

Handbook of Examples of Good Practice

**Successful methods and practice
in the area of social inclusion from
Belgium and the Netherlands**



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Successful methods and practice in the area of social inclusion from Belgium and the Netherlands

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Foreword

Dear Readers

With this Handbook, we would like to share with you and further disseminate some successful methods and practices from abroad, dealing with the current topic of social inclusion. The area of social exclusion does not present an urgent problem only for towns in the Czech Republic, but also for other municipalities in Europe. The European Union understands the significance of the problem, and proclaimed the need of solving the social inclusion issue as one of the main thematic areas, which will be supported in the future. Sharing of experiences and ways of solving real-life situations among interested parties is a required and relatively simple way to contribute to starting an optimal development of municipalities and finding a solution for the present situation.

This Handbook is a compilation of new processes and good practices of working with inhabitants of socially excluded localities; the material was collected by the participants of “Working with Roma community in Karviná City (reg. number CZ.1.04/5.1.01/77.00042)” project, in the course of study tours in Belgium and the Netherlands. The foreign partners of this project were the towns of Diest in Belgium and Nieuwegein in the Netherlands. The expert team concentrated on the following areas:

1. Improvement of employability in occupations;
2. Social entrepreneurship and employment possibilities;
3. Availability and quality of housing.

This publication cannot cover all solutions pertaining to the selected topics, however the expert team attempted to select those, which were considered suitable for possible applicability also in the Czech environment. The aim of the publication is to present, in understandable way and on individual examples, how to deal with the topic of social inclusion.

The Handbook is intended for all those who are interested in the area of social inclusion, and the authors wish that the Handbook becomes beneficial and brings inspiration for them.

1. Key players in the area of employment and social inclusion abroad

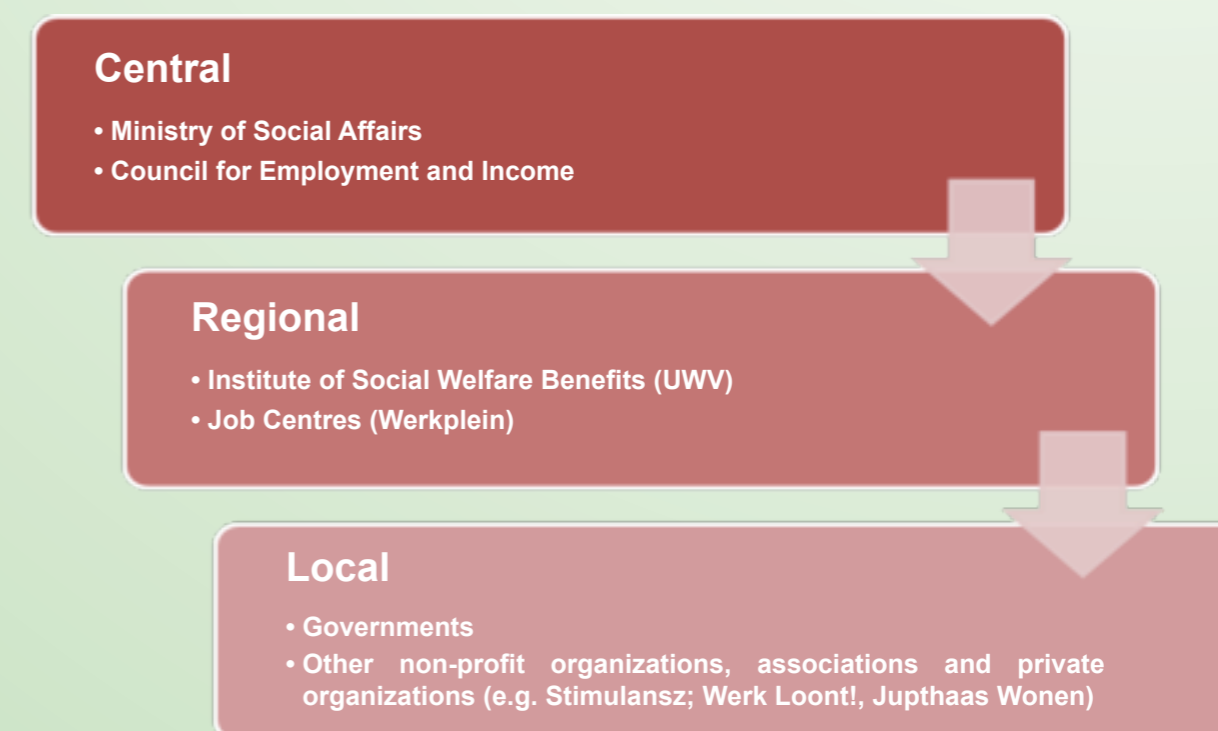
1.1 Belgium

Belgium consists of three regions (Brussels, Flanders and Wallonia), and furthermore of three communities (Flemish, French and German speakers). The offices at individual levels (federal, regional, local) are responsible for a wide scale of issues and their competences differ. At the federal level, it is namely the Federal Service of Social Inclusion and Federal Service of Employment and Social Matters. At the regional level, the responsible organization is the Public Employment Service, the activities of which are similar to the activities of Labour Offices. The approach supporting the principle of cooperation among all interested parties is typical for the area of social inclusion in Belgium (please see the example from the town of Diest). Also the concept of social entrepreneurship is very interesting. Various social enterprises employ persons, whose position on the labour market is very difficult. In Belgium, this group includes long-term unemployed persons, persons released from prison, refugees and mentally handicapped people. The enterprises closely cooperate with the local Public Employment Service. The companies are funded from their own resources for fifty per cent (from profit) and the other fifty per cent is supported through various grant projects (EU, state, municipality).



1.2 The Netherlands

The central government and local governments play an important role in the supportive system of work with the unemployed and the processes of social inclusion. The central and local governments are considered equal partners. The supportive employment system was significantly regionalized in 2004. The central government instructed the thirty largest municipalities to coordinate the labour market within their territories and in the surrounding smaller municipalities. The municipalities were given free possibility to make decisions about the character and extent of the re-integration activities aimed at persons requiring social support; at the same time, they are responsible for the system of support, including their financial risks. Thus, the program of “Work First” was created, which includes a combination of compulsory work, as well as activities aimed at the improvement of knowledge and skills. Based on the obtained experience it is possible to claim, that the principle of prevention is preferred on the local level in the area of social inclusion and employment support in the Netherlands, together with sharing of information and cooperation among all interested parties.



2. Introduction of the foreign partners

2.1 Diest



The Belgian city of Diest has approximately 23 000 inhabitants, and is located in the Flanders region. The Roma present a relatively new group of migrants in the region. The estimate number of the Roma nationals living in Flanders varies between 15 000 and 20 000. The town of Diest is a multicultural centre, more than 15 per cent of its inhabitants belong to cultural and ethnical minorities. People of 75 nationalities live here, among them are approximately 270 Roma.

The city of Diest has been selected to introduce in general its attitude towards the inclusion of the socially excluded Roma population in Belgium, and at the same time to present its own experience with the implementation of various policies of social inclusion, in particular examples of social entrepreneurship and programs to increase the employment level of this target group.

The selected town applies special policies and strategies leading to further integration of the Roma population. Above all, it is the policy of institution and service development, fair opportunities in areas of education, employment, social entrepreneurship and programs of social workers, considered to be an important link between the Roma people and the rest of the society. There is a lot of experience with social entrepreneurship in Diest – there are several companies employing socially excluded inhabitants of the city. Especially, it is a shop with recycled goods and second-hand products, or a bike repair shop.

Among the actors dealing with Roma integration belongs also the Roma working group, the aim of which is to solve current problems occurring in relation to inclusion of the Roma ethnic minority in the town. Furthermore, it is the Spelothek, or library, which presents a centre offering educational background not only for the children, but also their parents. The following subjects participate upon the education of Roma inhabitants in Diest:

- Local Consulting Platform for Education, which promotes equal opportunities for learning and personal development of every pupil,
- Centre of Basic Education, organizing courses for adults, who did not have the opportunity to attend elementary school, or who did not finish the elementary education,
- Centre for Education of Adults, aimed at the second and third-degree areas of education,
- Teaching Centre of the Dutch Language, organizing language courses for interested persons.

2.2 Nieuwegein

The town of Nieuwegein is located in the heart of the Netherlands. There are approximately 62 000 inhabitants living here. The current statistical data show, that more than 20 per cent of the Nieuwegein population are foreigners, which also includes some 400 Roma inhabitants, whose settlement in the town dates back to 1978.

Nieuwegein has a long-time experience in the development and realization of politics aimed at integration of migrants and the Roma inhabitants. At present, a new integration program “Exchange” is being realized. The program is based upon intensive assistance provided for the Roma families, with the aim of solving their complex problems with an integrated approach on the basis “quid pro quo”. The problems are usually so complicated, that solving them requires individual approach. The main aim of the integration program is to reduce the dependency of the Roma families on social benefits and to further develop and promote the system of Roma education.

The town of Nieuwegein is also a member of the Platform of the Dutch Roma Municipalities, which was established at the instigation of local governments. Through this Platform, the municipalities share their experience and good practices in the area of social inclusion, and communicate with the national government and various experts in social inclusion. The Platform supports a new policy aimed at increasing investments for the care and definition and enforcement of basic rules and principles.





3. Specific examples of good practices and new processes

3.1 Improvement of employability in occupation

3.1.1 Teaching of the Dutch language in playing library for women



Country: Belgium

Institution: **Spelotheek – game room and library.**

Spelotheek is a centre offering educational background not only for children, but also for their parents. The premises belong to a so-called Green School, or “elementary school closer to nature”.

