





# **EQUAL Projects and Implementation**

National Support Structure  
EQUAL Community Initiative Programme  
Warsaw 2007

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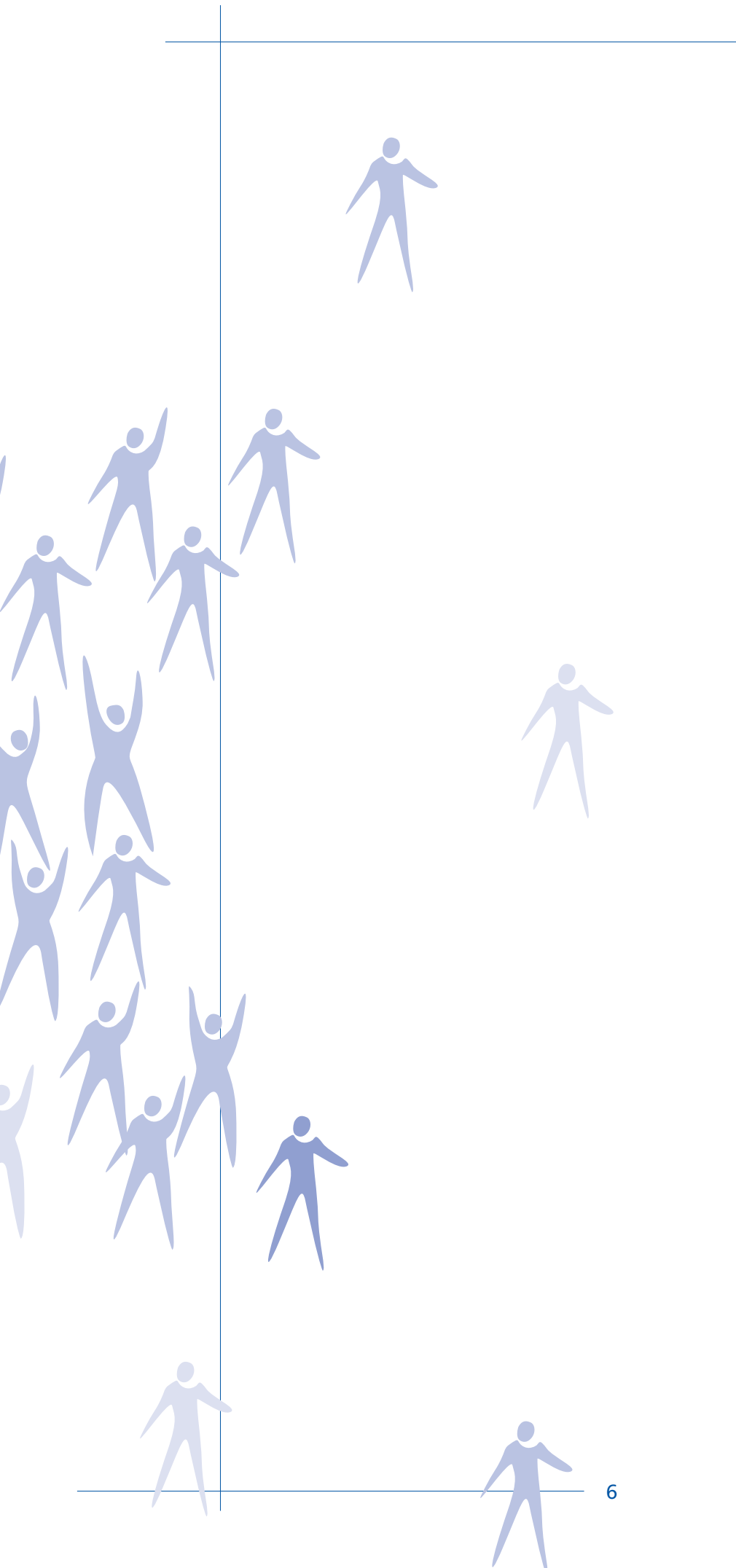
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## BACKGROUND

The Equal Community Initiative has been implemented since 2001. In 2004, the second round of the Initiative was introduced in all 25 Member States of the European Union. The Initiative is financed from the European Social Fund and national budgets of involved countries.

EQUAL is part of the EU strategy intended to create and ensure a wider access to new better jobs. The objective of the EQUAL Initiative is to develop and test new innovative solutions that may help in the future to provide equal job finding opportunities to social groups affected by inequality in access to the labour market. The Programme is about searching for creative long-term solutions. The solutions developed under the Programme are in the form of a model, i.e. described and tested operation guidelines.

The design of Community Initiative in Poland focused on complementary aspects of EQUAL and National Development Plan, as well as of the key programmes of the European Social Fund, mainly through the strengthening of activities conducted under the Sectoral Operational Programme – Human Resources Development and the Integrated Regional Operational Programme. Considering respective political priorities and in consultation with social partners and various institutions, the Ministry of Economy and Labour has approved the EQUAL Strategy in Poland for the following thematic fields (selected from among 9 thematic fields prevailing in the Member States):

Thematic Field 1A: Facilitating access and return to the labour market for those who have difficulty in being integrated or reintegrated into a labour market which must be open to all.

Thematic Field 4D: Strengthening the social economy (the third sector), in particular the services of interest to the community, with a focus on improving the quality of jobs.

Thematic Field 6F: Supporting the adaptability of firms and employees to structural economic change and the use of information technology and other new technologies.

Thematic Field 7G: Reconciliation of family and professional life, as well as the reintegration of men and women who left the labour market, by developing more flexible and effective forms of work organisation and support services.

Thematic Field 9I: Supporting the social and vocational integration of asylum-seekers.

In Poland, 107 out of 751 proposed projects have been approved for implementation. The projects are implemented by Development Partnerships – dedicated partnerships of diverse entities interested in finding a solution to a specific labour market problem. Currently, 98 projects are being implemented. A total of EUR 133.99 million from the European Social Fund and EUR 44.64 million from the State budget have been allocated to the Programme implementation in Poland in the years 2004 – 2008.

The Ministry of Regional Development is responsible for Programme management. The implementing authority is the “Cooperation Fund” Foundation, Task Force for Training and Human Resources, which – as National Support Structure – provides Partnerships with assistance throughout project implementation period.

## INTRODUCTION



A thematic approach is one of the key rules of the Programme and to a high degree determines the specificity of the EQUAL Community Initiative. By stipulating nine thematic areas for identification of problems, formulation and implementation of projects by the Partnerships for Development, this approach also identifies the reasons behind inequalities in access to the labour market and the functioning of individuals and social groups on that market. It should be added, however, that this applies to problems that manifest themselves throughout the Community. When joining the Initiative, each country was able to adopt all thematic areas or, alternatively, choose only those that best reflect their local conditions. The freedom of choice should be considered as an additional stage of putting the thematic approach into practice. Arguably, the design of EQUAL is based on the assumption that actual themes are to be defined (or fine-tuned) at the successive Programme implementation levels. Therefore, the idea of the Initiative in terms of thematic scope of the activities can be defined solely upon having investigated the themes of the projects and, in many cases, also having considered the social background of their formulation. Otherwise, a synthesis would be possibly feasible, but it could hardly be considered as a reliable one. This is the general idea behind this book. The principle of thematic approach is considered here as a process, wherein it is crucial to identify and recognise particular occurrences on the level of day-to-day observation for subsequent tackling them as a problem that can be resolved using specific tools and methods. To the maximum possible extent and considering proportions, the descriptions contained herein are intended to reflect Partnerships' decisions on their priorities, with emphasis on the perception of economic, civilisation-related and social aspects of the labour market phenomena they decided to address. In this way a detailed description of the problems was made – of the subjects to be tackled by the initiators and implementers of the EQUAL Community Initiative, rather than broad thematic areas.

## THEME A

**Facilitating access and return to the labour market for those who have difficulty in being integrated or reintegrated into a labour market which must be open to all**

“Promoting a labour market that is open to all” should be considered as a guiding principle of the entire EQUAL initiative. It was explicitly defined as thematic area A for a purpose. The issues associated with facilitating entrance and re-entrance to the labour market those facing specific problems enabled us to get an insight into diverse harmful occurrences in the community life, to analyze their impact on the functioning of the labour market and – on numerous occasions – to investigate their mutual relationships. In fact, projects covered by this thematic area are concerned with extremely difficult social problems that have been neglected for years. They are often perceived as dysfunctions, which prevent people from getting any regular job. It seems that the establishing of counteracting systems will not only help to open currently inaccessible labour markets to them. It will also stand for a proof that no problem should be in advance considered as unsolvable.

## Empatia – Local Solidarity for Equal Opportunities

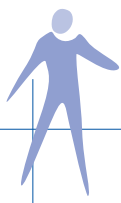
The partnership was established with a view in working out an effective method to equalise labour market opportunities and ensure occupational insertion of the unemployed in a large urban agglomeration. In the city of Łódź, the rate of unemployment is above national average and negative consequences thereof manifest themselves at all levels of the community life. This is detrimental to both public and private sectors, while initiatives aimed at insertion of the unemployed – usually based on statistical data - fail to focus on specific local conditions. In an effort to address this problem, the Partnership has established an innovative project of work with the unemployed, wherein all the partners contribute with specialised complementary knowledge and capabilities: the City Hall of Łódź provides international contacts and the influence on employment policy on the poviat (region) level; the poviat Labour Office contributes with its thorough knowledge of the local labour marker; the Efektor Company is setting up the Local Employers' Council; the Łódź Regional Development Agency Joint Stock Company shares its project management capabilities; while the Rezonans Association contributes with its practical experience and envisioned programme.

The Partnership established two Local Activity Workshops: "Widzew" and "Śródmieście" (named after two districts of the city). The structure and location of the two workshops reflects demographic and town planning patterns of a new development and old tenement houses in the centre of the city. The Project is targeted at the unemployed who face social exclusion after a long period of joblessness. Their vocational skills are not appreciated by the employers and fail to meet standards expected in an information-based society. Due to a lack of knowledge about job market demand they are unable to take any action in order to find a job.

Direct beneficiaries are 160 people falling into the following three age groups: 16-24, 25-49 and over 50 years, with vocational, secondary and higher education. They are to attend all the three modules of the Programme, i.e. they will complete the "Pathway". The Local Activity Workshop is intended to enable 200-500 more people to take advantage of proactive job seeking tools (over the Internet, telephone, daily newspapers, guidebooks, etc.).

In addition to unemployment, job seekers - or final beneficiaries of the Project, face other daily problems: subsequent failures discourage them from making another job finding effort, give rise to family conflicts and mental problems. The Project involves a comprehensive approach to combating the unemployment – all the modules combined (the "Path") last for seven months and the sessions are held in groups of eight participants each. The Project is focused on individual approach to each beneficiary, who is coached by a pre-trained volunteer worker under an informal contract. In such a way, all activities undertaken by the Project participant are monitored, commented and modified on a current basis.

The participants of the Project will improve and acquire new skills that will help them to seek actively a job on their own. They will learn how to write an individualised CV and a credible motivation letter, how to establish a computer database to document one's activities. The participants themselves will prepare a list of their working acquaintances who might be aware of any vacant jobs and a list of potential employer, as well as a schedule of visits to prospective enterprises (the documentation will be established under the "e-inclusion" module, while database under the "Exchange" module). The participants will be given training in gathering and processing information about a company of their choice to prepare themselves to the interview and individualised job application writing. In addition, modules giving basic knowledge of interpersonal communication have been prepared under the Project. The beneficiaries will receive training in proactive listening capabilities, verbal and nonverbal communication, conflict solving and assertive behaviour patterns. Supported by professional psychologists, they will define their



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personality traits, skills and predispositions, so that they are able to establish their own vocational development path (under “Path”, “Switch” and “Psychological Support” modules). Moreover, the Project offers its participants the “Sanus” module to promote a healthy lifestyle and attitudes: joint exercises, volunteer outdoor integration are intended to integrate community bonds and dispel common beliefs that unemployment is associated with absolutely passive attitudes leading to dysfunctions, demoralisation and exclusion.




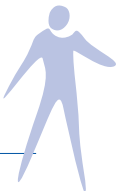
A local public debate is expected to enhance community-oriented merits of the Project. Under the debate, Project beneficiaries will have an opportunity to strengthen their communication skills and improve information source usage skills, as this will involve, among other things, a conscious and critical use of advertising message, the use of mass media for dissemination of local initiatives (the “Time Bank”) and information flow (a local daily newspaper, WW vortal). The Local Employers’ Council will be established under the “Dialog” module. The Council is to stimulate the two sides of the labour market and help to dispel common misconceptions about the unemployed and employers.

The Partnership is expecting the Project to work out a universal tool for combating the social exclusion of the unemployed by strengthening the cohesion of the local community.

## Managing Organisation

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## Partners

- Łódzka Agencja Rozwoju Regionalnego S.A. (Łódź Regional Development Agency), Łódź
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  - Przedsiębiorstwo Handlowo-Usługowo-Produkcyjne „Efektor” S.C. (“Efektor” Trade, Service and Production Enterprise), Łódź
  - Stowarzyszenie na Rzecz Rozwoju Kapitału Społecznego „Rezonans” (Association for Development of Social Capital “Rezonans”), Łódź
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## Return to Freedom Coalition

The Partnership was established upon the initiative of Polish Legal Education Association with a view in working out an occupation integration model for ex-convicts. Organisations working with convicts and ex-convicts have contributed to the programme of the "Return to Freedom" Coalition. Partnership members have adequate physical and technical capabilities and are in possession of a contact base that will enable them to disseminate Project information among employers. The Project is targeted at convicts, ex-convicts, those under a penalty of restricted freedom and their family members, children in particular. Quite often, they inherit reluctance to work and permanent employment and a belief that they are unable to find a job. The activities of the Partnership are limited in terms of geographical range (Siedlce, Mienia, Warsaw and the Warsaw region, where organisational model to be followed elsewhere was established) and time (convicts who take part in the Project must have prospects for imminent liberation and coping with the requirements of life beyond the walls). In addition, the convicts must declare the will to change their existing way of life, agree to join the Programme voluntarily and comply with instructions given to them. The Partnership is opting for a comprehensive approach: the planned activities are intended to improve the convicts' skills and teach them specific jobs, but also to reintegrate them into the community by changing their way of thinking and persuading them to quit bad habits and addictions.

Activity 2 is based on data obtained from detailed questionnaires. Survey results enabled Partnership to develop a system for ensuring occupational integration, while working out tools for coping with everyday problems. Vocational courses will prepare the beneficiaries to work in specific trades (plaster partition installer/painter, tile layer, paving worker, plumber, gas/electrical welder), while on-the-site placements will enable them to perfect new skills. Occupational integration will involve unpaid work and will be supported by volunteers, Prison Labour Clubs and Occupational/Social Integration Centres.

Training in IT systems will enable beneficiaries to seek jobs before liberation, while courses promoting proper attitudes (combating social dysfunctions, time management ability, communication skills, and self-presentation, coping with aggression, perfecting assertive attitudes) will provide them with psychological support and help them to overcome the fear of change, involving an attempt to embark on a decent way of life.

When working with the trainees, the focus will be on motivation support: their self-esteem is to be enhanced using step-by-step methods and interpersonal training sessions. The beneficiaries sign a contract with the trainers, a gentlemen's agreement intended to promote responsibility, encourage systematic work and perseverance in keeping up the commitment.

The "Everyday Law" training series is intended to improve legal culture among the convicts and their family members. Students who deliver the training have an opportunity to acquaint themselves with practical aspects of serving a detention sentence and related social problems. The "Guarding Angel" Programme is delivered by ex-convicts who have genuinely reformed to start a new life. They help those being released, permanently or on parole, from penitentiaries to adjust themselves to the life out of prison. In addition, assistance is provided under the "Ex-convicts' Testimony" Programme, whereby ex-convicts explain how their life changed following the release, what are the costs of such a change, vice temptations and how to cope with them.

The "Return to Freedom" Coalition also offers training events to support family members: on aggression treatment, family mediation programme and how to become free from dependence on aid institutions. The Partnership is also interested in providing penitentiary staff, educators and psychologists with knowledge and skills, as required for ensuring tangible assistance to the

convicts in terms of legal issues, communication, mediation, occupational integration and social psychology skills.

The Polish Legal Education Association will publish a booklet with information about social rights of those released from penitentiaries. Another publication will focus on social situation of ex-convicts. In addition, it is planned to publish a manual for those wishing to establish a social cooperative.

In order to prepare ground for the expected results of Partnership's efforts, some of the activities will focus on dispelling common views that employing ex-convicts is dangerous and counterproductive. The Coalition will set up conferences on this issue and will develop a system of cooperation with local authorities with a view in creating new jobs for non-isolation punishments.

Project outcomes will be disseminated using an informational campaign promoting the employment of imprisoned convicts and those under penalty of restricted freedom, as well as a departure from repressive social and punishment policies towards probation penalties, i.e. with sentences served under controlled freedom conditions.

## Managing Organisation

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## Partners

- Fundacja Sławek (Sławek Foundation), Warsaw
- Okręgowy Inspektor Służby Więziennej (District Inspector of Penitentiary Service), Warsaw
- Stowarzyszenie Resocjalizacji, Rehabilitacji i Pomocy Społecznej im. H.Ch. Kofoeda (H. Ch. Kofoed Association for Resocialization, Rehabilitation and Social Assistance), Siedlce
- Wydział Prawa i Administracji Uniwersytetu Warszawskiego (Warsaw University, Faculty of Law and Administration), Warsaw

## Life Skills Program for Mentally Competent Youth and Young Adults with Physical Disabilities MISARN

The Partnership was established to ensure equal opportunities to young people aged 18-24, intellectually fit but with motor disabilities, for starting private, social and occupational life on their own. The "Educational Leadership Centre" Foundation has initiated and is administering the Partnership, joined by institutions and organisations for the disabled and partners pursuing the idea of a labour market that is open to all.

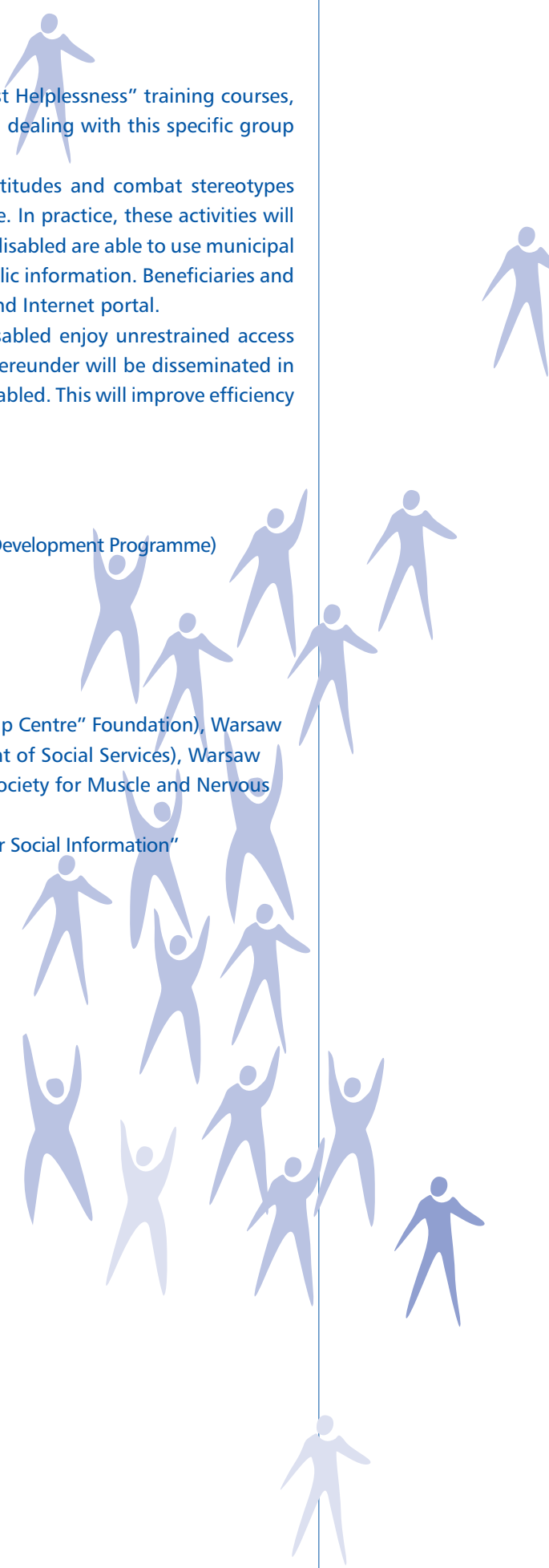
Available surveys of young disabled people reveal certain patterns of their complicated situation and problems faced by them and their family members. Assistance forms, as offered by state agencies, do not encourage self-dependence of young people and compel them to use external help. They fail to encourage pro-active approach or support the struggle for independence in their adult life. First barriers are encountered at school – disabled children face difficult access to instruction, they are arbitrarily compelled to follow individualised teaching path, while being prevented from integration with their physically fit peers; they are not assisted in taking the successive steps of education. As a consequence, young disabled people have relatively poor skills and inadequate knowledge, so that they are not competitive on the employment market. There is one more serious problem: a lack of psychologist's support to the parents of disabled children, who tend to focus on their children and inadvertently contribute to their continuing dependence. They are aware of the absence of any meaningful employment policy for the disabled and are thinking with anxiety of their capacity to earn a living as adults.

A survey carried out under Activity 1 has revealed that the existing system of financial and medical assistance to the disabled is inefficient. Therefore, it is necessary to work out a complete offer that would meet all the needs and expectations of the disabled, so that they are helped to become active members of the society.

Final Project beneficiaries are Young Intellectually Fit People with Motor Disabilities aged 18 to 24 years, who live in Warsaw. The activities carried out under the Partnership will involve at least 150 people, while educational materials, the Internet portal and publication will reach additional 1000 or more people. The Project is targeted at young men and women of various educational backgrounds and level of disability. Indirect beneficiaries of the Project are parents (or guardians), those professionally involved in assistance to the disabled, administration or local government officers working in that field, representatives of non-government organisations, employers and representatives of specific trades, especially those associated with public services.

Two studies will be carried out under the Project, namely: a) a study on living skills and related development or improvement needs; and b) a study on so-called life trajectories. The studies will involve the beneficiaries, their parents and professional providers of aid to the disabled. The results of the studies will serve as a basis for the elaboration of a model living skills development programme, which is to be tested throughout the Project. The participants will attend the following modules: citizen advice, motor activity training, summer school – integration/educational workshops, secondary to higher school transition, school/university to labour market transition. The modules will enable the participants to develop citizen skills, improve the knowledge of their rights (and enhance their self-confidence), to promote pro-active lifestyles and get an insight into everyday problem solving methods.

Those working with young disabled people will have an opportunity to enrol into new postgraduate course for career planning advisors. The graduates from that course will provide professional assistance to the beneficiaries in planning a career in line with their capabilities and interests.



Social workers will have an opportunity to attend the “Against Helplessness” training courses, intended to improve their professional competence and skills in dealing with this specific group of aid recipients.

In addition, the Partnership is intended to change public attitudes and combat stereotypes associated with the involvement of disabled people in public life. In practice, these activities will include training events for public transport workers, so that the disabled are able to use municipal transport vehicles. This will also include a system of efficient public information. Beneficiaries and other interested parties will have access to databases, hotline and Internet portal.

The new methods helping to build a society wherein the disabled enjoy unrestrained access to any fields they are interested in, as well as practical results hereunder will be disseminated in cooperation with other Partnerships providing support to the disabled. This will improve efficiency and reach of Activity 3.

## Managing Organisation

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## Partners

- Fundacja „Centrum Edukacji Liderkiej” (“Educational Leadership Centre” Foundation), Warsaw
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- Polskie Towarzystwo Chorób Nerwowo-Mięśniowych (Polish Society for Muscle and Nervous Diseases), Warsaw
- Stowarzyszenie „Centrum Informacji Społecznej” CIS (“Centre for Social Information” Association), Warsaw
- Uniwersytet Warszawski (Warsaw University), Warsaw

## New Way for Ex-offenders

The Partnership was established with a view in working out a model approach to occupational integration of ex-offenders upon their release from penitentiaries. The activities proposed under the Project are intended to enhance ex-offenders' job finding opportunities and support their social reintegration. The Central Board of Penitentiary Service, which is the promoter of the Partnership, invited research institutions to the Project along with post-penitentiary assistance providers.

According to surveys carried out under Activity 1, post-penitentiary assistance providers are not cooperating with each other and fail to share information so that their activities are overlapping, while some assistance areas are neglected. These institutions have a wide range of inadequately defined responsibilities and usually they provide assistance on an ad-hoc basis.

Partnership Promoters have noticed a lack of comprehensive approaches that would help ex-convicts effectively to re-integrate with the society. Penitentiary establishments do not provide convicts with training in jobs that are sought after on the labour market, while internships or placements for active convicts are hardly available. Addiction therapy, as proposed to the convicts, is cursory and ineffective. Probation officers in charge of ex-convicts are unable to provide them with any meaningful job finding assistance. They face prejudice and stereotypes: employers are unwilling to employ ex-convicts, even if checking applicant's conviction record is not required.

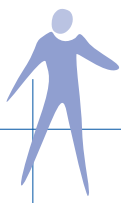
Five hundred persons (of which 50 women, i.e. 10% of all participants) from 30 penitentiaries across Poland will benefit from the Project. The Partnership will address the problems of the convicted disabled, mentally ill and single mothers. All target groups of the Project (persistent offenders, first offenders, women, juvenile offenders) face specific problems associated with reintegration into family and social life or the labour market. As a general rule, those incarcerated lack education or vocational skills, they are unaware of public standards and often they are addicted to alcohol or drugs. Upon release they are provided with ad-hoc assistance, which is strengthening their passive or demanding attitudes. Their families face disintegration and their children are exposed to depravity for lack of any positive role model. Feeling condemned by their environment, ex-convicts are unable to start a normal life. Discrimination at employment market, a lack of support from the family and community lead to marginalisation and exclusion.

The objective of the Partnership is to work out a methodology for cooperation of institutions that are active in various segments of the community life. An integrated support system will cover also those related to ex-convicts (family members, potential employers and the local community).

Since Partnership will implement the Project across Poland, the new solutions will be tested in specific conditions prevailing in various regions (Silesia, Bieszczady Mountains, border areas or Mazurian Lakeland).

In order for ex-convict reintegration to be effective, they must be equipped with social skills, in addition to vocational ones. The Partnership offers vocational training, integration sessions, psychologist's advice and personal/legal counselling. The actual offer will be tailored to beneficiaries' predispositions. The convicts will follow their individual action plans, considering their personality traits, needs, expectations and existing skills. The Project will involve occupational integration of physically and mentally disabled persons. An innovative approach to addiction treatment is also planned. Also penitentiary staff will be offered training events.

Thanks to better skills Project beneficiaries will have better job finding opportunities, while psychologist's support will prepare them for the effort of starting a new life. Each of them will be given a portfolio containing: a social contract, individual action plan, certificates of completion of training courses/events and internships, formal certificates of vocational skills and other



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documents attesting to specific activities. Ongoing contacts with probation officers and mentors will help to maintain effects of the Project following the release.

Central consultation points, local Project teams and labour clubs will be established under the Project to coordinate efforts of non-government organisations, social workers and probation officers. This will help to avoid centralisation: initiative and overall responsibility for specific tasks and cooperation between institutions will be transferred from the Project to the regional level.

The idea behind the Project and its results will be disseminated on several levels. The achievements of the beneficiaries will be presented to other convicts. Partnership efforts and Project progress will be presented on the Internet page. International cooperation is intended to promote and share good practice. Conferences and panels will promote the concept among the employers and help to understand their expectations.

The Partnership will issue its final report with effectiveness assessments for specific actions taken or completed and with description of threats and related problem solving methods.

## Managing Organisation

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## Partners

- Komenda Główna Ochotniczych Hufców Pracy (Headquarters of Voluntary Labour Corps), Warsaw
  - Krajowa Rada Kuratorów (State Council of Probation Officers), Warsaw
  - Rada Naczelna Polskiego Komitetu Pomocy Społecznej (High Council of Polish Committee for Social Assistance), Warsaw
  - Stowarzyszenie „Monar” (“Monar” Association), Warsaw
  - Zarząd Główny Polskiego Czerwonego Krzyża (Polish Red Cross – Central Board), Warsaw
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## Job as a Dowry – a Model of Leaving Family Unemployment in Rural Areas

The Partnership was established with a view in working out model solutions for effective occupational integration of groups affected by family and inherited unemployment, which is increasingly encountered in rural areas of West Pomerania. Organisations and institutions which indirectly influence the region's labour market, but contribute with important technical and practical inputs, have joined the Administrator of the Partnership - Voivodship Labour Office in Szczecin.

According to surveys carried out under Activity 1, an integrated family assistance system, based on cooperation between advanced specialists from various level institutions is required to prevent family and inherited unemployment. Existing labour market services fail to address the specific nature of this group of recipients. On the one hand, a low level of social activity is typical to them and on the other – they face a number of impediments on their way to employment support institutions (e.g. travelling problems, a lack of job offers, and contemptuous approach to clients).

Final beneficiaries of the Project are 100 families (approximately 400 persons) from four poviats. The families can be described as dysfunctional, economically and educationally inefficient. Acquired helplessness, pessimism and disbelief in life improvement possibility are the key features. Having relied on welfare assistance for years, they have developed demanding attitudes. A poor education (of primary, agricultural vocational and exceptionally secondary level), lack of skills and knowledge about the requirements of the labour market combined with uncertainty as to their own skills and expectations discourage them from any attempts to improve their situation.

The Partnership is establishing a system of cooperation between the local and regional institutions (local governments, entrepreneurs, local leaders, non-government organisations, etc.) to develop tools for ensuring a comprehensive influence on the families that are threatened with inherited unemployment. The cooperation is expected to bring about a system of incentives encouraging the beneficiaries to start a job, their own business, to improve their education or skills. They will have better access to information technology and education in that area. Scholarships and a refund of travelling expenses will improve their mobility.

The beneficiaries will have an opportunity to use the services of a job counsel, who will define their needs, expectations and capabilities. Job counsel's advice will help to select vocational training so that participants acquire concrete vocational skills. Working with the entire family will promote good role models; encourage personal involvement and responsibility for creating a family atmosphere that would support efforts made by the loved ones. Accordingly, mentors/tutors/brokers will work directly with the families. The local operators will collect information for all Project participants and local government institutions, non-government organisations and employers. Advising friends are voluntary workers that are considered credible by the local community. They will help to identify goals and develop action plan, find necessary services and provide assistance. All of them will complete suitable training courses or post-graduate studies.

In addition to direct work with the families, the Project will involve the creation of Fellow Support Clubs. They will disseminate information about available services, lobby for the Project, while attempting to change attitudes and combat stereotypes regarding workers from the former state-owned farms. A favourable disposition and cooperation of various opinion-leading local bodies will be equally important to overall success of the Project.

A model of effective occupational integration of individuals from families threatened with

inherited unemployment, with the involvement of local community, will be a lasting effect of the Project. Aid recipient will be treated as active subjects, with a say on the approach to their occupational reintegration, while the awareness of being supported in exchange for working to the benefit of the local community should improve their self-esteem, insofar as the efforts intended to improve their own situation prove beneficial also in terms of local community.

Project activities are to be carried out in four poviats. This will enable a comparison of effects and an assessment of impact from local conditions. Consequently, the new elaborated system will be flexible (by taking into account the existing conditions) and universally applicable at the same time.

Conferences held in Poland, Italy and Spain, as well as a seminar hosted in Ukraine, will help to disseminate the results of Partnership activities. The Partnership will issue a "Project Newsletter", which is to be distributed to local and regional partners throughout the term of its operations. Those interested in taking advantage of a readily available proven model will have methodology publications (manuals, guidelines, instructions) at their disposal. In addition, the Project will be promoted with workshops, publications (popular, scientific papers, press articles), radio and TV broadcasts, lectures at external domestic and international conferences and at meetings with labour market partners. Internet site and regularly updated newsletter will be the primary source of information and the main form of promotion.

## Managing Organisation

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## Partners

- Instytut Organizacji Przedsiębiorstw i Technik Informacyjnych InBIT Sp. z o.o. (InBIT Institute for Organisation of Enterprises and Information Technology), Szczecin
- Pomorska Akademia Kształcenia Zawodowego Sp. z o.o. w Szczecinie (Pomerania Academy of Vocational Training in Szczecin), Szczecin
- Stowarzyszenie Rozwoju Regionalnego „Pomerania” (“Pomerania” Association for Regional Development), Szczecin
- Wyższa Szkoła Administracji Publicznej w Szczecinie (Higher School of Public Administration in Szczecin), Szczecin

## Freedom for Employment

Since its inception, the objective of the Partnership: to elaborate system solutions for occupational reintegration of incarcerated persons, was considered as going beyond the scope of penitentiary-related institutions or post-penitentiary assistance organisations. Although these institutions and organisations are active members of the Partnership, the Project is administrated by Polish Foundation for Opportunities Industrialisation Centres (OIC Poland), while business/regional development organisations and vocational training providers are among the leading partners.

Studies carried out under Activity 1 helped to identify barriers that prevent ex-convicts from re-entering the employment market. Employers argued that although they agree with the statement that work is important for rehabilitation, they are unwilling to employ incarcerated people because convicts are considered bad workers. The public perception of employing convicts or ex-convicts is strongly affected by prejudice, according to which conviction is a stigma rather than a consequence of specific actions. The studies also revealed that existing institutions and organisations involved in these issues are using different tools and diagnosing methods, while offering various types of support. A lack of common methodologies, clear procedures and flow of information prevented them from firming up their activities, merge initiatives, etc.

The Partnership is to work out a comprehensive method of rehabilitation combined with addiction therapy intended to enable the beneficiaries to find a job. Final beneficiaries are 120 convicts. Due to the impact of their environment, previous decisions and existing situation, they have a low educational status. They have little or no previous employment history and are lacking on-the-job experience and skills. They are unaware of their own predispositions, strengths or skills. While in prison, they are unlikely to find any positive role models. Upon release, they lack activity, mobility and motivation to adjust themselves to the requirements of the labour market. As a result of incarceration, their skills become obsolete and labour market access is difficult due to a lack of computer literacy.

Social stigmatization of ex-convicts prevents them from finding a job; long-term joblessness is likely to lead to marginalisation, exclusion and, consequently, to relapse into crime. Strongly motivated beneficiaries wishing to attend the sessions have been selected to the Project. Indirect beneficiaries of the Project are penitentiary educators, psychologists, probation officers, addiction therapists, labour office advisors and staff members (100 persons).

The system of support to convicts in their occupational reintegration is to be designed as a comprehensive solution. On the level of work with those tutored, training in personal development will be combined with vocational training and counselling. On the institutional level, the Partnership is planning to develop a model for integration of operations by providers of assistance to convicts and ex-convicts.

The work with those tutored will be documented and based on a tailored approach. At first, strengths and vocational predispositions will be identified for subsequent development of individual Action Plans. The file of each convict will include certificates of all training courses, consultation notes and a description of personality traits and vocational predispositions. The Project will involve training in pro-active job seeking methods, vocational training in the following trades: storehouse keeper with fork-lift operator's certificate, construction worker (painter, plasterer, bricklayer, paver, and welder), office/administration worker; and training courses in information technology and self-employment. Overall success of the Project will depend on an improvement in skills of those working with convicts. All tutors/coaches will be provided with necessary training and postgraduate courses in occupational reintegration of those tutored,

cooperation with employers' associations, communication with convicts, job counselling and individualised Action Plan methodology.

Occupation integration centres will be established under the Project in Lublin and Zamość. Their staff will provide information about available training options and benefit entitlements. In addition, they will help the beneficiaries to write CV, letters of motivation and sustain contact with employers. The Partnership will publish two information leaflets: one with useful addresses and hints for the convicts, while the other one will describe benefits to potential employers from hiring ex-convicts.

Meetings hosted by international HIDAK Partnership will encourage experience sharing and joint elaboration of new methods. HIDAK partners are specialists in personal support; work with persons convicted on several counts and incarcerated women.

