Reaching out to social enterprises

Inclusion
Colleague Support Group

Prague, Czech Republic
21-23 March 2018

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INCLUSION AND DIVERSITY
RESOURCE CENTRE
Erasmus+

A collection of **great ideas** from your NA Inclusion Colleagues and SALTO Inclusion & Diversity about:

☆ What are the **concepts** of social enterprise in different countries?
☆ What are **possibilities, concerns** of having volunteers with fewer opportunities in a social enterprises?
☆ What are the **needs** of social enterprises?
☆ How to **involve** social enterprises in E+: Youth in Action programme & European Solidarity Corps?
☆ How to do it? What are **success factors**?

The SALTO inclusion Resource Centre brought together **11 Inclusion Officers** from 10 National Agencies (BE-FR, BE-FL, HR, CZ, DE, GR, HU, LT, MT, MK) to explore the ways and tools for getting social enterprises involved in the Erasmus+: Youth In Action and European Solidarity Corps programme, in order to create more hosting places for inclusion volunteers.

All photos used in this report are taken from the
Inclusion Colleague Support Group in Prague, March 2018.

Table of Content

Where can you find which inspiration?

Programme overview

An overview of what happened when…

Wednesday 21 March 2018	Thursday 22 March 2018	Friday 23 March 2018
	9h00 • **Making the the puzzle** – who is who in social enterprise in Europe? 10h30 Coffee 11h00 – 12h30 • **What can E+ & ESC offer?** (SWOT)	9h00 • **Reaching out strategies** What can NA do to get social enterprises on board? 10h30 Coffee 11h00 • **Reaching out strategies** • **Next steps: action plans and support** 12h00 • **Evaluation**
12h30-14h30	Lunch	Lunch
Arrival by 14h in Prague 16h – 18.30h • **Get to know & intros** • **National reality & concepts** (sharing national particularities)	14h30 • **Czech reality & reality check** (input from a CZ social enterprise) 16h00 Coffee 16h30 - 18h00 • **Project visit** to social enterprise ENVIRA	*Departure after lunch*
19h Dinner	**20h Surprise Dinner** *(offered by the host)*	

Who was there?

Meaning: who can you contact for more information?

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Guest speakers

- ☆ Gabriela Medwell (Czech Republic) aim@aimatsupport.eu
- ☆ Petra Francová (Czech Republic) petra.francova@p-p-p.cz

National realities and concepts

Sharing information about social enterprises in different countries (e.g. concepts, what exists, what type of organisations are seen as social enterprise…)

- **Hungary:** no legal definition, but approximately 4000 social enterprises (but no registration). There are 2 main elements: sustainable business structure + social aim = crucial. Most of umbrella organisations are focussing on this social business plans. Lots of banks support SE start-ups. **Some exciting projects:** NA organised gathering for SE (1 day workshop) - finding common ground. So many different kinds, e.g. bike repair place in community (recycling, do it yourself, repair cafe), recycled bags, reusable diapers,...

- **Greece**: has a legal framework (since 2016), specifies criteria: non-profit, equality of members (democratic decision making), collective responsibilities (at least 3 people), autonomous from government, clear social/environmental impact. 900 registered - but many more. **Research about topic:** over 40% of registered enterprise founded in last 3 years (economic crisis), mostly the SE help long term unemployed and refugees. 60% are founded by women (hit hard during crisis). 98% thought that this is 'the way to go'. Social cooperatives: the traditional 15 social cooperation of limited liability: include people with mental problems. Example: café with people with disability, publishing enterprise that publishes street paper,...

- **Croatia:** no legal, but strategy for development of SE (5 years) of government to define what is SE = first step. Statistics = 0,2% of profit making companies have a social elements, so could be considered SE. Also NGO's could be considered SE. No national funding. Not in E+ because not sure if they are eligible. NGO for refugees: catering services by refugees (traditional meals from their countries) - often EU grants (because nothing on national level), but when funding ends, project ends.

- **Malta:** no legal framework, not very popular. But a foundation that maybe host volunteers.

- **Germany**: not sure about difference between NGOs and NPOs and charities (linked to church), as they take on many issues that usually are tackled by SE. Many are profit driven. Lots of foundations (Robert Bosch, Berthels = they fund many projects).

- **Belgium-FR:** There is a very broad definition of the SE (including organisations/companies which are hiring people with disability, reducing environmental footprint), one employment in 8 is considered to be in SE. SE has been using KA2 (social incubator project, which got a lot of attention in Brussels and in national media) and EVS (in organisation working with visual impaired and hosting young people with visual impairment). The NA will have more money for ESC and that's the way to go.

- **Belgium-Flanders**: social economy = umbrella name for lots of different organisations (e.g. upcycling projects), big charity organisations that do projects to provide employment for specific target groups, lead people to regular economy. There are

regulations. There are EVS projects in Social Enterprise. 27000 people working in the sector. 40% women, more old people, only in sheltered work places young people, etc.