TARGET GROUP:

Women, mostly Roma inhabitants or immigrants, who do not know Dutch, the official language of the country

APPROACH TO SOLVING THE PROBLEM:

Courses of the Dutch language are organized in the Spelotheek centre every Tuesday, for selected parents of elementary school pupils, mostly Roma women and migrants. The language education is based on individual needs of the course participants, and does

not resemble the style applied in typical schools. Especially Roma women from Turkey and the Balkan attend the courses. The participating women may learn how to read and write in the courses, develop their social skills, communication and the official Dutch language. Women, who decide to attend the centre regularly, are allowed to bring children with them.

The area is open for parents and their children also every Wednesday afternoon; they may come and play together. The condition is to speak Dutch. The centre is equipped with various toys and play areas. There is also a toy-lending service. For the fee of five EUR per year,

it is possible to borrow one toy for one month. In case the borrower does not return the toy within three months, he or she is required to pay the price of a new toy. All toys have a didactic purpose and are thematically divided – training of the motor skills, development of fine motor skills, construction bricks, teaching aids (language, mathematical, PC...). The employees of the Spelothek also organize a summer camp for children, who have a problem to start attending the first grade of elementary school.

The organization also helps the youth “jungsters”, who leave secondary school prematurely. Training sessions for teachers are organized, showing how to cooperate with problem students. The representatives of Spelothek stress the importance of mutual communication and sharing of information, searching for talents in people, induction and allowing experiencing the sense of importance.

The organization also employs volunteers, who, due to their health problems, could not find application on the common labour market.

MAIN RESULTS AND TRANSFERABILITY:

The project is based on three main principles, i.e. prevention, integration and interconnection. In Belgium, there is a strong emphasis on the knowledge of the official language, especially from the point of view of employability on the labour market. If

a person does not know the official language, he or she is not able to deal with the authorities, find an employment or understand communication with the school providing education for his or her children. The organization strives to work with parents of children attending school and to teach them the Dutch language in a natural way (playing library – games and

learning combined). The teaching is provided individually, according to the abilities of the participants. At the same time, this approach supports interaction among the children, their parents and the environment.

CONTACTS AND LINKS TO ADDITIONAL INFORMATION:

Valeer Schodts, Chairman of the local Educational LOP Platform,
valeerschodts@skynet.be, www.spelothek.nl



3.1.2 Roma Working Group in the town of Diest



Institution: Roma Working Group operates under the auspices of Local Consulting Platform for Education.

The working group includes representatives of the following:

- towns,
- social-legal protection and Social Welfare Office,
- mediators,
- schools,
- municipal police,
- Roma nationals,
- non-profit organizations and other interested institutions.

TARGET GROUP:

Members of the local Roma community

APPROACH TO SOLVING THE PROBLEM:

The Roma Working Group in Diest meets on a regular basis. There are round-table discussions organized, looking for solutions of current problems, pertaining to inclusion of the Roma ethnic group to the town. The composition of the working group is very variable, and includes all local key players dealing with Roma problems.

The currently discussed issues include expulsion of families from Belgium, hygiene and eating habits of the Roma children, complaints of neighbours of the noise and complaints of inhabitants of increasing criminality.

MAIN RESULTS AND TRANSFERABILITY:

The regularity of mutual meetings and active participation of all key subjects form a system tool for solving very often-interconnected problems, linked with the target group. Cooperation, informing and interconnection of individual subjects have a very positive effect on problem solving.

CONTACTS AND LINKS TO ADDITIONAL INFORMATION:

Jose Manuel Gonzalez, guarantor of integration,
town of Diest, jose.gonzalez@diest.be,
<http://www.diest.be>



3.1.3 Bridging - project for adolescents threatened with social exclusion



Country: Belgium

Institution: Regional Integration Centre Foyer

The Integration Centre Foyer is a non-profit organization, which was founded in 1969. The activities are aimed at global integration problems of ethnic minorities. The organization is active on the local, regional and international levels. The Centre Foyer is attended by a relatively high percentage of Roma inhabitants.

The Centre Foyer predominantly deals with the following activities:

- projects of shared housing;
- provision of services for nomadic Roma;
- provision of legal services;
- mediation of inter-cultural meetings;
- services and consultations for the newly arriving;
- operation of manufacturing workshops;
- operation of a youth centre;
- operation of a requalification centre;
- provision of personal ways of development for persons between 15 and 18 years of age.

TARGET GROUP:

Adolescents between 15 and 18 years of age, who left school prior to completion of school attendance.

APPROACH TO SOLVING THE PROBLEM:

The program is aimed at students, who refuse to go to school and spend their free time

aimlessly. The mediator searches for the young people in the streets, speaks with them and motivates them to enter secondary-school education or to join programs organized at the Foyer.

The concept of the project offers the students the possibility of utilize the combination of study and work. The students attend school for three days, and go to work on the remaining two working days. The educational institution will provide them with contacts with an organization, where the young people may find employment after completion of their studies. The tasks are defined according to individual needs and abilities of the students. If the student is not absent from school, he or she receives salary for the working part of the week, mostly at the rate of 3.4 EUR per hour. The aim of the project is to offer these young people a suitable alternative of combining school attendance with the possibility of employment and gathering experience. Finding an employment after completion of the education is easier for these students, thanks to the acquired practical knowledge. Every

participant receives a certificate of attendance upon the completion of the project, however this does not replace the official school-leaving report.

The centre offers the students employment in various cooperating companies. The proposed job positions include the following:

- administrative assistant;
- craftsman;
- serviceman;
- carpenter;
- barman;
- helper in the kitchen;
- salesman/saleswoman;
- assistant to teacher in kindergarten;
- receptionist;
- painter.

The young people participating in the project must also comply with certain duties:

- to go to work and arrive timely;
- to obey the commands of the mentor/superior;
- to comply with the instructions and perform given tasks;
- to work spontaneously and enthusiastically;
- to inform their superiors about possible absence beforehand;
- to get along well with other colleagues in the working team;
- to provide feedback;
- to be able to ask for help if needed.



MAIN RESULTS AND TRANSFERABILITY:

The project is aimed at young people, who are significantly threatened with social exclusion. The Foyer Project repeatedly makes contact with these young people and maintains their relationship with the society. It offers them an alternative, how to put direction to their lives again and supports them in returning back to the educational process. The Foyer provides young people especially with the following possibilities:

1. to acquire education,
2. to obtain suitable experience and good practice,
3. to improve social and communication skills,
4. to increase self-esteem and self-knowledge,
5. to realize the responsibilities and duties to be a citizen,
6. to acquire personal resilience,
7. to achieve integration into the society (way towards employment/further education).

CONTACTS AND LINKS TO ADDITIONAL INFORMATION:

Johan Leman, Regional Integration Centre Foyer, e-mail: johan.leman@foyer.be, <http://www.foyer.be>

3.1.4 Courses of basic education for adults



Institution: Centre for Basic Education

The educational centre provides services for adults over 18 years of age, who are illiterate, or possess only a very low level of education. There are thirteen centres in Flanders, employing eighty teachers and providing education for 5 000 students.

TARGET GROUP:

Illiterate persons over 18 years of age

APPROACH TO SOLVING THE PROBLEM:

This institution organizes courses for adults. It specializes in providing services for persons, who did not have the possibility to attend elementary school, or who did not complete the elementary education. The courses are open for all persons over 18 years of age. Most of the students are immigrants. The program is financed by the government. The education is provided free of charge and is organized in small groups of 6-12 participants. The program of the courses is individually adjusted according to the needs of the participants and the course lasts between 1 and 2 years.

The clients may choose from the following offer of courses:

- the Dutch language – reading and writing;
- mathematics – with a special focus on mathematical operations required in every

day life – how to handle financial resources, how to calculate the area to be painted in a room, how to prepare for helping the children at school;

- foreign languages;
- basic social knowledge – basics of history, reading of a timetable, local ethnic conventions;
- or knowledge of work on a computer and other commonly used technologies (this course is very popular with older people).

Successful absolvents receive a certificate of attendance. The centre also organizes conversation meetings, where the participants may practice the Dutch language in real-life situations. A total of ten Roma people attend these courses in Diest.

MAIN RESULTS AND TRANSFERABILITY:

The employability of people without elementary education on the labour market is minimal. In the Czech Republic, a person who has not completed the compulsory school

attendance cannot apply for a job. Moreover, some people may have problems with reading and writing, even though they have completed the compulsory school attendance. These problems become manifested especially in filling-out forms at labour offices, understanding written instructions, operating a mobile phone or a computer. At the same time, without the basic knowledge, it is impossible to continue in further professional education. In many cases, these persons did not complete the compulsory school attendance due to their own faults, or voluntarily; in Belgium, this group consists

mainly of immigrants. The barriers preventing these persons from beginning again increase in adulthood. That is why the practice of education in adults must be different. A suitable alternative is to concentrate on this group of people and offer them an individual approach.

CONTACTS AND LINKS TO ADDITIONAL INFORMATION:

Campus Diest, Veemarkt 14, 3290 Diest, diest@cbeopenschool.be, www.basiseducatie.be



3.1.5 The “Better at School” Project



Institution: Local Consulting Platform for Education

The platform operates in the town of Diest, which puts special emphasis on the area of education. The platform unites local providers of education and local organizations, who deal with providing equal opportunities of education; the platform is operated on voluntary basis. The organizations strive to provide every pupil with an equal opportunity for education and personal development.

TARGET GROUP:

Children

APPROACH TO SOLVING THE PROBLEM:

The “Better at School” project is aimed at bringing all children to school and providing equal opportunities for all after completion of the school attendance. The compulsory school attendance in Belgium is from 6 to 18 years of age. The children become integrated in the educational process already at the age of 2.5 years (optional). The children attend elementary school from 6 to 12 years of age. Between 12 and 18, the children go to secondary schools. The project is aimed at pre-school education (language competences), elementary education (not only ensuring that the children are physically present at school, but to make them actively participate in the education, to ensure that they have a proper

snack and equipment), as well as secondary education (school attendance, prevention of leaving the school prematurely).