Information about Project progress, benefits arising therefrom (security improvements, a reduction in central budget expenditures) and readily available methodology will be disseminated internally within organisational structures of all Partners and in specialised press articles. The idea of occupational rehabilitation will be promoted among local community, employers, local governments, labour offices, welfare institutions and non-government organizations using press articles, electronic media, at domestic and international conferences and in the final report.

## Managing Organisation

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## Partners

- Kurator Okręgowy Sądu Okręgowego (Provincial Probation Officer of the Provincial Court), Lublin
- Okręgowy Inspektorat Służby Więziennej w Lublinie (Regional Prison Authority), Lublin
- Stowarzyszenie Penitencjarne „Patronat” (Association “Patronat”), Warsaw
- Zakład Doskonalenia Zawodowego Lublin (Vocational Development Centre in Lublin), Lublin
- Zakład Karny w Hrubieszowie (Prison in Hrubieszów), Hrubieszów
- Zakład Karny w Zamościu (Prison in Zamość), Zamość

## Inherit a Job

The Partnership was established to work out methods for counteracting inheritance of unemployment in families affected by this problem. Project activities are targeted at three groups of recipients: the beneficiaries – i.e. families with members who have been unemployed for a long time; institutions involved in social and occupational integration; and local communities.

The Programme covers unemployed persons from four districts of Rybnik City: Paruszowiec, Boguszowice, Niedobczyce and Chwałowice, as well as those from Czerwionka-Leszczyny Local Authority. According to available studies, residents of these areas account for 54% of all unemployed persons registered with Rybnik Labour Office. A high rate of unemployment is mainly due to restructuring in local enterprises – the winding up of Silesia Steel Plant, coal mining plants and their vendors. A significant proportion of the residents have lost their jobs forever. Their skills and certificates held are useless in other trades. The situation is aggravated by the fact that in Silesian families men are traditionally chief income earners, while women take care of the home and do not have any meaningful skills to take a job. All family members, including children, are affected by long-term joblessness which leads to the syndrome of “inheritable unemployment”. In the geographic area under the project, there are no reasonable procedures or practices that would allow an efficient cooperation, dialogue and exchange of information between unemployment-involved institutions. As a consequence, serious problems arise in interactions between employers and the unemployed.

In addition to massive layoffs, key reasons of unemployment in the Rybnik area include traditional problems of the unemployed: a low level of education, mismatch of skills and qualifications held with actual labour market requirements, lack of job seeking skills (poor level of activity and mobility), difficult access to information and a long-term occupational inactivity. Poor linguistic skills and unfamiliarity with information and communication technologies make young generation ill-prepared for finding a job.

Partnership activities are targeted at those families, where two generations are suffering from unemployment or where parents are unemployed, while adolescent children are likely to share their fate. The Project is innovative in that its range covers the entire families rather than a redundant person. Four hundred beneficiaries have been selected to the Programme, including 100 people who have been unemployed for a long time and 300 family members. This structure makes it possible to develop individualised training curricula and motivation courses that are tailored to specific educational needs of the beneficiaries. Based on initial tests, Project participants are assigned to particular training groups. The key objective of the Project is to provide for equal occupational opportunities of community groups affected by inequality for lack of skills and inadequate level of education. Accordingly, a comprehensive programme including motivation/therapy courses and training events. Professional advisors, psychologists, trainers and educators will work with the families to prevent a transfer of bad habits to the young generation and to mobilize and integrate all members of the family. Sessions with young people will provide the beneficiaries with tools that will enable them to behave properly on the labour market. The Project will encourage enterprise attitudes by providing self-employment projects with financial and counselling support. Training events and courses based on the latest communication/information technology tools have been tailored to the needs of the local labour market, as specified by poviát Labour Office in Rybnik.


Final beneficiaries of the Project include members of Partnership’s task force. They will attend training events to learn and perfect innovative methods of work with those who have been unemployed for a long time and to learn project management methodology, including MS Project IT tools. The Partnership will work out a method for coordination of institutions involved in social/occupational integration. This will be supported by a platform of cooperation and information/



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experience sharing between the local organisations, as well as by seminars and workshops attended by representatives of similar partnerships from Spain, Italy and France.

Dissemination activities targeted at press media, local governments, welfare organisations, labour offices and local communities are an integral part of the Project. The aim of Project promotion is to extend the scope of unemployment-targeted activities by involving local and self-government organisations (so far these issues have been the domain of poviát labour offices); to introduce common methods applied by job counsels and psychologists; and to improve the efficiency of human resources at the labour market. The Project will be promoted by European Thematic Groups, National Thematic Networks, at thematic conferences and seminars, using direct contacts and meetings with the representatives of institutions and government agencies, discussion groups, a website, press articles, information initiatives (posters, leaflets, radio and TV broadcasts) and multimedia presentations. An animated debate between institutions, organisations and government agencies involved in ensuring social/occupation integration of the unemployed will contribute to the planning of comprehensive vocational training events and procedures for working with families affected by long-term unemployment.



## Managing Organisation

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## Partners

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  - Cech Rzemiosł oraz Małej i Średniej Przedsiębiorczości w Rybniku (Guild of Crafts and SME in Rybnik), Rybnik
  - Centrum Rozwoju Inicjatyw Społecznych CRIS (CRIS Centre for Social Initiative Development), Rybnik
  - Fundacja Ekologiczna Ekoterm-Silesia (Ecological Foundation “Ekoterm-Silesia”), Rybnik
  - Katolickie Centrum Edukacji Młodzieży „Kana” (The Catholic Youth Education Centre “Kana”), Gliwice
  - Krajowy Ośrodek Wspierania Edukacji Zawodowej i Ustawicznej (National Centre for Supporting Vocational and Continuing Education), Warsaw
  - Ośrodek Pomocy Społecznej w Czerwionce-Leszczynach (Social Welfare Centre in Czerwionka-Leszczyny), Czerwionka-Leszczyny
  - Ośrodek Pomocy Społecznej w Rybniku (Social Welfare Centre in Rybnik), Rybnik
  - Parafialny Oddział Akcji Katolickiej – KPK Praca w Parafii p.w. Najświętszego Serca Pana Jezusa (Catholic Action Branch – Parish of the Sacred Heart of Jesus Christ), Czerwionka-Leszczyny
  - Politechnika Śląska – Centrum Kształcenia Inżynierów (Silesian University of Technology, Engineers’ Training Centre), Rybnik
  - Poradnia Psychologiczno-Pedagogiczna (Psychological and Pedagogical Centre), Rybnik
  - Powiatowy Urząd Pracy w Rybniku (Poviat Labour Office in Rybnik), Rybnik
  - Urząd Gminy i Miasta Czerwionka-Leszczyny (Municipal Council in Czerwionka-Leszczyny), Czerwionka-Leszczyny
  - Urząd Miasta Rybnika (Rybnik City Council), Rybnik
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## Initiative for the Development of Roma Entrepreneurship Partnership – Kxetanes

The objective of the Partnership is to ensure social integration and equal labour market opportunities for the Roma community in Poland. The Partnership is administered by Małopolska Higher School of Economics and is composed of partners who possess various complementary hands-on knowledge: they are aware of specific nature of the Roma community, have a good knowledge of the needs of the local and domestic labour market and have previous experience in development and implementation of similar projects.

Direct beneficiaries of the Project are two groupings of the Roma population in the area of Nowy Targ (Polish Roma) and Nowy Sącz/Maszkowice region (the Carpathian Bergitka). The Romas are a dysfunctional group in social and economic terms. Due to a low level of education (primary school drop-outs, primary and vocational school graduates), a lack of vocational skills and poor knowledge of the Polish language they are seriously exposed to the risk of long-term unemployment. A long-term reliance on welfare benefits as a chief source of income leads to learned helplessness, demanding attitudes and inheritable unemployment.


Roma performance on the labour market is further hampered by public prejudice (the "Gypsy" stereotype). As a result, employers are reluctant to hire them. Roma people complain about discrimination at public institutions and everyday intolerance. Mental attitude of the beneficiaries themselves is another problem: they are not accustomed to one type of business activity, a single workplace, while traditional patriarchal family model does not encourage occupational empowerment of women.

Project partners have drafted a Local Partnership Model to ensure involvement of local institutions into development of occupational integration methodology that would take into account specific needs of the Roma community. Counselling methodology was worked out and tailored training events proposed, including vocational training and self-employment courses (in marketing, accounting, business management and computer literacy).

According to surveys carried out under Activity 1, the Roma people possess a huge potential to be drawn upon: household services and artistic talents in the case of women, while men are potentially excellent construction/repair workers, caterers and musicians. They are competitive in traditional crafts (tailoring, zinc coating, metal craftwork, music performance, embroidery and commerce). These goods and services are much sought after today and may well prove useful for highlighting the region's local colour.

The Partnership is addressing its activities to those beneficiaries who have declared their will to participate in the Project and signed a declaration of access. The offer includes counselling, vocation training, self-employment and information technology courses (with Internet as a source of information and communication channel), as well as training in lobbying for improvement in the status of Roma people. Upon expiration of Partnership term, the group of active members will continue to perform on the labour market and mini-enterprises will be established providing jobs for other members of the Roma community. New or improved skills are likely to motivate the beneficiaries to adopt a new lifestyle and enhance their self-reliance, while business activities may improve the image of Roma people as employees, entrepreneurs and neighbours.

A Roma Centre of Occupational Integration and Development will be established under the Partnership to serve as enterprise incubator, providing advice on accounting, information technology, marketing, distribution and logistics to Roma people and the entire local community. At the same time the Centre will be their first employer: it will survive the Partnership and its staff members will receive training in fund raising methods. Furthermore, the Roma Occupational



Integration Forum will be established to lobby for the Project, provide technical advice, promote social dialogue, coordinate local, national and international cooperation and undertake promotional activities. The concept of the Project will be disseminated using a website that will facilitate exchange of information with foreign partners. A Project Base presenting good practice, case studies and methodology guidelines will be available. International profile of the Partnership will encourage cooperation with Roma minorities abroad. Potential employers will receive a brochure with pertinent information, while lessons learned and achievements of the Partnership will be the subject of a publication headed Solving Roma Minority's Labour Market Problems.

## Managing Organisation

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## Partners

- Izba Przemysłowo - Handlowa w Tarnowie (Chamber of Commerce and Industry in Tarnów), Tarnów
- Małopolska Szkoła Administracji Publicznej (Małopolska School of Public Administration), Cracow
- Międzynarodowe Centrum Partnerstwa Partners Network (International Centre of Partnership Partners Network), Cracow
- Powiat Nowosądecki (Powiat of Nowy Sącz), Nowy Sącz
- Starostwo Powiatowe w Tarnowie (Starost Office in Tarnów), Tarnów
- Stowarzyszenie Kulturalno Społeczne Romów Centrum Kultury Romów w Polsce (Social and Cultural Association of Roma – Roma Culture Centre in Poland), Tarnów
- Uniwersytet Łódzki - PAM Center (University of Łódź – PAM Centre), Łódź
- Urząd Miasta Nowego Sącza (Nowy Sącz City Council), Nowy Sącz

## „First Shift” Regional Partnership for Vocational Activation of People Disadvantaged in the Labour Market

The objective of the Partnership is to create a working model for counteracting labour market inequalities arising from social and economic patterns of the region. Surveys carried out under Activity 1 helped to firm up the scope of work to be completed under Activity 2. Three key factors behind occurrence of labour market inequalities in the Silesian Region have been identified. Long-term job finding problems are primarily dependent on gender, age and education profile (insufficient or inadequate for the job). According to statistics, employers are reluctant to hire women, although they are better educated than men. This is particularly true for young women (as potential maternity and parental leave users) and those of pre-retirement age (due to obsolete skills). Age is the second factor. Almost 50% of the registered unemployed are young people aged 34 or younger, 25% of them are 24 or less years old. They are offered only poorly paid casual jobs that do not provide skills improvement opportunities or experience, as required by employers. Education is the third factor: workers with vocational education below junior high level are not in demand on the labour market. The latter factor is crucial for the regional labour market. For quite a long time coal mining and steel industry plants had been able to employ any number of workers with vocational education or partly skilled workers.

A survey of potential beneficiaries revealed that continuing job finding failures discourage them from making more attempts, undermine their belief in themselves and strengthen their reliance on external aid. Welfare organisations provide them with ad-hoc aid but fail to offer any meaningful solutions that would encourage them to undertake pro-active job finding efforts.

Final beneficiaries of the Project are 150 long-term unemployed people who face permanent social exclusion. Men and women belonging to various age groups (youth, middle and pre-retirement age) and having skills that preclude them finding a job (primary or vocational education level) have been selected to the Project.

The outcomes of the Project will involve development and testing of a model for occupational integration of people who have been jobless for a long time due to their gender, age and education level. Training courses are intended to improve their education and primarily to adapt their skills to the requirements of a modern labour market. At the same time the Project will counteract employers' prejudice against workers with a short previous employment history. On-the-job training will be promoted. Projection of employment trends in the Silesian Province (under pilot project) will improve model functionality.

The Partnership developed a development path which is alternative to the traditional classroom-based training approach. Beneficiaries are to learn job secrets on the site, coached by a business owner (mentor). This pro-active approach to training, focused on specific tasks rather than theory, is expected to provide trainees with hands-on experience they badly need.

The Project will be implemented in three groups. A small number of groups is expected to facilitate monitoring of activities. All the beneficiaries will be guided by a job advisor. Career path is based on the "training-placement-job" pattern. Thanks to on-the-site placement the beneficiaries will have an opportunity to learn a new job, while gaining necessary practical experience, so that they are better prepared to finding a job (the best of them may be offered a job by their coach/tutor). The series of training events and placements will be confirmed by state examination. Apprentice certificate will attest to the skills held and pave the way to master craftsman's certificate. The participants will be provided with psychologist's support to enhance their self-esteem and motivation.

The Partnership established international Vocational Education Network – VENet, a working (also on-line) platform for sharing know-how with organisations expressing interest in this approach to continuous education.

All interested persons will have access to the outcomes of the Partnership. New approaches to cooperation between market players (employers, trade unions, guilds, craft cooperatives, public institutions, enterprises and training providers), new tools and materials will be disseminated along with teaching curricula prepared by experienced teachers and tailored to individual work with the unemployed. The new career path will be promoted using interactive website of the Project, information newsletter, articles published by industry press media and regional/local broadcasts. Domestic and international press conferences will promote good practice and help to assess on an ongoing basis problem solving effectiveness and progress in application of basic tenets of the Partnership. All operations – from initial status diagnosis and identification of needs, through implementation to actual outcomes – will be described in the final report.

## Managing Organisation

Izba Rzemieślnicza oraz Małej i Średniej Przedsiębiorczości w Katowicach (Chamber of Crafts and SME in Katowice)

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## Partners

- Ośrodek Kształcenia Samorządu Terytorialnego im. W. Pańki Fundacji Rozwoju Demokracji Lokalnej (Walerian Pańko Centre for Local Government Training, Foundation in Support of Local Democracy), Katowice
- Region Śląsko-Dąbrowski NSZZ „Solidarność” (“Solidarity” Trade Union of the Śląsko-Dąbrowski Region), Katowice
- Wojewódzki Urząd Pracy (Voivodship Labour Office in Katowice), Katowice

## Sportspeople on the Labour Market

The Partnership was established by key sports associations, educational institutions and businesses to bring about a system enabling ex-sportsmen to enter the labour market upon closing their athletic career.

A survey headed: "Sportspeople on the Labour Market: Diagnosis and Assessment of Labour Market Exclusion, Discrimination and Inequalities" was carried out under Activity 1. According to the survey, the athletes as late as in their thirties are confronted with the requirements of the open labour market. Most of them are completely unprepared for the challenge. Throughout their athletic career they are spared any incentives to prepare themselves, while doing sports for competition prevents them from gaining education and job experience. As a general rule, sportsmen have secondary vocational or primary education; only a small fraction of them have graduated from higher schools. On the other hand, professions that are best suited for former competition sportsmen (fitness trainer, sports trainer, sports coach, professional sportsman) are plagued by a high rate of unemployment. Another concern is the status of those sportsmen who had to withdraw from sports career for disability caused by an injury or post-traumatic illness. Sports associations offer them ad-hoc aid only, while a system approach enabling occupational and social integration of ex-sportsmen is still to be developed.

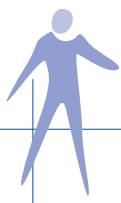
Final beneficiaries of the Project are 180 athletes and 10 job counsels of the first contact. The Partnership is planning to develop an occupational integration methodology for sportsmen and work out direct technical/mental support measures. The key concept behind this methodology is to promote the idea that career path should be planned well ahead of retiring from sports. Partnership operations are intended to put in place a system for transfer of information between those organisations whose mission is to care for sportsmen's life. An efficient cooperation of sports associations, clubs, Job Advice Centre for Sportsmen, vocational counsels of the first contact, employers and sportsmen themselves is a precondition for overall success of the idea to promote employment of ex-athletes.

The pilot project, to be implemented in Silesian, Małopolskie, Dolnośląskie and Łódzkie Voivodships, will include three stages. Stage One will involve a thorough analysis of the problem, working out vocational counselling methods and development of training curricula and training materials.

Stage Two is intended to establish a vocational counselling system at sports associations and to provide sportsmen with access to psychological assistance (to improve living skills and motivation). In addition, training will be provided in starting a new business, information/communication technology and specific trades (management of sports organisations, sports marketing and activities). Counsel's and beneficiary's performance will be monitored with "Individual Progress Card", while training certificates, beneficiary's sports career history and his/her predispositions will be entered to Europortfolio. A sort of dossier will be created to present skills, vocational development and mobility across EU Member States, while supporting the idea of open labour market.

Candidate job counsels will participate in session focusing on the causes and structure of unemployment among active sportsmen. They will also acquaint themselves with tools for testing vocational predispositions, learn how to motivate athletes to pro-active job seeking and provide them with technical and mental support.


Stage Three will focus on a promotional action on the theme "A Good Sportsman is the One with Academic Degree", as well as on lobbying for legislative framework of continuous development among sportsmen and the financing of education/career path of active and retiring athletes by the government.



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Furthermore, it is planned to enable higher schools to provide active sportsmen with distance learning options and develop teaching curricula that take into account their responsibilities and capacities.

The Vocational Counselling Centre for the Sportsmen shall be a lasting outcome of the Project. The Centre operating a database of jobseekers and available jobs shall be responsible for ensuring cooperation with employers. Sportsmen will be provided with free-of-charge psychological and vocational advice, as well as with information about available vocational training events.






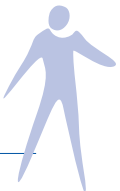
A proven sportsmen vocational counselling method of general application and its underlying methodology background shall be the object of dissemination.

The Partnership is planning to share the results of its activities with all those responsible for the fate of sportsmen, including sports schools, training providers, the Ministry of Sport, Polish Olympic Committee and Sports Councils.

## Managing Organisation

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## Partners

- Euro Projekt Sp. z o.o. (Euro Projekt Co. Ltd.), Katowice
  - Fundacja Koszykówka Polska (Polish Basketball Foundation), Warsaw
  - Polski Związek Alpinizmu (Polish Alpinism Association), Warsaw
  - Polski Związek Piłki Siatkowej (Polish Volleyball Association), Warsaw
  - Związek Piłki Ręcznej w Polsce (Polish Handball Association), Warsaw
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## Another Opportunity

The objective of the Partnership is to establish an efficient system of support to occupational and social reintegration of those relegated to the margin of life.

The Project is implemented in Powiśle – a specific district of Warsaw, where the social structure and housing conditions (a lot of low standard and old tenement houses, vandalised primarily by the tenants) encourage social dysfunctions. Due to unemployment, alcoholism and crime prevailing in the district, as well as long-term reliance on welfare, the local residents are deprived of any positive role models. They live in a closed dysfunctional environment, isolated from any other lifestyles. Final beneficiaries of the Project are mainly unemployed people, ex-inmates of care or correctional centres and ex-convicts. Many of them are alcohol addicts, severely ill or demoralised persons. They are despised or feared by the society. Institutional welfare provides them with ad-hoc support only.

The Partnership, established by the Powiśle Community Foundation that has operated for years in the district, is planning to create a local system for social and occupation reintegration of permanently unemployed persons, who are already affected by social exclusion. Separate prevention measures will be targeted at children of final beneficiaries. Being raised in a dysfunctional environment makes them prone to demoralisation and inheritance of parents' weaknesses: learned helplessness, passivity, demanding attitudes and unemployment. They follow parent's way of living and add to the poverty-stricken area chronic problems. The Project will involve assistance in providing children with care and upbringing problem solving, as well as support to integration and social development of young people. In order for the community work to bring about meaningful outcomes, professional approach and a thorough knowledge of the local environment is required. Previous experience of Project administrator and the involvement of Powiśle Community Foundation will allow for selecting the right final beneficiaries.

A system for training future social workers has been developed under the Project. Students of post-secondary Social Workers School – a partner of the Project – and university students majoring in social science will contribute to the Project as individual assistants coached by Project Coordinator. This will enable them to gain experience and test their knowledge of theory so that their skills are improved. Induction will include lectures, workshop/training events, internships and study visits.

Partnership activities will address both living conditions and mental aspects of beneficiaries' performance. The approach is innovative in terms of individualised approach. Each participant will be provided with psychological and social assistance. In addition, they will be given an opportunity to participate in skill and vocational qualification improvement activities. Personality training and psychological support will motivate them to social work and occupational activity. The Partnership offers special courses to facilitate an improvement in vocational skills and provide the mean for bridging educational gaps. The assistants will be responsible for helping the beneficiaries to find and retain "friendly" jobs, while providing feedback on the performance of the beneficiaries.

Pilot stage is expected to contribute with concrete methods developed under international cooperation, since the Partnership is planning to take advantage of foreign partners' experience and apply efficient unemployment fighting tools from countries that are familiar with the problem. This will help to establish the profile of "family assistant" - a coach and advisor of those who are living at the margin of life and their family members. The assistant will be equipped with psychological tools for encouraging pro-active attitudes of his/her protégés.

The Partnership is also about lobbying for socially stigmatized people. An informational campaign promoting their activities is expected to contribute to change the opinion on this



marginalised group and to promote the idea of creating conditions that are conducive to their occupational and social reintegration.

A proven local system for counteracting social exclusion will be disseminated under the Project. Final report will include a description of the methodology, threats and outcomes. It is also planned to shoot a documentary on Partnership's activities. Information sharing and ongoing promotion of the Project will be based on an online platform.

## Managing Organisation

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## Partners

- Powiślańskie Towarzystwo Społeczne (Powiśle Social Society), Warsaw
- Towarzystwo Psychoprofilaktyczne, Oddział w Warszawie (Society for Psycho-prevention, Branch in Warsaw), Warsaw

## Labour Market Entry, Work and Re-entry of People after Mental Illness

This Partnership, established by Suwalski Poviát in association with local non-government organisations, welfare institutions and business partners, is intended to work out procedures that will enable occupational reintegration of ex-mental patients.

The studies carried out under Activity 1 and available statistics attest to a difficult situation faced on the labour market by those declared mentally ill. A person declared mentally disabled has several times less chance for finding a job compared to those with other disabilities. Barriers encountered by mentally ill persons, arising mainly from unawareness, phobia or stereotypes, are the key reasons behind their social exclusion. Combined with reclusive behaviour typically shown by mentally ill, this is the key impediment to regaining health and social integration. Also the families of mentally disabled persons are affected by stigmatization. This aggravates their situation, especially in the absence of any institutional system of assistance to the families of people with mental disturbances. For fear of discrimination, shame and difficult access to specialised assistance, both mentally ill and their relatives tend to conceal the problem, while surveys carried out in several countries have indicated that social and occupational reintegration significantly lower the risk of a relapse of the illness.

Activity 2 will cover 120 people from the target group, men and women of working age, mostly with primary, vocational and secondary education level. They have been unemployed for a long time with a various level of disability declared, while taking advantage of social welfare benefits. The members of final beneficiaries' families, having the greatest influence on them, will also be included in the Project, along with employers from Partnership's influence area (ultimately as much as 100 of them). Project beneficiaries (other than direct ones) will include at least the following groups: their family members and employers.

In order for the system of reintegration following a personal social or occupational crisis to be effective, a support in rebuilding beneficiaries' relationships with their immediate environment is required. They will attend individual and group therapy sessions throughout the term of the Project. The sessions are intended to help them to acquire social skills (self-awareness and self-presentation skills), enhance their self-confidence, facilitate contact making and provide them with useful everyday time and finance management tools that will affect their job attitudes (motivation, behaviour and stress control skills).

Due to the illness, a significant number of the beneficiaries were unable to acquire vocational skills or saw their skills falling into obsolete as a result of long-term labour market absence on. Therefore, vocational training events will constitute an important element of the Project. The assistants are to coach them at the placement or internship venue so that they are able to fulfil their responsibilities.

Also the families of ex-patients will be provided with training events to learn how to deal with the protégés so that they are able to regain health and activity. In addition, they will be provided with psychologist's support, since living with a mentally ill person is a huge personal problem and mental burden.

Employers involved in the project will attend dedicated seminars to learn how to alleviate potential risks associated with hiring ex-mental patients (including output deficiencies, unforeseeable behaviour or conflicts). In addition, training will be provided in raising additional funds for hiring disabled persons.

Combating the social discrimination of mentally ill persons will be an important goal of the Partnership. This will be achieved using community events promoting Partnership's activities and the „Understanding and Empathy” educational initiative, as well as an integration event.

Another important outcome of the Project will be a change in attitudes towards and general opinion on mentally-ill persons, as well as in employers' attitude to hiring them.

Good practice, vocational training curricula, community assistance schemes, stories by Project-involved employers and draft system solutions promoting a labour market that is open for all will be disseminated under the Project. However, a model of cooperation between the local actors, intended to support occupational integration of those affected by a mental crisis, will be the key outcome of the Project.

Dissemination activities will involve all available communication channels to ensure that all central government agencies, institutions directly involved in the issue (i.e. welfare and psychiatric institutions), labour offices, employers' associations, local governments, non-government organisations and, last but not least, persons affected with a mental illness are aware of Partnership's achievements.

## Managing Organisation

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## Partners

- Fundacja Rozwoju Przedsiębiorczości (Enterprise Development Foundation), Suwałki
- Miasto Suwałki (The City of Suwałki), Suwałki
- Ośrodek Wsparcia dla Osób z Zaburzeniami Psychicznymi (Support Centre for People with Mental Disorders), Lipniak
- Państwowy Fundusz Rehabilitacji Osób Niepełnosprawnych (State Fund for Rehabilitation of People with Disabilities), Warsaw
- Powiat Sejneński (Powiat of Sejny), Sejny
- Powiatowe Centrum Pomocy Rodzinie (Powiat Family Assistance Centre in Suwałki), Suwałki
- Powiatowy Urząd Pracy w Suwałkach (Powiat Labour Office in Suwałki), Suwałki
- Specjalistyczny Psychiatryczny Samodzielny Publiczny ZOZ w Suwałkach (Area Health Service Administration – Psychiatry in Suwałki), Suwałki
- Stowarzyszenie Inicjatyw Społeczno-Gospodarczych im. Króla Zygmunta Augusta w Augustowie (The King Zygmunt August Social-Economic Initiatives's Association in Augustów), Augustów
- Suwalska Izba Rolniczo-Turystyczna (Chamber of Agriculture and Tourism in Suwałki), Suwałki
- Suwalskie Stowarzyszenie Rodzin i Przyjaciół Osób Chorych Psychiczenie „Nadzieja” (“Hope” Suwałki Association of Families and Friends of People with Mental Disorders), Suwałki
- Środowiskowy Dom Samopomocy w Olecku (Community Mutual Aid Centre), Olecko

## CAPEqual – Campaign Against Poverty – The Highest Level of Charity

The objective of the Partnership is to work out an innovative system of therapy combined with education to enable the homeless or those threatened with homelessness to enter or re-enter the labour market. Welfare and mutual aid institutions/organisations, as well as local authorities and educational institutions that are involved in combating homelessness by enabling labour market access to those threatened by homelessness will participate in the Project.

The name of the Partnership is evoking the socio-economic pattern, which is the main cause of homelessness. According to statistics, the percentage of welfare recipients has been rising since the early 1990's. Considering demographic trends and a growing rate of unemployment, the extended aid is purely symbolic: there are too many people in need to satisfy their basic needs (over 50% of Polish households are subsisting below the social minimum).

Poverty contributes significantly to housing problems: a vast majority of the population is unable to purchase a home or pay the rent. It is really easy to become homeless. Identified causes of homelessness are: family violence, marriage breakdown, joblessness, eviction, release from a care centre or penitentiary and addictions. Obviously, the homeless are victims of social exclusion. The aid they are provided with is unlikely to change their status, as it is related solely to the social aspects, while knowledge and skills of those in need are neglected.

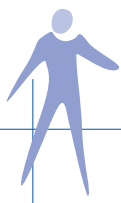
Direct beneficiaries of the Project are 250 people: 125 homeless residents of rehabilitation/integration centres and 125 people in danger of homelessness (young addicts or youth from dysfunctional households). The beneficiaries share a low level of education, lack of skills/qualifications that are in demand on a modern labour market and personality deficiencies. So far, they have been offered cursory assistance, involving addiction treatment or vocational training in jobs that are not sought after on the employment market.

The Project will involve a combination of therapy, occupational integration and labour market entering, while ensuring that the beneficiaries are not left in a vacuum with their problems. Therefore, the Partnership will involve employers in its activities: their needs and employment policies will be considered, while expecting feedback on the efficiency of the proposed methods and providing training in subsidies to jobs offered to those exiting from homelessness.

A Social Support System is being established under the Project. This will involve a set of tools for the beneficiaries that will facilitate their re-entrance to the employment market. The assistance will be provided on a comprehensive basis: the participants will have a free-of-charge access to psychological support, information and education. Each participant will sign a contract on his/her willingness to join the Project. He/she will follow an individual work plan on resuming education and employment. Every two months he/she will receive feedback on the progress made in education, interpersonal relationships and behavioural characteristics (self-discipline, punctuality and organisation).

The beneficiaries and those interested will have access to on-line Social Support System with databases on welfare, education and labour market (including offers, standard documents, excerpt from the labour law and ABC of self-employment). In addition, the System will comprise an e-learning platform (available courses in IT, basic English, secondary school subjects; graduates will be awarded completion certificates). Access to computers will be provided by Support Points in Poznań, Piła and Rogoźno (belonging to the local level of the Support System) and the centres' teaching/internet rooms.

Therapeutic workshops ("family therapy", arts classes and social skills workshop) will complement work with beneficiaries. They are intended to address personality deficits, enhance self-esteem,




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self-presentation skills, promote assertive attitudes and teach how to cope with aggression (the latter modules are essential for ex-addicts), while instilling the habit of working. The progress of work on self-improvement, cooperation with other members of the group and learned skills will be documented in "Beneficiary Sheet".

The curriculum of vocational training was prepared considering suggestions by local employers. This will contribute significantly to the effectiveness of training activities.

The key outcome of the Partnership will be a proven programme supporting self-dependence of the homeless that can be easily tailored to the needs of other regions. Designed as a public undertaking, the Project addresses the beneficiaries' needs, proposes structured solutions and encourages pro-active attitudes of the local community.



The new tools (educational programmes, on-line tools, training materials) will be disseminated among the homeless, local communities, local government institutions, employers and non-government organisations using all available communication channels. Social Support Points are likely to become a model suitable for application in other regions and communities affected by poverty-induced dysfunctions.

## Managing Organisation

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## Partners

- Fundacja Równych Szans (Equal Opportunities Foundation), Warsaw
  - Gmina Rogoźno (Municipality of Rogoźno), Rogoźno
  - Poznański Akademicki Inkubator Przedsiębiorczości PAIP (Academic Incubator of Entrepreneurship in Poznań), Poznań
  - Urząd Miasta Poznania (Poznań City Hall), Poznań
  - Wyższa Szkoła Zawodowa Kadry dla Europy (The European Career School in Poznań), Poznań
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## Partnership for Zawidawie – Zakrzów Project. The Peripheries as Wrocław's Driving Force

The Partnership was established with a view in delivering the "Zakrzów Project: The Peripheries as Wrocław's Driving Force" Project, intended to work out an effective tool for preventing labour market access inequalities in the specific environment of a post-industrial district located in a large urban agglomeration. Studies carried out under Activity 1 made it possible to establish the profile of a post-industrial district and its residents. The results of the studies are in agreement with a majority of previous random observations, which served as a basis for designing the programme and the formation of the Partnership.

In districts like Zakrzów, occupational, cultural and social life used to be centred around manufacturing plants employing a vast majority of the residents. The plants offered social (nurseries, kindergartens) and cultural (common rooms, cultural centres) facilities. Following the transition to a market-oriented economy, which brought about a collapse of enterprises and entire industry sectors, a dramatic rise in the rate of unemployment was combined with almost total disappearance of the social and cultural offer, inadequate maintenance of district's infrastructure and a lack of perspectives for those entering the working age.

All the abovementioned factors contribute to the degradation of entire districts, which are becoming poverty-stricken areas of rampant crime and dysfunction affecting primarily young people. More importantly, they induce changes in the mentality of the residents, who are getting accustomed to long-term joblessness or family unemployment. The ensuing exclusion is aggravated by a common feeling that municipal authorities and administration bodies do not express any interest in post-industrial districts located at the outskirts of the urban agglomeration. Since labour market changes have affected primarily female workers, those over 40 years of age and young people, a majority of final beneficiaries of the Project were recruited from these groups.

Partnership's activities will cover 600 persons who have declared the will to participate in the Project, which in addition to encouraging activity of individuals and groups will involve activities aiming at integration and improvement in the quality of living of the entire communities, including some revitalisation of the district's infrastructure.

The first community integration activity will be the selection of a post-industrial building to be refurbished and adapted for its new function as the seat of the Zakrzów Centre – a venue of meetings, training and information sharing. Three open Citizen Support Points will operate there independently of each other to provide advice from a lawyer, psychologist and HR advisor, while enabling visitors to get advice from an expert or write an acceptable application/offer.

Local leaders (parish priests, teachers, trade union activists, district Council staff members) will help to identify community problems and related innovative problem-solving methods. Following a training in integration and interpersonal communication methodology, they will provide support to Project participants.

The key assumption behind the Partnership is to ensure that the new beneficiary support system encourages their occupational activity. In order for the system to be effective, the Partnership will have to work on an improvement of beneficiaries' motivation and self-esteem. This will involve individual and collective meetings with psychologists. Vocational training events are expected to improve existing or teach new skills. Moreover, the beneficiaries will have an opportunity to participate in a reference renewal programme. In addition to placements and internships, a series of training events promoting self-employment will be delivered to graduates and other interested participants. Advantages and potential threats associated with self-employment will be presented. A practical module will include sessions on starting and registering a business, profile

choice, accounting and basics of marketing. Enterprise trainers – active successful businessmen with previous training in methodology – will provide business advice.

Young people will have a volunteer work module at their disposal. Working with „Friendly Home” Foundation will give them an opportunity to help people with mental disabilities. Training events, vacation internships and occupational therapy workshops will enhance their skills, while direct contact with patients is expected to influence favourably their sensitivity and social awareness.

Additional educational activities will be delivered at schools: junior high and secondary school teachers will receive training in business management.

The Partnership is planning to invigorate life in the district on several levels. Job/training offers and a database on employers willing to deliver internships will be available at Citizen Support Points. Ongoing initiatives of the Project are to be posted on the website and information boards. An internet forum will be established to enable initiative sharing. It is also planned to publish a “District Newsletter” (editorial board members are about to complete journalist workshops). Special contests are intended to invigorate local activities: “District Business Idea Contest” (the winners will be awarded financial and logistic support) and a contest for a cultural, sports event or a social initiative that would best contribute to the quality of living in the district.

In addition to working out a model of integrated activities to ensure equal labour market opportunities, the Project is about re-establishing internal relationships that are a precondition for district residents’ performance as a local community.

Meetings with foreign partners, international seminars and conferences will help to evaluate the model and compare local experience and findings to those from countries that have encountered the problems of post-industrial regions in the past.