- **Czech Republic**: There is certain legislation and definition of what social enterprise is. The company that invest their profit in social causes are SE. Majority are NGO's. The working group on SE was established in cooperation with the ministry and the NA. The big event took place in 2017, with aim to get the know the field and the stakeholders. More SE are active in Prague than in the rest of the country.
- **Malta**: Term - it's the organisation that works towards social needs, very broad concept and not very popular concept, there are mostly NGOs, as well as the most of the NAs beneficiaries. NA has managed to reach out to the Estate Agency, which has created a foundation through which they finance different charities and social projects. Trying to get them on board now.
- **Macedonia**: No definition, also not very known, some NGOs in Skopje, in capital, are working on boosting entrepreneurial skills of young Roma women, IPA founded project (founding that supports pre-accession process). Some years ago there were some attempts to bring in some clarity in this through legislative, but the political climate changed and the process has been put on stand-by.
- **Lithuania**: Term is in development, and it's not just regular NGO, the profit has to be used for social needs. There is an EVS hosting organisation, which started initiative "Social taxi", to help people with disability to get to their appointments, support mobility. They also had KA2 project on social incubator granted. They also created a conference venue out of an old monastery in remote part of country, employing local community. There is also an platform which facilitates and makes donations to charities easier.

Sharing - common elements

- ➢ **Unity in diversity:** big variety difficult to even talk about it. Very often those are small projects, which can lead to a big value or some very protected, sheltered places, employing people with disability. Volunteering can make a bridge from one to another, transform small project into something sustainable.
- ➢ **Unclear terminology** what it is and isn't - big diversity
- ➢ Foundation, NGOs, private companies - **with social goal**, investing money in social purpose - but companies not always recognised as social enterprise.
- ➢ Project related to social enterprise= mostly **EVS** or also **KA2.**
- ➢ **Big difference in legislation**, different level of promotion and protection.
- ➢ **Register of organisations**, would also help to target them.
- ➢ **Employment versus values**, changing society
- ➢ **Question of sustainability** and is it a business or not?

Putting the pieces of the puzzle together

Input Mrs. Francová and Q&A

Expert on social enterprises, founder of a SE umbrella organisation promoting SE in CZ. She focuses on a strategic planning and implementing principles of SE, as well as supporting SE start-ups. She cooperates with Ministry of Labour and Social Affairs and she has also experience with ESF and other EU projects. Active in CZ Social Enterpreneurship since 2004.

Mrs. Francová works for P3 - people planet profit:

- promotes social entrepreneurship in the Czech Republic
- expertise in social entrepreneurship including the central government
- training and consultancy for social enterprises
- administration of the bank granting programme and consultancy
- administration of the social enterprise award
- participation in several EU social economy networks

Part of ESF - thematic network on social enterprise - circular economy.

Social entrepreneurship

Each country has its own model - depends on history, development.
Many things done before they were labelled - the name/label since more or less year 2000.

Social enterprise is defined by:

1. economic activity
2. primacy of social aim
3. stakeholders participatory governance

☞ Social Economy is a lot wider (3rd sector, civic sector) - only part of this is social enterprise.

EMES approach (EU research network)

Definition (Social Business Initiative, 2011 - from Barnier commission):

☞ 'A social enterprise is "an operator in the social economy whose main objective is to have a social impact rather than make profit for their owners or stakeholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profit s primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities"'.

This definition made SE more business-like and entrepreneurial, which could give them more recognition and financial support.

Core criteria

The organisation must:

- engage in economic activity - continuous production of goods and/or services
- it must pursue an explicit and primary social aim
- it must have limits on distribution of profits and/or assets

- it must be independent - organisational autonomy from the state and other traditional for-profit organisations
- it must have inclusive governance - characterised by participatory and/or democratic decision-making processes

(restructured SBI definition, ref. European Commission 2015)

Figure 1- Social enterprise as a combination of various actors, logics of action and resources