One of the outcomes of the project is the fact, that every school must have a special centre, the aims of which include the following:

1. to deal with problems related to learning,
2. to provide mental and medical aid,
3. to help with defining the student’s career,
4. to deal with absenteeism.

MAIN RESULTS AND TRANSFERABILITY:

There is a special impact on compliance with school attendance in Diest, education is generally considered an important degree for employability on the labour market. Workers of non-profit organizations try to persuade the Roma about the importance of children attending pre-school education in various establishments. They managed to convince

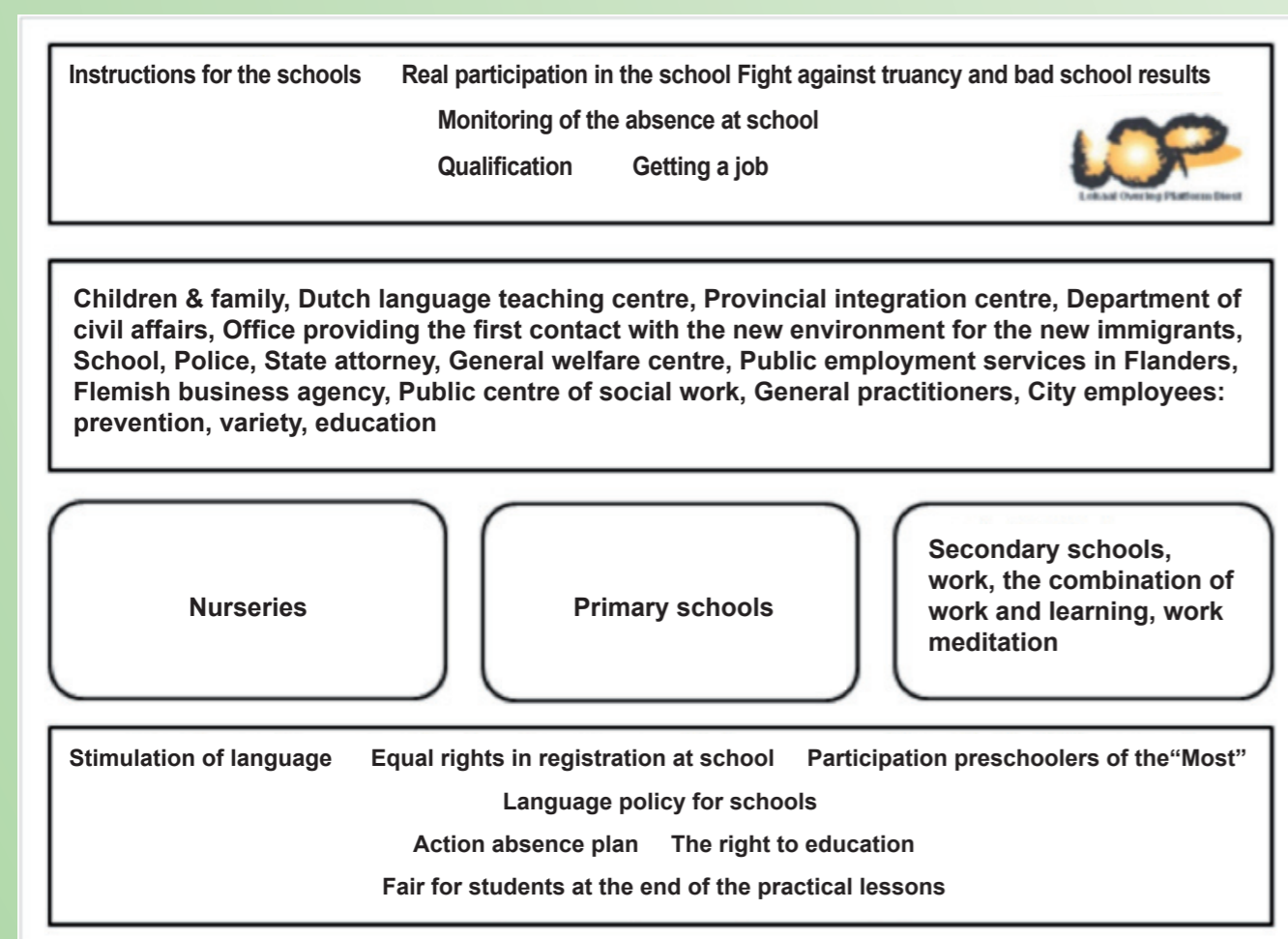
generally the mothers of Roma children to send their children to kindergartens already at the age between 2.5 and 3 years of age. Mediators (terrain workers) help with taking the children to school, they accompany the children from Roma quarters on their way to school. In case the children do not attend school regularly, the school informs respective institutions (e.g. the platform, town, social-welfare office) about the absences. The family then receives information about the importance of school attendance and are motivated for further cooperation with the school. The children receive school materials

and tools for free; they pay for school trips and other events, under the condition that the expenses for out-of-school activities must not exceed the sum of sixty EUR annually.

CONTACTS AND LINKS TO ADDITIONAL INFORMATION:

Valeer Schodts, Chairman of the local educational platform LOP,
valeerschodts@skynet.be, <http://www.diest.be>

SCHEME OF PROJECT FICHE „BETTER AT SCHOOL“:



3.1.6 No Escape



Institution: The town of Veldhoven, in cooperation with non-profit organization Stimulansz, the workers of which are mediators for the Roma population and educational advisors for Roma parents.

TARGET GROUP:

Young Roma women (18-27 years of age) with small children.

APPROACH TO SOLVING THE PROBLEM:

The project is a part of the concept of compliance with “rights and duties” in the town of Veldhoven. The target group are young Roma women (18-27 years of age) with small children, dependent on social welfare benefits. Mothers with children attend courses of the Dutch language, reading, writing, computer skills and upbringing of children, always twice a week, between 9 am and 12 pm. Care of the children is provided during the courses, and includes pre-school education. The women discuss everyday problems, healthy food, et cetera. The project also includes a close cooperation between the Stimulansz organization, organization for payment of social welfare benefits and Ster College (secondary school).

The attendance is compulsory for the women, if they want to receive social benefits. In case one of the participants is absent from the

education, she is visited at her home and must provide an explanation for the absence. If a participant is absent twice, she must provide explanation at the Social Welfare Office.

MAIN RESULTS AND TRANSFERABILITY:

No Escape is an activating program, which is aimed at a very threatened group. The women on maternity leave have a limited contact with the labour market and partially lose their working skills. There exists a risk in women who are on a long-term maternity leave that they may not return to employment following several years they spend at home. This program helps to activate these mothers and to improve their position on the labour market. At the same time, pre-school education is provided for their small children.

CONTACTS AND LINKS TO ADDITIONAL INFORMATION:

Pieter Dovens, Roma mediator, the town of Veldhoven,
pieterdovens@stimulansveldhoven.nl,
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3.1.7 Exchange Method – “Quid Pro Quo”

Country: The Netherlands

Institution: The town of Nieuwegein

TARGET GROUP:

Members of the local Roma community

APPROACH TO SOLVING THE PROBLEM:

The new approach to the problems of Roma families in the town of Nieuwegein was initiated at the beginning of 2009. It is aimed at Roma families and is governed by two main principles:

- Dutch laws must be clearly observed;
- Roma families will be offered a perspective to improve their participation on social life.

A financial investment of 350 000 EUR per year has been approved to support this approach. The following five aims were selected for the new approach:

- to improve the school attendance of Roma children
- to reduce the dependency on social welfare benefits
- to reduce indebtedness
- to reduce anti-social behaviour;
- to reduce criminality.

The main aim of this approach is to achieve positive changes in the family – with an emphasis on children, as well parents – and to improve their general living conditions. The approach is based upon the exchange

between the client and the mediator. The mediators work with the motto “One family, one plan, one director.” The basic principle of the exchange is “quid pro quo”, i.e. “I provide you with something (help), but then I expect from you something in return.”

The method is based on cooperation. The participants of the “Exchange” programme are State Attorney’s Office, the police, three Housing Associations, social (Vitrás CMD), and community workers (Movactor), the Utrecht province, Office for the Youth, Council for the Protection of Children, hygienic service, cooperating elementary and secondary schools, departments and divisions of the Municipal Council (social affairs, compulsory school attendance, integration, debt counselling).

The concomitant activities of the program include a dialogue with the Roma families, information sessions held between the organizations and development of expert knowledge. Also media and public discussion are taken into account. Part of the efforts is also to use lobbying in the government; the town participates in the Platform of Dutch Roma Municipalities and is active also on the European level.

MAIN RESULTS AND TRANSFERABILITY:

The method has been implemented for three

years and has already yielded first pilot results. A total of twenty-seven Roma families took part in the program; the individual plans were fulfilled in five of them, and partially fulfilled in the rest of the families. The program contributed to a better coordination and collaboration of services and institutions, greater unity and consistency of the institutions, better understanding of the Roma families and the background of their problems. An effective “family” approach is currently being developed, based on the better information received.

Furthermore, the school attendance of children has improved; also the dependency on social-welfare benefits has been partially reduced. The number of Roma clients participating in language and retraining courses has increased, with a reduction of antisocial behaviour in the neighbouring areas, and observed high participation in Debt Relief programs. In terms of criminality, the criminal activities of children were also reduced.

The process of social inclusion is not easily achieved. However, it is important to understand and bear in mind several principles, which need to be maintained.

- Integrated approach: In order to achieve advancements in the work with Roma families, it is necessary to define the limits, as well as to create an offer of perspectives.
- Individual approach: Generalization of the

local politics or approach to Roma families is not sufficiently effective in an effort to improve the participation of Roma citizens on the community life.