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## Partners

- Gmina Wrocław (Municipality of Wrocław), Wrocław
- NSZZ Solidarność Region Dolny Śląsk (“Solidarity” Trade Union, Lower Silesia Region), Wrocław
- Szkoła Wyższa Psychologii Społecznej, Wydział Zamiejscowy we Wrocławiu (Warsaw School of Social Psychology, The Branch Campus of Wrocław), Wrocław

## Want2Learn

The objective of the Partnership is to provide equal open labour market opportunities for young people with persistent learning problems. By evading and repeating classes again and again they deprive themselves of any possibility to gain knowledge and skills. They enter the labour market as a marginalised group.

The key methodological assumption behind the Project is to encourage them to gaining knowledge and skills under educational programmes based on training in up-to-date information/communication technology, including in particular the ability to use computer and Internet as job seeking and performance tools. An effective training in this area – of great appeal to a majority of young people – will enable them to acquire useful skills and increase their awareness of the potential of education in general.

Today, computer is a common and often the key working and learning tool. Since information and communication technology is so widespread today, computer illiterates are in danger of so-called digital exclusion.

According to a survey made by the Partnership, there is a significant gap between potential computerisation (almost all would like to have access to computer and Internet) and the actual status. Young people may use computer for free at schools and learn new techniques at information technology and extracurricular lessons, write programs and improve skills that are sought after on the labour market. On the other hand, so-called problem students, who are reluctant to learn and often play truant, deprive themselves of these opportunities. Moreover, their parents usually cannot afford a computer. As a consequence, too many young people leave schools without skills expected by contemporary labour market, while losing a chance to familiarise themselves with new technologies.

Surveys carried out by the Partnership have confirmed a close correlation between the students' attitude to obligatory school attendance and their family status. Parents struggling with personal and social problems are no longer perceived as leaders and prove unable to support school in education of their children.

Project beneficiaries are 180 young people (girls and boys) aged 15 to 24. In addition to training in computer/Internet literacy and an improvement in technical skills, they will be provided with psychologist's support to help them in solving communication and contact-making problems and prepare them for team working and continuing intellectual efforts. Re-building their self-esteem will help them to regain confidence in their capabilities and the sense of the efforts they have undertaken. Individual meetings and group sessions with a job advisor will help them to plan for their future. Five training courses in general skills and six vocational training courses will be available to the beneficiaries. Each of them will have his/her achievements documented. New skills learned by the beneficiaries will be attested by special certificate so that they are able to establish a personal portfolio presenting his/her skills and strengths.

New advanced IT-based tools are to be developed under the Project. Training events will involve an e-learning platform. A library of training in e-learning will be set up, along with Virtual Competency Centre, on-line Job Navigator and Internet-based support groups. Teachers will be provided with training in job counselling methods, dealing with problem students and educational advice for the parents. A database of training graduates and meetings held with potential employers will promote the beneficiaries on the labour market.

The key outcome of the Project will be a change in the beneficiaries' mentality: enhanced social awareness and motivation to learn. They are to acquire social and emotional skills encouraging a pro-active attitude towards life, so that they are better prepared to compete on the open labour market. In terms of social aspects, the Project should be considered as a social prevention

measure: decreasing the number of those potentially threatened with labour market and social exclusion will help to limit the number of welfare aid recipients and control the occurrence of dysfunctional hot spots.

Local governments, non-government organisations and other actors supporting pro-active labour market, occupational/social integration policies and information society building have joined the Project. Their involvement in Partnership activities will help to work out efficient information sharing approaches, learn more about the capacities of specific partners and develop activity coordination methods.

A new methodology for surveying performance of the beneficiaries and dealing with so-called problem students, assumptions behind the curriculum of competence and vocational training will be the outcomes of the Project, along with methods intended to promote and maintain the beneficiaries on the labour market. The products of the Project will be described in detail and disseminated in electronic and paper formats. In addition, seminar, conferences and press articles promoting the ideas of the Partnership are planned to disseminate new approaches to dealing with "learn while playing" module in particular).

## Managing Organisation

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## Partners

- Centrum Informacji Zawodowej i Doskonalenia Nauczycieli (Centre for Vocational Information and Teacher Training), Wałbrzych
- Dolnośląska Wyższa Szkoła Służb Publicznych „Asesor” (Lower Silesian College of Public Services “Asesor”), Wrocław
- INCENTI SA, Wrocław
- Katolickie Centrum Edukacji Młodzieży „Kana” (Catholic Youth Education Centre “Kana”), Gliwice
- Konsorcjum VULCAN Sp. z o.o. (Consortium VULCAN Co. Ltd.), Wrocław
- Stowarzyszenie „Pro Silesia et Europa” (“Pro Silesia et Europa” Association), Wrocław

## Together

The Partnership was established with a view in developing a system for facilitating labour market entrance and re-entrance of rural residents in areas affected by civilisation degradation following the changes in economic structure of rural areas and in particular the collapse of so-called nationalised farming system.

The Rural Development Foundation, operating throughout Poland, the promoter and administrator of the Partnership, will cooperate with institutions and organisations from North and West Poland, where the problems targeted by the Partnership are the most widespread and acute.

Following the collapse of farming cooperatives and state-owned farms, which had held a significant share of the economic structure, these predominantly rural regions, witnessed a particular accumulation of problems associated with long-term unemployment. Today, joblessness and poverty are inherited in these regions, educational prospects are lacking due to poverty, social ties tend to disappear and family dysfunctions are on the rise. Studies carried out under Activity 1 confirmed that these phenomena influence social and economic status of rural areas with diversified land ownership structure and even small towns, causing degradation and marginalisation of entire regions.

Measures proposed by the administration and assistance institutions (e.g. intervention works, public works, benefits, vocational training courses) are cursory and targeted at individual jobless and even then they fail to promote pro-active attitudes. Therefore, the Partnership's activities will be intended to integrate the entire village as a social, economic and cultural unit.

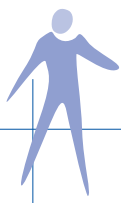
The Partnership will test the idea of so-called thematic villages, involving integration of the entire rural community. Direct activities will be targeted at 160 persons (25-40 individuals from each of the 5 villages), who are to encourage the involvement of other residents in the activities under the Project.

The idea of thematic villages is about working out a common development design involving the use of those resources held by each village that have been neglected or considered useless. Each village is functioning as a kind of company and offers a certain comprehensive product. Project proponents have drawn on the idea of so-called knowledge-based economy and modern marketing strategies by focusing on the human potential – individuals' informal knowledge, unveiling their hidden talents and the use of new forms of work.

Stage one of the Project will involve allocation of specific speciality to each village, firming up the area of interest and development of an offer considering specific nature of each village. Once the plan is in place, the village will appoint a manager responsible for the management of the joint company. He/she must be competent and possess organisation, communication and mediation skills. Individual predispositions will be strengthened by training in communication, management and promotion techniques. Other participants will be provided with vocational training in crafts (including niche and dying out ones, such as smithery, weaving or pottery) to enable them to start a specific activity under his/her village offer.

The Partnership is planning to implement the following projects in specific villages:


Dąbrowa – Healthy Lifestyle Village – herbal medicine, meditation, physical activity promotion, dog therapy and hippo therapy activities; Iwęcino – End of the World Village – educational events associated with various "worlds": world of nature, history and agriculture; Paproty – Village of Labyrinths and Springs: educational activities, outdoor and games and entertainment in natural setting (taking advantage of land relief, springs, mires); Podgórk – Fairy Tales and Entertainment Village – staging and craft activities, biking; Sierakowo Sławieńskie – Hobbit Village, space arranged for indoor and outdoor phantasy games matched with suitable catering offer and educational



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farm. Thanks to a diversified thematic offer, also those indirectly involved in the Project will be able to supplement their income. Souvenir makers, event hosts, caretakers of the disabled and performers of walk-on parts in outdoor games will be required. Full-time, home-based, ad-hoc and voluntary jobs will be available to local residents.

Project participants will acquire new skills and capabilities to work as teachers, actors, therapists or craftsmen. Flexible structure of involvement in the Project is expected to allow them to reconcile job career with family life and may add value to the activities based on hidden knowledge and emotional intelligence.




The key outcomes of the Project will be the social integration of the participants and the promotion of the idea of thematic villages that integrate local residents into a joint project and encourage them to assume responsibility for their own future and their environment alike.

Since the idea of thematic villages is still to be introduced across Poland, the operation of model villages is expected to change the way of thinking and encourage the followers.

A narrative of Project development/implementation, methodology guides, training materials and how-to-do-it videos will be available to all those involved in prevention of marginalisation and exclusion of rural residents. The model will be disseminated throughout Activity 3. Articles and broadcasts in regional and national mass media will promote the achievements of the Partnership.

## Managing Organisation

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## Partners

- Fundacja „Odnowa Wsi” (“Revival of Rural Areas” Foundation), Malechowo
  - Koszalińskie Towarzystwo Społeczno-Kulturalne (The Koszalin Social and Cultural Society), Koszalin
  - Stowarzyszenie „Edukacja Inaczej” (“A Different Education” Foundation), Mołtajny
  - Stowarzyszenie Hobbiton (Hobbiton Association), Sianów
  - Stowarzyszenie Specjalnego Ośrodka Szkolno-Wychowawczego i Wsi Podgórki (Centre of Education and Breeding Association in Podgórki Village), Ostrowiec
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## Promotion and Protection of Equality in Employment for People with Disabilities

The objective of the Partnership is to counteract discrimination of the disabled by establishing mechanisms facilitating their entry or re-entry to the labour market that is open for all. In spite of Poland's accession to the European Union and the adoption of EU legislation, the share of disabled person in total employment is unsatisfactory. The declared will to introduce mechanisms for occupational integration and rehabilitation does not improve the situation.

The reasons behind this status were investigated under Activity 1. According to survey results, employers are unaware of disability issues and unwilling to hire disabled people. They believe that the costs of fitting out the workplace and removing architectural barriers for the disabled are incommensurably high in comparison with potential output of such persons. Employers are not aware that workplace fitting out and remuneration are subject to co-financing by National Fund for Rehabilitation of the Disabled. Another barrier identified by the survey is the attitude of co-workers to working with disabled colleagues. Therefore, the Partnership came to the conclusion that building and promoting the culture of equal opportunities for the disabled is the key priority.

Project beneficiaries will include both disabled and non-disabled people. The pilot project will be delivered across Poland in 50 defence and electrical engineering companies from large and small towns. Partnership activities are targeted at trade unions (almost twenty thousand people), managers (board members, recruitment managers – about 1,500 people) and company employees (45,000 of them). Disabled people involved in the Project are members of Clubs for Occupationally Active Disabled Persons operating in 11 towns and cities.

Previous projects for the disabled have been targeted primarily at the disabled. They were offered skill development or retraining courses, motivation training or similar events without taking into account specific employment needs of particular enterprises or sectors. The Partnership feels that cooperation with the employers is the crucial factor. If the disabled are to account for a bigger share of total employment, someone has to hire them. Local units of Trade Union's Organization for the Protection of Equal Opportunities of the Disabled (ZORON) have been established at companies involved in the Project. A previously thoroughly trained full-time trade union activist will investigate mechanisms, events and barriers that adversely affect the hiring of disabled workers in his/her enterprise. A Report on Equal Opportunities of the Disabled will be based on these investigations. The report will include information about architectural barriers and attitudes of the management and workers. A corporate programme for promotion and protection of employment equal opportunities of the disabled is to be prepared on the basis of the report. Subsequently, a ZORON activist will coordinate measures intended to change co-workers' attitudes. The initiatives will promote the idea of a labour market that is open for all, the awareness of human rights and equal opportunities of all citizens and the prohibition of any discrimination (including indirect one). Furthermore, an institution protecting the employees with concealed or occupational disabilities against lay-offs. The managers will be provided with events intended to increase their awareness of social responsibility in business and benefits from hiring the disabled, including direct co-financing benefits and indirect ones, such as improvements in corporate image.

The clubs of disabled persons will lobby for removing labour market access barriers and introduction of equal opportunity mechanisms. In addition, they will assess club members in terms of their vocational predispositions and survey labour market demand for specific trades, so that the disabled will be able to acquire new skills and qualifications. This will help to dispel common believes that the disabled are poorly skilled people with demanding attitudes. Jobs

seekers will meet at the clubs, sharing experience and encouraging themselves to continuing efforts.

The outcome of the Partnership will be an enhanced awareness of existing prejudice and stereotypes that prevent labour market access to the disabled, as well as measures to improve their status. In response to Partnership's initiatives, the staff of business entities will sign consciously the "Agreement on Equal Employment Opportunities of the Disabled" as a declaration of will to change the existing status.

The Partnership will use the experience of foreign partners who successfully promote the idea of removing employment barriers encountered by disabled people. Good practice worked out during the Project will be disseminated at conferences and seminars. The Partnership is willing to explain to local authorities, employers' associations and labour offices that the problem of employment discrimination of the disabled is associated with huge social costs arising from payment of disability benefits. Therefore, no efforts should be spared to ensure occupational integration of the disabled and to create new jobs.

## Managing Organisation

Związek Zawodowy Przemysłu Elektromaszynowego (Trade Union of the Electric Engineering Industry)

ul. Długa 29 lok. 203, 00-238 Warszawa

Tel.: +48 22 635 25 71, Fax: +48 22 831 66 68

## Partners

- Centralny Instytut Ochrony Pracy – Państwowy Instytut Badawczy (Central Institute of Labour Protection – National Research Institute), Warsaw
- Krajowa Izba Gospodarczo-Rehabilitacyjna (National Chamber of Economy and Rehabilitation), Warsaw
- Nikom System K. Kuncelman, M. Czerniak, Sp. Jawna (Nikom System Agency), Przemysł
- Ogólnopolskie Porozumienie Związków Zawodowych (All-Poland Alliance of Trade Unions), Warsaw
- Stowarzyszenie Organizatorów Zatrudnienia Osób Niepełnosprawnych OZON (The Employment of Disabled Organizers Association OZON), Warsaw
- Towarzystwo Walki z Kalectwem (Polish Society for Rehabilitation of the Disabled), Warsaw
- Urząd Pracy m. st. Warszawy (Labour Office in Warsaw), Warsaw
- Związek Pracodawców Przedsiębiorstw Przemysłu Obronnego i Lotniczego (Union of Employers in Aviation and Defence Industry), Warsaw

## Give Yourself a Job – Ecochance

The Partnership was established with a view in establishing a system to enable entry or re-entry of illicit drug addicts and HIV-infected people to the labour market. Partnership members are institutions and organisations that have been working for years with addicts and HIV/AIDS-infected persons. According to their estimates, the number of such persons is continuing to rise and unemployment rate is particularly high among them (50% and 90% respectively). Special centres provide them with therapy and assistance in addiction quitting. However, a follow-up support system, helping them to resume occupational and social activities is still to be established. Some of the addicts may benefit from family support. Some of them are entitled to welfare benefits, but labour market institutions fail to provide with any offer. Project participants lack vocational education, working habits and assertive skills that would enable them to perform on the labour market and establish social relationships. It should be noted that over 70% of those aged 20 to 39, or in the prime of working age, may safely operate in the society due to the progress in medicine. Stigmatisation they encounter in social relationships is the key reason behind their inability to find a job and re-exclusion.

High quality of treatment is in mismatch with integration system for ex-addicts. In fact, the system is lacking. There are no occupation integration or skill improvement/updating programmes. Despite the awareness campaigns, misconceptions regarding the risks associated with contacting HIV-infected persons are still prevalent in Poland. Only an integrated system of therapy, education and employment for addicted persons, combined with joint efforts of various groups promoting their social integration, is likely to change this situation.

Partnership's activities will involve patients of rehabilitation/re-adaptation and those in danger of exclusion from the local community. Some of the beneficiaries (561 of them) will participate in the entire Project, while some (1063 persons) in selected modules only. Wandzin-based Eko-School of Life was selected as the centre of reference under the Project. Biodiversity is the focus of the centre's operations, which include reintroduction of traditional plant and animal species, generation of environment-friendly energy, crop production and processing. Patients are provided with work therapy and the activities are intended to obtain the organic farming certificate, so that an internal employment market is established for them.

Patients are working under a two-prong system. The addiction quitting therapy is combined with training in social skills development, labour market and enterprise basics. Learning computer skills and vocational training in budding and other similar trades combined with placements in the centres will constitute the second component of the Project. Moreover, the Environmental Education Centre will be established under the Project to deliver workshops in agricultural biodiversity, as well as hands-on training in animal husbandry and cultivation of traditional plant and animal species. Centre managers will be trained in organic farm management, legal aspects of running a business and distribution/sales of organic products.

Each centre will specialise in a different field. Environmental programmes will focus on: biomass fuel production, apiculture, environment-friendly construction, cultivation of medicine plants and maintenance of mature parks. The Centre of Horse Breeding, Hippo therapy and Equitation will be established to provide patients with training in therapeutic activities. Everyday working routine in the centre is expected to help the beneficiaries in regaining self-esteem, while providing tangible income contributing to the sustainability of the centres.

Partnership will establish a Forum for Employment and two service/information centres to provide ex-patients and HIV/AIDS-infected persons with support and facilitate their access to information and communication technology. Computers with Internet access will be available at the centres operating as experience sharing platforms and job databanks.

The Project is bridging a labour market policy gap by addressing the problem of occupational reintegration of ex-addicts, HIV-infected persons and AIDS victims. Dissemination activities will be intended to promote pro-active approaches to therapy, good practice sharing and promotion of positive role models. A proven approach combining therapy, education and work, as developed and tested by the Partnership, will be presented to international conference. The focus of dissemination activities will be on changing the attitude to those who have successfully completed the therapy so that they are perceived as rightful members of the society and efficient workers.

## Managing Organisation

Program Narodów Zjednoczonych ds. Rozwoju (United Nations Development Programme)  
ul. Langiewicza 31, 02-071 Warszawa  
Tel.: +48 22 576 81 82, Fax: +48 22 825 49 58

## Partners

- Ośrodek Rehabilitacji Uzależnionych „Doren” im. Berty Trusiewicz, Samodzielny Publiczny Zakład Opieki Zdrowotnej (Doren Centre for Rehabilitation of the Addicted), Różewiec
- Polska Fundacja Pomocy Humanitarnej „Res Humanae” (Polish Foundation for Humanitarian Aid “Res Humanae”), Warsaw
- Samodzielny Wojewódzki Zespół Publicznych Zakładów Psychiatrycznej Opieki Zdrowotnej w Warszawie (Area Health Service Administration – Psychiatry in Warsaw), Warsaw
- Stowarzyszenie Bez Granic (“Without Boundaries” Association), Katowice
- Stowarzyszenie Regionalny Ośrodek Socjalno-Edukacyjny dla Ludzi i Środowiska (Regional Social and Education Centre in Chudobczyce), Chudobczyce
- Stowarzyszenie Wolontariuszy wobec AIDS „Bądź z Nami” (Association of Voluntary Staff Against AIDS “Be with Us”), Warsaw
- Zarząd Główny Stowarzyszenia „Monar” (Central Board of “Monar” Association), Warsaw
- Zarząd Główny Stowarzyszenia „Solidarni Plus” (Central Board of “Solidarni Plus” Association), Wandzin

## The Disabled People – Independence, Family, Rehabilitation, Education, Work – an Integrated System

The key objective of the Partnership initiated by the Foundation for the Assistance to the Disabled and several other non-government organisations and labour market institutions is to establish a system that would assist persons with disabilities in entering the open labour market.

Those with certified severe or moderate disabilities but with normal intellectual capabilities face huge problems in everyday life. Exclusion from public life starts at school. Integration establishments and integrative education systems are hardly available. The disabled are commonly assigned individual learning path or directed to special vocational schools without considering their actual predispositions or labour market needs. Available higher school statistics indicate that academic studies are almost inaccessible to the disabled. Previous public campaigns focused on establishing an environment that is friendly to the disabled so that they are able to get out of their homes. Nevertheless, removing architectural barriers does not provide the disabled with unrestrained access to education and open labour market.

According to available statistics, as much as 84% of the disabled rely on welfare benefits, while only 8% of them are employed and the rate of employment is continuing to shrink. The reasons behind problems with finding a job on the open labour market include inadequate skills and poor education, adversely affecting their labour market competitiveness, as a result of abovementioned inequalities in the access to education. Other barriers are associated with potential employers' concerns for supplementary employment costs and sick leaves of disabled workers.

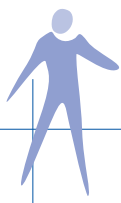
Project beneficiaries are both unemployed people and their family members. Project activities are indirectly targeted at small non-government organisation and mutual assistance groups. Thanks to concerted efforts, their initiatives aimed at promotion of social and occupational integration of the disabled will be more visible. Potential employers also will benefit from the Project.

The Project will develop and on-the-site test new approaches to reaching the disabled who live in isolation and have not received any assistance before. Integrative sessions will be designed for such persons to help them to quit passive attitudes and bring back the hope for a pro-active and independent life.

Integration is to be achieved using the method of four steps. "Step One – Getting out of Home" will involve the creation of an environmental system of support, learning and free access to on-line information. Under "Step Two – I'm not Alone", Internet-based group of support to the disabled and their family members will be established. "Step Three – I'm in the Group" will enable the beneficiaries to participate in support groups and hands-on workshops so that their social skills are improved. This is expected to enhance their will to learn, work and develop individual interests. "Step Four – I'm developing myself" – is a module wherein psychologists using special tools prepared for the Partnership are to develop a path of education for each direct beneficiary of the Project.

The Partnership is developing an Internet portal "About Ourselves", which is to provide comprehensive information about the rehabilitation process and advice on job career options for people with specific disabilities. The portal will be open to non-government organisations and the beneficiaries themselves. Occupational integration workshops combined with a programme of occupational integration and social communication (delivered as classroom sessions or on an e-learning basis) will help to better prepare the beneficiaries for the job.


Educational broker – a newly created profession – will help to promote education of the disabled. The purpose of an educational broker is to investigate professionally client's predispositions and work out with him/her a personal reasonable learning programme, taking into account the



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level of disability and intellectual background. This is the only way to ensure equal educational opportunities for persons with disabilities. The Partnership will provide descriptions of methods and tools used by educational brokers, as well as the required performance standards.

Pilot project will be delivered in three Warsaw districts: Wola, Bemowo and Wawer. Potential employers will be surveyed for disabled employment conditions under a module of investigation on open labour market opportunities for people with disabilities. The surveys – intended to diagnose fears and prejudices – will serve as a basis for development of activities that will contribute to the opening of labour market to the disabled. Business owners are expected to recognise occupational potential of the disabled and will be provided with information about available formal, legal and financial facilities that make hiring of the disabled free of any incremental costs of labour.




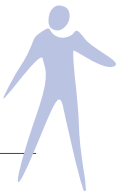


Partnership activities are intended to bring about a social atmosphere that will allow for improving the living quality of disabled persons on a step-by-step basis.

## Managing Organisation

Fundacja Pomocy Ludziom Niepełnosprawnym (Foundation for the Assistance to the Disabled)  
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## Partners

- Fundacja na rzecz Transportowych Usług Specjalistycznych dla Niepełnosprawnych TUS (Foundation for Specialized Transportation Service for Disabled – TUS), Warsaw
  - Fundacja Pomocy Młodzieży i Dzieciom Niepełnosprawnym „Hej, koniku!” (Aid Foundation for Disabled Children and Young People), Warsaw
  - Państwowy Fundusz Rehabilitacji Osób Niepełnosprawnych (State Fund for Rehabilitation of People with Disabilities), Warsaw
  - Polska Fundacja Pomocy Dzieciom Niedosłyszącym „Echo” (The Polish Foundation for Assistance to All Children with Hearing Problems), Warsaw
  - Polskie Stowarzyszenie Osób Niepełnosprawnych Niskiego Wzrostu (Polish Association for the Short-Heighted People with Disabilities), Warsaw
  - Stowarzyszenie Pomocy Osobom z Problemami Emocjonalnymi „Spoza” (Association for the Assistance to People with Emotional Problems), Warsaw
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## Iris – Social and Vocational Reintegration of Women – Victims of Human Trafficking


The Partnership was established by the “La Strada” Foundation to provide equal employment opportunities for women – human trafficking victims who run the highest risk of long-term unemployment and social exclusion. The key objective of the Project is to establish mechanisms for effective social and occupational reintegration of women – victims of human trafficking – and to enhance their job finding opportunities. Of equal importance is the objective of combating human trafficking with a prevention/awareness campaign targeted at potential victims entering the labour market.

Specialists from “La Strada” Foundation, Project Administrator, have prepared a diagnosis of problems faced by women – victims of human trafficking – in the Polish labour market. The results of a survey of women aged 19 to 25 years reveal the extent of problems faced by human trafficking victims when they are attempting to resume normal personal and occupational life. There are several factors behind this situation. Quite often, these women were unable to acquire education and skills required in the labour market due to family problems (family violence and dysfunctions). Aware of their low socio-economic status, they often take opportunity to find a job abroad where many of them fall victim to organised crime.

Most victims are sold to prostitution and sex businesses. Those succeeding in breaking away from that circle rarely come back to their local communities. Looking for a job away of the place of residence is a difficult task due to the catchment system (job seekers must register with the labour office of their residence) and a lack of previous experience and necessary skills. They face similar problems when attempting to retrain: suitable training courses are hardly accessible to them. Consequently, female victims of human trafficking usually agree to a low pay, bad treatment or labour law contraventions. Additional problems tend to emerge in the case of foreigners even those possessing a residence permit are exposed to discrimination and abuse due to insufficient knowledge of the language, market and labour law provisions.

The Partnership activities will cover 170 women, including 12 foreign citizens, who have contacted “La Strada” by calling the Foundation’s hotline. The victims may take advantage of a comprehensive assistance programme, including telephone advice, crisis situation intervention (to satisfy basic subsistence and mental/physical health needs), services available from the advice centre and shelter, welfare assistance available from the Welfare Centre of Śródmieście District in Warsaw, social/educational/occupational reintegration schemes and placement/employment schemes subject to refund (45 beneficiaries). The programme of occupational integration has been tailored to specific needs of the beneficiaries who may select in consultation with their personal counsel training courses/events they find most suitable in their situation. All these activities are intended to enhance status and improve occupational opportunities of human trafficking victims by providing them with psychological support, ability to perform on the labour market (filling-in documents, self-presentation skills, CV writing, legal counselling, etc.). Considering a wide range of the planned activities, it is necessary to ensure seamless cooperation between central government agencies, non-government organisations and local governments across Poland. A comprehensive model of assistance to female human trafficking victims returning to the society and the labour market will be developed.

Preventive awareness activities intended to prevent the growth of human trafficking are an equally important objective of the Partnership. The awareness campaign is targeted at various groups, especially at young people who are about to enter the labour market, jobless women, female workers earning a low income and sex business workers. Preventive measures are targeted



at beneficiaries from the regions of the highest rate of unemployment and poverty, as well as from the near-border regions, where local residents often seek a job across the border and young people entering the working age are most prone to become human trafficking victims. Educational/awareness events will be hosted by mainly by post-secondary schools for graduates entering the labour market. Approx. 3,600 people are expected to attend lectures, meetings and workshops, while 1,800 will be given a preventive advice (using hotline and e-mail). Dedicated reach-out programmes will be addressed at job agencies, non-government organisations, street workers, embassy staff members, police officers and teachers, i.e. those people and organisations who are directly involved in counteracting human trafficking. In order to improve effectiveness and extend the impact of new models, the Partnership established cooperation with foreign partnerships of a similar profile.

Dissemination activities are intended to promote the idea and ensure continuing implementation of the proven model of social and economic reintegration of women – human trafficking victims. An Internet site gathering information about social and occupational integration of such women will be available throughout the term of the Project. The Partnership will develop materials for the Project, as well as a strategy for distributing them to non-government organisations, welfare institutions and Poviats Labour Offices. In order to highlight the gravity of the problem and propose related solutions, the dissemination activities will involve actual and potential human trafficking victims, local communities and central and local government officials.

## Managing Organisation

„La Strada” Fundacja Przeciwko Handlowi Kobietami („La Strada” Foundation  
Against Trafficking in Women)  
skr. pocztowa 5 (P.O. box 5)  
00-956 Warszawa 10

## Partners

- Fundacja Centrum Promocji Kobiet (Centre for the Advancement of Women Foundation), Warsaw
- Ministerstwo Pracy i Polityki Społecznej (Ministry of Labour and Social Policy), Warsaw
- Ośrodek Pomocy Społecznej Dzielnicy Śródmieście m. st. Warszawy (Social Welfare Centre for Warsaw – District Śródmieście), Warsaw
- Urząd Pracy m. st. Warszawy (Labour Office in Warsaw), Warsaw

## Swiss Watch

The objective of the Partnership established by the German and Polish "Hope" Foundation in Szamotuły jointly with key local labour market partners is to work out an effective method for preventing social exclusion of young unemployed people (aged 25 or less) with secondary education.

Surveys carried out under Activity 1 served as a basis for the development of an in-depth study of the local labour market capacity and unemployment structure in the poviát. The rate of unemployment has been growing dramatically year after year and those aged 25 or less account for 37% of registered unemployed people. Each year, new high and vocational school graduates are registering with the labour office. They face an extremely difficult situation: they have no previous employment history, while skills they learned at school are obsolete or in mismatch with employers' expectations. They are not eligible for studies at state-owned universities due to poor grades, while paid postgraduate studies are inaccessible to them for lack of funds. Entering the labour market with unemployed status is discouraging them and may result in permanent dependence on welfare institutions. Based on Labour Office data, the Partnership has identified active labour market sectors (i.e. in demand of labour force) and long-term unemployment risk areas.

Registered young unemployed people (aged 25 or younger) with secondary education and local employers will benefit from the Project. Hundred young people (50 women and 50 men) and 53 employers will participate in the Project. Final beneficiaries (the unemployed) have been selected using a recruitment procedure that allowed for identification of the neediest groups – those in real danger of exclusion due to poverty, place of residence (villages and small towns) and a long period of unsuccessful job seeking. Employers have joined the Project under the awareness campaign. Project promoters realised that employers, who are aware of their responsibilities towards the local community, have to cope with staff hiring costs. Therefore, a refund of payroll costs was offered to them for the period of vocational training of their new workers, along with a workplace fitting out subsidy. Employers helped to identify the jobs that are the most sought after in the local labour market.

The participation in the Project is intended to provide the beneficiaries with jobs and access to up-to-date education, but the key objective is to ensure a lasting improvement in their standard of living and help them to gain self-reliance, efficiency and pro-active attitudes. Specific needs reported by the employers will be taken into consideration so that training in particular jobs is offered. The pilot project will help to work out new and improve existing mechanisms of cooperation between unemployment prevention institutions. The Partnership will establish the poviát youth employment forum as a platform for sharing information, comments and ideas.

Training component design is based on a survey and review of comments by businessmen who have expressed interest in cooperation. A modern vocational training model was developed, involving a series of two-year extramural learning. Four classes were formed to follow a dedicated job teaching curriculum, as approved by the Superintendent's Office. In addition, the beneficiaries will be given training in key areas of community life, as well as an opportunity to improve their hands-on skills at dedicated job stands. Thanks to a combination of training in theory and hands-on skills, the effectiveness of undertaken activities will be monitored on an ongoing basis, while taking advantage of comments by lecturers and employers.

The outcomes of these activities will manifest themselves on several levels. Young people will get their first job so that their self-esteem and motivation is enhanced, making them more competitive on the open labour market as candidates with previous employment history. Employers will provide their inputs to the efforts of poviát employment institutions, while gaining

reputation of community-minded businessmen. Welfare institutions hope to see the number of their protégés dwindling.

The outcomes of the programmes and lessons learned from their implementation will be disseminated. The Partnership is planning to deliver its reports to those institutions that are in position to introduce a package of changes in legislation intended to ensure a more flexible education in line with actual market needs. A model of integrated impact on those in risk of exclusion, headed "Work – Vocational Education – Training", will be another outcome of the Project.

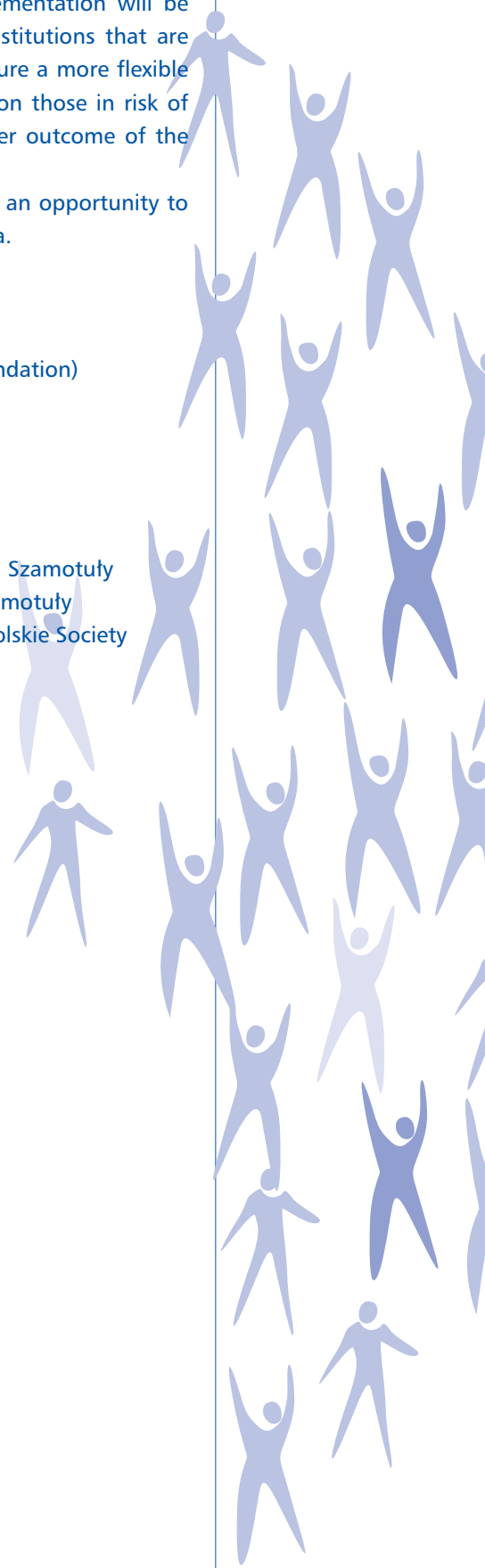
All those interested in social exclusion and unemployment issues will have an opportunity to monitor the progress of the Project in the Internet and possibly in mass media.

## Managing Organisation

Fundacja Niemiecko-Polska „Nadzieja” (The German and Polish "Hope" Foundation)  
ul. 3 Maja 12, 64-500 Szamotuły  
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## Partners

- Powiatowy Urząd Pracy w Szamotułach (Poviat Labour Office in Szamotuły), Szamotuły
- Urząd Miasta i Gminy w Szamotułach (Municipal Council in Szamotuły), Szamotuły
- Wielkopolskie Stowarzyszenie Wspierania Edukacji Pracy Socjalnej (Wielkopolskie Society for Supporting Education and Social Labour), Poznań



## Back on Track

The Partnership was established with a view in reducing social exclusion of the homeless and those in danger of homelessness and – by facilitating labour market access – in counteracting their social stigmatisation.

According to surveys carried out by the partners, the problem of homelessness is inherently related to unemployment. The inability to maintain existing holdings (including the home) due to unemployment often leads to homelessness. On the other hand, being homeless is a factor that prevents job finding or even job seeking. The surveys identified a direct impact of changes in economy on the growth of homelessness (e.g. the closing of tied accommodation facilities run by bankrupt enterprises).

The objective of the Partnership is to introduce a comprehensive approach to dealing with the homeless unemployed so that they are occupationally and socially reintegrated.

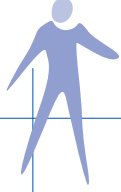
Final beneficiaries of the Project are men, women and mothers with children living in shelters and those in danger of homelessness who are welfare assistance recipients and live in social accommodation units. The participants are 18 to 55 years old unemployed people without benefit entitlement. They share common traits that preclude any occupational activity due to long-term unemployment or lack of contact with labour market (invalid certificates, unawareness of modern labour market requirements or inability to operate modern equipment). Most of them are in need of assistance from a professional psychologist.

The Partnership has developed so-called association method: an innovative approach to providing assistance to the unemployed who are homeless or in danger of homelessness. Integration Centres have been established. They are coordinated by accompanists, who specialize in working with long-term unemployed persons and have adequate background based on training in theory and internships. They work with each beneficiary on an individual basis by tailoring the training offer to his/her needs and capabilities. They provide assistance, discuss any progress made and, upon beneficiary's request, can help him/her to re-establish contact with relatives and renew the family ties.