Source: based on Pestoff (1998 & 2005).
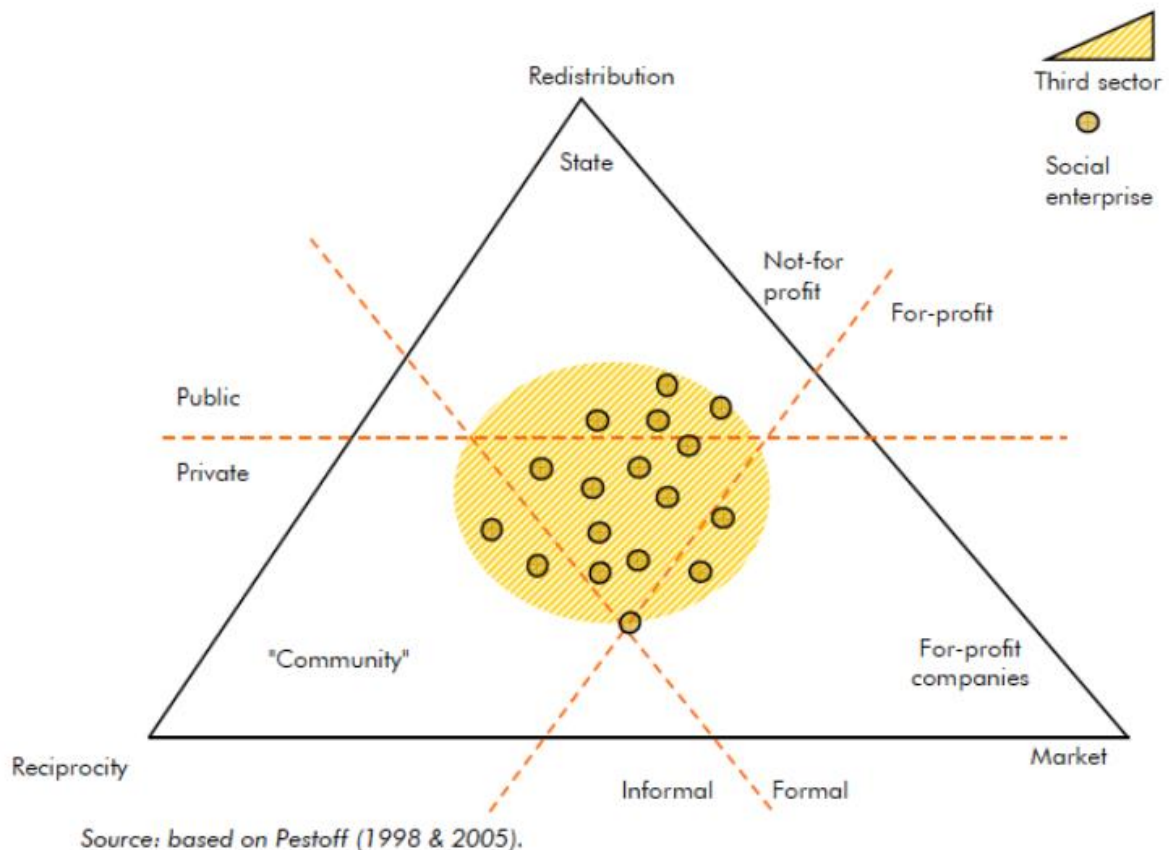
Difficult to find the exact borders of 'Social Enterprise'

4 models of social enterprise

ICSEM project: Global mapping of social enterprises in 50 countries: www.iap-socent.be/icsem-project

1. the entrepreneurial non-profit model
2. the social cooperative model (strong in Italy, Spain, France)
3. the social business model
4. the public-sector social enterprise model

There are many hybrid forms and merges.

Common forms of SE in Europe

- traditional co-operatives/mutuals
- associative structures contracting for public services
- health/social care mutuals/non-profits
- social co-operatives
- community owned businesses (eg local café, self run)

- training/employment initiatives (for people far from labour market)
- work integration social enterprises (lots of money invested in them)
- housing organisations providing services (housing associations, social housing, British)
- sheltered workshops for disabled people
- CSR sponsored social enterprises and social SMEs (more business like)
- Fairtrade (Oxfam shops)

(overview taken from Roger Spear)

Eco-system for social enterprises

- legal framework
- social (impact) investment markets
- impact measurement and reporting systems
- networks and mutual support mechanisms
- specialist business development services and support
- certification systems, marks and labels

Importance of state support, even though the initiative should come from the grass roots.

EC Support

Access to funding and financial instruments:

- European Social Fund
- European Regional Development Fund
- Erasmus+ Youth
- Employment and Social Innovation Programme EaSI
- European Investment Bank

Increasing the visibility of social entrepreneurship (good practice examples, etc)
Improving the legal environment: socially responsible public procurement, European legal forms…

Existing European networks

- Social Economy Europe (network of national networks - umbrella bodies of SE)
- ENSIE (network of network of work integration enterprises)
- DIESIS (network of cooperatives, lower level)
- REVES (network for municipalities, cooperation municipality and SE)
- EMES (research - made the definition of SE)
- CIRIEC (research)

Italy, Spain, France, Belgium > big support for SE.
Post-communist countries > similar initiatives but not always recognised as SE.

Czech situation of Social Enterprises

Cooperative movement

- emergence in the middle of the 19th Century
- legal act on co-operatives passed in 1873

- strong co-operative movement between world wars
- credit co-operatives
- best structure of co-operative networks and umbrella organisations in Europe
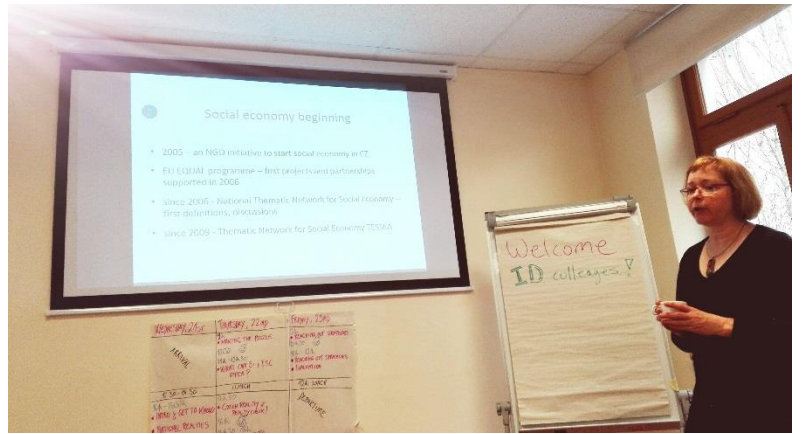
Oppression of civil society 50 years
- Nazis
- communists