- Cooperation: The municipality alone cannot determine the process. It is necessary to create local and regional networks among all interested organizations, which will proceed in mutual cooperation in the same direction.
- Responsibility: The Roma representatives must accept their responsibility to integrate their own group into the society, but also to find solutions of the problems caused by some members of the group to others.
- Long-term process: The expected results will not be apparent immediately; the problems of Roma people are very complex and have a long history. It will take many years to solve these problems and that is why it is important that the local and government officials undertake the obligation to provide support for the integration program in a long-term perspective.

CONTACTS AND LINKS TO ADDITIONAL INFORMATION:

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3. 2 Social entrepreneurship and employment possibilities

3. 2. 1 Recycling, repair and resale of discarded goods



Institution: De Kringwinkel Hageland

The company deals with recycling, repair and resale of used-up and discarded goods. The portfolio includes electronics, furniture, clothes, household supplies, bicycles, et cetera. One of the basic principles of the society is the support of social economics.

TARGET GROUP:

Long-term unemployed, persons released from prison, asyants and persons with a mental handicap

positions are reserved for social employment (approximately one hundred). Among the target group are long-term unemployed, persons released from prison and people after psychological treatment.

APPROACH TO SOLVING THE PROBLEM:

The De Kringwinkel Hageland social enterprise operates upon a vision, which is based on three basic pillars – social work, environment and economics.

• Social work

The De Kringwinkel Hageland shop provides training and subsequent employment for people with very limited opportunities of finding employment on the regular labour market. The company has twenty-six internal employees, three employees providing work therapy and eighteen volunteers. The remaining working



• Environment

The shop tries to prolong the life span of products and thus protect the environment. The goods do not remain unused and discarded in dumps; they are repaired and sold. The items are either collected in individual municipalities, or are brought to recycling centres neighbouring with the company. The repair, renovation and sale are realized on the company premises. Sixty per cent of the waste is recycled, thirty-three per cent is sold or used repeatedly, and seven per cent is the final waste. A total of 13 500 tons of goods have been accumulated since the foundation of the company. Estimates show, that every ton of recycled goods results in the reduction of one ton of carbon dioxide.

• Economics

The Kringwinkel Hageland shop sells all goods for the home and garden. The pricing of the items on sale is reduced, so that even people with minor income can afford to buy it. The aim is to offer cheap, however quality products and services. The company operates three shops in the towns of Aarschot, Diest and Tienen and the items on sale include furniture, clothes, household goods, electronics, bicycles, books, music carriers and toys. In 2012, the De Kringwinkel Hageland shop had a total of 135

355 customers, with the annual turnaround of 1.4 million EUR.

The management of the company puts emphasis on the atmosphere during the manufacturing process. They search for talent and potential in every employee. At present, the company begins to manufacture their own artistic handbags and bags from waste material (armchairs, clothes...)

MAIN RESULTS AND TRANSFERABILITY:

The combination of recycling and reselling of used goods presents a suitable alternative for towns considering social employment, supporting ecological, and partially also economical, activities. Although the term of “social entrepreneurship” is not legally anchored in the Czech legislation, there exist attempts to support the onset and development of social entrepreneurs, based upon the concept of triple benefit – economical, social and environmental. The definition is also supported by the view of some municipalities, which see an opportunity in the social entrepreneurship of providing employment for their hard-to-employ citizens and helping them return to the regular labour market. According to their opinion, social entrepreneurship also provides an opportunity to perform socially beneficial activities, contribute to the development of social conscience and support the local economics and the environment.

CONTACTS AND LINKS TO ADDITIONAL INFORMATION:

Alain Jacobs, sales manager, De Kringwinkel Hageland in Diest,
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<http://www.kringwinkelhageland.be/>

3.2.2 Bicycle repair shop



Institution: De Velo

The company deals with repairing, rental and sale of second-hand bicycles, and also supports social economics.

TARGET GROUP:

Mladí lidé a znevýhodněné osoby na trhu
Young people and persons disadvantaged on the labour market

APPROACH TO SOLVING THE PROBLEM:

The use of bicycles is very common and popular in Belgium. Repairing, rental and sale of bicycles has thus become the main economic activity of the Velo Company. The customers of the company are predominantly students of secondary schools and universities, as well as people commuting to work on a bicycle. The VELO Company also offers training, work experience and employment for various groups of persons having problems with entering the regular labour market.

Activities:

- rental and sale of bicycles;
- sale of second-hand bicycles;
- repairing of bicycles;
- maintenance of company-owned bicycles (local railway, university, etc.);
- rental of cargo bicycles;

- repairing of historical bicycles;
- sale of bicycle spare parts and accessories;
- limited sale of Ecoproof products.

The central office of the company operates in the town of Leuven. The whole company has over 100 employees, 80 working positions belong to the system of social employment. The company branches are appropriately positioned at railway stations, where anybody may leave their bicycle, which is then repaired before the owner returns from his job or school. The company rents between 4 000 and 5 000 bicycles every year, some 8 000 bicycles are repaired annually.

The VELO Company also offers young people and disadvantaged groups the possibility to obtain working experience and develop their education, which will help them find the way back to the regular labour market.

Activation activities:

- teaching of basic metalwork;
- teaching of maintenance of cycling technical equipment;
- development of social skills;
- improvement of work ethics;
- learning of socialization;
- teaching of practically oriented courses of the Dutch language (during working hours).

The company also receives bicycles from the town council. These are bicycles found by the police, or bicycles confiscated by the police due to improper parking. The bicycle owners are notified about the possibility to collect their bicycles. However, in cases when these bicycles are left uncollected at the police station for the period exceeding six months, they are handed over to the VELO Company. The company employees then repair these bicycles and these are further sold as second-hand goods.

towards which also the Czech towns strive. The development of cycling in geographically favourable conditions, possibly also in relation to demand from students (university towns, centres of secondary education) is one of the possible and suitable solutions. In combination with the support of social economics and employment of persons distant from the labour market, it is a suitable tool for supporting the increase of employment and support of activities aimed at decreasing ecological burden in towns.

MAIN RESULTS AND TRANSFERABILITY:

Decreasing the amount of car transport in towns and increase in using more environmental-friendly means of transport is one of the trends

CONTACTS AND LINKS TO ADDITIONAL INFORMATION:

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3. 2.3 Production of candles and ecological centre



Institution: Vlaspit

Company, ecologically oriented at recycling and production of candles and processing of cork, also provides working positions and training for persons distant from the labour market.

TARGET GROUP:

Long-term unemployed persons and persons physically or mentally handicapped

APPROACH TO SOLVING THE PROBLEM:

De Vlaspit Company is a dynamic non-profit organization, which constantly evolves and strives for balance between the social and economical spheres. The main aim of this non-profit organization is to transfer working experience and providing training for long-term unemployed persons, distant from the labour market. Originally, the company was a Christian community, which started to take care of a place of pilgrimage (Montaigu Basilica in Scherpenheuvel in Belgium), where people left large amounts of candles. The company began recycling the residual wax and process it in the form of new candles. Other activities were added in the following years.

Individual divisions of the De Vlaspit Company:
1) Recycling of wax and production of candles

- The company specializes in production of outdoor candles, indoor candles, as well as special candles made to orders (the possibility of choosing the colour, shape or picture).
- The largest customer is the local Montaigu Basilica and wholesale trade.



- The products may be also bought in restaurants and local shops.
- More than ten tons of waste wax are used every year.

2) Restaurant and cafe Heerlyckheid

- The original hotel building was transferred into a cosy restaurant with two adjacent areas for retail sale.
- The restaurant is not open every day.
- Various acquisition programs in the area of catering are held on the premises. Participants have the possibility to become familiar with serving customers and ancillary works in the kitchen.

3) Rental of bicycles

- The company offers all types of bicycles for the young and old available for low prices.
- Rental of caravans, tandem bicycles and cycling accessories, such as helmets, is also possible.

4) Recycling of cork and production of insulating construction material

- The corks are gathered through a network of recycling centres and small collection centres, at present mainly in Wallonia and Brussels.
- The cork waste is crushed and the cork granules are further used as natural insulating material.

5) Energetic scanning

- The process includes data collection concerning the equipment of households in the area of energetics and insulation; the analysis results in made-to-measure tips, showing the households practical possibilities of energy saving.
- The service is provided for ordinary households for free.
- The employee comes for a visit, and within approximately one hour makes a general inspection of all equipment and areas related to energies and insulation, and subsequently recommends activities leading to decreasing the energy-related costs.
- The recommendations mainly include changes in behaviour; they are not in the form of significant construction adjustments or purchase of expensive modern technologies.

6) Greenery maintenance

- The established "Green Team" performs a wide scale of activities in the area of park and garden maintenance – pruning of trees, demolition works, complete reconstructions, patency of pavements.
- The team use modern machinery and environmental-friendly technologies.

7) Cleaning services

- Cleaning teams offer one-off or regular

- complete cleaning services of households or specific window cleaning only.
- Further works may include clearing of attics or car washing and cleaning service.
- The cleaning works are performed in a friendly manner, under the control of experienced professionals.

- Basic applied principles:**
- well-functioning internal and external communication;
 - clear focus on the possibilities of management of human resources;
 - sustainable use of sources and processes;
 - transparent financing.

The Vlaspit social workshop provides permanent employment for 50 persons. Another 35 people work here every year as participants of the educational project. Some 30 per cent of these people find employment on the regular labour market. The enterprise closely cooperates with the local office, which supplies them with employees. The main aim is to preserve the working habits in long-term unemployed people. The workers may rely on coaching and consultation services at work, which will help them realize, that obstacles at work may be solved.

- Basic applied values:**
- trust in the growth of people and organizations;
 - joy and enthusiasm from a job well done;
 - understanding for customers and colleagues;
 - respect for everybody.