Improving the image of their protégés in the local community will be another responsibility of accompanying persons. This will involve presenting the beneficiaries as people capable of occupational, social and family reintegration, willing to quit homelessness and addiction, provided that they have access to system solutions rather than ad-hoc assistance measures.

The Unemployed Integration Centres have been established in 11 cities (Rybnik, Sanok, Bielice, Ostrów Wielkopolski, Kielce, Częstochowa, Łódź, Sosnowiec, Gliwice, Zabrze, Bytom) to provide assistance to 300-400 beneficiaries. They are equipped with all tools that are required for pro-active job seeking efforts: computers with Internet connectivity, a free telephone, press with job offers and a library of guides. Each Centre will cooperate with poviats Labour Office, Municipal Welfare Centre, local authorities, employers and local press media to form together the Local Understanding that will focus on the development of a strategy for integration of the homeless and those in danger of homelessness in its area of activity.

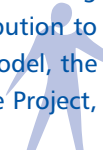
In addition to individual and group therapy, vocational and computer literacy training events, the beneficiaries will be provided with financial support (scholarships, training benefits, dental care service, meals, public transport tickets, clothing) to enable them to attend the sessions and facilitate their social and occupational reintegration. The Partnership will host off-site workshops for both accompanists and the beneficiaries. The latter workshops will be intended to improve interpersonal communication skills and help the beneficiaries to cope with stress. The accompanists, who operate in different locations under various local conditions, will have



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an opportunity to share previous experience and good practice to improve their performance at work and avoid routine.




The outcome of the Project will be a package of pre-tested distribution-ready methods, tools and services intended to reintegrate the homeless by establishing a network of support to the homeless and those in danger of homelessness in their efforts to re-enter the labour market. Testing these methods in various cities under different conditions will be an important contribution to model development. Considering a significant role played by the accompanist in the model, the Partnership will attempt to enter the position of accompanist, as established under the Project, to the official list of jobs.



## Managing Organisation

Towarzystwo Pomocy im. św. Brata Alberta (St. Brother Albert's Aid Society)  
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## Partners

- Arcybiskupi Komitet Wsparcia Bezrobotnych Diecezji Częstochowskiej (Archbishop's Committee for Support of the Unemployed from Częstochowa Diocese), Częstochowa
  - Caritas Diecezji Kieleckiej (Caritas of the Kielce Diocese), Kielce
  - Caritas Diecezji Sosnowieckiej (Caritas of the Sosnowiec Diocese), Sosnowiec
  - Dolnośląska Wyższa Szkoła Służb Publicznych „Asesor” (Lower Silesian College of Public Services “Asesor”), Wrocław
  - Gmina Wrocław (Municipality of Wrocław), Wrocław
  - Konfederacja Pracodawców Polskich (Confederation of Polish Employers), Warsaw
  - Poradnia Psychologiczno-Pedagogiczna nr 1 (Psychological and Pedagogical Centre No.1), Wrocław
  - Powiatowy Urząd Pracy w Kielcach (Poviat Labour Office in Kielce), Kielce
  - Powiatowy Urząd Pracy w Zabrzu (Poviat Labour Office in Zabrze), Zabrze
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## Stand Up, Raise Your Head

The Development Partnership's objective is to ensure occupational integration and reintegration of people who have been unemployed for more than three years and those in danger of unemployment due to a lack of any meaningful previous employment history.

The Partnership operates in the area of the Żnin Poviát together with poviát and regional labour market institutions.

The Project is intended to provide support to the poviát socio-economic development strategy, which among other things involves a significant reduction of unemployment level. According to studies carried out by the Partnership, this objective is hardly achievable considering the effectiveness of the existing system of assistance to the jobless. Available measures are in mismatch with the needs of specific unemployment groups, which are typical to the area of Partnership's activity. In addition, the offer of welfare institutions fails to address these needs, insofar as it is limited to the payment of statutory benefits or ad-hoc assistance. Based on available data, the Partnership came to the conclusion that a system of support must be established to address the needs of those who have exhausted their unemployment benefits and to counteract prolonged joblessness-related dysfunctions, such as inheritable unemployment that is increasingly common in families deprived of occupational activity role model and funds for education of children.

Project beneficiaries are 36 long-term unemployed rural dwellers with primary and basic vocational education level, who are no longer entitled to unemployment benefits. In order for the assistance to be effective, the beneficiaries themselves must identify their goals and decide on direction of and approach to the activities. The scope of assistance provided under the Project will be limited to mental aspects, social and family relations and vocational outlook. The offer will help them to overcome helplessness and passivity, improve their skills, self-confidence and image. Based on a study on unemployment in the poviát and beneficiaries' declarations, the Partnership will provide support under two distinct advisory/training and institutional components.

The training offer has been designed by the Partnership to reflect identified beneficiaries' need profiles so that each of them is able to bridge the largest gaps. Beneficiaries will work in small groups. In the beginning, they will attend a module called "Power Injection" focusing on an improvement in their self-assessment. The module will include "Forge of Optimism" workshops and personal psychological counselling. Throughout the term of the Project, the participants' motivation will be improved under a series of events called "the Further, the Better". The beneficiaries will be split into groups not only for merely organizational reasons: under a series of "Eagle's Nest" meetings they will attend workshops and training events intended to integrate the participants so that the workshop groups are ultimately transformed into groups of support. A psychologist will deliver training in interpersonal communication, self-presentation and stress control to enable sharing of experience and ideas of pro-active job seeking approaches. The "Germ of Opportunities" module will involve training or retraining in skills and capabilities. The module was developed using available information on current job market needs and contributions from a vocational counsel who helped beneficiaries to identify their predispositions. Under the "Forge of Experts" module the participants will be given training in jobs of the future (such as community worker, beautician, hairdresser, florist or salesperson) and traditional crafts (potter, sculptor or embroiderer). As a minimum, each participant of the pilot project will attend one vocational and one craft training. A series of meetings called "Friendly Internet" is intended to facilitate integration with the labour market of today and familiarisation with its tools. Each participant will have access to his/her computer desk. A course of the English language, based on communication approach, was also developed. Training events are intended to give the participants additional certified skills that are much sought after on the labour market. Encouraging unassisted job

seeking attitudes will be an important aspect of labour market integration, which is unlikely to be achieved without basic skills required by modern employment market.

The Project has set up a Jobless Integration Centre composed of two units: "Labour Alert" and "Hatchery of Initiatives". The Labour Alert will provide support to those seeking typical paid jobs operating as an outsourcing agency and database of jobs seekers and prospective employers. The "Hatchery of Initiatives" will provide support to those beneficiaries who wish to set up cooperatives and find outlet markets for handicraft products manufactured under the Project and beyond. Those planning to establish their own business will have an opportunity to benefit from "Business Nursery", providing them with basic information on setting up a business, owner's responsibilities and other aspects of small business operations. All of these activities are intended to assist the beneficiaries in regaining sustainable income from a job or self-employment business.

Based on the system of support to direct beneficiaries, the Development Partnership is planning to develop a model of providing support to those who are in danger of exclusion due to prolonged unemployment. The model will demonstrate the effectiveness of specific Project components and define the scope of contributions from local labour market institutions, as required for successful application of the model.

The Development Partnership is planning to disseminate the outcomes of its efforts to the local, regional, national and foreign institutions responsible for alleviating the unemployment problem and taking pro-integrative actions. The dissemination activities are intended to raise awareness of the necessity to reform the unemployment prevention system and to promote solutions that address the needs of the labour market and those of the unemployed.

## Managing Organisation

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- Bydgoski Zakład Doskonalenia Zawodowego (Vocational Development Centre in Bydgoszcz), Bydgoszcz
- Powiatowy Urząd Pracy (Poviat Labour Office in Żnin), Żnin

## Leaving Children's Homes – New Opportunities, Better Tomorrow

The objective of the Development Partnership is to promote social and occupational integration of those leaving children's homes.

According to available studies and statistics, young people who leave children's homes face huge problems when entering the labour market, much worse than those encountered by their peers attempting to find the first job. It is difficult for young people to get a job because the labour market is very demanding and competitive. Opportunities are available for those well educated, mobile, with communication skills and previous employment history. Those taken care by children's home fail to meet these criteria. They are not motivated to learning, graduate from vocational schools providing instruction in jobs that are not in demand or finish their education on the junior high school level. When entering the labour market, they hope to take advantage from assistance, but often fail to keep the job. According to surveys made by the Development Partnership, there are three reasons behind these problems: (i) the existing programme of assistance to children's home residents does not provide for a coherent vocational development path building and encouragement of pro-active attitudes; (ii) due to social stigmatisation of those leaving children's homes, employers are reluctant to hire them for fear of passivity and demanding attitudes; and (iii) growing up in a children's home is often associated with disturbed self-assessment capabilities so that entering adult life and occupational activity is more difficult for them.

The Development Partnership is planning to develop an efficient and innovative model to ensure self-dependence of young people, by combining benefits from improved existing and new skills, while broadening participants' minds and personalities.

The Project also involves – albeit to limited extent considering its pilot nature – encouragement of efforts aimed at changing perception of that group by local communities, which significantly affects the image of children's home wards as prospective labour market players.

Project beneficiaries are 170 wards aged 16 or more years and 25 ex-wards, now entering adult life, who will act as mentors of their younger mates. The activities will start at an opening integration camp, where detailed information about Partnership's plans is to be presented. The participants will have an opportunity to voice their views on the planned activities and express their fears and doubts, while promoters will be able to learn about preferences and expectations of the participants.

The Project will be delivered in modules covering vocational counselling, social skills, language courses and sports activities. Each participant is expected to complete at least two modules that are best suited to his/her interests and needs. It is assumed that in for the assistance to be effective, it must be provided on an individual and comprehensive basis, focusing on beneficiaries' vocational skills and life attitudes. Education level is to be improved by providing them with foreign language courses, day-to-day learning support and by preparing them for high school finals. The entering of labour market will be facilitated by job advice centres. Job counsels are to be recruited from educators and tutors who have completed postgraduate studies in job counselling. They will identify wards' skills and jointly plan for their career paths, choose suitable courses, familiarise them with labour market mechanisms and institutions, while explaining them the importance of work as a proactive outlook on life. Hands-on training will focus on broadly defined self-dependence, including household budget and time management, so that the wards accustomed to institutional care provided by children's home are not helpless when living on their own. In addition, a block of sessions on self-employment and enterprise encouragement will be delivered under the Project.

The promotion of children's home wards will be an important aspect of the Project. This will involve self-presentation and social communication workshops for young people and the

activities of Mentoring Office. The latter is to be staffed with ex-wards as mentors who will provide support to their younger mates in starting unassisted life and act as middle persons in contacts with labour market institutions and community organisations. Mentors are to set up a database of job seekers and potential employers, ensure flow of information and raise funds for Office operations. Furthermore, a network of local employers expressing interest in hosting internships and placements for young people will be established. The Development Partnership is planning to hold a contest for the best community-minded company.

Thanks to active participation in the Project the beneficiaries will have an opportunity to enter the open labour market and integrate with the community. Full psychological support will enable them to make reasoned decisions in their unassisted life, accept responsibility for actions and strengthen their self-esteem, while training events will provide them with new useful skills and qualifications.

Dissemination activities will focus on a pretested model for starting unassisted life by young people, as well as the design of a support network including organisational structure of the mentoring office and a model of training path for the mentors. Information on ongoing activities of the Development Partnership will be available over the Internet, while partners' achievements and Project outcomes will be the subject of related publications.

## Managing Organisation

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## Partners

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- Miejski Ośrodek Pomocy Społecznej (Municipal Social Welfare Centre), Łódź
- Signa Sp. z o.o. (Signa Co. Ltd.), Łódź

## Agenda of Homelessness – Standards for Active Return to Employment

The Development Partnership was established with a view in developing and testing a reasoned system of support to the homeless and those in transition from homelessness in re-entering the labour market. The Project will draw on data from an in-depth target group survey, which identified barriers encountered by the homeless and those in danger of homelessness in their attempts to return to normal social activities, as well as enabled an assessment of the quality of institutional assistance provided to the homeless by welfare centres and organisations. Survey results have confirmed the Partnership-underpinning assumptions that assistance available to the homeless is largely limited to subsistence needs and provided on an ad-hoc basis. This can be defined as "system of assistance in homelessness" rather than a system of assistance in homelessness quitting.

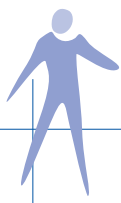
Moreover, the responsibilities of various institutions tend to overlap, especially those related to ad-hoc support, while areas requiring system approach and coordination of activities, e.g. occupational reintegration as a tool helping to quit homelessness, are in neglect.

Project beneficiaries are 320 people aged 18–65 – the homeless and those in danger of homelessness (who have been unemployed for a long time and children's home wards aged 17–18 lat). Placements will be available to 60 participants, 100 of them will work at workshops and 160 beneficiaries will follow the Individual Homelessness Quitting Programme and Individual Vocational Action Plan (the two blocks will include training events and workshops). The planned activities are to address institutional, mental and community aspects to change beneficiaries' attitudes towards life, education and work. The social contract will commit the beneficiaries to proactive participation in the Project.

The participants will work at workshops (in printing, maintenance/janitorial, carpenter's and tailor's establishments) to brush up existing or acquire new vocational skills. The events lasting for a month and delivered by professional trainers will mark the first stage of beneficiaries' participation in the Project. The best performers in terms of regularity and quality of work will be offered six month placements with enterprises. Throughout the placement, each beneficiary will have an opportunity to take advantage of assistance provided by his/her personal assistant. This will be of key importance, as the placements are to mark the beginning of actual return to occupational and social activities. During the placement, trainees will be paid scholarships and have an opportunity to participate in optional savings scheme to raise funds for starting an unassisted life.

Psychological, occupational and enterprise counselling will be available free-of-charge to all participants. Individualized approach to each of the beneficiaries will be an important aspect of this part of the Project. For each participant, a dedicated experience profile, career path and homelessness quitting programme will be prepared. Vocational development scheme will involve interpersonal training to improve social skills of the beneficiaries and enhance their self-esteem and motivation.

Social and Occupational Reintegration Centre and Activity Club will be established under institutional component of the Project. Those interested will have Internet, cafeteria and thematic library at their disposal, but the Centre is primarily intended to provide integration focus and a forum for unrestrained experience sharing by the participants. The key innovative approach used by the DP is the setting up of Institutional Assistance Department based on hierarchy of establishments. The following structure will be established: lodgings, shelter and training flat, whereby the beneficiaries will gradually increase their independence up to partial coverage of subsistence costs.



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The envisaged system will require an improvement in the flow of information between government institutions, aid donors and entrepreneurs. New standards for working with the homeless have to be worked out to encourage their proactive and independent attitudes and enable them to counteract social stigmatisation. Beneficiaries' initiatives, the ability to present positives cases – especially focusing on the return to occupational activity as a way to get out of homelessness – are prerequisite for delivering a media campaign on this issue and ensuring a wider interest of employers.





Project outcomes will include a model path of resuming occupational activity by the homeless and the hierarchic system of assistance centres and cooperation of institutions in their establishment.

The Partnership will also develop a model of activities headed "Streetworking – the first step in social and occupational integration of the homeless", involving direct activities in the environment of homeless people who are not recipients of institutional aid.

## Managing Organisation

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## Partners

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  - Pomorska Izba Rzemieślnicza Małych i Średnich Przedsiębiorstw (Pomeranian Chamber of Handicrafts for Small and Medium Enterprises), Gdańsk
  - Pomorskie Forum na rzecz Wychodzenia z Bezdomności (Pomeranian Forum in Aid of Getting Out of Homelessness), Gdańsk
  - Uniwersytet Gdański (University of Gdańsk), Gdańsk
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## Per Linguas Mundi ad Laborem

The objective of the Development Partnership is to provide the blind and sight-impaired people with equal opportunities for finding a job on the open labour market and effective integration with information-based society. This objective will be pursued through the development and testing of a model for providing the blind and sight-impaired people with certified linguistic skills.

The blind and sight-impaired people face a disadvantaged situation on the labour market: only disabled cooperatives and protected labour enterprises offer them jobs.

Surveys made under Activity 1 indicate that professional advice in solving their occupational problems is unavailable. They are deprived of access to skill improvement training and – despite their intellectual capabilities – fail to undertake tertiary education. The extent of their marginalization is illustrated by the fact that as little as 10% of the blind are working, of which only 5% on the open labour market, while people with sight dysfunction have diversified skills and are strongly motivated for learning and working in spite of their benefit entitlements.

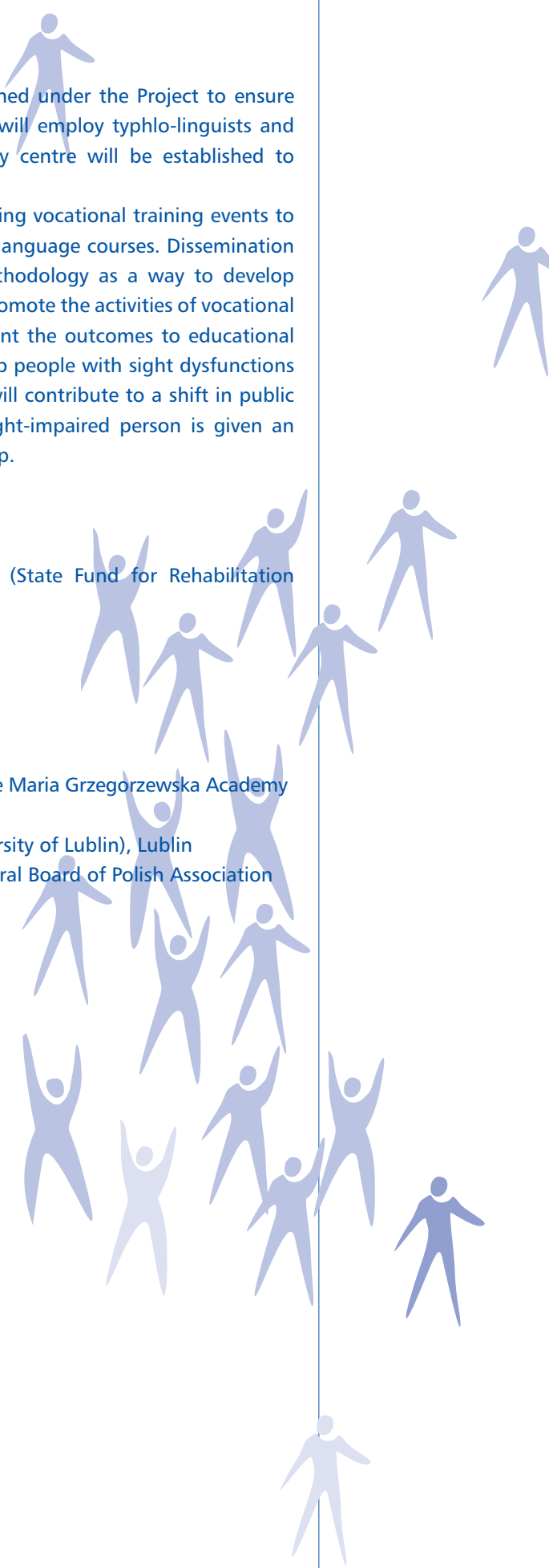
Considering the shrinking protected labour market, it is necessary to develop an integration model that would allow the blind and sight-impaired people to improve their existing and acquire new skills. The training offer should be adjusted to labour market needs and capabilities of such persons. A review of trends in labour market development has revealed that there is a significant demand for translators, hotline operators, advisers and tele-marketers with perfect mastery of foreign languages. Nevertheless, the education system is not prepared for accommodating the needs of blind and sight-impaired learners: adequate teaching methodology, lecturers or Braille printed manuals are unavailable.

By developing a new effective foreign language teaching method the Project will contribute to an improvement in job finding prospects of people with sight dysfunction. The involvement of several partners will help to develop new approaches to institutional cooperation.

Project beneficiaries are 80 disabled people employed, learners and unemployed people attending a language course, as well as 20 English language lecturers and teachers and eight vocational counsellors.

Thanks to postgraduate studies in methodology and hands-on course in the application of teaching aids, the lecturers will acquire highly specific skills enabling them to work with blind and sight-impaired students effectively. Vocational counsellors will run Vocational Counselling Centre for People with Sight Dysfunction, as established by the Development Partnership. During the planned training, they will acquaint themselves with modern job seeking tools and learn how to deliver sessions and consultations to improve open labour market performance of the clients of the Centre. The key responsibility of job counsellors will be to improve the behaviour of graduates from occupational integration courses on the labour market and to act as middle persons between potential employers and sight-impaired people. The profiled English courses will be delivered in several small groups to ensure the best learning performance. The participants will attend complementary courses to learn how to use computers with dedicated software installed and the latest technology will be applied. To this end, special computer rooms will be provided with computer desks adapted to trainees' needs. In addition, the Centre for Adaptation of Teaching Aids will be established to develop a package of adaptable teaching aids. It is planned to develop Braille-based software with sound tracks, enlarged print-outs, screen touch graphics and e-learning capabilities, which are intended to enhance foreign language learning environment in the same way as multimedia have improved learning of visually fit students.

The effectiveness of this new learning method will be verified by attainment testing and the trainees are to be awarded English language certificates.



A collaborative Language Teaching Centre has been established under the Project to ensure sustainable application of this new methodology. The Centre will employ typhlo-linguists and typhlo-IT specialists. Furthermore, a consultation/methodology centre will be established to support teaching efforts.

The outcome of the Project will be a model system of delivering vocational training events to the blind and sight impaired people, based on the example of language courses. Dissemination activities will be designed to promote the new teaching methodology as a way to develop vocational skills of the blind and sight impaired people and to promote the activities of vocational counsellors. The Development Partnership is planning to present the outcomes to educational establishments of all levels, as well as to organisations that help people with sight dysfunctions to find a job. The promotion of DP's activities in mass media will contribute to a shift in public perception of sight-impaired people as aid recipients. If a sight-impaired person is given an opportunity to work, then he/she is likely to provide us with help.

## Managing Organisation

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## Partners

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- Katolicki Uniwersytet Lubelski (The John Paul II Catholic University of Lublin), Lublin
- Polski Związek Niewidomych – Biuro Zarządu Głównego (Central Board of Polish Association of the Blind), Warsaw
- Uniwersytet Warszawski (Warsaw University), Warsaw

## Black Sheep. Condemned to Nature Protection

The Development Partnership's objective is to work out a model for enhancing ex-convicts' job finding opportunities and changing community attitude towards their reintegration and employment. The Partnership was established by United Nations Development Programme with the involvement of penitentiary institutions and environmental/local development organisations from the Lower Silesia Region.

The Project is based on a survey of situation faced by ex-convicts upon their release from penitentiaries, which is very difficult due to a low education status, lack of previous employment history or obsolescence of skills during the incarceration period. Only 10–15% of them manage to get a permanent job, while the remainder, especially those unassisted by their relatives, are in real danger of embarking again on the path of crime.

Considering the apparent inefficiency of the post-penitentiary assistance system focused on occupational reintegration of ex-convicts, the Partnership has developed a Project that will enable convicts to integrate occupationally and adjust themselves to the requirements of the labour market while serving the sentence. Importantly, the Project was designed to bring substantial benefits to the region of the penitentiary and to the local community.

The pilot project will be delivered in the Valley of Barcza River, a predominantly rural region with highly fragmented farms. This contributes to the preservation environmental assets of the region and makes it suitable for delivery of agri-environmental programmes, while supporting biodiversity-focused economy encouraged by the European Union. Project beneficiaries are 310 convicts, 50 Penitentiary Service officers and 40 farmers.

Penitentiary Service officers will be the first to receive training, as it will be their responsibility to coordinate training series delivered under subsequent stages of the Project. Most course leaders, theory lecturers and hands-on job teachers will be recruited from this group. All of them will graduate from a training course in pedagogy to improve teaching skills, as well as from training courses in integration and reintegration of the convicts with the open labour market. This will prepare them for performance of educational duties, in addition to penitentiary/security ones, and provide them with new tools to support rehabilitation of prisoners.

Training sessions are intended to improve vocational skills of the convicts, familiarize them with labour market mechanisms and provide them with skills and attitudes necessary to find and keep a job. Certificates attesting to completion of training courses will be awarded to the beneficiaries along with letters of reference confirming experience from placements.

Training and placements include the following modules: agri-environmental, food processing, handicraft, construction and environment-friendly machining techniques. The programme and agenda of training sessions have been designed so that the beneficiaries are able to test their knowledge in practice. The cascade of training modules will help to avoid overlapping and allow beneficiaries of higher intellectual potential to acquire skills in two or more trades (e.g. the construction module will include training in the following trades: concreter/steel fixer, bricklayer/plasterer and finish technology specialist). Moreover, the Project will enable convicts to attend a block of training events in self-employment. Those willing to start their own businesses will have an opportunity to use the services of Legal/Financial Advice Centre.

The Development Partnership is planning to involve the families of detained persons. In an effort to improve financial situation of family members, convicts will be paid internship stipends. Their family members will be invited to events promoting the idea of the Project and presenting products made thereunder. This will help to strengthen family ties, while learning about the products of convicts' work is likely to bring about a change in family members' attitude to the

convicts, make them believe in their commitment and strengthen their motivation to find a remunerated job and change the way of life.

Farmers participating in the Project will have Agricultural Education Centre at their disposal. The Centre will help them to develop outlet markets for organic farming products and provide access to information, technical literature and advice. In addition, farmers will be given training in running a farm meeting eligibility criteria of agri-environmental programmes.

By working with commitment for the benefit of local community (e.g. joinery works in public buildings), convicts will see a change in community attitude towards them, while the idea of rehabilitation by work will be promoted.

As a result of the Project a system of permanent cooperation between penitentiary and local farmers will be established along with training courses intended to improve convicts' vocational skills and support their occupational reintegration. This will serve as the basis for development of a comprehensive vocational/enterprise training model assisting the convicts in entering the open labour market, while presenting a synthesis of Development Partnership's achievements readily available for replication in other regions and local communities.

Dissemination and promotional campaign is invariably a key component of Partnership's activities. Promoting the idea behind the Project and presenting the methodology and outcomes is expected to contribute to an increase in public consent for convicts' work and, indirectly, to their occupational reintegration upon release from penitentiary institutions.

## Managing Organisation

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## Partners

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- Polskie Towarzystwo Przyjaciół Przyrody „Pro Natura” (Society of Wildlife Friends “Pro Natura”), Wrocław
- Stowarzyszenie Inicjatywa Samorządowa „Razem” (“Together” Self-government Initiative Association), Wołów
- Zakład Karny w Wołowie (Penitentiary in Wołów), Wołów

## Roma in the Labour Market

The objective of the Development Partnership is to enhance occupational and social status of the Roma, a community particularly exposed to the risk of joblessness.

A survey carried out under Activity 1 has confirmed that chronic unemployment of the Roma community has strong historic roots. Compelled to settle in the mid 20th century, hitherto wandering Roma groups faced a dramatic cultural shock involving, among other things, a decline in traditional sources of income. In the conditions of fast growing industry, unskilled labour was in high demand. Nevertheless, this contributed to the decline of traditional self-sufficiency of the community and affected also permanently settled Roma groups.

The transition to a market-oriented economy resulted in the collapse of a number of enterprises employing poorly skilled workers, such as the Romas. In fact, this community which was never assimilated, while losing traditional subsistence skills and being traditionally unwilling to acquire knowledge and skills highly valued by the society of today, was doomed to marginalisation or even exclusion. The situation is aggravated by strongly accentuated separateness of the group and a deeply rooted stereotype of the Roma people as unwilling to adopt a way of life consistent with the standards of the society. As a result, the Roma community is affected by most dramatic consequences of unemployment and related processes, such as inherited poverty, social exclusion or homelessness. Even creative and active individuals are unable to overcome internal (lack of knowledge, poor skills and legal illiteracy) and external (social stigmatization) barriers that prevent them from using their full potential.

So far, the activities designed to improve occupational status of Roma people and their integration have been delivered on an ad-hoc basis. They were not based on an investigation of existing status and failed to address specific features of the community, while potential beneficiaries were not involved at project inception stage.

The Development Partnership will carry out extensive surveys of all Roma communities living in Poland. Survey results are expected to allow for an in-depth diagnosis of the status of particular communities, taking into account the diversity of Roma population and the impact of local social context. Based on materials collected under the surveys, a model of activities will be worked out to address actual needs of the community and promote a real change in occupational and, consequently, living quality status. A pilot project will be delivered in Tatra and Oświęcim Poviats, Prudnik and Gliwice.

Besides survey activities, the Development Partnership will provide support to selected final beneficiaries: 100 unemployed people registered with labour office and declaring the will to participate in the planned educational activities. They will have an opportunity to attend vocational training events and courses preparing them for open labour market activities, as well as for starting their own business. Women selected to the Project will follow a separate block of sessions helping them to cope with traditional Roma reluctance to occupational activity and empowerment of women. Meetings will focus on equal opportunities of the two genres, including the legal context. Psychological workshops and training events will be held. Vocational training courses for women are intended to enhance their job finding opportunities, but also to enable them to combine employment with household management.

Based on experience shared by the Slovakian partner, Roma Job Agency will be established to ensure cooperation with labour offices/agencies and Roma organisations. The Agency will host meetings with potential employers and provide job counselling to individual clients, considering their needs and capabilities. They will be given advice on follow-up training or career planning. To facilitate Romas' entry to the labour market, they will be employed at public works in Prudnik

and the Partnership will contribute to the building of the Roma settlement – a planned tourist project in the Tatra Poviát.

Roma Art Agency will be another establishment intended to promote the Roma culture and help them to find a job. The concept of the Agency and its operating standards are modelled on a Czech partner. The Agency will cater for the demand for Roma folklore, support performers, promote their employment and facilitate their artistic development.

In order to help the beneficiaries to take advantage of the educational offer, the Partnership is planning to publish a directory with a list of training events, courses, available jobs and standard application documents. Roma consultants, supported by the elders, will be responsible for flow of information between the participants, organisations and the community.

The Development Partnership is intending to create a model occupational and social integration system for the Roma, based on field part of the Project and in-depth research studies. The system would be readily available for implementation beyond the Project site.

Extensive coverage of Roma problems and their employment initiatives will help to change public attitudes towards that community, while beneficiaries' cooperation with partners other than Roma community will promote the development of social dialogue scene.

## Managing Organisation

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## Partners

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- Gmina w Nysie (Municipality of Nysa), Nysa
- Gmina w Prudniku (Municipality of Prudnik), Prudnik
- Powiat Tatrzański (Tatry Poviát), Zakopane
- Powiatowy Urząd Pracy w Oświęcimiu (Poviát Labour Office in Oświęcim), Oświęcim
- Stowarzyszenie Romów i Innych Narodowości (Roma and Other Nationalities Society), Nysa
- Stowarzyszenie Romów Podhalańskich (Podhale Roma Society), Czarna Góra

## Partnership for Improving Access of the Blind to the Labour Market

The key idea underpinning this Development Partnership is to bring about a change in the difficult situation faced in the labour market by those blind people who are unlikely to find a job due to a lack of adequate education and unfamiliarity with modern information and communication technologies.

As little as 8% of all blind people are employed, mainly with central and local government institutions, Polish Association of the Blind, cooperatives or protected labour enterprises. Only a small fraction of them are employed by privately-owned businesses and even less blind people are self-employed. As much as 95% of all blind and sight-impaired persons rely on income from sources other than employment. Several factors have contributed to this situation. One of the key reasons is inadequate education and skills of those graduating from schools for students with sight dysfunctions. Due to a lack of adequate facilities, educational establishments are not planning to introduce advanced courses in modern information and communication technology, as required on the labour market of today. Instead, they tend to focus on trades that do not require these techniques. A great many sight-impaired persons are unaware of the potential of new technologies. They follow a separate educational system that does not encourage graduates to enter open educational systems, especially of university level. A vast majority of blind and sight-impaired students do not attempt to undertake tertiary education. Formal and procedural issues are still to be solved on various levels of education. Public schools and institutions have dedicated units for the disabled, but they fail to address actual needs of these students. Furthermore, the blind are discouraged by inefficient vocational counselling system. The Adviser 2000 software, as used by job counselling specialists for identification of vocational predispositions of the unemployed, lists just 10 (out of 1700 available) jobs recommended for blind people. Obviously, the existing vocational counselling system does not perform as expected by failing to identify actual needs of the blind and using routine procedures when dealing with this group of the unemployed. In addition, most employers perceive hiring of a blind person as an additional burden to the company rather than an opportunity to find a valued staff member.

The objective of the Development Partnership is to reduce by 5% the rate of unemployment among the blind and sight-impaired persons (excluding beneficiaries who plan to continue their education), recruited from 60 beneficiaries (aged 16-35) of the Project and to encourage other beneficiaries to follow continued education. Primary objective of the Project is to ensure equal opportunities by providing jobs for the blind who are discriminated for disability, poor skills and low education reasons, as well as to include this group into the building of an information-based society.

The beneficiaries have been divided into three groups considering their different motivation and training needs: secondary school students, graduates from secondary schools and permanently unemployed adults. It is estimated that 80% of the beneficiaries will improve their vocational skills by learning how to use information and communication technology. Each beneficiary will follow 200 hours of training based on typhlo-IT techniques that enable the blind to use the computer. By working on a regular basis with a computer adapted to the needs and capabilities of the blind, the beneficiaries will be able to learn computer skills, as required at home and at work. The DP's training programme will provide the beneficiaries with practical skills that are required in everyday life and on the labour market: application writing, form filling, CV writing, etc. The participants will benefit from advice (provided by psychologists and other specialists) to choose a suitable educational and career path, taking into account all the factors that should be considered when selecting the best learning and employment solutions for people with impaired sight. The Development Partnership will publish a report on the status of people with sight

dysfunctions, giving details of the approach to the education of blind students in the universities (based on the example of AGH University of Science and Technology in Cracow) and a review of legal aspects of their situation on the education and labour markets. Based on the report, a manual for tertiary educational establishments will be prepared. Cooperation established with international partnerships will ensure a better knowledge and understanding of the mechanisms that are used abroad in the area of occupational integration of the blind and sight-impaired people.

As a result of the Partnership's awareness/educational activities targeted at employers, the image of blind people is expected to change so that they are perceived as competent and skilled workers. The involvement of entrepreneurs in a broad social dialogue on the status of the sight impaired unemployed will be an important component of the Project. The outcomes of the motivational/training activities and the system of cooperation between companies and institutions, as established under the Project, will help to develop methods, procedures and models intended to overcome the barriers faced by sight impaired people and help them to perform on the labour market.

The Development Partnership is planning to replicate and apply as wide as possible the new models, methods and techniques. Therefore, the Project will involve an extensive promotional campaign. Throughout the Project, the outcomes will be disseminated to people, institutions and organisations that are in position to bring about a change in the disadvantageous situation of blind persons in the labour market. Changes in legislation and bringing the operations of public institutions closer to the needs of the disabled will be an important goal of dissemination activities.

## Managing Organisation

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## Partners

- Agencja Handisoft (Handisoft Agency), Cracow
- Akademia Górniczo-Hutnicza im. Stanisława Staszica w Krakowie (AGH University of Science and Technology in Cracow), Cracow
- Fundacja na rzecz Dzieci Niewidomych i Niedowidzących (Foundation for Blind and Partially-Sighted Children), Cracow
- Instytut Badań Marketingowych i Społecznych VRG Strategia (VGR Strategy Institute of Marketing and Social Research), Cracow
- Polski Związek Niewidomych (Polish Association of the Blind), Warsaw

## Time for Work – Work on Time

The Development Partnership's objective is to remove obstacles encountered by small and medium enterprises when attempting to use alternative forms of employment, such as temporary employment, and facilitate entry or re-entry of people discriminated for gender, age or lack of experience to the labour market. The Project will be delivered in the area of Podkarpackie Voivodship with contributions from scientific research institutions, associations, regional development agencies and labour offices.