Change in the mindset of people
- mistrust in public institutions
- withdrawal from participative activities
- willingness of people not to attract any public attention
- suppression of individual involvement and entrepreneurial spirit

after 1989 efforts to revive the co-operative sector
- many credit co-operatives founded but later collapsed
- discreditation of credit co-operatives
- co-operatives viewed as old-fashioned

Similar situation in many post-communist countries.

US support with the development of the non-profit sector
- after 1989 US financial help and expertise
- focus on democracy, civil society and NGO development
- US foundations left the Central Europe in 2002
- EU influence – pre-accession funds, since 2004

Countries where 'social initiative' is strong, also good in social enterprises.

Social economy beginnings
- 2005 - an NGO initiative to start social economy in CZ
- EU EQUAL programme (social innovation) - first projects and partnerships supported in 2006
- since 2006 - National Thematic Network for Social Economy – first definitions, discussions
- since 2009 - Thematic Network for Social Economy TESSEA.

CZ Definition
- enterprise activities benefiting society and the environment
- play an important role in local development
- often creates jobs for disabled or socially disadvantaged people
- majority of profits used for the development of SE

- achieving profit is **as important as** increasing public benefit (unique in CZ to put them on same level)
- public benefit aim is incorporated into founding documents
- based on a tripple bottom line (connection: social, environmental, economic = all consequences of our behaviour)
- a social entrepreneurship entity
- a legal body or its part or a legal person established under private law
- respects principles of a social enterprise
- pursues a publicly beneficial objective that is in their founding documents
- based on a tripple bottom line concept – economic, social and environmental

Now there is a new wave of legal initiatives in post-communist countries (BG, SK, etc.)

Types of social enterprises
- General social enterprise (social value)
- work integration social enterprise (sheltered workplaces)
- transition programme (towards labour market)

Social benefit
1a) Performance of an activity benefiting society or a specific group of (disadvantaged) people.
1b) Employees and members **participate** in the enterprise's strategic decision-making.
1c) Emphasis on the development of work competences of disadvantaged people.

Economic benefit
2a) Any profits used preferentially to develop the social enterprise and/or to achieve publicly beneficial goals.
2b) **Independence** (autonomy) from external founders in decision-making and management. (in EU, this would be 'independence from public authorities', in CZ also 'municipalities that want to create their own SE))
2c) At least a minimum proportion (e.g. 30%) of total revenues and growth thereof accounted for by revenues from sales of goods and services.
2d) Ability to manage economic risks.

Environmental and local benefit
3a) Preferential satisfaction of the local community's needs and local demand. (optional)
3b) Preferential use of local resources. (optional)
3c) Consideration for environmental aspects of both production and consumption.
3d) Social enterprise cooperates with important stakeholders.

Legal forms -- various
- self-employment
- limited liability company
- joint-stock company
- co-operative
- social co-operative

- public benefit company
- institute
- civic association

NGOs do not have an entrepreneurial main aim. SE has an entrepreneurial/business focus.

Social entrepreneurship in CZ

Database of SE
- www.ceske-socialni-podnikani.cz
- run by the Ministry of Labour and Social Affairs
- 216 registered social enterprises
- self- declaration
- sorting according to a region, target group, field of activity, public benefit

Field of activity
- gardening, cleaning services and real estate maintenance - 22 %
- food production and retail - 17 %
- other - 17 %
- retail (general) - 16 %
- eating and drinking places, accommodation - 16 %

Target groups (employees)
- 99 % of social enterprises were WISEs (Work Integration Social Enterprises)
- 67 % people with disabilities
- 33 % long-term unemployed
- 18 % others (e.g. asylum seekers, migrants, people over fifty years of age)
- 15 % youth and young adults in difficult situations

Health disadvantages / Disability
- economic incentives for employers
- active labour market policy tools are the same for all employers, finances for employment of disabled are not affected by social entrepreneurship
- better target group for employers – willingness to work

Employees with social disadvantages
- difficult target group
- economically disadvantageous for employers
- lack of motivation to work – used to live on benefits, burdened with debts, illegal work
- employers are not acknowledged - public opinion is against Roma people, people released from prison or former drug addicts

Example Bajkazyl Brno
- a bike shop where bikes are repaired and sold and cycling activities promoted.

