPO

## DESCRIPTION :

### 1/Geographical context (about 4 – 5 lines):

Target area is equal to main acting area of Partner – which is the area of Gdansk Archdiocese (2500 km<sup>2</sup>, c.a. 1 mln inhabitants) – part of Pomeranian Voivodship. This area is mainly urban (Tri-city conurbation) and few rural communities. Pomeranian region has the largest number of NPO out of all Polish Voivodships.

### 2/ Objectives:

#### GENERAL OBJECTIVE:

Strengthening NPO's potential by organizing expanded voluntary service.

#### SPECIFIC OBJECTIVES :

##### SKC:

- Shaping and developing pro-social behavior among children and youth, preparing them to participate actively in social life
- Sensitizing young people to other
- Organization of help and assistance to the needy in the immediate vicinity, often inaccessible for Caritas workers
- Raising responsible and involved citizens

##### PZC:

- Increased involvement of people of all ages to help the needy

- Increased involvement of local communities to organize self-helping activities
- Integration of local communities by taking actions for the common good

#### **Outpost volunteers, event volunteers, EVS volunteers:**

- To provide volunteers the opportunity to realize themselves by offering help to the needy in their chosen areas and forms of action
- Gaining practical experience through volunteer work
- Developing social skills and organizational skills of volunteers
- Supporting the outposts in the given tasks
- To provide additional care to people residing in outposts
- Making the outpost's offer more attractive (especially involving foreign volunteers)

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#### **In addition:**

- The possibility of making charitable activities throughout the archdiocese (reaching out to people in need of even the most remote places in the Archdiocese - especially through the activity of SKC and PZC)
- The possibility of organizing large charity actions covering the whole area of Archdiocese (i.e. Fields of Hope)
- Integration of all volunteers
- Opportunity to continue working with volunteers leaving SKC through other forms of volunteering
- Diverse range of volunteering (everyone will find something interesting)

#### **3/ Organisations involved (if the case):**

Caritas of Gdansk Archdiocese

#### **4/ Target groups:**

##### **Direct beneficiaries** are:

- school children and youth
- parish population (esp. Mature and elderly people)
- young foreigners
- active members of population (usually students and young working people)

**Indirect beneficiaries** are: any people having profit from various Caritas actions, in which volunteers take part. Especially: needy people, elderly people, disabled people, poor children and youth, homeless people.

#### **INNOVATION :**

Innovation is mainly based on the diversity of what we offer to Caritas volunteers and the possibility of continuing the work with one person through the stages - from school days and activities at the School Caritas Circle, through other forms (selected by the person concerned) of volunteering in adulthood. The structure of Caritas volunteering gradually evolved over the years, evolving and creating new forms - in response to emerging needs. Most of the existing forms are the result of grass-roots initiatives. An important element of innovation is to combine these diverse groups and individuals in pursuit of common purpose, an attempt to integrate the numerous group of volunteers and a system of coordinating such a large group based on the only few employees.

#### **METHODOLOGY OR APPROACH STEPS:**

### Phase 1: STRUCTURE

Volunteering in CAG is a complex structure, which includes:

- Parish Caritas Groups - charity groups operating in parishes, appointed by the CAG at the request of the parson, their task is to coordinate charitable activities within the parish, which are focused on helping people in need in the immediate vicinity. Within their capacities they join the initiatives and actions undertaken by CAG.

- School Caritas Circle - groups of volunteers in schools, appointed by the CAG at the request of the school. They have their own board elected from among the students, they also have a tutor (teacher), and often ecclesiastical assistant (takes care of the spiritual formation). They work in the perspective of the school year (board elected for 1 year, the work plan is prepared in the framework of the school year), operating in three areas: 1) volunteering in the school (to colleagues), 2) volunteering in the immediate vicinity (around the school, in collaboration with the parish, other organizations and institutions, etc.) 3) the general interest in the shares of CAG (such as Caritas School Pencils, Fields of Hope, etc.), but the most important area of action is the first of the above, the school.

- Outposts Volunteers - individuals involved in voluntary work in various outposts of Caritas, their actions support the specific unit (clubs, hospice, occupational therapy workshops, etc.)

- Event Volunteers (grouped around the Volunteer Center) – individuals related to the Volunteer Centre, mostly volunteers helping during Summer Action - as tutors at summer camps and rallies organized by Caritas. During the rest of the year they join the permanent shares of Caritas, and if necessary - the activities organized in response to current issues (eg assistance to flood victims 2010).

- EVS, the European Voluntary Service - volunteers from other countries working in selected branches of Caritas, coming to Poland within EU "Youth in Action" programme for several months. EVS volunteers in the various outposts realize individual projects under the supervision of coordinator. Through playing, cooking or art classes, etc. they show traditions, culture and customs from different countries.