Under Activity 1, the Development Partnership carried out in-depth studies of the labour market and economic situation of the voivodship. The studies have revealed that the labour market is lacking flexibility and the rate of unemployment is very high there due to the mixed agricultural/industrial nature of the voivodship and a low share of urban population. Small and medium enterprises account for a majority of potential employers. High costs of labour discourage them from creating new jobs, even if they face temporary staff shortages. On the other hand, labour offices have registered mainly those job seekers who due to poor skills, lack of previous employment history or other similar reasons would hardly find a job even at a more absorptive market. Considering the needs of employers and the largest group of the unemployed, new system solutions have to be worked out so that employers are encouraged to employ temporary workers.

Final beneficiaries of the Project are 250 people in danger of exclusion for inability to perform in the labour market (young people aged 18-26, women, those over 45). The second group of beneficiaries are approx. 100 companies from the SME sector.

Based on extensive surveys of employers, knowledge of Partnership's experts and having consulted the beneficiaries, Activity 2 will involve development of 10 standards describing skills required for 10 typical administrative/commercial positions. They will help to define in more detail the requirements expected to be met by potential employees. This will enable them to compare their existing skills and competencies with standards. Individual training paths will be used to bridge educational gaps.

A professional job counsellor will help the beneficiaries to identify their potential, strengths and weaknesses. Training courses will be modular to ensure that beneficiaries have flexibility when choosing the courses they need. The Project will enable them to acquire new skills, strengthen their occupational status or, if necessary, to retrain. A certificate issued by training providers will testify that the declared skills are consistent with standards. The certification system will be agreed with potential employers.

To provide for equal employment opportunities of the beneficiaries, they will be paid training stipends, travelling expenses associated with courses will be subject to a refund, while providing care to their dependants.

Twenty five best performers at the courses will be hired for a period of 6 months – the Partnership will subsidise their job positions and employer reports will contribute to the description of best practice.

In addition to learning new skills and improving or updating existing ones, the beneficiaries will improve their communication skills. The participation in the Project will give them an opportunity to show initiative on the labour market and choose training courses on their own.

Working on temporary basis will enable graduates to gain job experience while learning, women will be able to combine employment with child care and household management, while those approaching retirement age may reintegrate with the labour market. Thanks to a transparent set of requirements, employers will have more flexibility in employment management depending on actual needs (leaves, big orders) by hiring additional workers, while avoiding costs associated with their training.

In order to be credible, the pilot project will be delivered in various local environments: in traditionally rural areas (Rzeszów, Leżajsk and Krosno Poviats), urban areas (municipalities of Rzeszów, Krosno and Mielec) and in specific conditions of Bieszczady Mountains.

The key reproducible outcome of the planned activities will be a new methodology of establishing career path for specific job positions and promotion of modern personnel hiring approaches. Experience sharing forum, as established by the Partnership, will help to disseminate the outcomes. Central government institutions involved in employment policies, enterprise promotion associations, local governments and representatives of small and medium enterprises will be invited to the dialogue. The Development Partnership is planning to issue a publication describing the results of analyses made, new standards and tested solutions.

## Managing Organisation

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## Partners

- Agencja Rozwoju Regionalnego MARR SA (Regional Development Agency MARR S.A.), Mielec
- Bieszczadzka Agencja Rozwoju Regionalnego Sp. z o.o. (Bieszczady Regional Development Agency Co. Ltd.), Ustrzyki Dolne
- Biuro Karier Uniwersytetu Rzeszowskiego (Rzeszów University Career Development Office), Rzeszów
- Instytut Pracy i Spraw Socjalnych (The Institute of Labour and Social Studies), Warsaw
- Leżajskie Stowarzyszenie Rozwoju (Leżajsk Development Association), Leżajsk
- Podkarpacka Izba Gospodarcza (Sub-Carpatian Chamber of Industry and Trade), Krosno
- Polski Związek Pracodawców Prywatnych Edukacji (Polish Union of Private Employers in Education), Warsaw
- Powiatowy Urząd Pracy w Leżajsku (Poviat Labour Office in Leżajsk), Leżajsk
- Stowarzyszenie na rzecz Kobiet Poszukujących Pracy „Victoria” (“Victoria” Association of Women Looking for Employment), Rzeszów
- Wojewódzki Urząd Pracy w Rzeszowie (Voivodship Labour Office in Rzeszów), Rzeszów
- Wyższa Szkoła Europejska im. ks. Józefa Tischnera (J. Tischner European University), Cracow
- Wyższa Szkoła Informatyki i Zarządzania (University of Information Technology and Management), Rzeszów

## Lift to Work

The primary objective of the Development Partnership is to enable occupational integration of people with motor disabilities by removing obstacles in entering the labour market.

The disabled account for approximately 14% of the total Polish population. They are particularly affected by inability to operate normally on the labour market. Most of them have poor skills and qualifications (as little as 4% of the disabled have completed tertiary education), mainly due to mismatch between the structure of educational system and the needs of disabled people. Failing to find a job, they are unable to gain hands-on experience, which is increasingly becoming the key asset on the labour market. A difficult access to vocational training and education is another obstacle faced by those who wish to improve their skills. In addition to mental impact on the disabled (a sense of being isolated, hopelessness, passivity and demanding attitudes), prolonged unemployment generates a specific category of the unemployed: quite often, a family member devotes him or herself to daily care of the disabled, giving up a job and relying on benefits paid to the disabled.

Development Partnership's activities have been designed on the basis of long-term surveys and experience of the Foundation for Assistance to Muscular Atrophy Patients and Teaching Care Centre for the Handicapped Children in Police. Activity 1 involved in-depth studies to identify obstacles preventing young people with motor disabilities and their family members from joining social and occupational life effectively and leading to their gradual marginalization.

The following obstacles have been identified: objective ones, arising for disability itself; mental obstacles, associated with education level; legal and economic obstacles and infrastructure-related ones. The Development Partnership is planning to tackle all of these obstacles to prove that a change in occupational status of handicapped youth is feasible.

Three groups will benefit from the Project: 20 young people with motor disabilities aged 16 to 26 years, 40 motor disabled persons of employment age with a muscular condition; and 20 caretakers of disabled children. In addition, a group of motor disabled but intellectually fit people with conditions other than neuromuscular disorders will benefit from the Project. Indirect beneficiaries are entrepreneurs from the service sector in the Zachodniopomorskie Region.

The activities with beneficiaries are intended to improve their education, self-esteem and change their outlook on life. The Development Partnership will provide professional, extensive and individualised rehabilitation. Some of the beneficiaries will follow secondary school curriculum, while other will attend postsecondary or specialised courses. Personal psychological and vocational advice will be given to identify beneficiaries' predispositions and expectations for the elaboration of personal development paths. The Centre's offer of classroom sessions will include activity therapy (newsletter editing, healthy nutrition rules), hands-on sessions, training courses in accounting and office technology, as well as optional training in business and information management. All the participants will follow intensive foreign language and computer courses. To facilitate beneficiaries' access to the planned activities, they will be provided with necessary orthopaedic aids and supportive equipment, as well as with assistance from personal coach.


The second group of beneficiaries will use a dedicated Mobile IT Training Centre equipped with portable computers. Courses delivered at the Centre are intended to improve beneficiaries' skills and support communication with external world. Previous experience of foreign partners has indicated that unrestrained access to the computer and Internet significantly helps to remove communication obstacles and encourages beneficiaries to take a job and improve social fitness. Thanks to the involvement of personal coach, caretakers of the disabled will have an opportunity to follow dedicated courses intended to help them to take teleworking jobs and encourage self-achievement and self-reliance of their protégés.



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Financial support measures (training and internship stipends) are foreseen for the beneficiaries to compensate for the loss of welfare benefits following the taking of a job. The Development Partnership will provide those in need with professional transport services.

Internships and placements with partner employers will help the beneficiaries to enter the labour market. A contest "Employer without Barriers" will be held to promote the hiring of disabled persons. Dissemination of Partnerships' experience and achievements will help to change public attitudes: the disabled are to be perceived as active people, while the job of personal coach as an opportunity for employing physically fit jobless people. Employers' involvement will help to promote the idea of socially responsible business.




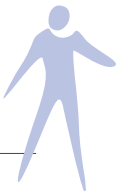


The Development Partnership has established cooperation with those implementing other projects for the disabled with a view in disseminating the outcomes, or model solutions supporting integration of the disabled. The cooperation is intended to increase the range and strength of awareness campaigns.

## Managing Organisation

Fundacja Pomocy Chorym na Zanik Mięśni (Foundation for Assistance to Muscular Atrophy Patients)  
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## Partners

- Nordis SC (Nordis Co.), Szczecin
  - Powiat Police (Poviat of Police), Police
  - Segel Polska Sp. z o.o. (Segel Poland Ltd.), Szczecin
  - Specjalny Ośrodek Szkolno-Wychowawczy nr 1 dla Dzieci Niepełnosprawnych Ruchowo im. Marii Grzegorzewskiej (Teaching Caring Centre for the Handicapped Children), Police
  - Stowarzyszenie Przyjaciół Integracji (The Association of Friends for Integration), Szczecin
  - Wyższa Szkoła Humanistyczna Towarzystwa Wiedzy Powszechnej w Szczecinie (Higher School of Humanities Association for Adult Education in Szczecin), Szczecin
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## "Animator" Partnership for Employability

The Development Partnership was established with a view in developing and testing modern and effective occupational integration methods that would allow those in danger of marginalization and exclusion to enter the labour market under specific conditions of the Podkarpacki Region.


Activity 1 involved an in-depth study of conditions prevailing in the regional labour market. The study included both demographic and socio-legal factors. The geographic range of Partnership's operations – Tarnobrzeg, Bieszczady and Rzeszów Poviats – is a predominantly rural and underfunded area, where the level of wellbeing is among the lowest in Poland. Due to a low level of enterprise and capital investment, few job positions are created, while predominantly small local enterprises focus on the local market of a poor absorptive capacity. Due to a low income, the local residents are doomed to stagnation and a lack of development outlook. Long-term unemployment, affecting primarily young people, is a huge social problem. As much as 20% of the region's population are welfare recipients.

The Development Partnership feels that the existing labour market facilities fail to perform as expected. There is a coordination gap between the system of education and labour market requirements. An ineffectiveness of the efforts by various institutions is due to mistakes made at information gathering stage: they tend to develop a training offer that fails to meet the needs of the unemployed and potential employers.

Survey results have indicated that it is necessary to collect available labour market information (training needs, demand for particular trades and services, enterprise development trends) and establish a forum of dialogue on the introduction of a system that would help to coordinate activities intended to integrate the unemployed and improve their skills. These findings will be complemented by professional surveys of hidden unemployment, career plans of secondary and vocational school graduates and employers' needs and expectations, as carried out under Activity 2. They will help to firm up and structure the offer of occupational integration so that it is capable of increasing the chance of introducing system changes in the local labour market.

Project beneficiaries are residents of three poviats that are representative for areas diversified in terms of socio-economic patterns. The Tarnobrzeg Poviats is a post-industrial area, the Bieszczady Poviats is a post-state farm area, while the Rzeszów Poviats is a traditional rural area. Persons who are particularly exposed to the risk of inequality in labour market access and exclusion have been selected to the Project: the disabled, unemployed women aged 25 to 34 years, jobless graduates, men under 45 years of age and other individuals selected throughout the market analysis process. In every poviat, a group of 20 participants each will work under the leadership of animator. The profession of animator and related methods of work with beneficiaries are an innovative factor compared to the existing approaches. Prior to commencement of work, animators will follow a 4-month training tailored to specific problems of the target group of beneficiaries and a 2-month internship hosted by independent institutions. The animator will be responsible for identification of beneficiary's predispositions, development of his/her vocational skills based on adequate set of training events and for collecting information about available job offers. Overall success of the Project, i.e. entering of beneficiaries to the labour market, will depend on animator's performance. Therefore, personality and qualification criteria for candidate animators have been clearly defined. On the other hand, the quality of Project outcomes will be a test for this job as an innovation that can be successfully applied elsewhere.

The beneficiaries will participate in workshops intended to ensure their occupational integration, increase their mobility and improve social skills. They will learn how to write applications, acquire key skills and improve their self-assessment. Vocational training courses will enable them to acquire new or improve existing skills. Driver's license, language and computer courses are expected



to enhance their labour market competitiveness. A separate module will focus on starting a new business and self-employment promotion. Those beneficiaries who wish to start their own business will be provided with counselling services.

In addition, the Development Partnership promotes reconciliation of professional career with children or dependent care, which will be provided under the Project to enable the caretaker (usually a woman) to follow the proposed training.

Research activities of the Partnership will result in comprehensive study of unemployment issues – a significant contribution to the knowledge and skills of organisations involved in occupational integration of the unemployed, so that they are able to align their activities with market conditions and expectations of potential recipients. A model of animator's work with groups running the highest risk of exclusion will be developed as a system outcome ready for application by other institutions and organisations.

Dissemination activities will be targeted at labour market institutions (thus helping to promote good practice) and employers' associations (to promote the idea of socially responsible business).

## Managing Organisation

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## Partners

- BD Center – Centrum Biznesu i Rozwoju (Business and Development Centre), Rzeszów
- Bieszczadzka Agencja Rozwoju Regionalnego Sp. z o.o. (Bieszczady Regional Development Agency Co. Ltd.), Ustrzyki Dolne
- Danmar Computers Małgorzata Mikłosz (Danmar Computers), Rzeszów
- Kapitał Plus Katarzyna Michno (Kapitał Plus Katarzyna Michno), Rzeszów
- Podkarpacka Wspólnota Organizacji Socjalnych POWOS (Podkarpacie Association of Social Organisations PoWOS), Rzeszów
- Podkarpacki Klub Biznesu (Podkarpacki Business Club), Rzeszów
- Powiatowy Urząd Pracy w Tarnobrzegu (Poviat Labour Office in Tarnobrzeg), Tarnobrzeg
- Stowarzyszenie B-4 w Rzeszowie (Association B-4 in Rzeszów), Rzeszów
- Stowarzyszenie na rzecz Kobiet Poszukujących Pracy „Victoria” (“Victoria” Association of Women Looking for Employment), Rzeszów
- Stowarzyszenie „Wsparcie” (“Support” Association), Nowa Dęba
- Środowiskowy Dom Samopomocy w Ustrzykach Dolnych (Community Mutual Aid Centre), Ustrzyki Dolne
- Wyższa Szkoła Zarządzania w Rzeszowie (School of Management in Rzeszów), Rzeszów
- Zespół Szkół Kształcenia Ustawicznego w Krośnie (Vocational Training Centre in Krosno), Krosno

## "Progress" Coordinated Partnership: First Job as a Way of Socio-psychiatric Rehabilitation

The objective of the Development Partnership is to work out standard solutions designed to enhance young schizophrenics' opportunities for finding a job on the open labour market. The Project is underpinned by statistical data: upon coming of age, almost all young people diagnosed as schizophrenics apply for a disability pension. Accordingly, in the case of that group labour market discrimination is hardly a proper term. In fact, schizophrenics are absent from the labour market.

There are no system mechanisms to support the entry of them to the labour market. There are no vocational training courses proposed as an alternative to comprehensive education. There are no socio-psychological rehabilitation centres assisting young people in normal existence and coping with the illness. Available assistance is limited to pills that help to maintain a relative mental equilibrium of the patients.

The Project is innovative in the absence of any studies on the labour market status of young people suffering from schizophrenia or a commonly applied practice of social and occupational integration as a way to overcome illness-inherent limitations. According to foreign partners of the Project and current trends in psychiatry, socially-minded rehabilitation helps patients to retain their social roles, while activity minimizes the risks associated with the most dramatic effects of the illness. Supported by awareness campaigns, such projects help to dispel common stereotype-based beliefs on the activity of people suffering from schizophrenia. It is a case of synergy, since a change in public attitude is a factor that significantly facilitates delivery of activities aiming at social and occupational integration of people with mental disorders.

These assumptions behind the Project are supported by one more vital component: establishing legislative background to support indirect psychiatric care. Activities focused on ill young people, investing in their education and socialization is just the first stage of changes in the standard of care provided to mentally ill persons.

Project beneficiaries are 105 persons: 20 young people aged 16 to 21 years with mental disorders, their parents and caretakers, staff members involved in the Project and volunteers. The patients will move to Interdepartmental Socio-psychiatric Rehabilitation Centre (MORS), which is to be established under the Project. The Centre is modelled on Danish hostels with homely rather than institutional atmosphere. In addition to overall health improvement, the programme of activities will include learning and preparation for living within the society. A special educational offer involving two learning paths has been developed: the participants either will follow education on upper secondary comprehensive school level and beyond or opt for vocational training in two jobs: gardener or small catering cook. Learning will be combined with interpersonal communication workshops to improve their social capabilities and learn skills that are required on the labour market. Professional vocational counsellors will help the beneficiaries to integrate occupationally, plan the future and assess strengths and predispositions. Each beneficiary will be given individual treatment. He/she will follow a dedicated rehabilitation programme coached by his/her personal tutor who will be responsible for documenting the process. Professional individual, group and family psychotherapy will be provided throughout the term of the Project to ensure that beneficiaries follow the programme in good shape. Art and music therapy will be also available, as well as a series of psycho-education meetings, insofar as it is vital to learn the beneficiaries how to recognize a relapse of the illness early. Secondary school students will have an opportunity to follow additional dedicated courses at MORS: support in learning progress, workshops on learning techniques, coping with stress and advice on subsequent learning path.

Those beneficiaries who have opted for vocational education path will learn the secrets of the trade and improve their skills at placements.

An additional offer will be available to all: cultural, scientific and sports events, circles of interest, trips and outings will help them to overcome social fears, establish social relationships and develop self-presentation skills. Language and computer circles will help to integrate the beneficiaries with information-based society of today.

The success of this Project of several month will be to a significant degree conditional on the skills of staff members working with young people. Therefore, the Development Partnership has prepared a number of training events, workshops, courses and seminars, whereby the caretakers (psychologists, nurses, educators, social workers and teachers) will improve their professional skills, techniques and knowledge.

The Project will involve special events for beneficiaries' parents who have for years struggled with problems on their own. Family therapy and meetings will be held and mutual assistance groups formed.

Dissemination of Project outcomes will be intended to promote good practice and the release of a tested model of rehabilitation of young people with mental disorders. Enabling legislation for the development of a network of MORS Centres and promotion of the idea of socio-psychiatric rehabilitation will the lasting effect from the Project.

## Managing Organisation

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## Partners

- Mazowieckie Centrum Neuropsychiatrii i Rehabilitacji Dzieci i Młodzieży (Mazowsze Centre for Neuropsychiatry and Rehabilitation of Children and Youth), Wiązowna
- Zespół Szkół Specjalnych (Complex of Special Education Schools), Wiązowna



## Partnership for Vocational Activisation of Residents of Post-military Territories

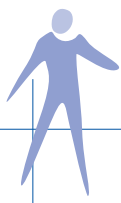
The objective of the Development Partnership – established on initiative of the “FAR” Foundation for the Occupational Integration of Ex-servicemen – is to establish conditions that may improve the occupational and social status of people who are in danger of exclusion following the liquidation of military units.

Military units were often the main or at least important employer. Their liquidation is associated with dramatic change in socio-occupational status of people who have been in one or another way associated with their operations. This is true for ex-servicemen, their family members, civilians working for the unit and local business and institutions who have largely relied on the existence of a military garrison. Projects undertaken so far failed to improve the occupational status of affected people. Outplacement services, as proposed by the military, are available to ex-servicemen for 36 months, while units under the Project had been dissolved 5 years ago. Moreover, complex formal and legal reasons prevent ex-servicemen from entering the labour market. They are not eligible for assistance provided to the unemployed because they were awarded full or partial retirement benefits. They are ineligible for the unemployed or job seeker status. Since they have been granted retirement benefits, the local community often perceives them as a privileged group, while ex-servicemen themselves feel rejected and useless. They complain for being discriminated by employers on the civilian labour market.

A long-term unemployment is associated with significant impoverishment of the entire family, which most often is a traditional one with non-working wife responsible for household management. Also children are affected by lack of funds for development of interests and continued education.

The communities of former military units are small and enclosed. They often live in neighbourhoods that are perceived as separate ones. Today they are falling into civilizational neglect. Considering general apathy, helplessness and discouragement, the communities in question are in danger of marginalization, dysfunctions and social exclusion. Therefore, it is vital to change job-related attitudes, stimulate beneficiaries' activity and promote them as competent employees.

Project beneficiaries are 150 persons divided into three groups: ex-servicemen and their family members, civilian staff of military units and providers of services to the military. The Project will be implemented in Lubuskie Voivodship, Żagań, Żary and Krosno Poviats. Pilot project will involve the building of a support system and testing the model approach to cooperation and information sharing by various social partners. Employment and Enterprise Promotion Centres will be established along with Cooperation and Information Sharing Forums. The Centres will gather labour market data and develop analytical reports. Beneficiaries will be provided there with psychologist's assistance, job counselling and agency services, while the Forums will serve as meeting ground for various institutions and organisations - businessmen, labour offices and training providers – to discuss market needs, development trends and available training courses. The Centres will focus on integrative activities, report problem areas and obstacles, while Forums will provide feedback and share comments on possible performance improvements. In addition, Intersectoral Support Groups will be established in the form of regular meetings of the beneficiaries, representatives of non-government organisations and involved businessmen. An Internet portal and dedicated “Adviser” computer software, as developed under the Project for contacting job seekers with potential employers, will help to streamline cooperation and information sharing.



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A model system of support and counselling methods aligned with beneficiaries' and labour market expectations will be the key outcomes of the Project. In order for the assistance to be effective and enhancing job finding opportunities, it must be provided on an individualised basis. Beneficiaries participating in the Project will have a chance for changing their attitude, regaining self-reliance and overcoming passivity. Activities delivered by skilled instructors will enable the beneficiaries to identify their strengths and weaknesses and unveil potential capacity. Psychological support will be provided under the Project to the entire families in an attempt to prevent the effects of long-term unemployment: dysfunctions, learned helplessness and passivity. Vocational training courses will reflect beneficiaries' capacity and needs reported by employers. All the participants will be closely observed by advisers who may help them to make the decision on retraining or self-employment. Those expressing interest in starting their own business will follow a separate business training module, while other participants will actively seek a job taking advantage of support provided by advisers and the Centre. Ex-servicemen wives will have "Butterfly Academy" at their disposal. Sessions delivered by the Academy will help them to regain self-esteem and enter the labour market. Workshops for children are intended to promote their pro-active attitudes and discover areas of interest. Former civilian staff members will attend events involving a balance of capacities, improvement of skills and motivation to adopt pro-active attitudes.

Dissemination will include all the obtained and tested outcomes, in particular model approach to the creation of cooperation and information exchange forums. The objective is to ensure that the tested method of providing ex-servicemen with access to the civilian labour market is replicable by interested institutions. There will be also implemented an awareness campaign intended to change oversimplified perception of the beneficiaries in the society.

## Managing Organisation

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## Partners

- A&E Consult Grupa Konsultingowa Sp. z o.o. (A&E Consulting Group Co. Ltd.), Warsaw
  - Fundacja Rozwoju Demokracji Lokalnej (Foundation in Support of Local Democracy), Warsaw
  - IMC Kariera Sp. z o.o. (IMC Kariera Co. Ltd.), Warsaw
  - Miasto i Gmina Krosno Odrzańskie (Municipality of Krosno Odrzańskie), Krosno Odrzańskie
  - Miasto Żary (The City of Żary), Żary
  - Minister Obrony Narodowej (Minister of National Defence), Warsaw
  - Powiat Krośnieński (Powiat of Krosno), Krosno Odrzańskie
  - Powiat Żagański (Powiat of Żagań), Żagań
  - Powiat Żarski (Powiat of Żary), Żary
  - Powiatowy Urząd Pracy w Krośnie Odrzańskim (Powiat Labour Office in Krosno Odrzańskie), Krosno Odrzańskie
  - Powiatowy Urząd Pracy w Żaganiu (Powiat Labour Office in Żagań), Żagań
  - Powiatowy Urząd Pracy w Żarach (Powiat Labour Office in Żary), Żary
  - Wojskowe Centrum Aktywizacji Zawodowej (Military Outplacement Centre), Warsaw
  - Zakład Doskonalenia Zawodowego w Zielonej Górze (Vocational Development Centre), Zielona Góra
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## The Sudety Mountains – an Opportunity for the Young

The Development Partnership was established with a view in increasing employability of secondary and postsecondary school graduates living in Kłodzko Valley.

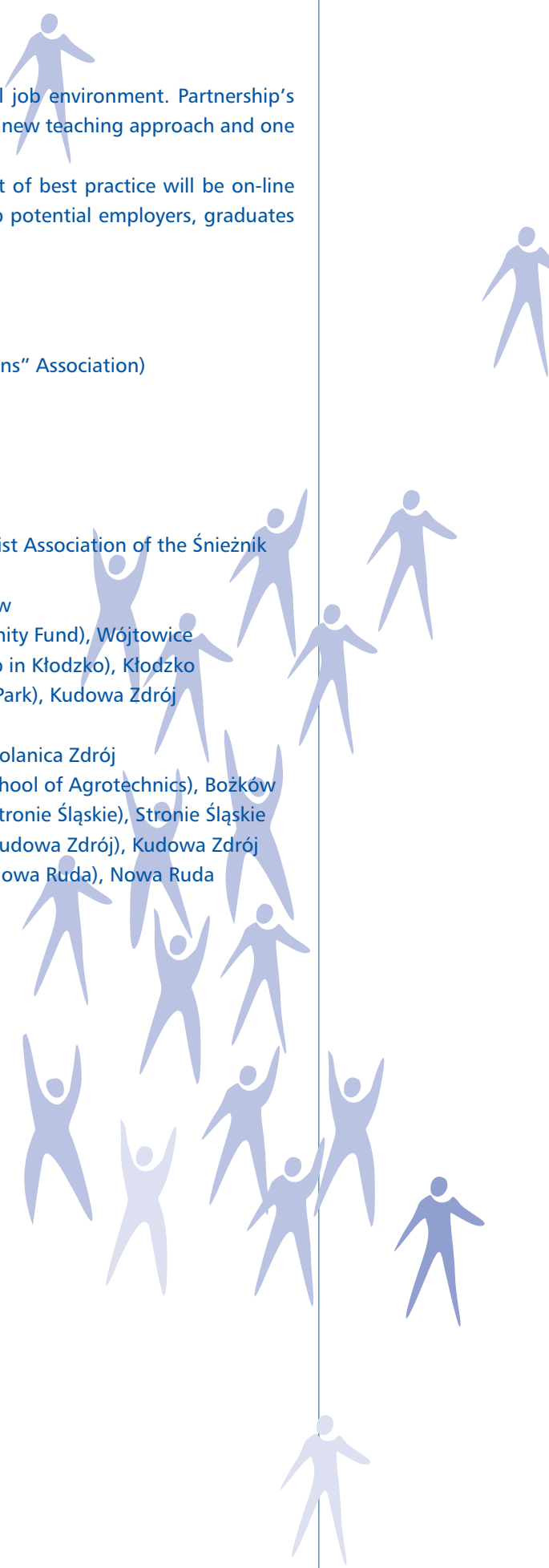
In the area of Partnership's activity, the rate of unemployment among secondary and postsecondary school graduates (aged 18 to 24) is in the order of 34%. The schools in questions provide instruction in farming, hotel management, catering and hospitality services.

According to a survey carried out under Activity 1, the reasons of unemployment are: inadequate vocational skills of young people and a lack of previous job experience required by potential employers. Young people who inherit a farm upon leaving the school lack skills and funds that are required for converting the farm into a meaningful source of income. Surveys of graduates identified physical obstacles that prevent young people from gaining education, foster inherited poverty and encourage passive attitudes. Other obstacles are associated with the mental sphere: low self-esteem and a lack of confidence in one's abilities and capabilities. Educational shortcomings include a lack of extracurricular classes, low quality of foreign language courses and a failure to address hands-on aspects of subjects being taught.

The Partnership has designed a Project that will support regional tourism development strategy and help to align educational system with the needs of the local labour market, while combining theory with practice and knowledge of specific requirements of the region. Final beneficiaries are 200 school leavers and graduates (up to 35 years of age) and 25 vocational teachers. The beneficiaries will follow individualised curricula, as developed by vocational counsellors considering their specific predispositions, skills, needs and abilities. The most efficient approaches to the cooperation between local government institutions, non-government organisations and businesses will be worked out under pilot project. The activities consistent with the idea of sustainable growth of mountainous areas will help to develop new and improve existing methods of work. Financial assistance has been foreseen under the pilot project to those expressing interest in starting a business in mountain farming, agri-tourism, regional product (manufacture, distribution, compliance with Community standards, promotional strategies), hotel management, regional catering and souvenir production. New curricula will be developed for the Project considering expected trends in local development and actual labour market needs. Specific training facilities will be provided to ensure that training is delivered in a modern and attractive way. Placements and training events will be delivered in goat farms, dairy plants and cheese farms. The programme will include customer service issues: those willing to become a cook, waiter or chef will learn hands-on service secrets in the restaurant. All the beneficiaries will take a foreign language course and learn how to retrieve and browse for information using a computer and Internet.

Vocational teachers participating in the Project will have an opportunity to improve their skills thanks to international cooperation, expert advice, study tours and training events. The programme proposed by the Project is meeting their professional development needs they often are unable to satisfy themselves for want of funds. New skills will be attested by related certificates. In addition to enabling beneficiaries to improve vocational skills, the Project will encourage local community to solve problems together, strengthen regional development and deliver a new hand-on learning model for subsequent dissemination as standard curriculum for learning a new job: "goat farmer, milk producer and cheese maker.

The training restaurant is another model solution. As a result of the activities, a regional cookbook will be written. The Partnership hopes that regional product fair will be added to the local agenda of events, along with job exchange and promotion of the region in Poland and abroad thanks to international partners. The Partnership's priority is to disseminate new teaching



curricula based on learning by experience and teaching in real job environment. Partnership's training facilities will be open to visitors as an illustration of the new teaching approach and one more tourist amenity in the region.

Details of Partnership's activities, teaching curricula and a set of best practice will be on-line available at a website. Local and regional mass media will keep potential employers, graduates and community informed of interesting local initiatives.

## Managing Organisation

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## Partners

- Agroturystyczne Stowarzyszenie Masywu Śnieżnika (Agrotourist Association of the Śnieżnik Mountain), Bielice
- Europejskie Centrum Pracy (European Labour Centre), Wrocław
- Fundusz Lokalny Masywu Śnieżnika (Snow Mountain Community Fund), Wójtowice
- Kłodzka Szkoła Przedsiębiorczości (School of Entrepreneurship in Kłodzko), Kłodzko
- Park Narodowy Gór Stołowych (Stołowe Mountains National Park), Kudowa Zdrój
- Powiat Kłodzko (Powiat of Kłodzko), Kłodzko
- Regionalna Szkoła Turystyczna (Regional School of Tourism), Polanica Zdrój
- Zespół Szkół Agrotechnicznych im. Batalionów Chłopskich (School of Agrotechnics), Bożków
- Zespół Szkół Ponadgimnazjalnych (Post-secondary School in Stronie Śląskie), Stronie Śląskie
- Zespół Szkół Ponadgimnazjalnych (Post-secondary School in Kudowa Zdrój), Kudowa Zdrój
- Zespół Szkół Ponadgimnazjalnych (Post-secondary School in Nowa Ruda), Nowa Ruda

## Intercultural Centre of Vocational Adaptation of Immigrants and Refugees

The Development Partnership was established to counteract social exclusion of people coming to Poland from countries of different culture – immigrants, refugees and repatriates – by combating discrimination and helping them to enter the labour market. This objective is to be achieved by development of procedures, strategies and programmes encouraging social and occupational integration of migrants within Polish labour market.

According to available surveys, immigrants and refugees face discrimination in Poland's labour market. Although the number of migrants has continued to grow over the past years, comprehensive programmes for their integration with occupational and social activities are still to be developed in Poland. Foreigners find employment in niche sectors of the labour market or accept poorly paid jobs for which they are overqualified. In a majority of labour market institutions employees with a different cultural background are absent. Several factors have contributed to this situation: legal barriers, inefficient tax system, ethnic prejudices or employers' unwillingness to form multicultural teams. Migrants themselves are unprepared for unassisted performance on an unknown labour market and are unaware of their rights and procedures followed by Polish assistance institutions. Moreover, they have to cope with a language they don't know and alien culture. This is combined with inadequate skills of immigrants (e.g. unfamiliarity with information and communication technologies or lack of knowledge on how to improve vocational skills). Inadequate capacity of Polish job agencies and social services providing support to migrants is another serious obstacle.

According to a survey carried out among migrants (Vietnamese, Chechen refugees, Iraqis and repatriates from the former Soviet Union), the beneficiaries expect system changes, an improvement in Poland's social policies towards people of a different culture and adjustment of regulations. Those interviewed frequently mentioned the need for a more friendly vocational skill updating and certification procedures. They declared willingness to attend easily accessible short-term courses intended to facilitate their labour market adaptation. It is also necessary to launch activities that will promote a positive image of migrants among Poles. In order for migrants to join social and occupational life in Poland, intercultural skills of social works have to be enhanced, along with introduction of a system of advice and information for those settling in Poland.

The Project of Multicultural Occupational Adaptation Centre was designed to meet these needs.

The beneficiaries are 962 refugees, repatriates and immigrants (481 women and 481 men) recruited in cooperation with ethnic minority organisations over the Internet and press announcements published in several languages. They are to be direct recipients of the Centre's adaptive/training activities. The second group is composed of those whose knowledge and skills will be used in the future to train migrants and officers in activities targeted at people of a different culture. They have been recruited from among representatives of social institutions and job agency organisations, voivodship offices, local governments and boards of education.

Under direct activities of Intercultural Occupation Adaptation Centre, migrants will have an opportunity to take advantage of teaching materials and training programmes, including language courses, lectures on Polish culture, entrepreneurship training and workshop for ethnic minority leaders. A special vocational counselling centre will be established for the beneficiaries with staff members aware of their specific needs and requirements.

Migrants will be able to update their vocational skills, enhance awareness of regulations and procedures followed at Polish Labour market. Participants with disabilities will have an opportunity

to follow a rehabilitation programme. All the beneficiaries will have a say in Centre's operations and development of programmes and procedures so that new cooperation models are more closely adjusted to specific adaptive needs of the unemployed coming from different cultures.

Centre's activities targeted at delegates of assistance institutions will include delivery of courses, elaboration of materials, guides and strategies for working with migrants. Project participants will learn effective methods of work with people from other cultures so that institutions they represent are better prepared for meeting specific training and socio-occupational needs of migrants.

The cooperation between several institutions involved in the Project will help to include the issue of discrimination faced by people from other cultures into mainstream social policies and to promote the hiring of multicultural teams by employers.

The outcomes of Partnership's activities will be disseminated using an array of vehicles: seminars and conferences, experts' contributions, authoring and distribution of materials on methodology of dealing with multicultural issues, published articles and reports – just to mention some of the planned dissemination activities targeted at central government authorities and agencies, institutions involved in multicultural issues and competent public services. Dissemination activities are primarily intended to promote a new better approach to cooperation with migrants and prevention of their exclusion from social life in Poland.

## Managing Organisation

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## Partners

- Fundacja Przeciwko Handlowi Kobietami „La Strada” (“La Strada” Foundation), Warsaw
- Krajowy Ośrodek Wsparcia Edukacji Zawodowej i Ustawicznej (National Centre for Supporting Vocational and Continuing Education), Warsaw
- Ośrodek Kształcenia Kursowego w Centrum Kształcenia i Rehabilitacji Sp. z o.o. (Training Centre in the Konstancin-Jeziorna Centre for Training and Rehabilitation), Konstancin-Jeziorna
- Szkoła Wyższa Psychologii Społecznej (Warsaw School of Social Psychology), Warsaw
- Warszawskie Centrum Pomocy Rodzinie (Warsaw Family Assistance Centre), Warsaw

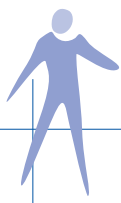
## Face to Face with the Labour Market – a Model of Transitional Employment

The Development Partnership was established to support re-entry of people with mental disorders to the labour market and their return to unassisted life and social activity. This task is problematic due to a lack of motivation among mentally ill persons and negative attitudes of the community. Those suffering from mental health problems are usually well established clients of health care institutions, where they are unable to identify their needs themselves and make reasoned decisions on their future. Relapses are one more reason for marginalization of such people in the labour market. Sometimes it takes several years for people with mental problems to return to unassisted life and financial self-sufficiency, provided that they don't resign in the beginning. Labour market discrimination of this group is the effect of social distance towards mentally ill persons, which translates into attitudes of employers who tend to perceive them as unreliable and hardly predictable workers. People with mental disorders account now for only 3.6% of the total employment of the disabled.