- a café with vegetarian and vegan food preferably from local suppliers and social enterprises.
- a club with an alternative culture, e.g. concerts, theatre, films, lectures, seminars, exhibitions.
- social and work integration of young people from socially excluded localities.
- a support of the Brno municipality

Květná zahrada – Garden in flower
- a farm with social services for children and young people in crisis in Květná
- a half-way house in combination with an employment in a social enterprise
- young people with low education and debts without any working experience
- production of vegetables, cheese, bakery, agrotourism, cleaning for municipalities
- an excellent partnership with municipalities

Prométheus Effect
- target group – vulnerable young people
- a restaurant At the Golden Lamb in Žatec
- cooperation with local farmers
- accommodation and social services for young people
- a plan to open a guest house
- municipality is slightly supportive

Kadan
- a historical town with socially excluded localities
- a progressive municipality with a comprehensive approach
- a plan for social inclusion incl. children and young people
- a combination of social housing, social work, education, free time activities and social entrepreneurship
- a laundry, cleaning services, historical stonework

Questions & Answers

Difference between social enterprise =/= entrepreneurship
☞ Social Enterprise - focus on the values, helping, social/ecological aim = make a business out of it, based on a local need, motivation to help.
☞ Entrepreneurship for young people IS NOT social enterprise, is called 'inclusive entrepreneurship' (stimulate young people to set up their own economic activity).

- **The British/US approach** is focussed on 'individual' (who takes entrepreneurial initiative in society) e.g. Ashoka
- **The EU approach** is more focussed on organisations - social enterprises are sustainable businesses with social aims etc.
- Generally it is more difficult to manage a 'social enterprise' than a 'normal' business. It can be opposite directions/drives (make money, focus on values). Promote it as a social enterprise, or not (stereotyping/stigmatising)?

SWOT Erasmus+ & ESC

What can Erasmus+ and European Solidarity Corps offer to social enterprises?

Strengths of the programmes	Weaknesses of the programmes
E+: YiA	**E+: YiA**
● Lot of money available.	● Developing certain brands like EVS and then throwing them away.
● Ecosystem like TCA activities, training and evaluation cycle, meetings of EVS organisations.	● At the same time EVS is still not well known, not enough visibility.
● Extra money and exceptional costs for YPWFO.	● The way of how we communicate our programmes, terminology we use might be very difficult for newcomers.
● Youthpass - recognition of the learning process (a step coming towards to the labour market).	● Barrier is that KA2 requires that impact is in the youth work field, and not all SE work with youth.
● EVS as a format is adapted to the SE.	● No money for staff.
● Strategic Partnership on Employability and entrepreneurship, led by NA Turkey.	● Project based vs. structural funding.
● Resources on entrepreneurship developed by SALTO Participation.	● Different approaches of the NAs (can be a strength too).
● Provides space and opportunities for networking	● Duration of activity (can be advantage too), e.g. if volunteer goes for long term volunteering, might miss some job opportunities.
● Shared values with SE.	● Heavy bureaucracy of both programmes.
● NAs and beneficiaries have a lot of flexibility for interpretation of the user guide and the topics,	**ESC:**
● There are already quite some good examples of YiA SE.	● A structure of volunteering projects - division between programme and priority countries, one will emphasise learning, one more solidarity. This creates confusion.
● TCP forum (TCA activity which brings together SE, will take place in November in Budapest).	● Labelling registration process for YPWO.
● There is already a good target audience as part of the programme.	● It's difficult to match organisations with YPWFO.
● Supportive approach of the NAS for the org working with YPFW.	● Having too many different tools, might create confusion.
● Friendly aspect of the program instead of the business like.	
ESC:	
● It has potential and will attract new target groups, through the occupational strand.	
● Has solidarity as a topic.	
● It's a long term project, good way to sustainability.	
● Local youth initiatives, a first step towards SE.	
● It will encourage cross-sectoral partnerships.	
● Its occupational strand, as KA2 projects have this as priority, so we can support SE.	
Threats surrounding the programmes	**Opportunities surrounding the programmes**

● ICL and language difficulties, SE might lacking ICL skills. ● Hard to reach out, as there is no register and/or legal frame. ● Negative mind set of young people, no trust in concept of SE. ● Project based work, not long term, lacking resources and capacities. ● No visibility and clear definition of SE. ● Competition for funding, power struggle instead joining forces. ● High staff turnover, losing knowledge on funding and project management. ● NAs lacking time, expertise and resources to reach out to SE.	● NFL aspect of the SE is similar to the NF aspect of the programme (learning by doing, etc.). ● The European dimension aspect in the project can bring more recognition for the SE. ● SE are mainly believers & value driven. ● Growing opportunity for organisations (grant writing skills). ● Financial capacity and stability of the SE (can be threat too). ● Having legal framework on SE makes it easier to reach out. ● Dealing with increasing budget - looking for new beneficiaries. ● Changes in the labour market, innovative ways being supported. ● Increasing urge among youth to do something good, to change things. ● Programme can offer "legal" or financial support in those countries where is no legal frame. ● Improving communication of the programmes, especially for ESC, a new momentum. ● ESC will stress more cross-sectoral cooperation (also between NA and different stakeholders). ● ESC might have bigger visibility, as it already got a lot of media attention and it's easier to promote volunteering.