CONTACTS AND LINKS TO ADDITIONAL INFORMATION:

De Vlaspit vzw, Basilieklaan 53 – 3270, Scherpenheuvel, info@devlaspit.be, <http://www.devlaspit.be>

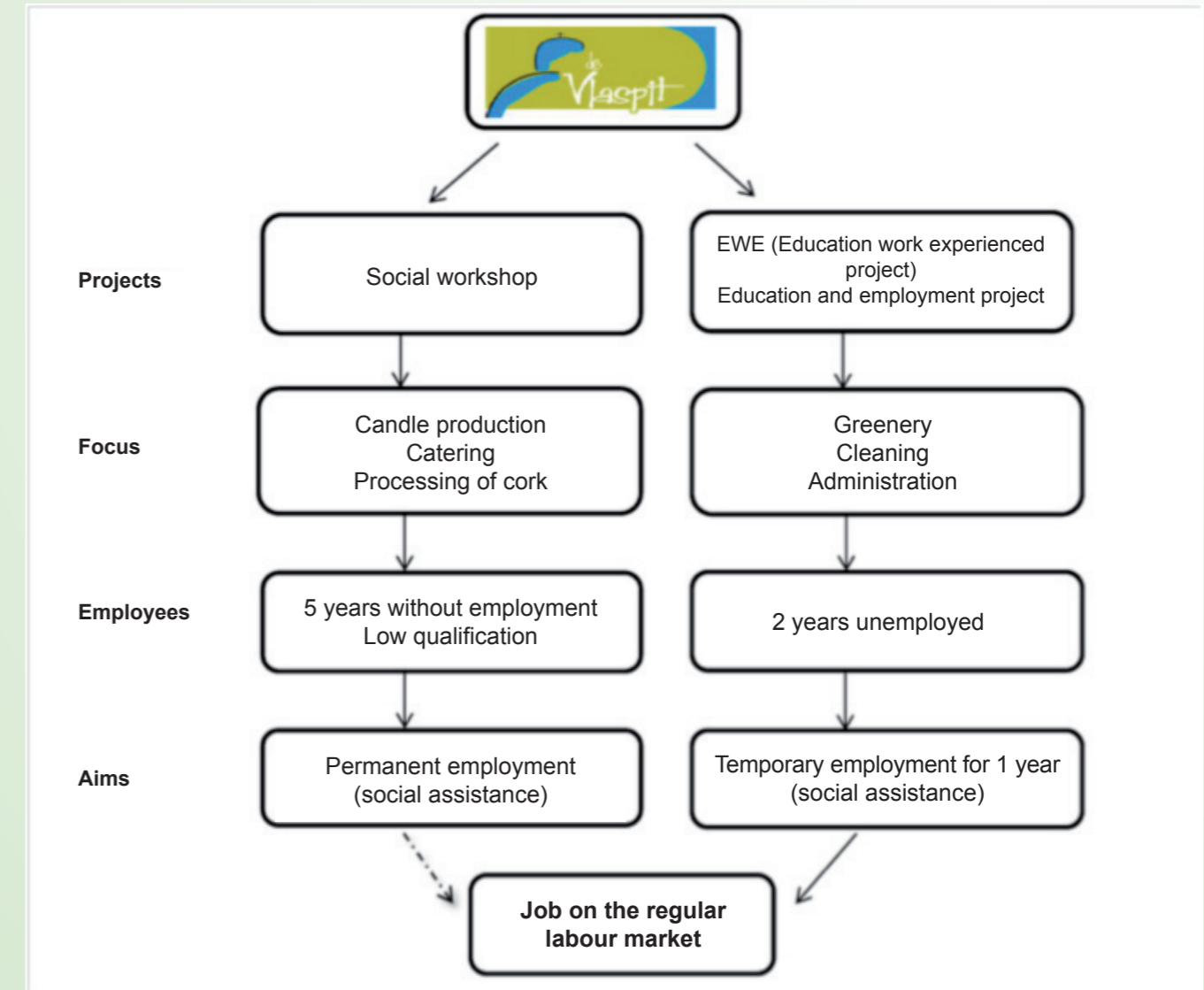
MAIN RESULTS AND TRANSFERABILITY:

One of the transferrable approaches may be the vision and strategy, which governs the activities of this company.

- Vision**
- De Vlaspit Company is a leading employer in the region for persons, who have problems entering the labour market.
 - De Vlaspit Company provides support for other employers in creating opportunities for this group of persons.
 - De Vlaspit Company guarantees quality work, working structure, committed employees and fixed income.
 - De Vlaspit Company is proud of the high quality of its products and services and of the reliability of its supplies towards the customers.



SCHEME OF THE DE VLASPIT COMPANY:



3.2.4 Work First

Country: The Netherlands

Institution: WERK LOONT!

Contributory organization belonging to the town of Utrecht, performing the concept of “Work First”. The “Work First” concept is a supporting program for unemployed persons, which has been applied by local governments across the whole Netherlands approximately since 2005.

TARGET GROUP:

Persons with a minimal income, long-term unemployed people, socially excluded persons, single mothers

APPROACH TO SOLVING THE PROBLEM:

The effort of the “Work First” concept is to relieve the state from paying social welfare unemployment benefits and motivate the beneficiaries towards returning back to employment. The program includes also a combination of compulsory work and activities aimed at increasing the knowledge and skills. The determination of rules is the competence of individual municipalities.

The municipality must make decisions concerning the concept form:

- payment of financial support for clients (wage or social welfare benefits),
- provision of compulsory work (simulated working environment, or employment with

- regular employers),
- providers of services for clients (companies providing simultaneous working environment or companies ensuring placement of clients with regular employers),
- education of the clients (courses, training sessions),
- complementary services for the clients (care for children, psychological consultancy),
- length of the program.

This approach has been implemented in the town of Utrecht since 1st January 2008. Significant changes have been made when compared with the last year. New conditions



for absolvants have come into force as of 1st July 2013. Participation in the program, which is a precondition for the receipt of social welfare benefits, is no more rewarded with wage, as in the previous period, and the participants receive social welfare benefits only.

Nevertheless, the precondition for receipt of social welfare benefits remains the fact that the unemployed must participate in the project for the period of four months. The participants are selected by the Labour Office on the basis of a test, which evaluates especially how distant is the participant from the labour market. The whole program includes approximately 40 per cent of training hours and 60 per cent of practice. The participants undergo a training first, which usually takes about two weeks, and the aim of the training is to develop social skills and the ability to become a part of a working team. The clients learn how to dress properly, in order to be successful (possibility to borrow clothes), how to manage their own finances, how to manage their own administrative matters, write a CV and find a job (on the Internet or in person). If the client manages to find a job, and needs for example a course for driving a forklift, the course is provided for him or her.

The participants also actively participate in the working process. This participation usually includes simple activities, such as unloading goods in supermarkets, packing of goods, driving a bus, ancillary works in the kitchen, et cetera. The working week has 32 hours. After four months, the unemployed person should

be motivated, and should be prepared to find his or her own job.

MAIN RESULTS AND TRANSFERABILITY:

The organization provides training for approximately 400 persons every year (data from 2012). The participation in the project contributes to improvement of the material situation of the beneficiaries of social welfare benefits; also their qualification is improved, together with the rate of long-term paid work. An important outcome of the project is keeping the working habits in clients; the monitored parameters include coming to and going from work, fulfilment of tasks, personal hygiene, communication inside the team and with the superior. In case any of the participants breaks the conditions and is forced to leave the project, he or she also loses one-month social benefits. In case the client is not capable of finding a job, he or she may return to the project in the following year. Keeping the working habits significantly improves the employability of these persons on the regular labour market.

CONTACTS AND LINKS TO ADDITIONAL INFORMATION:

Annemieke Spaapen, Werk Loont! team leader, a.spaapen@utrecht.nl, <http://www.utrecht.nl>



3.3 Availability and quality of housing

3.3.1 Approach of housing associations to social excluded

Country: The Netherlands

Institution: Jupthaas Wonen

The Jupthaas Wonen housing association (founded in 1919) operates in the town of Nieuwegein apart from other as a provider of social housing.

TARGET GROUP:

Persons with a low income (> € 34. 085,-)

APPROACH TO SOLVING THE PROBLEM:

Understanding the term of social housing in the Netherlands and the Czech Republic is different. **In the Netherlands, every person, whose annual income does not exceed the amount of 34.678 EUR (per januari 1st 2014) is entitled to social housing.** Such persons may apply for housing allowance payment, on condition that the monthly sum of the allowance will not exceed the amount 699,48 EUR (per januari 1st 2014) . Whether the residents receives any housing allowance depends on the income in relation to the rent and the composition of the household. **In case the monthly rent exceeds the amount of 699,48 EUR, the housing is considered commercial, and the tenant is not eligible for receiving the allowance.**

From the point of view of the central government, housing associations operate in the following

areas: provision of housing of high quality, provision of housing for persons who cannot afford to buy or rent housing in the private sector, participation of residents in defining policies, ensuring financial sustainability of organizations, support of neighbourly coexistence, provision of accommodation for persons requiring help and support. The Jupthaas Wonen organization defines a four-year plan in order to fulfil the main mission and the plan outlines the following aims:

- improvement of the quality of housing – renovation of houses, flats;
- improvement of individual residential areas;
- improvement of the housing safety;
- improving the energy efficiency of the dwellings.

The housing association takes care of the renovation and maintenance of their houses (bathrooms, kitchens, toilets, broadening of the electricity network, etc.). The flats are advertised on the Internet, which also includes a waiting list. The primary criteria for allocation of a flat is the period of registration in the waiting list. The flats are allocated in various localities, which prevents a creation of poor and rich residential districts.

In case the income of the tenant increases, the housing association reserves the right to raise the rent on annual basis, a process through which it tries to motivate the tenants towards finding their own housing.

This organization places Roma families in different town districts. Problems encountered by the employees of the housing association arise mainly from the different lifestyle of this group, and other associated problems perceived by the surrounding. Problems, e.g. with payment of the rent, are dealt with immediately. Problematic tenants may be evicted from the flat on the basis of a court order, following a preliminary written notice. In case the tenant is evicted from the apartment on the basis of a court order, he or she loses the right to receive social housing for the next three years.