Partnership's objective is to promote equal employment opportunities for people with mental disorders by implementing a module of transitional employment under international "Fountain House" model. The homes are run by Club members assisted by employers and local communities. Club members follow educational activities there (vocational training courses, workshops, events delivered by experts) so that they are better prepared for entering the open labour market. They teach each other and define their educational needs themselves: be it language or vocational courses, IT training or driver's license courses. Responsibility for actual programme of events and ongoing Fountain House management promotes integration and empowerment of persons suffering from mental health problems. Transitional employment is an innovative component of Fountain House operations. New jobs are created for project participants under direct cooperation of Fountain Houses with employers. Transitional employment enables persons with mental disorders to test their abilities in real job environment. Transitional pattern (up to 9 months for one job position) helps to alleviate stress arising from the will to keep the job at any cost. Transitional employment is intended to prepare House Club members for entering the labour market. Accordingly, it should not be perceived as ultimate position. Those participating in Transitional Employment Programme have an opportunity to acquire experience from several employers and at several job positions so that they are better prepared for entering the labour market on a competitive basis.

Programme beneficiaries are 115 members of House Clubs from Fountain Houses in Kielce and Warsaw regions, as well as 16 employers who have agreed to create pilot job positions in their companies. Responsibilities indicated by the employers are normally performed by two House Club members on a rotation basis. The Fountain House is primarily about encouraging employers to hire properly trained House Club members and provide substitute workers. Pilote scale implementation of the House Club model and transitional employment concept will be a test for applicability of these solutions in Poland.

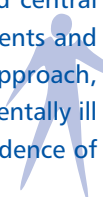
In order to prepare employer for hiring mentally ill persons, Project partners will host meetings, seminars and educational/awareness workshops for employers from the Warsaw region. Also representatives from public administration will join the latter programme. Employers benefiting from the Project will learn the rules of responsible business, flexible employment solutions, details of House Club model and transitional employment approach. They will also contribute to the development of a model for social integration of persons with mental health problems. The involvement of employers and public administration representatives will help to being about a



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change in public mentality and legislation. More importantly, this will contribute to dispelling the stereotype that mental health problems preclude unassisted living and occupational activity.





Dissemination activities promoting the model of occupation reintegration of mentally ill persons will involve several areas. Project partners plan to reach social, health and employment policy makers, representatives of employers' associations, non-government organisations and central government institutions at meetings and seminars, using printed materials, one-off events and website. In addition to promotion of House Club model and transitional employment approach, dissemination activities are intended to bring about a change in public perception of mentally ill people and initiate system activities that help to build social and occupational independence of these persons.



## Managing Organisation

Zespół Regionalny Koalicji na rzecz Zdrowia Psychicznego (Regional Team of Coalition Promoting Mental Health)  
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Tel.: +48 22 636 55 89, Fax: +48 22 636 55 89

## Partners

- Agencja Turystyki Językowej „Lingwista” (“Lingwista” Language Tourism Agency), Warsaw
  - Biuro Turystyczne „Abex” (“Abex” Travel Agency), Kielce
  - Burmistrz Dzielnicy Wola m. st. Warszawy (Mayor of Warsaw-Wola), Warsaw
  - Miasto Kielce (City of Kielce), Kielce
  - Miejski Ośrodek Pomocy Rodzinie (Municipal Family Assistance Centre), Kielce
  - Ośrodek Pomocy Społecznej Dzielnicy Śródmieście m. st. Warszawy (Social Welfare Centre for Warsaw-Śródmieście District), Warsaw
  - Powiatowy Urząd Pracy (Powiat Labour Office in Kielce), Kielce
  - Staropolska Izba Przemysłowo-Handlowa (Staropolska Chamber of Commerce and Industry), Kielce
  - Stowarzyszenie Rodzin i Przyjaciół Osób Chorych Psychiczenie „Szansa” (“Opportunity” Association of Families and Friends of People with Mental Disorders), Pruszków
  - Świętokrzyski Zespół Regionalny Koalicji na rzecz Zdrowia Psychicznego (Regional Team of Coalition Promoting Mental Health in the Świętokrzyskie Region), Kielce
  - Świętokrzyskie Biuro Brokerskie (Świętokrzyskie Broker’s Bureau), Kielce
  - Urząd Pracy m. st. Warszawy (Labour Office in Warsaw), Warsaw
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## THEME D

**Strengthening the social economy (the third sector), in particular the services of interest to the community, with a focus on improving the quality of jobs.**

By defining the scope of this thematic field that way, the European Commission made the social economy equal to the third sector. It has a special significance in Poland. The third sector has been perceived in a limited way as an activity area of various associations and foundations. It has been situated not as the “third one” (beside the private and public) but as a separate zone in a socio-economic system. Whereas the postulate included in the name of the thematic field indicates the need to treat the economic activity as an important tool to implement social targets, or at least to define some activities as services. This is a deep revaluation, therefore the social economy issues appear not only in 24 below described projects but also in other thematic fields. It is visible either in proposed solutions or in the way of defining some labour market issues. The projects described below have been designed intentionally as directly regarding social economy, which is the main tool to reach the targets and in a few cases creating the social economy model is a goal itself.

## Social Economy in Practice

The mission of the Partnership is focused on supporting the development of the Polish model of social economy. The project target group are people who are not enough mobile on the labour market and exposed to the risk of long-term unemployment. According to "Barka" Foundation from Poznań, passive support for the long-term unemployed has prevailed in Polish social policy so far. Only recently regulations which enable socially excluded people to return to the labour market, such as the Act on Social Employment, or regulations which enable the establishment of social cooperatives appeared in Polish legislation. The Partnership intends to test new forms of reintegration of those excluded from the labour market, and then disseminate good practices and solutions in this field.

The target group covered by the Partnership's activities are the long-term unemployed. This includes 2 groups. The first group comprises the graduates of "Barka's" H.Ch. Kofoed School in Poznań (including homeless people, ex-prisoners, persons who have undergone addiction treatments, youths leaving children's homes and correctional institutions). The second are the long-term unemployed who have been designated for the programme by social welfare centres and labour offices from those poviats where the project is being implemented. The partnership's activities are expected to cover a group of approximately 500 beneficiaries altogether.

According to the analysis of the "Barka" Foundation, after completing the supplementary education process, long-term unemployed people still need support from their animators and counsellors during the initial stage of their functioning on the labour market, as they encounter many system-related and internal barriers.

Under the EQUAL Programme, the Partnership will establish three model Social Economy Centres – SEC. These will include a reception team, a job placement team, a self-employment team, and a team for self-help funds. Their objective will be to support unemployed people in establishing social cooperatives or starting their own businesses to become self-employed. Such centres will be set up in Poznań, Kwilcz and Drezdenko. The programme aims to establish more than ten social cooperatives, which will employ approximately 150 people. The planned activity profiles for the cooperatives include the preferences of both women and men. A catering or a housekeeping cooperative, as well as a cooperative offering care for children, the elderly and disabled would be closer to women's preferences, while men would be more interested in a repair and construction or an animal breeding cooperative.

Another important output of the project will be the development of a human resources education programme in terms of new forms of social economy, which includes both SECs and social cooperatives. The development and implementation of a training programme for local community leaders who have personally experienced exclusion is also expected.

The Partnership will also offer psychological, business, and job counselling in order to prepare unemployed people to return to the labour market. The main focus will be to balance the deficiencies resulting from socialisation disorders, as well as to develop motivation mechanisms, the ability to overcome difficulties, to act consistently, and to cooperate in decision-making.

It is expected that after the completion of the project, the Social Economy Centres will operate as a programme managed by an institution which is part of the Partnership or as an independent legal entity. It is also expected that the companies and cooperatives supported by SECs will be sufficiently economically effective, so that after the completion of the EQUAL Programme, the Centres will be able to collect fees for their services rendered to social enterprises. Moreover, SECs will be able to implement specialised projects based on other local, regional, national, and transnational programmes.

The main project output is a support system for social economy initiatives, involving the active participation of unemployed and socially excluded people, implemented in three local communities: in a rural commune, an urban commune, and a large provincial city. In order to achieve this output the following will be established: a mechanism developed to build local partnerships, a training programme for social economy leaders, a mechanism for establishing self-education groups, an operating model for Social Economy Centres and models of cooperation between social businesses and other market players.

In the Partnership's view, this output can be utilised by local self-governments, particularly by the supporting self-governments, i.e. community councils, village councils, NGOs, social enterprises, private enterprises and firms, as well as educational institutions.

The Partnership will disseminate its outputs via, inter alia, a series of conferences and an extensive IT portal. Their task will be to promote successful social economy initiatives as a library of good practices. Schools of Social Animation established by the Partnership will foster these outputs by including the best standards in educational curricula. A series of seminars to be held in Poland and abroad is also planned. This will promote the initiatives most effective in social and economic terms. Scientific publications will make it possible to verify the knowledge obtained and inspire scientific communities which deal with the development of the social economy theoretical basis.

## Managing Organisation

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## Partners

- Stowarzyszenie na Rzecz Spółdzielni Socjalnych (Association for Social Cooperatives), Poznań
- Stowarzyszenie Szkoła „Barki” im. H. Ch. Kofoeda – Centrum Integracji Społecznej (H. Ch. Kofoed “Barka” School – Social Integration Centre), Poznań
- Gmina Kwilcz (Municipality of Kwilcz), Kwilcz
- Instytut Studiów Politycznych Polskiej Akademii Nauk (Polish Academy of Sciences, Institute of Political Studies), Warsaw
- Ogólnopolski Związek Organizacji na Rzecz Integracji Społecznej (Polish National Union of Organisations for Social Integration), Poznań
- Sportowe Stowarzyszenie na Rzecz Integracji Społecznej „Barka” (Sports Association for Social Integration “Barka”), Poznań
- Stowarzyszenie Integracji Społeczności Lokalnych „Wielkopomoc” (“Wielkopomoc” Association for Local Communities’ Integration), Lwówek Wlkp.
- Stowarzyszenie Integracyjne Wspólnoty „Barka” (“Barka” Integration Association), Lubosz
- Stowarzyszenie Pogotowie Społeczne (Social Emergency Service Association), Poznań
- Stowarzyszenie Regionalny Ośrodek Socjalno-Edukacyjny dla Ludzi i Środowiska (Regional Centre of Social Welfare and Education), Poznań
- Stowarzyszenie Wydawnicze (Publishing Association), Poznań
- Maroon Point Polska, Poznań
- Fundacja Dom Wspólnoty „Barka” (“Barka” Community House Foundation), Drezdenko

## The Partnership of Initiatives for Nowa Huta

The Partnership operates in five residential quarters of Cracow which belong to Nowa Huta district, a marginalised area facing many problems. Unemployment is one of them. The objective of the currently implemented project is to foster entrepreneurship among those women and men who are underprivileged and at risk of social exclusion. In addition, the project aims to establish and reinforce organisational structures on the local market by organising “integration manufactures” and a Social Entrepreneurship Centre to operate as entrepreneurship laboratories within the framework of the new concept of social economy.

The project will encompass 110 beneficiaries: 70 unemployed people who are not entitled to unemployment benefits, 30 disabled people who are physically able to work, 10 young people (aged 17-23) who are supported by the Municipal Social Welfare Centre, as well as people who completed their education at Voluntary Labour Corps Training and Education Centre. The target groups will be covered by various forms of support, such as counselling, advice service, job placement, and training, as well as gaining practical work experience.

Eleven integration manufactures will be created in Nowa Huta within the framework of the project. They will operate as social entrepreneurship laboratories and will employ people who are at risk of exclusion from the labour market. At the initial stage of their operation, the manufactures will form an integral part of their founding institution. The beneficiaries will be their employees, who will have to abide by the rules set out by these institutions. At this stage they will learn entrepreneurship both by actual work, and by participating in trainings in the field of market principles, marketing, obtaining funds, grants, developing business plans. A very significant feature of the project is that the beneficiaries will be able to pursue their passions. This model is addressed to people who are able to indicate their professional aspirations but do not know how to translate them into actual work. At the same time they cannot find any other role for themselves on the labour market. The partners who establish workshops will manage them based on agreed concepts, budgets, and fixed assets lent for use for the implementation period in such a way as to have the manufactures transformed into independent social enterprises upon the completion of the project.

The Social Entrepreneurship Centre which will be established during the implementation of the project will have the task of developing a sustainable method of technical support for all initiatives under the EQUAL Programme in Nowa Huta. It will also establish a social entrepreneurship centre in the local community to support the final beneficiaries and the new structures created by the partners during the implementation. The Centre’s responsibilities will include assessing the beneficiaries’ ideas, confronting these ideas with social needs and the local market, identifying the actual potential of the beneficiaries as well as assisting in the definition and establishment of the organisational and legal framework for integration manufactures and in their promotion. Upon the completion of the project, the Centre will continue its operations as an association integrating the local community. It will make use of the potential of universities – partners of the Nowa Huta Initiatives Partnership, jointly developing a unique method for sustainable social animation. This will focus on entrepreneurship, providing equal opportunities, and sustainable local development in consideration of the European integration.

After a one-year period of support, training and gaining experience by the manufactures, the Centre will determine an optimum organisational and legal framework for each of them. Thus they will be able to operate on the open market as cooperatives, social enterprises, associations or companies. However, they will still need some limited support, preferential treatment, and ad-hoc assistance. Its scope is to be determined by the local self-government and the Partnership.

The main output achieved by the Partnership is the "Partner Intervention for the Development of Local Services Using the Integration Manufactures Method". This will constitute a model for reducing the unemployment rate through the development of services. The output will include training and information materials, such as a model description, a film about the Partnership, publications about the concept of building a Social Entrepreneurship Centre and the "Akademia Inspiracji" (Inspiration Academy) programme. Additionally a programme and a draft of a campaign to implement the model of "Partner Intervention..." through comparable local communities in Gdynia, Warsaw and Wrocław will be created.

The output achieved by the Partnership can be used by the following: local social alliances, self-governments, trade unions, labour offices, NGOs, organisations benefiting groups at risk of exclusion, high schools and universities, local businesses and their representatives.

Since the beginning of implementation, complete documentation is being collected on all activities. This includes activity reports, minutes of meetings, photo reports, film reports and literature reports. A regular column in the local press is devoted to the project, which also has its own website, [www.pin.nowa-huta.net](http://www.pin.nowa-huta.net). In November 2006 the official opening ceremony of BASE' ART will be held to present the European internet platform developed jointly with two transnational partnerships. The premiere of the first part of the documentary which is being produced will take place in the same month.

Scientists from the Jagiellonian University have taken the responsibility to successively disseminate project outputs in their publications and during scientific conferences in which they participate (once a month on average). In 2007 a conference is scheduled for scientific communities to summarise the project.

## Managing Organisation

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## Partners

- Graff-Press Co. Ltd., Cracow
- Grodzki Urząd Pracy w Krakowie (Municipal Labour Office), Cracow
- Instytut Przedsiębiorczości Prymus (Prymus Institute of Entrepreneurship), Cracow
- Instytut Spraw Publicznych Uniwersytetu Jagiellońskiego (Jagiellonian University, Institute of Public Affairs), Cracow
- Małopolska Szkoła Administracji Publicznej Akademii Ekonomicznej w Krakowie (The Małopolska School of Public Administration, Cracow University of Economics), Cracow
- Miejski Ośrodek Pomocy Społecznej w Krakowie (Municipal Social Welfare Centre), Cracow
- Ośrodek Szkolenia i Wychowania OHP nr1 w Krakowie (Voluntary Labour Corps Training and Education, Centre No. 1), Cracow
- Stowarzyszenie Pomocy Socjalnej „Gaudium et Spes” (“Gaudium et Spes” Social Welfare Association), Cracow
- Stowarzyszenie „U Siemachy” (“U Siemachy” Association), Cracow
- Zarząd Gospodarki Komunalnej (Public Utility Company), Cracow
- Związek Harcerstwa Polskiego, Hufiec Kraków – Nowa Huta (The Polish Scouting and Guiding Association, Scout Troop Cracow – Nowa Huta), Cracow

## Leader's Cyber-Hand. Supporting the Leaders of Social Changes in Poland

The objective of the project is to prepare a group of young social leaders to enter the labour market within the third sector, to encourage school graduates to operate in this sector, and to demonstrate active participation in NGOs as an alternative to working in business or going abroad. The Partnership also wishes to identify the employment opportunities in the third sector and to determine the organisational and technical deficiencies within organisations. It aims also to raise awareness of the potential and significance of this sector, as well as to create a coherent system for transnational cooperation.

The target group of this project are graduates from post-secondary schools, vocational schools and universities. It will include 120 people aged 20 to 37. They will participate in training sessions, and then internships based on the "apprentice-master" principle, which will prepare them to work in the third sector. They will also be offered assistance in establishing their own non-profit organisations or support in their first paid job within the third sector.

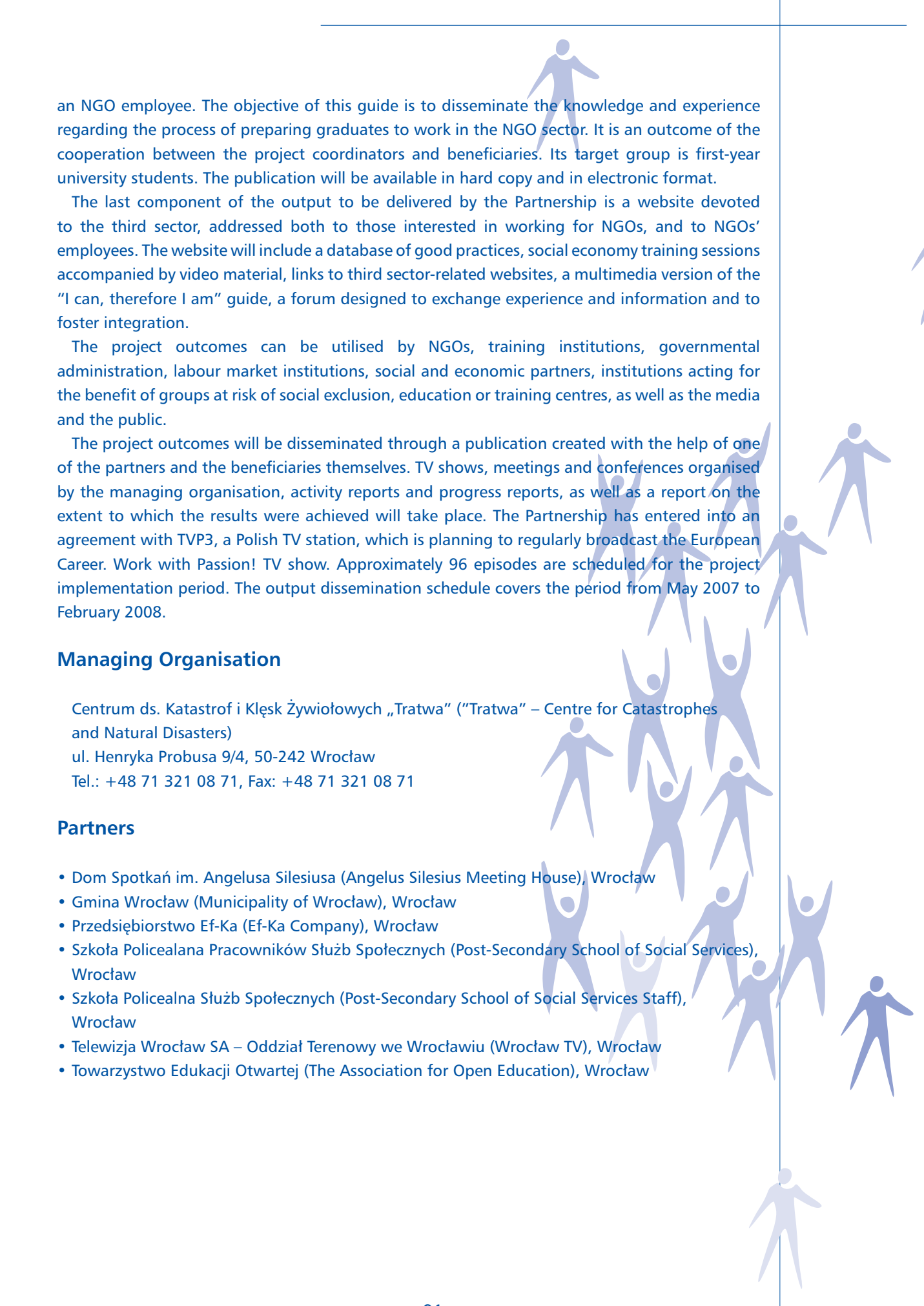
The profile of vocational training for working in the third sector has been created based on the identification of employee skill requirements conducted among Lower Silesian organisational leaders. The project beneficiaries will be trained in, inter alia, the legal framework of the operations of the third sector, funding opportunities for NGOs, raising EU funds and public funds, accounting principles for NGOs, procedures for setting up own organisations, computer science. Subsequently the beneficiaries will complete apprenticeships in selected organisations which are planned to be their future employers. Their employment will be subsidised for six months.

The Non-Governmental Career Office, a model institution which will comprehensively support and promote the third sector as a labour market, will be established under the project. The Career Office will be a job, apprenticeship and voluntary work service agency operating for the third sector. It is also expected to provide services in the field of job counselling covering NGOs as an element of the labour market. The Career Office is addressed to all job seekers, irrespective of their age, sex or education level. Its services are provided free of charge, both to candidates and to employers.

The responsibility of job counsellors employed by the Career Office is to provide information on job opportunities with NGOs, to assist in choosing the direction of professional development within the third sector, and to provide technical and organisational support for employment continuity in this sector. Apart from its job placement and counselling services, the Career Office has tools at its disposal that help in the promotion of the concept of employment in the social economy sector.

The Non-Governmental Career Office is the main output to be delivered by the Partnership. An educational TV show, "Kariera po europejsku. Pracuj z pasją" (European Career. Work with Passion), is one of its elements. The objective of the show is to present the third sector as a place for professional development and self-realisation, to demonstrate the funding sources for the organisations operating on this market, and to present the elements of social economy. The programme presents career paths, the individual commitment of organisational leaders, and the opportunities to achieve professional and individual objectives. It will be available via a website, along with a workshop scenario using it as a supplementary tool.

The Partnership is also working on a Guide for Leaders of Social Changes "I can, therefore I am". This publication consists of two key elements the first of which is practical information on the opportunities of getting involved in NGOs' activities and getting a job at an NGO. The second element consists of narratives by people who have come from being a volunteer to being



an NGO employee. The objective of this guide is to disseminate the knowledge and experience regarding the process of preparing graduates to work in the NGO sector. It is an outcome of the cooperation between the project coordinators and beneficiaries. Its target group is first-year university students. The publication will be available in hard copy and in electronic format.

The last component of the output to be delivered by the Partnership is a website devoted to the third sector, addressed both to those interested in working for NGOs, and to NGOs' employees. The website will include a database of good practices, social economy training sessions accompanied by video material, links to third sector-related websites, a multimedia version of the "I can, therefore I am" guide, a forum designed to exchange experience and information and to foster integration.

The project outcomes can be utilised by NGOs, training institutions, governmental administration, labour market institutions, social and economic partners, institutions acting for the benefit of groups at risk of social exclusion, education or training centres, as well as the media and the public.

The project outcomes will be disseminated through a publication created with the help of one of the partners and the beneficiaries themselves. TV shows, meetings and conferences organised by the managing organisation, activity reports and progress reports, as well as a report on the extent to which the results were achieved will take place. The Partnership has entered into an agreement with TVP3, a Polish TV station, which is planning to regularly broadcast the European Career. Work with Passion! TV show. Approximately 96 episodes are scheduled for the project implementation period. The output dissemination schedule covers the period from May 2007 to February 2008.

## Managing Organisation

Centrum ds. Katastrof i Klęsk Żywiolowych „Tratwa” ("Tratwa" – Centre for Catastrophes and Natural Disasters)  
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## Partners

- Dom Spotkań im. Angelusa Silesiusa (Angelus Silesius Meeting House), Wrocław
- Gmina Wrocław (Municipality of Wrocław), Wrocław
- Przedsiębiorstwo Ef-Ka (Ef-Ka Company), Wrocław
- Szkoła Policealna Pracowników Służb Społecznych (Post-Secondary School of Social Services), Wrocław
- Szkoła Policealna Służb Społecznych (Post-Secondary School of Social Services Staff), Wrocław
- Telewizja Wrocław SA – Oddział Terenowy we Wrocławiu (Wrocław TV), Wrocław
- Towarzystwo Edukacji Otwartej (The Association for Open Education), Wrocław

## Partnership in the Valley of Three Rivers

The objective of the Partnership is to utilize the instruments of social economy to stimulate the development of the service sector. This should result in a decrease in the structural unemployment rate in suburban and rural areas situated in the vicinity of the Warsaw agglomeration (the Nowy Dwór Poviát) which have rich, however unused tourism assets.

The Partnership will endeavour to create solutions which will support real employment opportunities for those people from the region covered by the project who are discriminated against on the labour market. This discrimination is due to the generally adverse economic situation of the region and due to the fact that they are members of particularly underprivileged groups – because of their age (youth and people nearing retirement age), place of living (rural and suburban areas), gender or family situation (women), health problems (people with chronic diseases, disabilities or addictions).

Moreover, methods for creating and organising forms of cooperation platforms between various actors of the local community (self-governmental authorities, labour market institutions, social organisations, informal stakeholders, financial institutions, local entrepreneurs) will be tested within the framework of the project. The objective of these activities is to deliver a proven model for establishing local alliances with the aim of solving the most significant problems and promoting understanding between the institutions of social economy in the passive environment of local communities and in spite of a unidirectional, industry-oriented approach to the activities manifested by various institutions.

The project will also aim to deliver effective support tools at local level for social economy actors, which should lead to better utilisation of local resources (human, financial, economic and environmental) and to the development of the local labour market and improved availability of services. The objective of these activities will then be to enhance the capacity of the third sector, with special focus on improving employees' skills in the field of managing social organisations and improving the access of these organisations to investment capital. The activities carried out under the project will be a kind of a "third sector incubator", oriented towards system support for existing actors, as well as supporting and initiating the creation of new actors.

The partnership has identified three priority beneficiary groups. The first one is unemployed people, the second consists of people who are in an extraordinary situation on the labour market. The third group is socially excluded persons or those at risk of social exclusion, who cannot return to a normal social and professional existence without external support. The project will involve the total of 515 beneficiaries. They will receive support in the form of joint promotion of tourism services that they offer, trainings and study visits, access to information at commune information centres, a job fair, and Temporary Work Agency. Additionally they will be provided with expert consulting services with particular regard to establishing and developing individual businesses and setting up social economy enterprises in the area of tourism, consulting in the field of raising funds for establishing and developing individual businesses, as well as subsidies for natural persons and social economy enterprises that undertake or develop economic activities, with particular regard to tourism. The group of project beneficiaries, which is small in terms of numbers, but substantially important, will have the opportunity to gain more experience and professional skills as project staff and volunteers.

The project beneficiaries will also include newly established or developing social economy enterprises and organisations. The support will cover approximately 30 social enterprises and small and medium private enterprises. The project will in particular endeavour to create organisations of manufacturers of local products and new tourism service providers.

In addition, 20 social organisations will participate in the project. The basic support forms planned for these organisations include staff and leader training and cooperating in the stimulation of local communities and development of voluntary service. A “forum of social organisations”; “a forum of Three Rivers” and “a Fortress forum” will also be set up. Expert counselling and direct support with particular regard to management, raising funds and strengthening the social economy will be made available. Promotion of funding mechanisms for public benefit organisations through tax deductions and subsidies for social organisations and informal groups undertaking joint local initiatives to the public benefit will be organised. Another significant objective of the project is to help with the establishment of Local Tourism Organisation, Agency of Regional Development and Temporary Work Agency.

Dissemination tools have been planned for the local community of the region covered by the project. These include a website and the Partnership’s bulletin. The dissemination will also include an extended series of promotional and integration meetings in the communes, the operation of Commune Information Centres and manuals for entrepreneurs who establish or develop their own businesses in the tourism sector. Direct dissemination tools will also involve review and summarizing conferences, preceded by extensive evaluation research.

The project information and outputs will also be disseminated directly by all partners using their websites, announcement boards at their headquarters, as well as meetings and other events organised by the partners. The councils of individual self-governmental bodies and their staff will also be kept informed about the project outputs.

## Managing Organisation

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## Partners

- Gmina Czosnów (Municipality of Czosnów), Czosnów
- Gmina Leoncin (Municipality of Leoncin), Leoncin
- Gmina Pomiechówek z siedzibą w Brodach-Parcelach (Municipality of Pomiechówek seated in Brody Parcele), Pomiechówek
- Gmina Wieliszew (Municipality of Wieliszew), Wieliszew
- Gmina Zakroczym (Municipality of Zakroczym), Zakroczym
- Powiatowy Urząd Pracy w Nowym Dworze Mazowieckim (Poviat Labour Office in Nowy Dwór Mazowiecki), Nowy Dwór Mazowiecki
- Stowarzyszenie Kobiety po Mastektomii „Amazonki” (“Amazons” Association of Women after Mastectomy), Nowy Dwór Mazowiecki
- Stowarzyszenie Młodzi dla Rozwoju „eMka” (“eMka” Young People for Development Association), Wieliszew
- Starostwo Powiatowe w Nowym Dworze Mazowieckim (Starost Office in Nowy Dwór Mazowiecki), Nowy Dwór Mazowiecki
- Wyższa Szkoła Humanistyczna im Aleksandra Gieysztora (The Pułtusk School of Humanities), Pułtusk

## Muflon DP

The objective of the project is to develop and examine a model of social economy which takes advantage of specific local conditions, to support the process of combating discrimination and inequality on the labour market in the Wałbrzych region. This initiative is addressed to five beneficiary groups. The first of them is comprised of unemployed people from rural areas aged 18-24 who have been registered at labour offices for 6-12 months and have a maximum education level of secondary school. Unemployed women aged 25-34 who have been registered for more than 24 months form the second group. The third group consists of unemployed people aged 45-54 who have been registered for more than 24 months. Disabled unemployed who have been registered for more than 12 months, and university graduates who have been registered for 6-12 months form the final two groups. 100 people will participate in the project.

The “Muflon” Partnership will develop and test a model for discriminated-against communities to enter the open labour market by means of involving them in the activities of social enterprises. The Partnership will also introduce and test the establishment of social enterprises exemplified by at least six social cooperatives. It will develop two models for the incubation and support of social cooperatives and will develop a model for the cooperation of local communities (i.e. local authorities, NGOs and businesses).

The support for the beneficiaries involves family therapy sessions and specialist sessions on family violence and substance abuse. They are also provided with support from a social worker and childcare during the courses. At the beginning of the training cycle, the beneficiaries participate in a four-day motivation workshop. They are guided using proactive methods by people highly experienced in working with marginalised people or those at risk of marginalisation. The goals of the training sessions are to integrate the participants, to enhance their self-esteem and motivation, to improve their communication and teamwork skills, and to initiate the creation of self-help groups. The participants will have the opportunity to gain a certificate documenting their newly acquired skills.

Each of the project participants can choose a vocational training course. The training subject will be selected after a discussion with a counsellor and be based on an assessment of the participant's professional aptitude and preliminary definition of the scope of activities, i.e. in a social cooperative or immediately on the open labour market. The vocational training will be of a practical nature. Some of the project participants will take the challenge to set up their own social enterprise which will operate on the open market. Therefore they will take part in a series of entrepreneurship trainings and workshops. The final beneficiaries of the project will participate in a workshop whose objective will be to establish social cooperatives. The participants will learn about the formal and legal aspects of the operations of social cooperatives and about the principles of project-based work. During the workshop they will be divided into groups which will work on the establishment of their own cooperatives. With the support of coaches and counsellors, they will look for market niches and plan the scope of activities. They will develop business plans, the division of responsibilities and a schedule for the establishment of their own cooperatives. Apart from participating in workshops, they will, with guidance from their counsellors, carry out preparatory activities, such as looking for potential customers, preparing the formal documentation of their social cooperative etc.

As a result of consultations with entrepreneurs and the final beneficiaries of the project, the Partnership has developed a concept of “mother cooperative”. A market niche was selected and a preliminary business plan was developed along with a method for implementing the initiative. The mother cooperative will be an example of support for the establishment of a social enterprise with significant involvement of third parties. The aim of setting up such a cooperative is not

only to test this method of supporting entrepreneurship, but also to demonstrate a real, good example as a model to follow.

The main output of the Partnership is the “Model for discriminated people to enter the open labour market by means of establishing and working for a social cooperative”. It consists of several components. The first of them is a municipal and communal programme for supporting social entrepreneurship – a kind of an agreement between the Partnership and the representatives of the Wałbrzych Powiat and Świdnica Town communities, under which the municipalities undertake to support social cooperatives established in their territories.

Another component is Regionalny Ośrodek Wspierania Przedsiębiorczości Społecznej (the Regional Centre for Supporting Social Entrepreneurship), which provides consulting services, as well as technical support, office locations, and financial support to the existing social cooperatives as well as to people interested in setting up such entities. The Partnership has developed an educational path for people preparing to establish social cooperatives. It has also established a system for supporting discriminated-against groups in overcoming social distances. This involves psychological and therapeutic support, as well as assistance in creating self-help groups. The support products of this output will include guidance manuals on the following areas: initiating the cooperation of local authorities with NGOs and business organisations, developing education and motivation processes for the unemployed who are preparing to establish social cooperatives, and on approaches to supporting these people in overcoming social prejudice.

The first dissemination activities started in September 2006 and will continue until the end of December 2007. The basic dissemination methods will be debates, conferences, press articles, reports on the activities of the Partnership, manuals and reference books, as well as meetings with selected recipient groups.

## Managing Organisation

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## Partners

- Centrum Kształcenia Praktycznego (Vocational Training Centre), Wałbrzych
- Dolnośląski Ośrodek Pomocy Społecznej (Lower-Silesia Social Welfare Centre), Wrocław
- Dolnośląskie Stowarzyszenie Ochrony Bezrobotnych (Lower-Silesia Association for Unemployed Protection), Świdnica
- Fundacja „Jagniątków” (“Jagniątków” Foundation), Jelenia Góra
- Fundacja Edukacji Europejskiej (European Education Foundation), Wałbrzych
- heapmail Internet Service Provider HM Spółka z o.o. (heapmail Internet Service Provider HM Co. Ltd.), Wałbrzych
- Miejski Ośrodek Pomocy Społecznej (Social Welfare Centre), Wałbrzych
- Państwowa Wyższa Szkoła Zawodowa im. Angelusa Silesiusa (The Angelus Silesius University of Applied Sciences), Wałbrzych
- Powiatowy Urząd Pracy w Wałbrzychu (Powiat Labour Office in Wałbrzych), Wałbrzych
- Regionalne Centrum Wspierania Inicjatyw Pozarządowych (Regional Centre for the Support of Non-Governmental Initiatives), Wałbrzych
- Stowarzyszenie Wspierania Ruchu Aktywności Lokalnej „Forum Wałbrzyskie” (“Forum Wałbrzyskie” Association for the Support of Local Activity), Wałbrzych

## We Can Do More – Partnership in Support of Social Cooperatives

The objective of the project is to develop a Polish practical model of a social cooperative for the socially excluded or marginalised based on the experience contributed by other countries implementing such projects. The Partnership is planning to include 40 people in the project. The first group will be 20 people aged 18-25, leaving penal and correctional institutions as well as children's homes. The other group, called the specialist group, will consist of 20 long-term unemployed who have a specific educational or professional background (economy, pedagogy, psychology) which enables them to undertake social and economic activity. This group may support the basic beneficiary group in the establishment and management of a social cooperative.