Case study - Czech republic

Presentation Gabriela Medwell - formerly "Caritas CZ", now "AIM at Support"

- Farní charita Česká Lípa - social services to those in need, especially families and children www.fchcl.cz
- AIM AT SUPPORT, z.ú. - non-formal education of children and youth, development of competences, international projects www.aimatsupport.eu

EVS Projects for Disadvantaged Youth - Erasmus+

2015-2018 Farní charita Česká Lípa (Caritas CZ)
- 21 volunteers
- 8 countries (EU + non EU)
- 12 months each project
- Over 2000 children and youngsters involved
- Over 40 workers involved
- One Coordinator, one Tutor + Czech volunteers

Why EVS with disadvantaged volunteers?
- Fits to the main mission of the organisation
- Personal belief
- Community needs
- Wish to trigger changes

Outcomes
- Is remarkably influencing children, Youth, workers, community
- Brings so much learning to volunteers who become adults
- Is extremely challenging and risky

What next?
- Projects will no longer continue due to lack of financial resources
- Organisation will along the main mission engage in Youth exchange projects for disadvantaged Youth
- Organisation will engage in school projects under Erasmus+
- Organisation will hope for future funds

Questions & Answers
- **What do they do in schools?**
  Prepare non-formal English lessons;
  Voluntary project in the community;
  Teachers are always presents.
- **How did you convince schools**?
  Via personal connections > larger scale;
  Interest in different countries > by teachers;

Lots of PR events, presentations, connect to local community; Taking part in the public activities eg in schools, fairs, sports events, etc.

- **How did you know about the Erasmus+**?
  You do the volunteers BUT find money herself - found online;
  Training in 2014 in EVS coordinators.

Carrots: reality check – what we have to offer?

Participants were asked to think about the best the programme has to offer ("the carrots") and Gabriel Medwell, as Social Enterprise expert "assessed" the answers

Carrot:
- **Supportive approach**: NAs are not just giving info about the funding, but also coaching/mentoring newcomers on how to apply. They do it by giving feedback, changing narrative of the programme, adapting it to the one of the SE, actively reaching out to new organisations and going the extra mile in the whole process for the inclusion organisations/SE

SE expert response:

- ✓ Without NA, I couldn't do it! I need face to face contact, more **guiding**. In bigger countries that can be done by using network of multiplayers, local centres.
- ✓ **Translation & flexibility**: it's good that programme and info gets translated and adapted to the reality of the organisation and the volunteers' needs.

Carrot:
- **Creating a safe environment by using/offering different tools** (it goes together with supportive approach, but it's more about tools we can use for supportive approach):

  - ▪ **trainings:** NA network trainings & TCA activities (also focusing on the topic of social enterprise and entrepreneurship), info days…
  - ▪ **youthpass**
  - ▪ **online tools:** youth portal, toolbox, databases
  - ▪ **community building:** networking moments for beneficiaries, bringing EVS organisations together, ESC alumni;
  - ▪ taking care about **quality** throughout the **accreditation process**.

SE expert response:

- ✓ It's important to **create moments for beneficiaries**, e.g. EVS coordinators to meet other EVS organisations and **create a support network**, who can help with advice. More moments like this needed.
- ✓ **Team up** with experienced organisation.
- ✓ **More monitoring visits - come to us!** See the place, get to know the reality of the SE. Coordinators are often too busy, it's difficult to go to meetings organised by NA.
- ✓ **Online tools** like a 'FB chat' could help.

Carrot:
- **The programme gives incentive to organisations to use resources to achieve their goals and having EVS volunteers could help.**

SE expert response:

- ✓ Organisation helps a volunteer, not a volunteer organisation, but having EVS volunteer might help to change some things and reach the goals.

Carrot:

- **Step by step involvement of the newcomers**, **getting the taste of the programme** (Offering international activities to try out): invite SE for the study visits, send their target group to TCA activities…, as through this they could see the impact of the programme and get motivated to get on board.

SE expert response:

- ✓ Definitely is positive learning experience, as **you grow and learn much quicker** and more, you also learn about yourself.
- ✓ **Communication can be a challenge!** A most of the SE organisations are local and not knowing English can be an obstacle to take part in the programme.
- ✓ **Simplify the terms.**
- ✓ NAs can organise international **activities in languages other than English**.
- ✓ Encourage organisations to **make language issue a positive experience**.
- ✓ **Join thematic NGOs event with good examples from their field:** digest it, show it's possible!
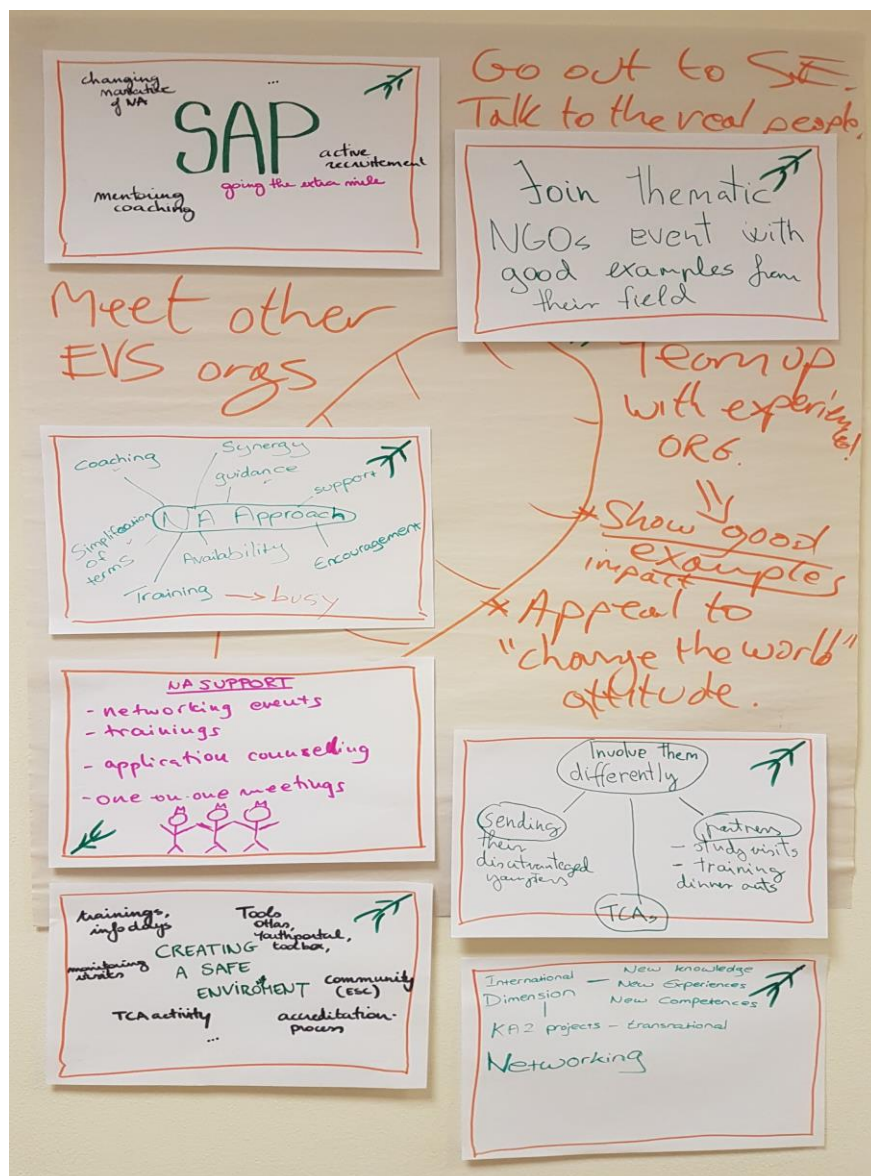
Action Planinng

What is needed? What will you do? By when? With whom?

What are your main things you take from here?
- Good to have the same base - what it is - difference with inclusive entrepreneurship.
- It is good to position your country compared to CZ republic - put things in perspective.
- The input of Mrs. Francova - good to thing about the carrots we have in the programme.
- Better overview - they can be good structures for hosting inclusion EVS, exchanges.

Main actions:
- Small needs analysis - create a smaller strategies in NA to reach SE.
- Create some TCA activities together.
- TCP Forum for SE (Hungary), last week of November - Andrea will share the call
- It is a bit a difficult situation in the 'times of changes' (ESC etc), start with smaller steps - till the new programme is clear - where they can join -
- Discuss with colleagues to see what are the possibilities.
- Tools/resources: need to involve colleagues, tap into networks in our countries
- We could decide with TCA activities to use more 'social enterprises' - make a statement. But also explain to the SE who we are (Erasmus+). Also tell them who we are/what we do, and not only them explaining their activities.
- We should be more proactive - reach out to them, not just wait till they knock on our door.
- Link into the databases of SE - search what are suitable organisations.
- Create small national working group with SE experts, visit some of the social enterprise who already host inclusion EVS and exchanges.
- National meetings to bring SE together, show good examples, etc.

What can SALTO Inclusion do for you?
- Finalise the article/manual on SE for inclusion officers.
- Send the PPT presentations to all ICSG participants.
- Report of the meeting: by 15 April 2018.
- Training course for Social Enterprises, on the Programmes - with UK NA: second half of the year. Send participants (link into the SE umbrella organisations)
- Check with the European umbrella/network organisations - about promo possibilities, reaching out.