### Phase 2: COORDINATION

CAG Volunteer Center is responsible for overall coordination of volunteers working in different structures of Caritas, with particular emphasis on event volunteers. The Center has 3 full-time employees.

In addition, the support in coordination are:

- Volunteering coordinators in Caritas outposts (appointed from among the employees) - responsible for working with outpost volunteers (including training, work plans, meetings, etc.).

- Volunteering coordinators in schools - the caregivers of SKC (together with the students they establish an annual work plan, they take care for the formation of volunteers and support them in organizing charitable activities)

- Volunteering coordinators in parishes - the presidents of boards in each Parish Caritas Group (with the members and priests they establish the work plan, prepare actions in the parishes, join wider actions and events organized by Caritas).

For effective coordination, good flow of information and efficient communication are crucial. For this purpose the staff of the Centre builds and updates a database of contacts with the volunteers and those responsible for each group. Information on planned activities for members of the PZC and tutors of SKC are being

published each month on the CAG website and sent to all by e-mail. In addition there are website reports (with photographs) for each action carried out by different groups of volunteers, which promotes the exchange of experience.

### **Phase 3: FORMATION AND INTEGRATION - TRAINING, MEETINGS, TRIPS, ETC.**

The purpose of the formation and integration of volunteers is to prepare them best to carry out the tasks, and on the other hand - to increase their motivation. Through the formation and integration volunteers feel more associated with the organization, and this identification helps to maintain the motivation.

#### **a) Training:**

##### 1. Parish Caritas Groups:

- Initial Training (called "Sunday with Caritas" - sermons preached by the Directors in the parishes that want to set up PZC and a meeting with people interested in the activities of the PZC), individual meetings at the Volunteer Center;
- Training to improve skills - once a year, 2 day "away" training (in CAG holiday and training center in Warzenko) the area of training meets the current needs reported by members of the PZC

##### 2. School Caritas Circles:

- Initial training - so-called "Creativity in charity" for new members of the SKC - provide a basis for work on behalf of others
- Advanced training: secondary level "Free from, free for, free with ..." and third level "I see more, I look with my heart" – they are advanced forms for definite actions
- Specialized training for SKC members of the boards on planning and organizing the team's work

##### 3. Outposts volunteers:

- Initial training - conducted by the volunteer coordinator at the outpost (except for the hospice volunteer work, which requires more extensive training at the beginning)
- Training to improve skills - depending on the needs and outpost capacities

##### 4. Event volunteers:

- Initial training - conducted by the volunteer coordinator
- "School of tutors" - regular meetings for voluntary camp tutors and assistants of caregivers - on various aspects of work with children and youth. NOTE: volunteers leaving for the summer camps and rallies as caregivers must have completed a professional training for caregivers (according to state regulations).

#### **b) Meetings:**

- 1)PZC - Attention Day, Christmas Caroling, district meetings (twice a year)
  - 2)SKC - meetings for SKC tutors (at the beginning of school year)
  - 3) Outposts volunteers - meetings organized by the outposts by volunteer coordinators
  - 4) Event volunteers - meetings organized by the coordinator of the Volunteer Center (organizational meeting – common preparation of actions etc., integration meetings - Christmas, Easter breakfast etc.)
- The most important meeting for all volunteers throughout the year is festive VOLUNTEERS GALA – common celebration of International Volunteer Day (5 December), combined with an awards ceremony for volunteers, for their year-round activity - statues of the Good Samaritan of the Year

### c) JOINT TRIPS:

- 1) PZC - pilgrimage of members (once a year)
- 2) SKC - trips organized for selected SKC in thanks for their hard work and commitment (eg. a trip to Torun Festival on Children's Day or as a summary of the "Backpack full of smiles" action).
- 3) Outposts volunteers - participation in trips organized by the outposts (for charges, staff and volunteers)
- 4) Event volunteers - a summary of the summer action (two-day trip to Caritas centers in Warzenko or Sobieszów, kayaking, St. Andrew's Day party, carnival ball).

## IMPLEMENTATION AND DISSEMINATION:

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### 1/ Outcomes / Outputs.

The results (at the end of 2011):

- The existence of 101 PZC
- Operation of about 140 SKC
- Activity of volunteers in all branches of Caritas of Gdansk Archdiocese
- 21 young volunteers from different European countries within the EVS programme
- 2011 training:

- 1) The implementation of initial training for about 1,100 SKC volunteers
- 2) The implementation of formative training for about 340 SKC volunteers
- 3) The two-day away training for PZC volunteers (approx. 70 people)
- 4) Meetings of the School Volunteer Educators at Volunteer Center

- 2011 - the formation and integration:

- 1) pilgrimage for members of the PZC (May 2011)
- 2) The day of recollection for members of the PZC (April 2011)
- 3) family picnic in Torun for SKC members (May 2011)
- 4) The trip to Poznan for SKC members to the summary of "Backpack full of smiles" action (September 2011)
- 5) The trip to the mountains for volunteers of Volunteer Centre (in return for the Summer Action) (August-September 2011)
- 6) The summary of the Summer Action - a two-day trip for volunteers of Volunteer Center (September-October 2011)
- 7) The carnival ball for Caritas Volunteers
- 8) The Volunteers Gala for all Caritas volunteers (joint celebration of International Volunteer Day)

### 2/ Dissemination and exploitation of results.

- The information provided on the website of Caritas of Gdansk Archdiocese - the relationship of the activities carried out by volunteers, the monthly information for volunteers (for particular groups - separately for the PZC, separately for SKC, separately for volunteers Volunteer Center)
- Volunteer Gala
- Annual report on the activities of Caritas
- Meetings with teachers and catechists - to promote the idea of SKC, encouraging the creation of new SKC's
- Meetings with parsons - to promote the idea of PZC, encouraging the creation of Parish Caritas Groups

### 3/ Possible difficulties detected by developing this best practice.

- Difficulty in maintaining contact with current volunteers and volunteer groups from distant places, and the fact that the volunteers often do not have the Internet connection (mainly elderly people working in PZC)
- High turnover of volunteers and their tutors in SKC
- Lack of feedback (from implemented actions) from SKC tutors and members of the PZC (mainly due to the lack of time, sometimes with the lack of Internet access or computer skills for use of electronic mail - concerning the elderly)

## TRANSFER:

### 1/ Key indicators to implement this GP successfully

**R.1.1.** Creating a diverse range of voluntary activities addressed to different audiences (School Caritas Circles, Parish Caritas Groups, Outposts Volunteers)

**R.1.2.** Building the volunteer structure based on three areas of action: coordination, the formation and the integration

#### Coordination:

- Creation of the Volunteer Center (employment resources to fulfill the tasks of the Centre)
- Appointment of volunteer coordinators in the various institutions
- Designation of people responsible for coordination of work in groups of school volunteers (tutors and the board of SKC) and parishes (chairman and board)
- Continuous contact between the Volunteer Centre and volunteer coordinators in outposts, also those responsible for a groups of volunteers in schools and parishes; current flow of information (e-mail, telephone, personal, information posted on the website, etc.)
- Systematic updating of the volunteers database

Formation and Integration (improving qualifications of volunteers, to build their relationship with the organization, etc.):

- meetings
- training
- joint trips

**R.1.3.** Building the structure based on the grassroots - a response to emerging needs (SKC - at the request of the school, often as a response to the needs of students who want to work; PZC - at the request of the parson, 'most of the current PZC is derived from previously working charitable groups in parishes)

### 2/ Recommendations for applying this GP in other contexts

**R.2.1.** The implementation of the GP takes time, it is not for the rapid implementation

**R.2.2.** Implementation of the GP requires regular contact with volunteers

**R.2.3.** An important element is inviting, which means the attractive way of motivation

**R.2.4.** Rotation of volunteers is a feature not a weakness of the GP

**R.2.5.** The main coordinator of in this model of volunteering must be the full-time employee, not a volunteer, it guarantees the continuity of work

### **ADDITIONAL INFORMATION (possible websites, links, etc.):**

[www.gdansk.caritas.pl](http://www.gdansk.caritas.pl)

<http://evs.caritas.pl>

## **CONCLUSION**

There are no clear and common definitions of the non-profit sector throughout Europe.

The non-profit sector is often referred to as the third sector, as opposed to the public sector and the business sector; civil society in Central and Eastern Europe; the charitable sector or voluntary sector in United Kingdom; or the "économie sociale" in France or Belgium. The common thread between these different names is that they all refer to various types of organisations such as cooperatives, mutual societies, associations and foundations that do not operate solely for

financial

gain.

To overcome this situation of complex vocabulary, we have decided to use the term of "non-profit sector" as an umbrella term in the different profiles throughout "NO PROFIT EUROPE" project life.

Our partnership considers that the non-profit sector is a collection of organisations that are private rather than governmental organisations and sometimes are named non-governmental organisations (NGO). These organisations do not generate any profit and are self-governing, voluntary and organised.

Non-profit organisations aim to serve public or mutual benefit other than the accumulation of profits for investors or owners. They provide programmes and services to the community in an attempt to improve social conditions. Many of them are membership organisations dedicated to specific types of activities or action. Their areas of interest include different fields such as promoting arts, culture, humanities, education, protection of the environment, health, social services, disaster relief or international and foreign affairs. They draw public attention to many social issues.

The non-profit sector is diverse and ranges from small local groups to large International organisations.

Volunteerism is a key component for most of the non-profit organisations and the board of governors is often a group of volunteers who are not paid . Volunteers also fill numerous roles at non-profit organisations, serving in a range of capacities from administration to fundraising and serving at events. Volunteer commitments can be a matter of hours or lifelong commitments and are often valued more than monetary donations.