The association puts great emphasis on prevention. It closely cooperates with the police, the municipality, social workers, non-profit sector and other supportive organizations. It also organizes various meetings of tenants in order to mediate mutual recognition, communal meetings and deals with the topic of security as well.

mutual cooperation in problem solving. One of the aims of the housing association is to prevent possible conflicts and support conflict-free neighbourly relations. The organization tries to prevent all conflicts before their onset, before an escalation of the problem. Among the tools used to prevent conflicts in neighbourly relations are the following:

- regular interviews with the residents and institutions in the neighbourhood;
- regular meetings with the police and use of their supportive tools, whenever necessary;
- giving proper attention to less significant complaints;
- investments into means of increasing safety – CCTV camera systems serving as a prevention of criminality;
- support and organization of activities for mutual learning about the neighbours;
- residents must be aware of their responsibility for the property (cleaning and maintenance of the adjacent garden).

MAIN RESULTS AND TRANSFERABILITY:

The association cooperates upon the “Exchange” programme and values especially good exchange of information among institutions and

CONTACTS AND LINKS TO ADDITIONAL INFORMATION:

Margaret Zeeman, Director of the Jupthaas Wonen housing association, mze@jutphaas.nl, <http://www.jutphaas.nl>



3.3.2 Localities in Veldhoven

Country: The Netherlands

Institution: The town of Veldhoven

TARGET GROUP:

Members of the local Roma community

APPROACH TO SOLVING THE PROBLEM:

Prior to 2004, the local Roma people used to live in caravans and travelled all around Europe. They would always spend several months in Veldhoven. The school attendance of children was very poor, Roma children used to go to special separate classes, and in the course of the winter months only. The approach in the town of Veldhoven changed dramatically in 2004, based on the declaration of rights and responsibilities, which was published under the auspices of the town mayor. Several interconnected measures have been implemented – building of four localities of brick houses, strict requirements for compulsory school attendance, establishment of special positions in the town (mediators and coordinators), establishing of cooperation among the interested institutions and further activities aimed at supporting employment.

There are about 45 000 inhabitants in the town of Veldhoven, 277 of that are Roma

nationals. The Roma citizens live in four different localities, constructed by the town with the aim to solve the problems pertaining to living in caravans. The houses are managed by a housing association. They are low brick houses, the price of one such house was about 150 000 EUR. The rent is about 550 EUR. There are social workers operating in these areas. The public areas are cleaned and maintained by Roma citizens performing public service.

Individual localities:

- Beerze – there are 65 people living in the area, the inhabitants are content and satisfied with the life in the locality. There are also people from the Czech republic living in this area.
- Hoppenven - 15 houses. The Roma people living here are mainly Protestants. That is why the housing association had a chapel built; the priest belongs to the Roma community. The chapel will be used not only for masses, but also for other events, for example gatherings with children.
- Schutwal – twelve houses were built in this area in 2004. It is the last construction of this type in the town. In case of more Roma people arriving in the town, these will have to look for accommodation in the town by themselves.
- De Wegerd – the fourth locality.



MAIN RESULTS AND TRANSFERABILITY:

Work with the Roma community has a long-term tradition in the town of Veldhoven, lasting more than ten years. In 2002, there were 223 Roma inhabitants registered in the town in 45 caravans. Almost all of them were dependent on social welfare benefits (almost 100 per cent), and unemployed (almost 100 per cent). The rate of school attendance of the Roma children was very low. In 2013, there are 227 Roma inhabitants registered in Veldhoven, living in 57 houses. The school attendance is very high. Dependence on social welfare benefits decreased to 90 per cent and 10 per cent of the adult Roma inhabitants were employed. Unfortunately, the present economic crisis resulted in decreasing of this trend. In relation to inclusion, clear conception proved beneficial for the town, together with a strong will of the politicians, willingness of the local inhabitants to work with the Roma people, individual approach, long-term measures and wide cooperation with local organizations - elementary schools, secondary schools, housing associations, social workers, police, healthcare professionals, non-profit and non-

governmental organization Stimulansz (aimed at social work, tutorage of children, et cetera), and the ERGON organization, which provides people with employment opportunities).

Working team:

- project manager of the integration project;
- Roma mediator;
- officer for education;
- officer for civic responsibility;
- manager for Roma problems;
- work “coach”;
- case manager.

Basic conditions for good approach:

- interest of the people, especially politicians;
- patience;
- to know what is going on and be in contact;
- to work individually, but together;
- political support.

CONTACTS AND LINKS TO ADDITIONAL INFORMATION:

Eric van der Sommen, Director of the division for inclusion of Roma people, the town of Veldhoven, Eric.vanderSommen@veldhoven.nl, www.veldhoven.nl

LOCALITIES IN VELDHOVEN - SITUATION BEFORE AND AFTER



4. Summary

The acquired inspiration from abroad is very rich. The participants valued a great number of examples and approaches as good practice, which could be applied also in the Czech environment. In course of the four study tours, the participants had the opportunity to visit Belgium and the Netherlands, and see with their own eyes how the individual approaches may be implemented into practice directly on the spot, and how they function in the real environment.

In order to point out the main knowledge obtained from abroad, the participants valued most in Belgium the following:

- local working team – cooperation, awareness and interconnection of individual subjects;
- low absenteeism rate of children from school and the introduced compulsory school attendance from 3 to 18 years of age;
- emphasis on the knowledge of the official language and provision of special training for people with low education;
- playing library, combining together games and learning;
- system of work with the socially excluded, which uses motivational and not repressive approach, and concentrates on finding talents in every individual;
- well-developed system of volunteerism – work for free and with enthusiasm;
- programs for employment of the young people aged 15-18 years;
- system of social entrepreneurship and employment of persons, who have been unemployed in the long-term perspective;
- the idea of recycling – sorting, repairing and sale.

The Netherlands intrigued the participants most with the following approaches and tools:

- the “Exchange” concept – “quid pro quo” – offer of help, and requiring rights and duties at the same time;
- the importance of prevention;
- enthusiasm of people for their work;
- focus on children and educations, more frequent controls of school attendance;
- activities and functioning of housing associations;
- maintenance of working habits (regularity, consistency, regime, social contact) and support of motivation for difficult to employ people in the Werk Loont! programs;
- intensive cooperation of all interested subjects – housing associations, police, local government, social workers, who deal with the problems of maladjusted tenants;
- constructed localities consisting of brick houses in Veldhoven.

5. Profiles of the compilers

5.1 MEPCO, s.r.o.

MEPCO – International Advisory Centre for Municipalities – was founded in 2004 as a mutual enterprise of the Union of Towns and Municipalities of the Czech Republic and the VNG International, a daughter company of the Association of Netherlands Municipalities. The mission of MEPCO is to support local and regional governments in the Czech Republic in increasing the efficacy and quality of performance of public administration and to offer Czech experience and know-how in the area of good governance also on the international market.

MEPCO provides consultancy, management and research services to municipalities and regions, their institutions and associated companies in the Czech Republic. It uses modern tools in the areas of strategic planning (IUDP), measuring of its efficiency (BSC, benchmarking) and project management.

MEPCO has wide experience with realization of projects of international cooperation and dissemination of experiences across Europe. It organized a number of study visits for representatives of the public or non-profit sector from East European and Southeast European countries, which were supported by UN or EuropeAid programs. It also actively supports the participation of Czech towns and educational institutions in Interreg and ESF programs. The organization closely cooperates with parent organizations in favour of Czech towns and municipalities. MEPCO also participates upon preparation of program and strategic documents related to cohesion policy.

Thematically, the MEPCO organization also deals with the problems of social inclusion and search for tools of social economics. At present, MEPCO participates upon realization of projects Working with Roma Community in Karviná City, Role of Local Government in Integration of Social Excluded Roma Locality - Prague 14 and Social-friendly Municipalities 2020 (all OPLLZ), where it is responsible, as a partner, for the international activities of the project, including organizing of fellowships for Czech participants abroad (the Netherlands, Great Britain, Belgium, Spain, Austria, Poland). Last but not least, it also holds the position of international methodologists, processing examples of good practice from abroad.

MEPCO, s. r. o.

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5.2 Statutory town of Karviná

Statutory town of Karviná has more than ten-year experience with social inclusion of the excluded Roma localities. Cooperation between the town and the target group is based mainly on intensive and continuous work of terrain workers with the inhabitants of the excluded localities.

The town has been employing terrain workers already for twelve years, especially Roma. The costs are partially covered from donations of the Government Office of the Czech Republic, and partially are covered by the town. In order for the terrain workers to acquire trust of the Roma community, they started working with Roma children first. In the first stage, they concentrated on tutoring of children, were responsible for supervision of the school attendance, and concentrated also on spending free time by organizing trips, sporting events, et cetera. Gradually, they started to target their activities towards the problems of adults and entire families, with the aim to prevent their social exclusion. Their attention is aimed towards help in finding employment in cases of long-term unemployed. The terrain workers help them with writing job applications, writing of CVs, or they accompany the clients to employers. An integral part of their work is also the area of obtaining and maintenance of housing standards in rental apartments, or hostels. If the terrain workers find out that their clients have bad payment discipline and are threatened with eviction, they help the clients with defining payment schedules and manage the debts as a complex issue. At the same time, they also monitor the fulfilment of obligations by the debtors. In necessary cases, they also accompany Roma to various dealings with the authorities, various institutions, but also to general practitioners or specialized physicians.

The Statutory town of Karviná has also experience with realization of projects financed from structural funds, dealing with social inclusion.

Between 2009 and 2015, an Integrated Development Plan is being realized in the town of Karviná – “Karviná Nové Město Zone”, the main aim of which is to improve the overall environment in problematic residential areas. The main mission of the plan is to deal with problems in a complex manner and via integrated approach.