Next colleague support group: 14-16 November, Bonn
Youth work & anti-radicalisation, violent extremism
- for inclusion officers + open for other colleagues
- role of youth work, strengths & weaknesses - share knowledge on what is going on
- what can you do in this field **as NA**
- some training elements

Evaluation - K A T Ch

What should we Keep, Add, Throw or Change for the next Inclusion Colleague Support Groups? Keep • Clear focus. • Format: 3 days. • Small group & new people (& working in smaller groups, this allows discussion with all) • Working methods. • Short and intense meeting. • Exchange + external input. • Experts presentations and good examples. • Clear link between inclusion - different topics/aspects. • Sharing of good practices. • Structure and timing of the programme. • Homework. • Reality of an actual applicant. • In touch and updated. • Sharing experiences with colleagues. • Visit to SE was inspiring and informative • Possibility to reflect on E+ strengths and threats (SWOT) - "carrots" for potential new beneficiaries. • Space and time to think about the next steps. • Surprise dinner in ENVIRA place - very warm and cosy.	**Add** • One more day to work on strategies. • More practical examples/good practices (also from other countries). • Meet volunteers during the project visit at the farm. • Step by step example using E+ • For those countries without a legal framework and database of SE it would have been interesting to see countries with similar situation dealt with that in the past (e.g. by inviting a speaker).
Throw Away • Dirt from our shoes:-)	**Change** • Contact person for the project visit - someone who can give a better explanation of their work. • Input from representative of CZ Caritas - missed their focus on working with YPWFO. • More reality/good examples. • More time for strategy making.

Where do the Inclusion Colleague Support Groups come from?

The Inclusion Colleague Support Groups (formerly called 'Intervision') are an **follow-up from the Staff Training for NA Inclusion Officers** organised by SALTO in July 2007 (www.SALTO-YOUTH.net/InclusionStaffTraining/). The NA Inclusion Officers appreciated the possibility they had to meet and discuss how to develop their inclusion work.

The Inclusion Staff Training (2007) focussed mainly on **how to develop an Inclusion Strategy (on the national/NA level)** – and led to the "Shaping Inclusion" booklet which is a manual supporting NAs to develop their national inclusion strategy. (www.SALTO-YOUTH.net/ShapingInclusion/).

The National Agencies' Inclusion Officers felt the need to have **more time to exchange experiences** about how they were approaching inclusion in different countries, and go more into the practical details. That's when the idea was born to bring together a limited number of inclusion colleagues around a specific inclusion topic or practice: e.g. how to select and reach specific target groups, how to involve stakeholders in the inclusion work, etc.

☞ More about the Inclusion Colleague Support Groups at
   www.SALTO-YOUTH.net/InclusionColleagueSupportGroups/

What are the Colleague Support Groups

Small groups of Inclusion Officers meet peer-to-peer and reflect and support each other regarding common problems, questions, etc. related to inclusion issues on NA level. This process is facilitated and enriched by SALTO Inclusion & Diversity experience.

General objectives – what you can expect to get out of it
- ✰ The (inclusion) officer will be inspired for the steps to take in order to address the problem or question
- ✰ The (inclusion) officer has considered the usefulness of developing an inclusion strategy
- ✰ The (inclusion) officer was able to exchange experience on inclusion issues with colleagues
- ✰ The (inclusion) officer was able to use the Shaping Inclusion booklet (and other resources) as a tool to move forward/deal with inclusion issues
- ✰ The (inclusion) officer is aware of the support of SALTO Inclusion & Diversity

Who - profile of participants:
- ✰ Inclusion officers of NAs – the colleagues dealing with inclusion projects and the development AND implementation of the national inclusion strategy
- ✰ NA staff with specific focus/tasks on inclusion of young people with fewer opportunities
- ✰ Officers with different levels of experience – to have fruitful interactions and mutual learning
- ✰ In the ideal case, a maximum of 8 to 10 participants per Colleague Support Group – to allow lots of interaction and in depth discussions

☆ The (inclusion) officer is willing to share with colleagues back home – and with other (inclusion) colleagues that were not present
☆ SALTO Inclusion can invite (at SALTO's expenses) some NAs or experts with relevant expertise for the topic of the Colleague Support Group

When and where?

Every Inclusion Colleague Support Group has a different composition of participants. Each Colleague Support Groups concentrates on one specific inclusion theme. The participants will be asked to prepare some (home)work beforehand to make most of the 2 days together.

In 2014 there was 1 Colleague Support Group: "**Ideas for the new Inclusion & Diversity Strategy**". In case your NA would be interested to host one in coming years, please do not hesitate to contact SALTO Inclusion & Diversity RC.

The **format** looks as follows:
☆ day 1 - arrival day (by 16h) – introduction - welcome evening
☆ day 2 – full working day
☆ day 3 - continue working in the morning - departure after lunch

Finances & practicalities

☆ Participating NAs pay their own travel and subsistence costs (food and lodging costs)
☆ SALTO pays own travel and subsistence costs (and of any invited experts)
☆ The hosting NA is only asked to cover the venue (meeting room and material), and their own participation costs. They can decide to offer a dinner in town, a reception, etc.

All other costs will be carried by the participating NAs and SALTO ID. The hosting NA books the accommodation, food and working place.

Follow-up & Support:

The content of each colleague support group will be documented and shared in a practical report: methods, problems, questions, answers ... Depending on the specific questions and problems discussed in the Inclusion Colleague Support Group, SALTO ID will offer tailor-made support (e.g. to deliver tools, training, etc.)

☞ For any further questions and suggestions, feel free to contact SALTO Inclusion & Diversity via inclusion@salto-youth.net