Volunteers bring professional expertise and personal experiences which enhance these organisations.

In Europe, there are three main sources of income for non-profit organisations:

- 1) **Grants** from private institutions or contracts from public authorities such as the European Union, national governments, regional or local authorities
- 2) **Individual donations**, like charitable aims or legacies.
- 3) **Fees for services, sales of products, or earned interest on investments**. Funding sources vary. Much of their income also derives from private donations. Therefore these organisations

play a role as economic units by providing employment and facilities; consuming and producing goods and services;; and generating funds and resources.

Our partnership has joint different organisations coming from countries having developed and matured a wide experience on non-profit sector (*United Kingdom – OAKE Associates; France – IFAID; Greece – EEDE*) with countries having a young experience on non-profit sector (*Poland – CARITAS; Italy – PEGASO*).

Furthermore, Corporate Social Responsibility (CSR) has been another theme linked to non-profit sector that has been discussed throughout NO PROFIT EUROPE, coherently with European Framework, that is **Green Paper - Promoting a European framework for Corporate Social Responsibility** presented by the European Commission in July 2001, which regulates Corporate Social Responsibility (CSR) behaviour and strategies. Green Paper is aimed at launching a wide debate on how the European Union could promote CSR on a European and International level, in particular, on how to make the most of existing experiences, to encourage the development of innovative practices, to bring greater transparency and to increase reliability in evaluating and validating the various initiatives undertaken in Europe. Corporate social responsibility can make a positive contribution to the strategic goal decided by the **Lisbon European Council**: "to become the most competitive and dynamic knowledge-based economy in the world".

The **Green Paper** invites public authorities at all levels, including international organisations, enterprises from SMEs to multinationals, social partners, NGOs, other stakeholders and all interested individuals to express their views on how to build a partnership for the development of a new framework for the promotion of corporate social responsibility, taking account of the interests of both business and the various stakeholders. Enterprises need to work together with public authorities to find innovative ways of developing CSR.

More specifically, we consider that the following issues should be taken into account for social enterprise development to be supported:

1. *Policy initiatives* must be based on a clear understanding that social enterprises need a *strong engagement of governments*. In this respect, central public administrations have to develop a new understanding on how to build partnerships with communities and civil society.

2. A *multi-dimensional approach* should be developed in order to translate social enterprise policy initiatives into long-term strategies. For this purpose, next dimensions should be considered:

2.1. The territorial context – it has to be considered in concerted actions to create economic and social opportunities and assets in rural and urban areas. This requires a long-term period to fund these initiatives and to recognise the different needs and stages of development among communities and their organisations, from initial community mobilisation and planning, up to major development and operating investments.

2.2. The sectorial context – to identify opportunities for sectorial policy initiatives supporting social enterprises, in terms of creating synergies among different policies and programmes.

2.3. Specific employment policies that can be directed at helping marginalised groups benefiting from community economic development and social enterprise initiatives.

2.4. Development of fiscal and other measures that must be put in place to encourage private investments in the field.

2.5. Support for social innovation, research and development must be an ongoing part of public policy, including long-term support for university-community partnerships.

2.6. Policies in favour of social enterprise initiatives that target certain segments of the population, as Roma, persons with disabilities, women, ex-offenders, drug-addicted, etc.

Facing this general situation at a European level, in our mobilities we have observed that:

- The situation in the different partner organisation of “NO PROFIT EUROPE” is similar to what is included about non-profit sector general overview in the introduction to these conclusions;
- Good Practices we have identified and shared are actions aimed at improving and neutralising these situations. The common denominator of all these experiences:

a) Considering that European policies framework in favour of the non-profit sector and CSR is a key element for a good and successful development of the Third Sector;

b) Guiding staff working in the field of non-profit sector is essential, by focusing on improving their knowledge, competence and skills and on sharing practices and tools, able to better the continuity of the Third Sector objectives and aims and the quality of life for disadvantaged target groups, throughout a World global economy context;

c) Quality training of managing staff working in non-profit sector is the key for the success of European projects, Programmes and Initiatives providing support to Third Sector;

d) NPO's shall be financially undependable, so the sources of financing must vary

e) It's important to put impact on social economy which allows to combine to goals: financial independence and social inclusion of sensitive groups of society and development of local communities

After some reflection done throughout the project's implementation, partner organisations of "NO PROFIT EUROPE" have decided to take a step forward in developing and improving skills and competences of staff working in the non-profit sector in managing organisation, concerning: gathering funds, changing the public and private financial resources and recruitment of volunteers. Our partnership has expressed his wish about keeping working on this context, so that we have decided to submit "**PRO-ACT**" Application Form, focused on training of third sector trainers and staff, within LLP 2012 – TOI Call for Proposals.