The social cooperative to be established under the project will be based on the principle of the equality of its founders and employees. This means that functions will not be assigned based on a person's educational background but on his or her ability to undertake a given extent of responsibility for the activities carried out by the cooperative. The Partnership will allow for situations such as project participants deciding not to remain within the cooperative due to the education process. Such people will probably become independent, i.e. start their own business or be hired by other institutions, organisations or companies. In both cases the Partnership will do its best and utilise all opportunities to help these participants pursue their individual career plans.

The Partnership has identified detailed objectives for the project. The first objective is to develop and implement a model for a social cooperative for the socially excluded. This model will serve as "know-how" to anyone who may wish to establish a social cooperative.

The second task is to educate the final beneficiaries in order to prepare them to establish and run a social cooperative. The concept of training has been methodologically adjusted to the beneficiaries' perception abilities and is oriented towards their gaining the basic knowledge necessary to run a cooperative. The full training cycle will last approximately 280 hours. It will include workshop modules and training sessions in the field of motivation, teambuilding, social economy, law and cooperatives as well as developing business plans for a future cooperative.

The Partnership is also aiming to create an institutional, legal and economic support framework for social cooperatives in Poland. During the project implementation, the Partnership will develop, in cooperation with experts, recommendations for the state social and economic policy. The number of recommendations submitted will be the measure of attainment.

The key output delivered by the Partnership which will be subject to validation is the "Model of social and professional insertion of socially excluded young people (leaving penal institutions)". Its concept is to create a "bridge" for such people between a correctional or penal institution and the "normal" society and labour market. Thus, a socially excluded person could safely undergo the process of social and professional re-integration. This concept is based on a coherent and system-oriented cooperation between penal entities and local institutions. Additionally, it is based on the coordination of local cooperation between public authorities (starosties, poviats, labour offices, poviat family support centres) with any social and private organisations and institutions dealing with social welfare or supporting this sphere of public life. The model is also supported by adequately developed education and socialisation intervention, to serve the professional empowerment of socially excluded young people through the establishing, managing and working for social cooperatives.

The institutions which will be able to utilise the model developed include the organisational units of local authorities, social organisations dealing with the issues of combating and preventing

marginalisation and social exclusion as well as state authorities (Ministry of Labour and Social Policy, Ministry of Justice, Ministry of Education, Ministry of Interior and Administration), organisational units of state authorities, voluntary labour corps (OHP) and above all – correctional and penal institutions.

The project outputs will be widely disseminated, especially in those areas where marginalisation issues are the most visible. This is accomplished, inter alia, via a bilingual (Polish and English) interactive website containing information about the ongoing changes in the economic and legal framework of social economy in Poland, descriptions of good practices and presentations of the results of the activities carried out within the project.

The Partnership will also organise a series of open seminars devoted to the presentation of the developed social cooperative model, Polish and foreign experience linked to the issues of combating social exclusion, social economy, and social cooperatives. The seminar participants will include programme beneficiaries on the local level, as well as individuals and public officials interested in these issues. During the seminars, the partners will promote the project by distributing information leaflets and CD-ROMs with informational material.

Cooperation with local, regional and national media will be established. A film will be made in cooperation with TVP3, demonstrating the operation of an already existing cooperative, established based on the model developed.

Upon completion, an international conference will be held, with the involvement of employers as well as Polish and foreign NGOs, with the objective to demonstrate the project outputs to the key actors of the Polish political and economic scene.

## Managing Organisation

Fundacja Rozwoju Demokracji Lokalnej, Małopolski Instytut Samorządu Terytorialnego i Administracji (Foundation in Support of Local Democracy, Małopolska Institute of Local Government and Administration)  
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## Partners

- Grupa Wydawnicza „Infor” Spółka Akcyjna (“Infor” Publishing Group A.C.), Warsaw
- Powiat Miechowski (Powiat of Miechów), Miechów
- Program Narodów Zjednoczonych ds. Rozwoju (United Nations Development Programme), Warsaw
- Stowarzyszenie „Tratwa” (“Tratwa” Association), Olsztyn
- Związek Lustracyjny Spółdzielni Pracy (Employment Cooperative’s Lustration Committee), Warsaw



## Key Role of Municipalities in the Rehabilitation of People with Disabilities

The Partnership is aiming to promote a new approach to the issue of unemployed people with disabilities across communes. The main objective is to create a model of a social cooperative with the involvement or under protection of local authorities, as well as a support system for these cooperatives from the moment of recruiting their members, through the establishment process, to the moment of launching their operation. The cooperatives will employ physically impaired unemployed people, thus preventing their exclusion and offering the opportunity to participate in social life. This will broaden educational options for the local community, introduce some elements of the information society to the community, and reduce the communal budget expenditures on social benefits.

The project impact covers rural and small town municipalities. The Partnership has identified four groups of final beneficiaries. The basic group consists of physically impaired inhabitants of villages and small towns, both men and women, especially those with recognised severe/moderate degrees of disability. The second group consists of fit people. Their participation in the project is necessary in order to establish and run social cooperatives. These people mainly come from the structures of local organisations or local governments, they also include unemployed people or job seekers registered at the poviát labour offices.

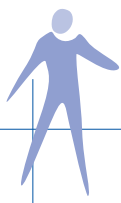
Local governments constitute another very significant group of the project beneficiaries. They perform various functions assigned to local administration, statutory tasks set out by the state authorities, as well as their own responsibilities. Although local governments are not responsible for the vocational rehabilitation of the disabled, according to the Partnership, they should be interested in reducing unemployment rates and the extent of social exclusion within local communities, as well as in reducing the costs of social welfare. The final beneficiaries of the project include NGOs, especially those working for the benefit of disabled people.

The Partnership will focus on two major types of social cooperatives: newly set up cooperatives and cooperatives established by transforming traditional cooperatives of disabled workers. Ten enterprises of this type will be established, providing employment for approximately 120 disabled people and a maximum of 30 people without disabilities. The recruitment of project participants will be mainly conducted by NGOs which will cooperate with poviát labour offices. This activity will be for the most part executed by volunteers who will directly reach the disabled project beneficiaries. The Partnership is aiming to achieve a 50 percent employment ratio of men and women. Therefore some of the volunteers will also be women, who will find it easier to establish contacts with other women – potential final beneficiaries.

The Partnership will ensure the necessity for women to reconcile professional and family life when assigning future responsibilities within the social cooperative is taken into consideration, and that women are adequately represented in the cooperative's management and cooperative organisations.

Three areas of activity are planned for the cooperative: social services for local communities (e.g. repairs, tailor services, catering, housekeeping), environmental protection (e.g. preparing large-sized waste for recycling – disassembly of old furniture, disposal of packaging material), as well as tourism and recreation services (e.g. an agritourism agency, tourist information centres). The type and level of activities performed by a cooperative will be adjusted to the abilities and requirements of disabled people on a case-by-case basis.

The implementing institutions are also working on providing adequate conditions for continued operation of the cooperative after the completion of the EQUAL programme. The Partnership is



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going to allocate funds from Fundusz Pracy (Labour Fund) and Państwowy Fundusz Rehabilitacji Osób Niepełnosprawnych (State Fund for the Rehabilitation of the Disabled) for this purpose. Both these organisations support the vocational rehabilitation of the disabled and operate commune programmes of vocational rehabilitation for the disabled.

The model for establishing social cooperatives is the main project output which will be disseminated under Action 3. It will contain a description of the initiation process and guidance for establishing cooperatives, including the legal framework, organisational and marketing solutions, etc. A system of support for social cooperatives will be an additional component, and the Partner Support Centre for Social Cooperatives of Disabled People will play the key role in this component. This centre will combine the activities of commune self-governments, local NGOs and national organisations supporting the vocational rehabilitation of the disabled in the implementation and support process. The Partnership would also like to bring about legislative changes which will provide commune self-governments with the authority and instruments necessary to carry out active social policies and to provide jobs for the disabled.

The project output – a model for a social cooperative of disabled people – will be recommended to commune self-governments. However, in order to implement this model, active involvement of local social organisations, volunteers, and the disabled will be necessary.

The model for establishing social cooperatives will be disseminated on a CD, along with a film which promotes offering employment to the disabled. The CD will be distributed to all self-governmental bodies in Poland. Moreover, two countrywide conferences will be held to promote the project outputs.

## Managing Organisation

Państwowy Fundusz Rehabilitacji Osób Niepełnosprawnych (State Fund for the Rehabilitation of the Disabled)

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## Partners

- Akademia Pedagogiki Specjalnej im. M. Grzegorzewskiej (The Maria Grzegorzewska Academy of Special Education), Warsaw
  - Centralny Instytut Ochrony Pracy – Państwowy Instytut Badawczy (Central Institute of Labour Protection – National Research Institute), Warsaw
  - Fundacja Promocji Gmin Polskich (Foundation for the Promotion of Polish Municipalities), Warsaw
  - Krajowa Izba Gospodarczo-Rehabilitacyjna (National Chamber of Economy and Rehabilitation), Warsaw
  - Krajowy Związek Rewizyjny Spółdzielni Inwalidów i Spółdzielni Niewidomych (National Audit Union of People with Disabilities' Cooperatives and Blind People Cooperatives), Warsaw
  - Polskie Forum Osób Niepełnosprawnych (Polish Disability Forum), Warsaw
  - Związek Gmin Wiejskich Rzeczypospolitej Polskiej (The Union of Rural Communes of the Republic of Poland), Poznań
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## The Academy of Entrepreneurship. Developing Alternative Forms of Employment

This Partnership offers solutions focusing on the social and vocational rehabilitation of the long-term unemployed who receive social welfare benefits and of people with mental disorders. The value added of the project for the final beneficiaries will consist not only in providing jobs, but also in a comprehensive support in their becoming self-sufficient on the open labour market. This will begin with psychological support aimed at enhancing their motivation and self-esteem, teaching self-presentation through trainings, finding a job on the open labour market or in a social enterprise – and end with support in self-employment or establishing their own cooperatives.

Three consulting and training centres will be established within the framework of the project, providing services in the field of social economy, job placement and specialist training in social employment and supported employment. The project is expected to cover 55 beneficiaries. The Wieprz and Mogilany municipalities will each recruit 20 people meeting the project criteria. Within each community 12 people will be employed in a social enterprise, and 8 people will be introduced to the open labour market with the use of coaching.

The recruitment of beneficiaries in the communities will be carried out through social welfare centres, whose employees are able to access the information about the period during which the person remains unemployed and also about the person's living conditions. A psychologist will participate in the recruitment process. During the process, the principle of equal opportunities will be followed, which means the same opportunities for men and women, as well as for the disabled to participate in the project.

The Hamlet Foundation in Cracow will involve in the project 15 unemployed people with mental disorders. They will be rehabilitated in a social enterprise, which will offer jobs to 5 beneficiaries. The other 10 will be introduced to the open labour market by coaching.

People who will be prepared to perform new, specialist jobs, very important for social enterprises (social manager, supported employment coach, job coach, and entrepreneurship coach), whose character has not yet been described in Poland, will also benefit from the project. These jobs will be offered to graduates and the unemployed from Mogilany, Wieprz and Cracow in the first instance. Thanks to the specialised training, they will learn a promising profession which, in the light of the development of the social economy sector, should enhance their position on the labour market. Social managers will participate in a series of specialised training sessions and internships in the field of managing social cooperatives and working with socially excluded people. Supported employment coaches and the entrepreneurship coach will form links between social enterprises and employers. They will also participate in a series of trainings devoted to the labour market and labour regulations, working with people at risk of social exclusion, and the coaching method. Moreover, the entrepreneurship coach employed at Małopolski Związek Pracodawców (Employers Union of Małopolska), will undergo detailed training on the legal framework of employing the disabled and long-term unemployed. Job coaches will receive additional vocational training (these people should have completed vocational education in a field which matches the profile of the social enterprise) and participate in a pedagogy course.

The main project output is "Coaching as a method for social and vocational rehabilitation in three economy sectors". Coaching is used for people who have remained outside the labour market for a long time due to their disability, low level or obsolete professional qualifications, employment gaps or linguistic and cultural barriers. This method consists in the restoration of the ability to perform on the open labour market by a coach through appropriate motivation, rehabilitation and support. Using the "job coaching" method, the coach will guide an individual

from the period of unemployment, through potential work for a social enterprise, to the initial period of work for a commercial entity. Experience of western countries indicates that such an approach to working with beneficiaries is highly effective and produces long-term results.

The project output also includes the description and promotion of Training and Counselling Centre with a social enterprise as an optional workplace for the coach. The centre performs a supporting role for the beneficiaries and the coaches are able to identify the strengths and weaknesses of their clients. This will allow the coaches to refer beneficiaries for training and to guide them to work for social enterprises. Coaches can also be employed by NGOs, private businesses and public authorities, e.g. by labour offices or social welfare centres. Other entities which can successfully utilise coaching, and thus use the developed method, include voluntary labour corps, training institutions, employment agencies, social integration centres, and public administration.

Within the framework of output dissemination, the Partnership wishes to establish contacts with local and regional media, as well as with the Press Room of the Marshal's Office of the Małopolska Voivodship. A guide will be published with essential information and good examples for all entities interested in establishing and running a social enterprise employing people at risk of social exclusion. Information meetings, seminars for entrepreneurs and workshops will be held, during which the Partnership will demonstrate the project outputs, raise the awareness of the need to be involved in social affairs, and present the benefits of corporate social responsibility.

## Managing Organisation

Regionalny Ośrodek Polityki Społecznej (Regional Centre for Social Politics)  
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Tel.: +48 12 426 88 10, Fax: +48 12 426 88 11

## Partners

- Gmina Mogilany – Urząd Gminy Mogilany (Municipality of Mogilany), Mogilany
- Gmina Wieprz – Urząd Gminy Wieprz (Municipality of Wieprz), Wieprz
- Krakowska Fundacja Hamlet (Hamlet Cracow Foundation), Cracow
- Małopolska Agencja Rozwoju Regionalnego SA (The Małopolska Agency for Regional Development A.C.), Cracow
- Małopolski Związek Pracodawców (Małopolska Union of Employers), Cracow
- Uniwersytet Jagielloński Instytut Socjologii (Jagiellonian University – The Institute of Sociology), Cracow
- Wojewódzki Urząd Pracy (Voivodship Labour Office), Cracow

## Partnership for Vocational Activisation of Roma through Social Economy Tools

The target group of the project is the Roma minority – a social group which is amongst those in the greatest danger of exclusion, the most frequently discriminated against and the least active group on the labour market. Typical problems of the Roma include poverty, low level of education and poor professional skills, unequal access to the labour market, social stereotyping and prejudice resulting in discrimination.

The final beneficiaries of the project include Roma people and long-term unemployed non-Roma people from the local community, who will find jobs in social cooperatives established under the EQUAL Community Initiative as their members and/or employees.

Preference will be given to women, especially single mothers and people living in the most difficult conditions, in large families where none of the adults has a permanent job or permanent income other than minimum social welfare benefits. The cooperatives will also employ very young people (under 25 years of age) as in the Roma community they usually have the skills necessary for office jobs, such as computer and internet skills, the ability to use other office equipment, good command of the Polish language and knowledge of mathematics. The employment of some people from the oldest age group is also planned, as they are acquainted with certain traditional Roma professions and will be able to pass on these secrets to the younger generation.

Social cooperatives will be established in Szczecinek, Cracow, Olsztyn and Witnica. The profile of their operations will be determined after conducting an analysis of the skills of their potential employees, as well as a market analysis. Such profiling of the cooperative's activities and founding it upon traditional Roma skills, such as the making of frying pans, Roma-styled clothing and jewellery, handicrafts or Roma cuisine, can help a cooperative discover its market niche and succeed economically, at the same time contributing to the change in the perception of the value of the Roma culture, as well as overcoming stereotypes and prejudice.

Founder groups of 10 members are planned for each cooperative. These people will be trained by professional coaches in managerial and business skills and the specific nature of managing a cooperative.

The key objectives of the Partnership are to contribute to the integration of the Roma into the Polish labour market using the tools of social economy, in accordance with the national and European policy regarding the integration of groups at risk of social exclusion, and to combat inequalities and discrimination on the labour market. The project activities are also aimed at creating a comprehensive strategy for integration of the Roma into the Polish labour market (and potentially also in other countries) using social enterprises and at developing a more general model of vocational rehabilitation of ethnic groups at risk of exclusion (including migrants) on the labour market. The operational objectives of transnational cooperation include: developing model solutions for the establishment of such enterprises and management thereof, and for auditing skills of the community at risk of exclusion, developing managerial and business skills within these groups, analysis of ethnic enterprises, and creating tools to foster their development and to support them.

The main project output subject to validation is "the model of vocational rehabilitation of the Roma through supporting the establishment of integration-oriented social cooperatives". Its key characteristics include founding the cooperatives' profiles on already existing skills within the Roma community, providing access to market information, business training, additional vocational training and mentoring. Another important characteristic of the model is the fact that the Roma

will be given the opportunity to participate in the decision-making process related to the enterprise, which will help them identify with it and treat it as their own enterprise, both in economic and psychological terms. One of the support methods for the integration-related aspect of the cooperative is to involve people from Polish-Roma marriages in the founder groups.

The model components include the methodology and tools to carry out skill audits within the Roma community and a plan of business training for Roma founder groups of "Virtual Cooperative" social cooperatives, based on the "Virtual Enterprise" training programme developed by the Fundacja Inicjatyw Społeczno-Ekonomicznych (Foundation for Social and Economic Initiatives). This training programme involves both the processes of combating adverse psychological effects of remaining outside the labour market for a long time; fighting stereotypes, as well as business skills, marketing essentials, and the development of a basic business plan along with a feasibility study for the future cooperative by the group and their coach.

One of the project outputs is a model of a Roma integration cooperative along with guidelines, recommendations and the definition of the most significant specific issues and possible solutions. This will take the form of a special report and the "Manual of Good Practices for Ethnic Social Enterprises", published as a book and available online. A supporting product is a TV film produced by experienced documentary film-makers, available on DVD. All elements of the project output will be available in Polish and English, and in some cases also in the Romani language.

The dissemination policy for the outputs delivered by the Partnership includes, inter alia, the distribution of a DVD film about the project, organising working meetings, conferences and seminars, cooperation with the media by enabling journalists to prepare interviews, reportages and other material, to participate in the opening ceremonies of the cooperatives and in study visits, as well as by providing up-to-date information on the websites of partner organisations.

## Managing Organisation

Międzynarodowa Organizacja do spraw Migracji – IOM (International Organization for Migration)

ul. Mariensztat 8, 00-302 Warsaw

Tel.: +48 22 538 91 03, Fax: +48 22 538 91 40

## Partners

- Fundacja Inicjatyw Społeczno-Ekonomicznych FISE (Foundation for Social and Economic Initiatives), Warsaw
- Polski Czerwony Krzyż (Polish Red Cross), Warsaw
- Stowarzyszenie Kobiēt Romskich w Polsce (Association of Romani Women in Poland), Cracow
- Związek Romów Polskich (The Union of Polish Roma), Szczecinek

## KŁOS Coalition for Breaking Social Barriers

The project is addressed to the long-term unemployed and mentally ill residing in rural areas. Both beneficiary groups have very difficult situations which leads to adverse psychological effects such as apathy, a feeling of lack of prospects, uselessness and being unsuited to the present economic situation. The aforementioned factors may contribute to developing pathologies and social isolation, which is indicated by regular exclusion of the representatives of both groups from society. For mentally ill people from rural areas, the consequences of remaining unemployed for a prolonged period of time add to the symptoms of their illness.

Twenty inhabitants of the rural areas of the Zgierz commune will participate in the project (12 long-term unemployed and 8 mentally ill). The number of beneficiaries has been determined based on the possibilities of the Hotel social enterprise which is to be established. It will be a small entity with 15-20 beds (depending on the scope of the investment).

The Hotel social enterprise is to be the main location for apprenticeship of the beneficiaries. Due to the beneficiaries' long period of unemployment, their poor qualifications and poor social skills of the group (especially in the case of the chronically mentally ill), the Partnership is going to implement an innovative solution for the organisation of apprenticeship. The duration of the integration-oriented apprenticeship could be up to two years, which is a lot longer than the apprenticeships which are currently organised by labour offices and often do not result in the participants finding a job. During the apprenticeship, the beneficiaries will improve their skills by participating in language classes, counselling sessions and training in active job seeking, self-presentation or the fundamentals of social economy. This will help them prepare better to return to the labour market.

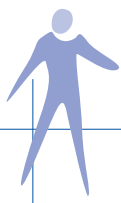
The project implementation period will provide time for testing the developed tools of social economy. In order to be able to monitor the impact of the project on its beneficiaries in detail, and – if required – to respond in a flexible way to the emerging problems and needs, the Partnership has focused on a relatively small group of participants. If the implemented project is a success and its results are effectively implemented in the mainstream policy, the developed solutions will serve more numerous groups of the socially excluded.

The project will also involve the participation of at least 40 NGOs from the Łódź Voivodship which deal with socially excluded people.

The main output delivered by the Partnership will be the development of principles for the operation of a social enterprise exemplified by a social company with support from a counselling and training institution, i.e. Ośrodek Gospodarki Społecznej (Centre of Social Economy). The social enterprise established by the Partnership will initially operate based on examples from Italy, France and Finland. It will offer two forms of employment: permanent and temporary. Permanent jobs will be offered to those who have a poor chance of returning to the open labour market and must remain employed by the company for rehabilitation reasons. Temporary jobs will be offered to those beneficiaries who will be able to enter the open labour market after the completion of on-the-job training and apprenticeship, thanks to which the social enterprise will be able to employ subsequent participants.

The service sector in which a social company operates is also an important aspect. This sector, owing to the direct contact between its employees and customers, supports the social integration of the mentally ill. This solution is directly derived from the experiences of social economy in Italy. For the KŁOS project an initiative in the hotel sector was selected due to the variety of jobs available for disabled people and the location of the hotel in a suburban commune of the Łódź Voivodship of a considerable tourist value.

The Centre for Social Economy is expected to perform the function of an institution which enables the company to perform both its social and commercial activities. It will run an innovative training



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programme for people employed by social enterprises in the future. The entity will also provide training and consulting services for employers and NGOs in order to encourage them to establish social enterprises. Moreover, it will be responsible for the promotion and lobbying for social economy and its tools.

The project outputs will be disseminated by organising conferences, publishing press releases, and issuing publications on the problems of persons excluded from the labour market and on the opportunities provided by social economy related to combating such inequalities. The Partnership will publish training materials for other entities which wish to establish a social company. These materials will be distributed to NGOs operating in the Łódź Voivodship. The Partnership intends to organise meetings with local authorities and business people which will provide the opportunity to demonstrate the model of a Centre for Social Economy and a social enterprise for rural areas. The objective of the meetings is also to create a consulting team to support lobbying. Educational reportages are also planned, to demonstrate the social enterprises and the Centre for Social Economy. The Partnership will disseminate project outputs by means of press publications, radio and TV broadcasts, with particular regard to local media (including local branches of national media) in the Łódź Voivodship.

Up-to-date information about the implemented project will be published in the project newsletter (print run: 1200 copies, 6 issues per year). This newsletter will be distributed to the following: project partners and beneficiaries, local authorities, organisations supporting the excluded, psychiatric community care centres and regional healthcare centres. The University of Łódź will be responsible for project output dissemination among young people and will initiate some activities with the aim of introducing the outputs delivered by the Partnership to the academic curricula.

## Managing Organisation

Towarzystwo Przyjaciół Niepełnosprawnych (The Friends of Disabled Society)  
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## Partners

- Gmina Zgierz (Municipality of Zgierz), Zgierz
- Rzymsko-Katolicka Parafia p.w. Niepokalanego Poczęcia NMP (Roman-Catholic Parish of the Immaculate Conception of Blessed Virgin Mary), Grotniki
- Stowarzyszenie Wsparcie Społeczne „Ja – Ty – My” (Social Support Association “Me-You-Us”), Łódź
- Uniwersytet Łódzki – Wydział Zarządzania (University of Łódź, Faculty of Management), Łódź
- Zespół Szkół Gimnazjalnych w Grotnikach (Complex of Lower Secondary Schools in Grotniki), Grotniki

## Transfer of the Social Economy Experiences of Western European Environmental Organisations

The objective of the Partnership is to develop, test, and implement an environmental business model based on the experience of the non-governmental sector from Western European countries. It will include the organisational and legal aspects of carrying out environmental activities by environmental NGOs and other organisations. It will contain a description of the most beneficial, in terms of the Polish organisational and legal framework (compared to Western European countries), approaches and legal solutions for setting up and running businesses by NGOs. The technical component will include examples of innovative types of businesses run in Western European countries, suitable for implementation in Poland. Specific types of environmental businesses operating in Western Europe will be listed here, which – depending on the capacity, location and actual possibilities – can be implemented by environmental NGOs and other organisations in Poland. The transferred and tested forms of business will include model organic farms, environmental education centres which will demonstrate how the technologies of energy and water saving operate, consulting centres serving local authorities and companies, organic farms and agritourism farms.

As a result of model testing and implementation, good practices existing in Western European countries will be popularised. These will include the methods for rehabilitation of people at risk of social exclusion and approaches to overcoming the barriers which prevent access to the labour market in the third sector through the development of the service market in the field of “green jobs” and by improving the access of NGOs to investment capital. The beneficiaries, using the existing organisational capacity of the third sector, will be able to create new work places and to take initiatives aimed at including other people in the social economy sector. Revitalisation of local labour markets and development of rural areas will also ensue.


Within the framework of the project, a group of representatives from 20 environmental NGOs will participate in study visits to Western European countries. Upon completion of the training, their task will be to develop business plans for environmental businesses. Ten of them will be implemented in the Lower Silesia Voivodship, and the other ten in the Podlasie Voivodship.

The final beneficiaries of the project include NGO members, activists and volunteers, as well as the unemployed, and people at risk of unemployment and social exclusion, interested in being involved with or employed by these entities, especially environmental organisations and other organisations operating in the broadly defined sector of environmental protection, environmental education, utilisation of cultural and natural assets, which support regional development and the social and vocational integration of people at risk of social exclusion.

The target group consists mainly of inhabitants of rural areas and small towns, as well as inhabitants of those regions which are at a particular risk of unemployment. The Partnership is planning to directly cover 200 people with the programme, about 100 women and 100 men.

The main project output, apart from the model for the operation of Local Development Centres, will include other model forms of environmental business, such as agri-environmental activities, good farming practices, agritourism, organic farming – local products, work safety and health in agriculture, environmental management, afforestation, aquaculture, water-environmental activities, green tourism, cultural tourism, renewable energy, river restoration, eco-labelling – certification. The scope of activity will be selected depending on the capacity of the organisation, on the demand for a specific type of services in a given area, as well as on local conditions.

The project output can be utilised indirectly by self-governmental authorities and the local and national media. In addition, inhabitants of rural areas and small towns who manufacture local products, farmers who run agritourism farms and local businesses can also benefit.



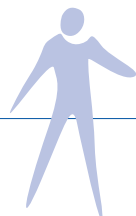
The strategy of project output dissemination adopted by the Partnership includes the development of an e-learning platform containing training material for the implementation of an environmental business model by NGOs. Press conferences and promoting the project in the media will take place. The project information will also reach the NGO network and will be available on the websites and portals of third sector organisations. Throughout the project implementation period but mainly after the completion of the most significant activities, the Partnership's representatives will meet with self-governmental authorities and national authorities to inform them about their achievements. The project website has been available through links placed on the websites of each partner organisation since the launch of the project.

## Managing Organisation

Centrum Europejskie Zrównoważonego Rozwoju (European Centre for Sustainable Development)  
ul. Kołłątaja 21, 50-006 Wrocław  
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## Partners

- Akademia Rolnicza we Wrocławiu (The Agricultural University of Wrocław), Wrocław
- Centrum Niderlandzkie Sp. z o.o. (The Netherlands Centre Co. Ltd.), Wrocław
- Instytut Problemów Europejskich (European Issues Institute), Wrocław
- Kancelaria Prawna Radca Prawny Tomasz Tatomir (Tomasz Tatomir Attorney at Law), Wrocław
- Stowarzyszenie na rzecz Ekorozwoju „Agro-Group” (Association for Sustainable Development “Agro-Group”), Białystok
- Województwo Dolnośląskie (Dolnośląskie Voivodship), Wrocław



## The Social Economy for the Amber Trail

The activities carried out within the framework of the project cover the Małopolska Voivodship (the Babia Góra region, Wadowice Land and Gorlice Land), the Świętokrzyskie Voivodship (Ostrowiec Świętokrzyski subregion) and the Podkarpacie Voivodship (the Bieszczady, Lesko and Sanok Poviats). These five regions are characterised by a high rate of unemployment compared to the average rate for a given voivodship.

The main objective of this initiative is to create innovative and model tools for the local social economy, implemented by NGOs. The Partnership will establish five social enterprises which will be responsible for the infrastructure and services of the Amber Trail and the "Green Bicycle-East Carpathian Greenway". These companies will offer jobs for people at risk of unemployment and social exclusion. The project beneficiaries will be persons aged 18-24 and long-term unemployed women trying to return to the labour market, for whom no age limit has been set. The social enterprises will offer jobs to 46 people.

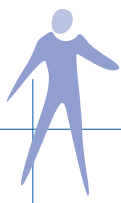
The companies to be established within the project will be spun off the structures of NGOs which will found them. They will operate based on concrete business plans and commercial agreements with local partners – companies and institutions which provide services on the natural and cultural heritage tourism market. They will also have promotional modules available for the Amber Trail and the "Green Bicycle-East Carpathian Greenway". Due to the fact that the social companies will operate in a brand new market segment, it will be difficult for them to succeed commercially in the short term. This problem should be solved by the structure of the company, which will be a business unit of an NGO able to obtain grants to secure the further development of the social enterprise.

During project implementation, two initiatives will be launched to disseminate information. The first will focus on the cultural and natural heritage and the second on the social initiatives on which the revitalisation is based of the regions covered by the project and for the development of social entrepreneurship in the natural and cultural tourism sector. There will be two series: "Południe Kraju" (The South of the Country) – a cultural information booklet, and a series of tourist guides of the "Polska Turystyczna" (Tourist Poland) consortium (Bezdroża and Compass). These series are an element of the project's promotion campaign.

The project output subject to validation will be "the model of operations of a social economy entity based on businesses run by NGOs". It will include the methodology for transforming an NGO into an employer and an economic entity with an active impact on the local labour market and will take into consideration the formal and legal framework, the implementation cost of the proposed solution and examples of good practice.

Another element of the project output will be the methodology for creating products for the heritage tourism market, based on cooperation with local communities and on local natural and cultural assets. It will contain guidelines, recommendations and sample solutions for the most significant problems, and a cost calculation for the implementation of the recommended solution. Other supporting products include a method for developing business plans for social economy initiatives, a method of training local human resources for the needs of heritage tourism, methods for the stimulation of the transformation of a local NGO into an employer which will actively develop the local labour market by support institutions (labour offices, large NGOs).

The supporting products will include descriptions of the preconditions that must be met by any organisation willing to implement the project output. They will be complemented by self-assessment tools to evaluate the readiness of an organisation to implement solutions. A list of potential funding sources for the recommended initiatives will also be developed. All products will be available on the website of the Polish Environmental Partnership Foundation and on the websites of the five NGOs which will become the business units of the local social economy.



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The main project output is addressed to NGOs which operate locally in rural areas and small towns, characterised by limited development opportunities for industry, and sometimes even for agriculture, where the only development capital is the local community and cultural and natural assets. The dissemination of project outputs in this community will be performed through National Network of Partnership Groups and Forum on the Animation of Rural Areas. Other target groups include those institutions of the labour market which carry out rehabilitation programmes for the unemployed, regional or national third sector organisations, and regional development agencies which have long-term experience in supporting the non-governmental sector within rural communities, as well as large companies which pursue corporate social responsibility policies. These companies can provide financial and technical support for the implementation of business plans developed by NGOs which establish social enterprises.

The project output dissemination strategy also envisages the publication of information booklets, press and multimedia materials, the organisation of special seminars. In addition, conferences to popularise the progress and the outputs of the project (including press conferences), as well as study visits for journalists to the project area are planned. Press releases on good practices will be published in trade press, local press and official publications, and disseminated by press bulletins. A press room will be open for the project during the whole implementation period.

## Managing Organisation

Fundacja Partnerstwo dla Środowiska (Polish Environmental Partnership Foundation)  
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## Partners

- Amistad Sp.z.o.o. (Amistad Co. Ltd.), Cracow
  - Babiogórskie Stowarzyszenie Zielona Linia (Green Line Association in Babia Góra), Stryżawa
  - Fundacja Bieszczadzka „Partnerstwo dla Środowiska” (Bieszczady “Partnership for the Environment” Foundation), Lesko
  - Gorlickie Stowarzyszenie Wspierania Przedsiębiorczości (Gorlice Association for the Entrepreneurship Support), Gorlice
  - Informator Sp. z.o.o. (Informator Co. Ltd.), Cracow
  - ISO-Tech Sp. z.o.o. (ISO-Tech Co. Ltd.), Cracow
  - Pracownia Psychologiczna Elżbieta Sołtys (Psychology Workshop Elżbieta Sołtys), Cracow
  - Stowarzyszenie Autokreacja (Autocreation Association), Warsaw
  - Stowarzyszenie Ekologiczno-Kulturalne „Na Bursztynowym Szlaku” (Ecology and Culture Association “On the Amber Trail”, Lanckorona
  - Stowarzyszenie na Rzecz Rozwoju Gminy Bałtów „Bałt” (“Bałt” Association for the Development of Bałtów Municipality), Bałtów
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## On the Wave

The main objective of the “On the Wave” Partnership is to establish Centre for Local Social Entrepreneurship Organisation – a model institution which will develop a mechanism for the return to the open labour market from long-term unemployment. The Centre will operate based on a detailed analysis of the local demands and opportunities. Comprehensive training programmes for the unemployed will be offered within its framework. This will be preceded by a detailed analysis of the market and of the abilities and competencies of the unemployed themselves. The responsibility of the Centre will be to provide more employment opportunities, and above all to provide the opportunity of self-employment for those who are discriminated against on the labour market through active support for the creation of small social enterprises in the service sector.

The operations of the Centre for Local Social Entrepreneurship Organisation will cover two segments. One of them is “Behind the Wheel”, which combines a motivation centre and an academy of theoretical skills. This segment will mainly involve theoretical training: vocational training (learning or job training), preparation to run one’s own business in the hotel services sector (reception service, managing a hostel, housekeeping), food services (managing a kitchen and canteen, as well as catering), operating laundry and ironing facilities, operating a bathhouse and providing care services – for children and adult dependants. Moreover, the project beneficiaries will learn basic computer skills (some of them will participate in specialist training programmes, such as website development, computer-aided accounting, computer marketing, computer graphics), and the basics of two foreign languages. Training will be given about the various legal forms for the provision of services and in customer service.

Moreover, the “Behind the Wheel” segment will involve vocational and business consulting – additional elements to prepare the beneficiaries to run independent businesses. The theoretical skills which they will acquire can be applied in practice during the second segment, which provides the beneficiaries with vocational training in a chosen specialty. The “Aboard” segment envisages vocational training for project beneficiaries by providing services for the inhabitants, tourists and homeless within the framework of the Centre for Local Social Entrepreneurship Organisation. Another important component of this segment is the development of pro-social attitudes through supporting the poor and elderly. Various services will be provided to the local community within this segment: food services in a canteen and in the form of catering with home delivery, laundry and ironing services (with collection and home delivery), housekeeping, care services including care for the children of the project beneficiaries and for their adult dependants (through the beneficiaries’ apprenticeship in Caritas branches in the area of Tricity). Keeping in mind the tourists who come to Sopot (and during the project implementation – people qualified by Caritas), a hostel will be run within the Centre offering mid-standard accommodation.

Eighty long-term unemployed beneficiaries will take part in the “On the Wave” project. There will be two groups of 40 people participating in subsequent years.

The main project output is the Centre for Local Social Entrepreneurship Organisation, i.e. an institution which provides comprehensive support to the vocational rehabilitation of people who remain unemployed for a period longer than 24 months. The components of the result include: the Motivation Centre (organises motivation workshops, support groups, meetings with industry experts, demonstrates good practices), the Skills Academy (offers theoretical training and apprenticeship) and the Business Incubator (provides, inter alia, legal and business consulting services, training, subsidies for establishing new businesses).