Until 2009, the Statutory town of Karviná participated in the Roma-Net working group, under the scope of the Operational program Urbact II, as the only representative of the Czech Republic. The working group was dealing with the problems of inclusion of Roma inhabitants into society. The project was completed in 2013.

Statutární město Karviná

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web projektu: www.romaplatform.cz

Appendix 1

In conclusion, some information about social entrepreneurship and the situation in the Czech Republic

Social entrepreneurship

Social entrepreneurship plays an important role in the business sphere. Social enterprises create working opportunities for disabled persons or persons with other social disadvantage, and thus are beneficial for the whole society.

Social economy strives for strengthening social inclusion and social cohesion, environmental success and development of local communities. In the market economy, it has an instrumental character and is not an alternative, but counterpoise, striving for economic prosperity, social capital and quality of the environment (concept of the so called “triple-bottom-line”). Social entrepreneurship is a business manifestation of social economy dealing with these aims, including employment, especially on the local level, and with emphasis on sustainable development.

Basic principles of a social enterprise:

- 1) Generally beneficial aim (purpose), declared in the statute of charter of the enterprise (issues pertaining to employment, social inclusion and local development);
- 2) Participation of members/employees on democratic decision making and governance, and strengthening the social capital of the enterprise and local communities (positive externality);
- 3) Specific means of financing and use of the profit (“non-for-profit” business);
- 4) Local dimension, i.e. preferential use of local sources and satisfying the local needs.

Contrary to social care and work, social entrepreneurship is an issue, which appeared in the last decades, however its historical roots date back into the past.

Historical forms of social entrepreneurship

Social entrepreneurship has become a significant phenomenon in the last years in the society of many countries, where it reacts to and fills the gap on the labour market by employing people with social or physical disadvantages, and thus prevents their social exclusion. These social enterprises, or companies, as they are defined nowadays, were also established in the past in various forms, and were formed on the basis of various principles. However, their common denominator has always been mutual help and solidarity.

Present forms of social entrepreneurship

The modern concept of social economy and social entrepreneurship was developed in the 1990s, when the interest in non-conventional business activities grew, especially in developed countries. The historical roots of the beginnings of social entrepreneurship and efforts were

especially valued, when solidarity and self-help contributed to the solution of burning questions of those times.

In the modern times, social entrepreneurship is applied especially to labour market, where it fills the gaps and reacts to the needs of the society. It especially becomes an effective tool of employing persons with a social or physical handicap, and thus helps their social integration. In the end it was Europe, where social economy was discovered at the beginning of the 1990s, and where this idea was developed and used successfully in the society. During the first stage, social economy was connected with the cooperative movement, especially in Italy. Here, a law supporting the statute of social cooperatives was adopted in 1991. The social cooperatives appeared in reaction to insufficient or absent services provided for the public, and were extremely popular. During the second stage, researchers examined similar concepts on a smaller scale also in other European countries. Based upon this initiative, a study network of social economy and entrepreneurship was established in 1996, namely in the Great Britain, where these trends accelerated significantly. Social economy has become manifested in the modern society as an alternative to conventional international business, which promotes so called “fair trade”. It presents a modern partnership, supporting disadvantaged manufacturers in the third world by providing better business conditions for the access of goods and services to the market.

Social economy is often referred to as democratic, federal and civic, operating on the border of commercial and non-commercial sectors.

It supports the approach of solidarity, social inclusion and growth of social capital, especially on the local level, with maximum respect for sustainable development. All possible profit is reinvested into further development of the social enterprise.

Definition of main terms – social economy, social entrepreneurship

Certain standards of a social enterprise should include the following:

- Formulation of generally beneficial aim – social enterprise primarily deals with the problems of employment, general inclusion of socially excluded persons and local development. In relation to this aim, it is possible to speak about the “triple bottom line concept”, which represents social, financial and ecological benefits.
- Participation, democratic decision making and social capital – every social enterprise tries to involve the members (employees) in the operation of the enterprise, their inclusion into the working team and obtaining their interest in the common goal; at the same time it includes a balance between democratic decision making and managerial management of the enterprise.
- Specific financing and use of the profit – social enterprise serves a generally beneficial purpose, towards which it is committed in its statute or charter, and that is why also all possible trade surplus and profit of the enterprise are preferentially used for further development of the social enterprise. The operation of the enterprise may be financed from multiple sources (structural funds, state donations, etc.).

- Local dimension – social enterprise preferentially uses local resources and satisfies local needs, that is why it has a strong relation to strengthening the local development.

Social entrepreneurship in the Czech Republic

The founder of a social enterprise may be a legal entity or an individual, entitled to perform business activities, who decides to create job opportunities within a business plan for persons disadvantaged on the labour market, and to provide them with adequate working and psychosocial support. The founder should also ensure an equal position of these persons with other employees, with the same rights and duties, and a corresponding salary. This approach helps to integrate the disadvantaged persons into society, which in turn could help them find greater application on the labour market in the future.

Also the Employment Act deals with persons disadvantaged on the labour market. The law defines these persons, as job applicants, who, due to their health status, age, need to provide care for a child, or for other serious reasons require an increased level of care in provision of employment. This group includes:

- individuals with a disability (defined in § 67 of the cited law as long-term unfavourable medical condition, which should, according to conclusions of the medical science, last for a period exceeding one twelve months, and which significantly limits mental, physical or sensory abilities of the individual, and thus also the possibilities of his/her employment),
- individuals below 20 years of age,
- pregnant and nursing women, and mothers in the period of nine months following birth,
- individuals taking care of a minor child younger than 15 years of age,
- individuals over 50 years of age,
- individuals, who are listed in the register of job seekers for the uninterrupted period of five months,
- individuals requiring special help (persons, who have temporarily found themselves in extremely difficult circumstances, or persons living in such circumstances, individuals socially maladjusted, persons released from prison or protective measures of detention, and persons from socially-culturally disadvantaged environment).

Legal forms of social enterprises

Social entrepreneurship may be realized in various legal forms of the private law. Each of these forms has certain advantages and disadvantages, that is why it is necessary to clarify prior to starting the business, how the social enterprise will operate, and what is the most suitable legal form for the given type of activity, taking into consideration also the owners of the social enterprise.

Beneficial Corporations – their legal status and activities are governed by the Law No. 248/1995 Coll., and their mission is to provide generally beneficial services. This legal status has been applied in founding new social enterprises very often. The profit must not be used for the purposes of the founders, members of the governing bodies or employees; it

must be reinvested back into the enterprise and the activities, for the purpose of which the enterprise was founded. The activities of beneficial corporations are developed especially in areas, where regular business entities do not find profitable business opportunities. As of 1st January 2004, beneficial corporations cannot be founded any more, and have been replaced with so called institutes. The activities of the already established beneficial corporations may proceed also in the future.

Institutes – are founded for the purpose of socially or economically useful activities. It is a newly introduced legal status, and there is not much experience with it so far (effective as of 1st January 2004).

Civic associations – are the most frequent type of non-governmental organizations; contrary to beneficial corporations, the civic association does not have the obligation to perform generally beneficial activities. The legal status of civic associations is governed with the Law No. 83/1990 Coll., concerning gathering and associations of citizens. Civic associations are the least limited among non-profit organizations as far as economic and business activities are concerned; nevertheless, they are not supported very much from the point of view of supporting social economy. Civic association cannot generate profit; the obtained means must be used to cover the incurred expenses and investments realized by the association.

Cooperatives – are legal entities with an open number of members, established for the purpose of performing business activities or provision of economical, social and other needs of their members. The members may be individuals and/or legal entities. Members of a cooperative participate upon its activities via financial holding, in case of profitable results, as well as losses.

Limited liability companies – these are clearly business entities. Limited Liability Company is a company, the basic capital of which consists of deposits of the companions, who also guarantee the obligations of the company, until the payment of deposits has been entered in the Business Register. At present, it is one of the most frequently utilized legal statuses.

Foundations and endowment funds – these present special-purpose assets, the yields of which are used to achieve generally beneficial purposes defined by law. The sense of the economic activities of foundations is not only performance of business activities according to the Business Code, but also providing economical self-sufficiency and appreciation of assets. The law defines only certain areas, in which the foundations may perform their business activities.

Joint-stock company – this legal status is the least used within the social-business activities.

Social cooperative – new legal form from 2014, accommodating the principles of social entrepreneurship. The members of a social cooperative are employees, volunteers and persons, who may utilize further benefits arising from the membership.

Preparation of a social enterprise – business plan as a tool for initiation of social entrepreneurship

Social enterprise must, apart from the social aspects, operate in such a way, that its operation is sustainable and the enterprise must be able to hold up in the commercial environment, with the least financial support possible. Social entrepreneurship predominantly represents an activity realized by entities operating in the area of social services or the non-profit sector, that is why it is important for these enterprises to realize, that social entrepreneurship is an activity performed in the commercial environment, and thus must operate on this basis, in combination with the application of social aspects.

Principles of social entities

The generally acknowledged principles of social entrepreneurship are the following:

1. Generally beneficial aim, which is formulated in the statute or the chart of the enterprise
Social enterprise is oriented at solving problems of employment, social inclusion and local development. It is founded and further developed on the basis of the “triple-bottom-line” concept – economical, social and environmental. The generally beneficial aim is achieved through economic activities, which are defined in the business plan, in the chart, statute and/or other documents.

2. Participation, democratic decision-making and social capital

The role of internal and external relations of the social enterprise is strengthened.

Internal relations of a social enterprise are aimed at maximal participation of its members/employees in decision-making and governance. The emphasis is given to maintaining balance between democratic decision-making and managerial governance of the enterprise.

External relations strengthen the social capital of the social enterprise and local communities.

3. Specific financing and use of the profit

Financial relations and economic activities of a social enterprise are governed by the generally beneficial aim listed in the company charter/foundation deed. The economic activities of a social enterprise point towards long-term economic stability and sustainability.

Possible profit from participation on the market is preferentially used for further development of the social enterprise and/or for fulfilment of its generally beneficial aims. The social enterprise bears the economic risks (e.g. through the share of its members in the property, financing and decision making).

Social enterprise may be financed from multiple sources.

4. Local dimensions

Social enterprise preferentially satisfies local needs and uses local resources. It also supports the sense of civic responsibility on the local level.

The above-mentioned principles of a social enterprise become an integral part of the business

plan defined by the social enterprise and it is necessary to incorporate these principles into the business plan.

Structure of the business plan (hereinafter referred to as BP)

The business plan maps the activities of the organization and joins the present activities and future goals. A good business plan is an effective tool for communication with investors, sponsors, employees and other interested parties. The basic elements of a business plan consist of an exact description of what the enterprise wishes to achieve and how, description of activities, which will lead to the desired goal, detailed description of resources – financial, human and other, identification of measures which will serve for interim and final evaluation of the success of fulfilment of the defined goals. The business plan is a live material, it is not a one-off activity, and is mostly prepared for the period of 3-5 years.

Stages of defining a business plan:

1. Formulation of the mission, planned goals and means of their achievement – what we want to achieve, what activities we perform in order to achieve it, what changes could result from our efforts.
2. Definition of activities, which need to be performed in order to achieve the planned goals – does the planned activity contribute to the planned goal, is it possible to perform the planned activities as effectively as other companies, what is the required extent of the activities in order to reach the goal?
3. Detailed description of planned resources for performance of the activities – personal costs, buildings and equipment, technologies.
4. Definition of measures of success – simple and easily measured goals.

Contents of the business plan (example of possible structure)

Summary

The aim is to convince a potential investor, that the plan is worth closer studying. Even though the summary presents the initial part of the plan, it is the last part to be prepared. The summary should not exceed two pages, and it should present the social dimension of the entrepreneurship. The summary should also mention the most important and essential points of the business plan: a brief history of the organization, abbreviated definition of the anticipated effect and goals of the plan, description of the product or service, with a special impact on its need on the market, brief outline of competition, means of production or conducting the service, summary of financial analyses and sources of financing.

Organization and type of business

It is important to mention the mission of the organization – in what areas does the company operate or wishes to perform activities, description of our product or service, facts about the organization (ownership, legal status, present situation of the organization and view to the future), organizational structure with listing of competences of individual persons, it is recommended to present the organizational structure in the form of an organizational chart.

Sphere of business – a brief description of the sphere of business, the present situation and possibilities of further development, description of the main competing subjects and their position on the market, analysis of the effect of main economical, social, technological and legislative trends.

Product/service

Description of the product or service – a detailed description, including photographs, if relevant for the given problem.

Research and development – is included if necessary, describes the means and extent of performance of research activities prior to introduction of the product on the market.

Description of ownership rights – it is necessary to describe all author and ownership rights, including factors, which will enable to obtain a suitable position on the market in the given area.

Plans for further development of the production or services or for development of a new or improved product.

Description of the manufacturing process or provision of the service – manufacturing processes, physical dimensions and equipment, etc.

Technical and technological management of investments – reasoning of the chosen technology and planned investments, investment plan – study.

Market analysis

Definition of the market: define the target market and position on this market. Description of potential customers (age, sex, profession, amount of income, shopping habits), their placement, why they buy or could buy our product or service, under what conditions they buy or could buy the product or service, what expectations of the customers may be anticipated as far as the price is concerned, quality and service.

History: in case the organization has a history, describe how your products or services have been perceived on the market, mention also possible negative reactions to your product and on-going or planned activities, which should result in overcoming these problems.

Size of the market: description of the present extent of the market; the extent is determined namely on the basis of statistical data and surveys performed among potential distributors and customers.

Target market: identification of the target and its segments. Concentration of sources on the needs of a specific market segment and finding a specific position on the market may mark the success or failure. Describe how you plan to identify the potential customers; how you plan to address them and contact them, including the plan of what aspects of the product will be highlighted.

Trends from aspects of time: description of a potential growth on the market, anticipated extent of the market within several coming years. Sources and expectations must be realistic, based on statistical data and determined with technological development, changing requirements of the customers, etc.

Seasonality – will seasonal influences become manifested in the sales of the product or service, changes of customer requirements or expectations in relation to seasons of the year, etc. In case the seasonal influences exist, how will the business activity react to these?

Competition – description of competition and their position on the market. Comparison of the price, efficiency, service, guarantees and other services pertaining to the product. Summary of strengths and weaknesses of the competition in various areas (e.g. finance, operation, locality...) In case there exists no competition, describe potential competition in the future, and what are the barriers of entering the market.

Marketing strategy

Estimate of sales and share of the market – estimate of sales and share of the market in units and the price, based upon subjective appreciation, estimate of the potential market size, analysis of trends and competition, list the main customers, who could purchase your product or service.

Determination of the price – how are the prices determined, comparison of our own pricing policy with the main competitors, how the pricing will support the acceptance of the product. The prices will influence not only the number of customers, but also their structure.

Sale and distribution – plan of sales and distribution, if you plan a direct sale, how will this be organized and managed, how this sale will be realized (e.g. through a network of distributors, own shops, sales representatives), analysis of the sale effectiveness (how much dealing and effort will require to obtain a customer), description of the market strategy and guarantees, and methods used in this respect.

Promotion, advertising – description of the process through which the product will be promoted, how will the product or service get into the awareness of the customers, estimate of the share of costs on the total costs, timing of promotion.

Marketing mix: 4Ps (product, price, place, promotion) and 4Cs of the strategy (customer value, customer cost, communication, convenience).

What are the competitive advantages of our product?

SWOT analysis of the business activity – analysis of all strengths and weaknesses, external opportunities and threats in management and marketing.

Operation

Description of the location of the company premises, advantages and disadvantages of the locality in relation to the costs of labour and material, accessibility, proximity to the customers and transport accessibility, local regulations, which could influence the business activity.

Description of the physical premises and equipment, which are used or will be further used – rent, purchase or construction, price of acquiring them, estimate of further needs of facilities and equipment.

Manufacturing processes – what processes are used for manufacturing of the products or provision of services, description of the manufacturing method, quality management, manufacturing process, storage, logistics, need of resources for manufacturing of the product, organization and management of purchase, detailed description of fixed and variable costs.

Management and governance

Managerial team – how is the managerial team organized, description of roles of all team members; the investors usually look for a well-balanced team with some experience. A summary of duties and responsibilities of every member of the team, listing also their competences, acquired education, previous experience in the given area, rewarding of the management should be included.

Board of Directors of other top-management governing body of the organization – list the members of the Board of Directors, how they may contribute to the fulfilment of the mission.

Other external services – list for example the accounting, banking and other companies cooperating with the organization.

Human resources

List the human resources requirements: the number of employees and the working load of them, structure of the disadvantaged employees and employees without disadvantage, means of hiring new employees, necessary qualification and education, practical skills, type of training required, description of the system of rewarding and motivation.

Plan of activities (schedule)

Description of sub-activities – steps and important milestones. Division of the investment and operational stage of performance of the business plan, realistic time schedule is important, showing the chronological order of the main activities of the business plan, do not underestimate the time-consuming factor of certain activities (e.g. performance of tenders for selection of suppliers, reconstruction of the buildings, etc.)

Risks of the enterprise

Development of every enterprise brings about risks and problems, risk analysis of the business plan, including means of their elimination, analysis and recognition of causes of risk situations.

Financial plan

Financial plan should describe the type and amount of resources required for the realization of the business plan, it should also include information about the current financial status and outlook of the financial situation in the future.

The processed financial analysis: needs and sources of long-term and current assets (in the form of a balance-sheet), investment, operational – for the period of realization and sustainability of the project, financial schedule, the course of cash-flow for ensuring the realization of the investment and operational stages of the project, financial sustainability of the project – evaluation of cash-flow, explanation of how will the acquired funds be utilized.

Financial projection – projection of the cash-flow for the period of three years, plan of the cash-flow in the first year in monthly or quarterly division.

Submission of current and historical financial reports, in cases when the organization possesses a certain history – in the form of a balance-sheet and overview of profits and losses for the last three years, or from the foundation of the company.

Non-financial benefits and opportunities (social dimension of the business activity)

Non-financial opportunities and benefits (social impacts, etc.), description of the target group in relation to the business activities and provided services, description of provision of adequate individual employment and psychosocial support for the employees from the target group (training, adjustments of the working environment and working conditions, expert guidance, professional development, development of skills, etc.), description of fulfilment of equal opportunities for employees from the target group (means of supporting disadvantaged employees in order to achieve equal opportunities, combining of family and work life, career, working time defined according to the possibilities of the employee, etc.). The text should also include principles of social entrepreneurship.

Appendices

The business plan may further include: statistical data concerning the market, Annual Reports of the organization, photographs related to the plan, references and letters of recommendation or proclamations and statements of various subjects, preliminary agreements with the customers, founding documents of the organization (e.g. the statute, Foundation Deed, registration of the company with an appropriate body, appointment of the statutory head).

You may find examples of good practice of social entrepreneurship in the Czech Republic on the following websites:

<http://www.ceske-socialni-podnikani.cz/cz/adresar-socialnich-podniku>

Sources:

<http://www.ipodnikatel.cz/O-podnikani-obecne/socialni-podnikani.html>

<http://socpo.vsp.cz/attachments/attachments/attachment/Po-korekture-SO-Janak-280810.doc>

<http://socpo.vsp.cz/attachments/attachments/attachment/SOCPOII-kolibova-vaclavikova-belova-220610.doc>

Handbook of Examples of Good Practice

Successful methods and practices in the area of social inclusion with experiences from Belgium and the Netherlands

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