The Partnership has also developed several supporting products. They include a recruitment method which takes into account the motivation and professional aptitude of the long-term unemployed, a social package for the unemployed (a meal, a monthly ticket, protective clothing for apprenticeship), and social reintegration activities (such as going to a cinema or theatre).

A description of the Centre will also be published as a book, containing the mission of this organisation, its regulations, scope of activities, examples of cooperation and integration of the activities of the partners on the local labour market, and a workshop for organisations interested in the establishment of such Centre in their location.

The project output dissemination strategy involves, inter alia, the organisation of "Open Days" at the premises of the Centre for Local Social Entrepreneurship Organisation. Representatives of local authorities, NGOs, public administration, labour market institutions and media will be invited to meetings held once every three months. Apart from the invited visitors, the participation of individuals interested in the project will also be possible.

The information on the project will also be disseminated during the conventions of directors of the Voivodship Labour Offices and Poviast Labour Offices of the Pomorskie Voivodship, meetings of CARITAS executives, conferences and special seminars of the NGO sector. The Partnership will also issue a booklet demonstrating all delivered outputs in a comprehensive way. Its print run will be approximately 800 copies. IT tools will also be used for the dissemination activities. The information on the delivered outputs will be published both on the project's website and on the website of each Partner.

## Managing Organisation

Caritas Archidiecezji Gdańskiej (Caritas of the Gdańsk Archdiocese)  
Al. Niepodległości 632, 81-855 Sopot  
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## Partners

- CIS „Nephax” Maria Jolanta Podsiadły, Gdańsk
- Cleaning Consulting J. Kowalska, Bydgoszcz
- Fundacja Gospodarcza (The Economics Foundation), Gdynia
- Gmina Miasta Sopotu (The City of Sopot), Sopot
- ITM Centrum Komputerowe (ITM Computer Centre), Gdańsk
- Media Expo (Media Expo), Sopot
- Powiatowy Urząd Pracy w Gdyni (Poviat Labour Office in Gdynia), Gdynia
- Samorząd Województwa Pomorskiego, Wojewódzki Urząd Pracy (Pomorskie Voivodship Self-government, Voivodship Labour Office), Gdańsk
- Schulz i Wspólnicy s-ka komandytowa. Kancelaria Adwokatów (Schulz and Partners – Attorneys at Law), Gdańsk
- Sopotkie Przedszkole Niepubliczne (Sopot Non-Public Kindergarten), Sopot
- Zakład Doskonalenia Zawodowego (The Centre for Vocational Development), Gdańsk

## We Have Jobs

The Partnership is aiming to create and implement a model support system for social economy in Poland as a new tool for social and economic development at the local level, complementary to the institutions of the private and public sectors. It is expected to contribute to the improvement in living conditions of the most deprived groups.


Approximately 420 final beneficiaries will participate in the project. Most of them (250 people) will come from dependent groups. They are long-term unemployed people, including the disabled, women, people receiving benefits from social welfare institutions, ex-prisoners, substance abusers, the homeless, single parents and registered job seekers. The other group, consisting of approximately 170 participants, will include employees of public social services, such as poviát labour offices, labour clubs, social support centres, social integration centres, vocational rehabilitation facilities, as well as the personnel of citizens' organisations which support the unemployed and excluded, local leaders who are well integrated with the community and motivated to perform structured activities to meet local social demands. The identification of such beneficiary groups is an outcome of a background analysis performed by the Partnership. This indicates that the development of the foundations for social economy in Poland has two main requirements. Firstly, people who are directly involved in the creation of social cooperatives need to be adequately prepared. Secondly, actions need to be addressed to social employees and leaders who are in touch with those at risk of social exclusion. This will establish pools of social economy leaders who will be able to use the instruments of social economy to reintegrate people and to create innovative local development strategies to enable the recovery from economic collapse.

About ten social cooperatives should also be regarded as social beneficiaries, these are both existing and newly created cooperatives. Technical support is planned for these cooperatives, mostly legal and accounting consulting.

The project objectives are implemented in accordance with several priorities. The first one, the educational objective, envisages the preparation of professional staff for the local social economy in Poland. From the autumn of 2005 to the summer of 2007 twelve regional workshops for social economy employees and leaders, two sessions of the Postgraduate School of Social Economy Management, and international schools of social economy are scheduled. Within the education component, the development and publication of conference proceedings and training materials is also planned.

The research priority will cover the diagnosis of the potential, roles and prospects of social economy in Poland, as well as the diagnosis of the local labour markets, local social demands and the extent to which they are met in terms of using the instruments of social economy. This will be done by means of analysing the local labour markets in the Warmia-Mazury and Wielkopolska regions. In turn, the detailed objective of the consulting and supporting priority is to develop a concept for a consulting, educational and financing institution – Polish Board for the Support of Social Economy – and to set up this institution. It will be an integral component of the system which will foster the actual rehabilitation of those excluded from the labour market and support innovative initiatives aiming to create jobs and provide territorial cohesion.

The project output that is approved for validation is "a coherent support model for the state social economy as a mechanism of local development including marginalised communities". It consists of several elements. The first of them is a concept of professional training for the employees and staff of social enterprises and for those who implement local projects. The Partnership will, for example, develop a postgraduate curriculum Postgraduate School of Social Economy Management and regional social entrepreneurship workshops for those who already



run social cooperatives/enterprises or have taken actions to establish such entities and can confirm them, programmes and systems for summer and winter international social economy schools for regional workshop leaders and for the graduates of the Postgraduate School of Social Economy Management, as well as for local community leaders. The offer is also meant for the staff of scientific institutions, graduates – customers of university career agencies and 3 editions are planned with 25 participants each. The Partnership will also develop the appropriate materials for these forms of education and an integrated system of foreign internships. The material and textbooks will be available as hard copies as well as at the [www.tujestpraca.pl](http://www.tujestpraca.pl) website.

Another product component is a consulting and financial support system for local founding initiatives, a new integrated consulting and financing service for social entrepreneurship to enhance the capacity of citizens' organisations and existing cooperatives. The other two elements are a model of a monitoring centre for the development of social economy State Observatory of Social Economy and an economy promotion system addressed to society as a whole.

The Partnership will disseminate the project results through the State Observatory of Social Economy. They will also be promoted during national and international conferences and seminars, through the Partnership's website, as well as by means of radio and TV broadcasts. Seven publications are also planned about the institution of social economy in Europe.

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- Fundacja Pomocy Wzajemnej „Barka” (The Mutual Help Foundation “Barka”), Poznań
- Główny Urząd Statystyczny (Central Statistical Office), Warsaw
- Instytut Studiów Politycznych PAN (Polish Academy of Sciences, Institute of Political Studies), Warsaw
- Krajowa Rada Spółdzielcza (National Co-operative Council), Warsaw
- Ministerstwo Pracy i Polityki Społecznej (Ministry of Labour and Social Policy), Warsaw
- Ogólnopolski Związek Organizacji na Rzecz Zatrudnienia Socjalnego (National Union of Organizations for Social Employment), Poznań
- Stowarzyszenie na Rzecz Rozwoju Spółdzielczości i Przedsiębiorczości Lokalnej WAMA-COOP (WAMA-COOP Association for the Development of Cooperative Movement and Local Entrepreneurship), Olsztyn

## The Partnership for the Rain Man – The Rain Man for the Partnership

The objective of the Partnership is to create a model social enterprise which would employ autistic people. The project is addressed to 10 thousand adults, and in the future to 20 thousand children, who will complete their education in the years to come and will reach working age.

So far no jobs and no opportunities for the vocational rehabilitation of autistic people have been created in Poland, and the forms offered to other disabled people are not adequate for the specific needs of this group. Autistic adults have no opportunities to rehabilitate or to join the labour market in the existing system, and their families (usually their mothers) have to take care of them 24 hours a day. On the other hand, autistic adults, such as the 30 members of the Forum Club under the auspices of the "Synapsis" Foundation and 15 charges of the "Community of Hope" Foundation, are willing to work. Some of them have exceptional skills in certain areas. The final beneficiaries of the "Synapsis" Foundation will be prepared to work and will be employed by a social enterprise, and the final beneficiaries of the "Community of Hope" Foundation will be, under a pilot programme, vocationally rehabilitated by working on an organic farm.

The creation of a social enterprise is a component of the establishment of the "Home & Work" Centre, which will offer both a job, and sheltered accommodation for autistic people. The concept of this centre envisages a place where these people will be able to find both a friendly environment and the chance to blend with the local community. The enterprise plans to employ 24 people (four groups of six people), which will enable the accommodation of the needs of autistic people (a relatively small number of social interactions is recommended) with effective cooperation with those people due to their number and to the division of responsibilities among the job coaches. The same number of employees was also assumed in the design to establish the social enterprise.

Some of the beneficiaries will live in a house which is being constructed by the "Synapsis" Foundation, next to the social enterprise, some will be transported from Warsaw, and some places are assigned for disabled people from the area of Lesznowola, which is a partner commune for the project. The "Home & Work" Centre will provide a coherent communication system, coherent cooperation and time organisation methods, as well as coherent space between the social enterprise and home, which is very important for autistic people.

The Partnership expects that after the completion of the pilot project of employing autistic people in the farming business, the "Community of Hope" Foundation with its new experience, knowledge and skills from the project, will be the first to establish a social enterprise of a different profile than that established by the "Synapsis" Foundation. Autistic people will be able to continue working on an organic farm. Fifteen people will participate in the pilot project (due to the aforementioned optimum size of a group).

The added value of the project will be the education of job coaches and instructors for autistic people within the farming business of the "Community of Hope" Foundation, and thus the creation of new professions for those who work with the disabled – which is very much needed in Poland. Thirty nine autistic adults, 27 job coaches, and 45 apprentices-volunteers will take part in the initiative. Innovative procedures will also be developed for the recruitment of autistic adults, along with a tool for functional diagnosis that will serve as the foundation for the creation of individual development plans. Progress evaluation tools will also be developed for autistic people, which have been never yet been used in Poland.

The Partnership will also elaborate recommendations for decision-makers at the regional and national level, to indicate the developments in the social policy needed to meet the wide-ranging needs of autistic people to the greatest extent possible.

The main project output is the “model of vocational and social rehabilitation for autistic people”. It will encompass three key elements: (a) a system for preparation, work organisation and effective support principles for autistic people; (b) a system for preparation and work organisation principles for a team of job coaches; (c) a strategy for raising social awareness. This output will be available for replication, and therefore it will enable the project to reach a far larger beneficiary group with its effects.

It is the first initiative at a national level which will also be implemented by other entities which deal with the vocational rehabilitation of autistic people. Forty five NGOs forming the Autism-Poland Association, which since 1998 has brought together the institutions that foster the improvement of the situation of autistic people, are the main project target.

Many methods and tools are planned within the project output dissemination strategy, including a countrywide media campaign (TV, radio, press, posters), a local campaign to promote the social enterprise and its products, training for local businesses, integration meetings and workshops for local communities, public debates, meetings of ministerial and interministerial autism teams, organising conferences, meetings, national and international training sessions, exhibitions and presentations, as well as producing a system of visual identification for the project. In August 2007 the Partnership will demonstrate the project outputs at the Autism-Europe congress, and at two national Autism-Poland conferences which will be held in 2006 and 2007. In May 2007, a conference will be held in Warsaw to close the transnational cooperation within the project framework.

## Managing Organisation

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- Doradztwo Gospodarcze DGA SA (DGA Economic Consultancy A.C.), Poznań
- Fundacja Rozwoju Społeczeństwa Obywatelskiego (Civil Society Development Foundation), Warsaw
- Fundacja „Wspólnota Nadziei” (The “Community of Hope Foundation”), Cracow
- Gmina Lesznowola (Municipality of Lesznowola), Lesznowola
- Program Narodów Zjednoczonych ds. Rozwoju (United Nations Development Programme), Warsaw
- Wydawnictwo „Fraszka Edukacyjna” (“Fraszka Edukacyjna” Publishing House), Warsaw

## "COGITO" – Cracow Initiative for Social Economy

The Partnership's objective is to increase the vocational activity of those people who remain unemployed due to mental illnesses and those who are facing the psychological consequences of remaining unemployed for a long time. This is to be done by means of creating a model for employment within the framework of social economy, and especially by developing and testing a mechanism for the establishment and promotion of social enterprises as a method for the social and vocational integration of such people.

Four model social enterprises will be established under the project. They will employ people from the target group, and they will be supported by vocational training, counselling systems, as well as social and vocational rehabilitation systems (two Social Integration Clubs). This will be accompanied by a support system addressed to the beneficiaries' closest family members, mainly focused on the development of self-help within the families of people from the target group. The newly established enterprises will operate in the most "normal" way possible, as this is the best way to route mentally ill people out of hospitals and reintegrate them with local communities as useful workers (and not as patients). The newly established model social enterprises will be a specific "proving ground" for testing both the external factors affecting these organisations (such as the law, taxes, macroeconomics) and specific internal solutions within the organisation (such as process management systems and human resources management systems).

Apart from the four social enterprises, the Municipal Social Welfare Centre in Cracow will also establish a laboratory with 20 work places adapted to meet the needs and abilities of the target group. Seventeen of these jobs will be related to maintenance and repairs, and 3 people (with adequate education) will be employed by the Counselling Department of the Municipal Social Welfare Centre. One of the main results of this laboratory will be the development of a method for effective vocational and social reintegration of the people from the target group.

The target group will cover approximately 2500 people, 200 of whom will take part in vocational training, 100 in social and vocational rehabilitation within the Social Integration Club, 300 will participate in conferences and seminars, and 60 will find jobs at social enterprises, other individual work places and within public works. Over 2000 project participants will take part in educational initiatives, such as "The Day of Solidarity with Schizophrenics" which will be held in the streets of Polish cities across the whole country.

The Partnership would like to secure permanent infrastructure support to strengthen the development of social economy. To this end, it is planning, based on research and analyses, to create, implement, and effectively operate a model consulting institution, including a computer-based information and consulting system. Special focus will be given to the development of a catalogue of funding possibilities for social economy initiatives in Polish economy. The results of research conducted within the project indicate that there are not enough people on the labour market with appropriate skills to establish and develop social enterprises. The Partnership would like to bridge this gap by directly educating future and present leaders of social economy initiatives, as well as by creating and describing model solutions.

The main output of the Partnership will be a model for a consulting institution and model solutions for social enterprises. During project implementation, the consulting institution will develop an effective consulting methodology for the existing and newly established social enterprises by means of individual consultations and internet-based consultations. The progress and subsequent steps of the consulting process will be analysed and described, as will be the path followed by the recipient from the moment the need for support is identified, through subsequent stages, to the measurement and monitoring of consultation results.

The Partnership has put forward four model social enterprises for dissemination. They are providers of food services, catering, housekeeping services, and a bicycle rental facility. Moreover, good practices which will be developed during project implementation will be disseminated. They are, for example, educational programmes for the preparation of the managerial staff of social enterprises and for vocational training of the mentally ill, model solutions for creating public administration jobs for the mentally ill, proposals of financial instruments to enable individual and institutional investors to constructively support social economy initiatives, as well as the legal and financial framework for such enterprises, including so-called social franchising.

The dissemination of project outputs will take place at two levels: promotion of project outputs at subsequent project stages and upon their completion, as well as promotion and education in the area of the Polish model of social entrepreneurship and related issues. Each partner will use its own distribution channels (e.g. websites, publications). The unifying element will be the Partnership's website: [www.cogito-equal.org.pl](http://www.cogito-equal.org.pl), which will contain a special news service about the project achievements. To promote the employment of people from the target group and the concepts and forms of social economy, the Partnership would like to utilise, inter alia, electronic and printed media.

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- Miejski Ośrodek Pomocy Społecznej w Krakowie (Municipal Social Welfare Centre), Cracow
- Polskie Towarzystwo Psychiatryczne (Polish Psychiatric Society), Warsaw
- Stowarzyszenie na Rzecz Rozwoju Psychiatrii i Opieki Środowiskowej (Association for the Development of Community Care and Psychiatry), Cracow
- Stowarzyszenie Ochrony Zdrowia Psychicznego „Wzajemna Pomoc” w Radomiu (“Mutual Help” Association for the Protection of Mental Health), Radom
- Stowarzyszenie Rodzin „Zdrowie Psychiczne” (The Families Association “Mental Health”), Cracow
- Związek Powiatów Polskich (Association of Polish Counties), Warsaw

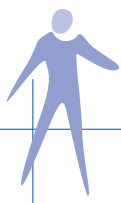
## Searching for a Polish Model of Social Economy

The Partnership is of a specific – horizontal – character. Its objective is to examine various social economy initiatives in detail and to determine what legal, institutional, financial and cultural framework would enable them to develop optimally. A review of national and international solutions will be performed under the project. In consequence, a report on the current regulatory status of social economy in Poland will be created (part of the opening balance), and at the final stage of the project final recommendations will be developed as part of the closing report. They will be formulated by experts who will be invited to discussion, partly based on the data obtained from quantitative and qualitative research conducted within the project framework.

The financing conditions for social economy entities, such as the access to funds offered by the banking system, are an important element of the environment of social economy. At present there are only a few banking and quasi-banking initiatives available for social economy entities. Under the project framework, the level of competencies of organisations and their banks will increase. This will be supported by regular data collection on the solutions in this field in Poland and in other countries and by promoting those solutions, which will be regarded by the Partnership as worth following. Tools will also be developed for NGOs and for the banking sector, which will help them to “mutually adjust”.

Under the project, data on the level of cooperation between public administration and social economy entities will be collected and analysed. Thus the determination of tendencies will be possible based on the information collected. In practice, this will result in a generally broadened knowledge in this field for all NGOs. The material collected will make it possible to use a wide range of good practices in the area of intersectoral cooperation. Obserwatorium Ekonomii Społecznej (the Social Economy Observatory) will be established. It will deliver basic data on the potential of social economy in Poland and it will become the source of comprehensive information on the status and character of social economy initiatives in the non-governmental sector. The operation of the Observatory will be of a continuous character. It will include both analysing available statistical information about social economy institutions, and conducting research to broaden the knowledge about their situation and problems, as well as about the tendencies and factors affecting their development. The Observatory's first component will be an NGO database, extended by selected social economy entities which do not belong to the traditional non-governmental sector. Under the project, the data on third sector organisations in Poland in general and on the role that they play and they could play in terms of social economy initiatives will be collected on an ongoing basis. A database of social economy initiatives will also be run and updated, available at [www.ekonomiaspoleczna.pl](http://www.ekonomiaspoleczna.pl).

Another project component is Laboratorium Ekonomii Społecznej (the Social Economy Laboratory). Out of all social economy initiatives, 50 will be selected in order to examine their status in detail, and at the same time to support them. The partners will provide them with consulting and training and they will create the environment for mutual information exchange. This approach, based on the “action research” method, should enable the Partnership to determine the basic principles and relations of social economy. In addition, 10 out of those 50 cases will be subject to more in-depth analysis, focused not even on single initiatives, but on local “social economy microsystems”. The Partnership would like to create a system for education and improving the skills of the human resources of social economy and its environment. This system will include post-graduate studies in social economy introduced by the Małopolska Szkoła Administracji Publicznej Akademii Ekonomicznej (Małopolska School of Public Administration of the Cracow University of Economics). Letnia Szkoła Ekonomii Społecznej (the Summer School





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of Social Economy) will also be established, with the objective of improving the skills in this area of employees and volunteers who are involved in such initiatives and will be unable to complete university education. The School's curriculum will focus on practical skills related to advanced financial management, running individual businesses, developing business plans, etc. Another educational path will consist of classes on broadly defined organisational development (OD) and comprehensive organisation management. Four three-day sessions of the School will be organised under the project, organised in two subjects for 25 people (approximately 50 people will participate in one session).

The project's key output will be a mechanism for the identification, selection, description and distribution of selected social economy initiatives entitled "The Atlas of Good Social Economy Practices". It will include detailed descriptions of selected initiatives (narratives, pictures), the conditions which make it possible to apply a given model along with sample technical documentation (such as sample letters, bylaws, service standards which would facilitate the navigation among the legal aspects of undertaking social economy initiatives, sample business plans), and information to facilitate the implementation of initiatives in various environments (town, village, commune).

The Atlas will also include a database of people who, owing to their authority, will be able to help the potential beneficiaries of social economy and thus support the process of applying good practices in Poland, and particularly in the Małopolska region. The database will contain information for three groups of people: consultants in various fields of social economy, practitioners who have launched social economy initiatives and are able to communicate the knowledge they have acquired, and leaders, recognised people who are willing to promote the Atlas.

The project output will be available as a hard copy, online at the [www.ekonomiaspoleczna.pl](http://www.ekonomiaspoleczna.pl) portal and on a CD. Within the dissemination activities, the Partnership is planning, inter alia, to publish a series of articles on social economy in national and regional press, as well as reportages in electronic media, and to organise a series of conferences, seminars, and information meetings.



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  - Małopolska Szkoła Administracji Publicznej Akademii Ekonomicznej, (The Małopolska School of Public Administration, Cracow University of Economics), Cracow
  - Instytut Rozwoju Służb Społecznych (Institute for the Development of Social Service), Warsaw
  - Ministerstwo Pracy i Polityki Społecznej (Ministry of Labour and Social Policy), Warsaw
  - Program Narodów Zjednoczonych ds. Rozwoju (United Nations Development Programme), Warsaw
  - Sieć Wspierania organizacji Pozarządowych SPLOT (Network for the Support of Non-Governmental Organisations), Warsaw
  - Stowarzyszenie Klon/Jawor (Klon/Jawor Association), Warsaw
  - Stowarzyszenie na rzecz Forum Inicjatyw Pozarządowych (The Association of Forum for Non-Governmental Initiatives), Warsaw
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## Fenix

The objective of the Partnership is to develop an innovative method for creating jobs for people who are excluded or at risk of exclusion from the labour market, through developing model social cooperatives using the experience of the countries which have already implemented such initiatives as well as its own experience, and to implement these solutions into national and international practice.

The Partnership's final beneficiaries are above all single parents who may be discriminated against on the labour market. This group is very large in the Silesia Voivodship, which is to a large extent due to the collapse of many industries (clothing manufacturers, textile manufacturers, farm product and food processing plants, retail outlets) which employed mainly women. The project also includes people whose child care leave may prevent them from returning to work due to the disapproval of their employers and those who have been made redundant or lost their skills due to a long period of professional inactivity. People who bring up children needing special care are also considered eligible for the project as the parents of such children may be at risk of losing their jobs due to frequent sick leave and lower flexibility. The project beneficiaries may also include unemployed people whose skills may be highly useful for the operations of a micro-cooperative or a micro-enterprise.

By 2009 the Partnership will have established about 30 economic entities in the form of social cooperatives or micro-enterprises in 10 cities in Silesia. 250 people will be employed in them. Initially, five beneficiaries at maximum will be employed in each cooperative. Two people will run the business, two will look after the children of the "cooperators" and one will take care of the administrative and accounting issues. The beneficiaries will be instructed about the opportunities of obtaining additional support (even upon the completion of the project) in the form of subsidies, lending funds, etc. The training of beneficiaries is planned as a continuous process across the project implementation period (training in bookkeeping, social security accounting, vocational training).

Social enterprises will chiefly operate in the service sector, which results from the local market analysis which has taken into account the demands of entrepreneurs, institutions, and individuals. They will mostly offer housekeeping services, care for the ill, elderly and children, as well as inexpensive food services and office services.

The project involves the development of external support for social cooperatives and micro-enterprises. Already at its initial stage, the Partnership established contacts with the financial sector (bank, loan funds) in order to make funding sources available for the cooperatives. The beneficiaries will also be able to take advantage of assistance from local officials.

The main project output will be a method, developed and tested in practice, for establishing social enterprises (social cooperatives) by people who due to taking care of children or elderly people are excluded from the labour market or at risk of exclusion. The most significant characteristics of this method are the fact that it ensures technical readiness for establishing and operating a social enterprise, and that simultaneously the problem of taking care of the dependents of the people who are involved in this process will be solved.

The model developed by the Partnership will have the formula of "step by step" guidance, demonstrating subsequent steps, starting with the selection principles applying to the people who create a social enterprise, and ending with the identification of necessary conditions to enable the enterprise's operations on the market. The guidance will include recommendations of concrete legal solutions, such as the bylaws of a social cooperative, sample partnership agreements, as well as a description of methods for acquiring contracts, the principles for performing the economic assessment of an initiative, and sample business plans.

A model social enterprise will be created by beneficiaries who will be trained in two packages. The basic package will fully prepare them to run their business (using the computer, office equipment, bookkeeping, acquiring contracts and external financing, writing letters and proposals), it also includes training in the field of caring for ill people and children. The second package involves vocational training which is strictly related to the future business. All materials will be published as a hard copy and in electronic format and they will be available at the Partnership's website.

The basic dissemination instrument for the outputs delivered by the Partnership is the internet, where, apart from up-to-date information and an archive of already implemented activities, a library will be published for final beneficiaries which will contain manuals (as pdf files) and the methodology for action.

In the area covered by the Partnership there are about 160 local newspapers, 36 cable TV stations and 20 radio stations. The information campaign will also be addressed to them. In addition, the Partnership will issue booklets which will be distributed by poviats labour offices, other self-governmental authorities, and companies interested in the promotion of new business forms.

Interim reviews of the results of the Partnership's activities will take place during open conferences and seminars supported by multimedia presentations. The Partnership will also organise "open days" in existing micro-enterprises or social cooperatives for all interested parties, and in particular for potential final beneficiaries and representatives of the self-governmental authorities and the media.

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- S-Print 2 Sp. z o.o. (S-Print 2 Co. Ltd.), Katowice
- Spółdzielnia Mieszkaniowa im. Ignacego Jana Paderewskiego (The Ignacy Jan Paderewski Housing Cooperative), Katowice
- Stowarzyszenie „Aktywne Kobiety” (“Active Women” Association), Sosnowiec

## Virtual Social Economy Incubator – Model of Functioning in a Cooperation Network

The objective of the Partnership is to develop and test a model system to support the creation of work places in social economy, with particular regard to entities established as social cooperatives. The experience acquired during the implementation of pilot projects will aid the development of a support model for social economy. This will make it possible to improve the quality of management and employment in third sector entities, improve their performance, and at the same time have a balancing influence on the number and quality of jobs in these entities.

The support system will be based on the innovative Virtual Incubator of Social Economy – VISE, combining consulting and training functionalities in terms of running a successful business with mobilising activities for a group of final beneficiaries as well as activities initiating group and reintegration processes. The supporting procedures for the development of third sector businesses, developed by the VISE team, will be tested through the implementation of seven pilot projects (subprojects) in various industries. This will make it possible to verify the recommended model in various market and economic conditions, with the involvement of various final beneficiary groups. Only such concepts of pilot projects have been selected for implementation which enable the repeatability of the initiative, i.e. those which can be replicated by interested unemployed people who live in other regions of Poland or which can be used by other groups of people who are subject to discrimination on the labour market (e.g. young people – school graduates with no work experience).

As a result, the Partnership will develop a coherent support system for social economy, proven in practice, taking into account both the local conditions and the legal framework in Poland. The system created based on the experience of VISE will be an effective mechanism to support the transformation from being unemployed, through a job of a social character, to performance on the regular labour market. The Partnership's aim is also to disseminate good practices of social economy.

The project involves training, consulting, and information support for 579 unemployed people, including 90 school graduates and 140 farmers at risk of losing their jobs. They will participate in general training sessions about cooperatives, specialist trainings for social cooperative managers, and special trainings (technical and vocational, relevant to individual pilot projects). They will also take part in promotional activities, demonstrating the project objectives. 96 beneficiaries will be trained in various professions and specialisations related to construction and repairs, 114 – in three specialisations related to care of the elderly, 110 – in professions related to the operations of a land drainage cooperative, 21 beneficiaries will participate in training sessions on the requirements of the TeleService social cooperative (plumbers, gas fitters, electricians), and 8 people will be trained to be social cooperative managers.

During information meetings on social cooperatives, 140 unemployed people along with 90 school graduates and NGO representatives will receive training. Moreover, 140 farmers at risk of unemployment will complete training on running organic farms. Consulting assistance will also be provided to three NGOs which are members of the Partnership. This assistance will include support in the performance of the necessary economic and financial analysis of their initiatives, and organisational and personnel consulting. The final output of the project will be a description of the model of a social economy incubator, available as a book and on the internet. The description will include, inter alia, a list of preconditions, material assets and funds needed to create the incubators, a detailed procedure and organisational structure for the incubator,

job profiles and consultant profiles, a collection of sample documents, bylaws, regulations, agreements, and sub-procedures for the economic analysis of initiatives, decision-making and risk assessment. It will also include information on good practices that will apply to the models of social cooperatives and to the creation of support networks for particular types of cooperatives. Moreover, the final document will contain a sample business plan sheet, and examples of concrete, proven business plans and support networks for cooperatives in various industries. The incubator model created by the Partnership can be used by local authorities, labour market institutions, NGOs, and consulting companies.

The supplementary products which will add to the project output are the “recipes for social cooperatives” – simple and transparent descriptions which will make it possible to follow the models of multi-business cooperatives, repair and construction cooperatives and care of the elderly cooperatives which have been proven by the Virtual Incubator of Social Economy.

The Partnership will disseminate project results by, inter alia, organising regular information meetings with the representatives of local authorities, publishing the developed tools, models and procedures on its website, and as a press release in local and regional newspapers. At the end of Action 2, a press conference will be held with journalists from the Silesia Voivodship. The project information is also published in an e-newsletter which is issued in several languages under the “Andre Mallossek” Transnational Partnership Agreement.

## Managing Organisation

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## Partners

- Centrum Edukacji i Wychowania Młodzieży „Kana” (The Centre for Education of Youth “Kana”), Sosnowiec
- Fundacja Rozwoju Kardiochirurgii (The Foundation for Cardiac Surgery Development), Zabrze
- Fundacja Rozwoju Miasta Knurowa (Foundation for the Development of Knurów), Knurów
- Habitat for Humanity Gliwice, Gliwice
- Miasto Ruda Śląska (The City of Ruda Śląska), Ruda Śląska
- Polski Klub Ekologiczny, Koło Miejskie w Gliwicach (Polish Ecological Club, Gliwice Branch), Gliwice
- Powiat Namysłów (Powiat of Namysłów), Namysłów
- Powiatowy Urząd Pracy w Brzegu (Powiat Labour Office), Brzeg
- Powiatowy Urząd Pracy w Gliwicach (Powiat Labour Office), Gliwice
- Powiatowy Urząd Pracy w Namysłowie (Powiat Labour Office), Namysłów
- Powiatowy Urząd Pracy w Świętochłowicach (Powiat Labour Office), Świętochłowice
- Rudzka Agencja Rozwoju Inwestor Sp. z o.o. (Investor Development Agency in Ruda Śląska Co. Ltd.), Ruda Śląska
- Stowarzyszenie Muzyczne „Jazzowa Asocjacja Zabrze” (“Jazz Association Zabrze” Music Association), Zabrze
- Stowarzyszenie „Silesia Nostra” (“Silesia Nostra” Association), Gliwice
- Śląskie Forum Organizacji Socjalnych KaFOS (The Silesian Forum for Social Organisations KaFOS), Katowice
- Uniwersytet Śląski – Instytut Psychologii (Institute of Psychology, Silesian University), Katowice

## Masurian Phoenix

The project will be implemented in the Kętrzyn Poviát. Its final beneficiaries are unemployed people originating from rural areas, former employees of State Agricultural Enterprises (SAE) and their families, especially youth and women who live in former SAE housing complexes, in particular mothers with children under school age. The latter group is at particular risk of discrimination on the labour market. The project activities will cover 200 beneficiaries altogether, 170 of whom will be under 25 years of age.

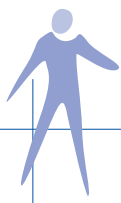
The objective of the Partnership is to develop an efficient model of initiating, operating, and financing social enterprises. The project coordinators would like to examine the possibilities for social economy to revitalise the regions where the labour markets are less attractive. This will therefore balance the inequalities between regions and prepare the long-term unemployed to return to the labour market. The Partnership will focus on developing an innovative model for establishing and operating social cooperatives in the field of the manufacturing, trading and marketing of traditional products (food products). This business area is developing rapidly all over Europe. A special feature of the cooperative will be a provision in its bylaws to assign part of the profit for social support purposes: skill improvement training, vocational training, establishing and funding youth community centres and day care facilities for dependants, initiating activities and dialogue with local authorities and businesses concerning the promotion of the whole region, as well as the improvement and development of its infrastructure, promoting and disseminating the concept of social cooperatives. These activities will contribute to the assistance of people who make a shift from social employment to the open labour market, will enhance public awareness of the potential of the third sector as regards the creation of new jobs, and will assist in the creation of a model for cooperation and understanding between local communities.

The major need in the Partnership's focus is the integration of those who are discriminated against on the labour market using an innovative model of social franchising. This concept has emerged due to the successful market performance of franchise-based enterprises. It involves a licensor and a licensee. The licensor is an entity which has developed a successful business solution, and the licensee utilises in its business the experience, knowledge and approaches developed by the licensor.

The franchisee uses the business experience (know-how) of the franchisor and the reputation of its name and trademarks, which reduces the risk associated with establishing a new business, and at the same time enables the franchisee to maintain the status of an independent entrepreneur.

Social franchising – as opposed to business franchising – transfers entire know-how without charging licence fees, it only imposes the obligation to pursue the objectives stipulated by company bylaws associated with its social purpose. This system will contribute to the development of a platform of cooperation and understanding between the institutions of social economy.

The project concept focuses on the development of a social franchising model in order to create a network of social cooperatives that would obtain assistance and business consulting services from a social franchisor. This franchisor would be established with the use of the Practical Education Centre and would perform the function of a cooperative business incubator, contributing to the development of social entrepreneurship. The incubator, in turn, would play the role of a training and consulting centre, at the same time maintaining its function as a social franchisor. Therefore it will be possible to communicate the entire concept of social entrepreneurship, training, introduction into the franchising system, education and re-education to all interested parties from all over Poland. The Practical Education Centre, which will form the foundations of the incubator, has adequate resources available for this kind of activities, which will facilitate the operations of the incubator after the completion of the project and will make it more attractive, and at the same time guarantee the continuity of its activities.



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The main project output is a proven, effective model for establishing, operating, and financing social enterprises operating as franchises. It will include an entrepreneurship incubator, branding strategy, and a day care facility, i.e. a youth community centre which will make it possible for women with underage children to work. The project output components include: branding methodology and marketing strategy (a defined and proven market for a local product), a catalogue of regional products and a developed method for launching such products, a model for establishing social cooperatives based on the incubator and a scheme for using the franchising concept.

This result may be widely employed, chiefly by self-governmental authorities, NGOs, businesses, socio-economic partners, groups at risk of social exclusion, labour market institutions, and organisations which support the creation of new business entities.

When developing the output dissemination strategy, the Partnership planned, among other things, to run a website ([www.mazurskifeniks.4pl.pl](http://www.mazurskifeniks.4pl.pl)) to demonstrate the initiative. A series of meetings is also planned in the housing complexes of former State Agricultural Enterprises. Their goal will be to promote the concept of social cooperatives among the post-SAE population. The media will also be informed about the project's progress and its output on an ongoing basis.

## Managing Organisation

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## Partners

- Fundacja Warmia i Mazury (Warmia i Mazury Foundation), Olsztyn
  - Krajowa Agencja Informacyjna „Info” (National News Agency “Info”), Warszawa
  - Ośrodek Kształcenia i Podwyższania Kwalifikacji Zawodowych OK, Agata Czepirska (Education and Vocational Skills Raising Centre OK, Agata Czepirska), Dorotowo
  - Pracownia Edukacji Instytut Studiów Edukacyjnych Zdzisław Czaplicki (Institute of Education Studies), Olsztyn
  - Stowarzyszenie Związek Byłych Pracowników Państwowych Gospodarstw Rolnych (Former State Farms' Workers Association), Olsztyn
  - Związek Gmin „Barcja” (“Barcja” Association of Municipalities), Kętrzyn
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## Partnership for Professionalisation of the Third Sector

The general objective of the Partnership is to enhance the professionalism of NGOs in the social sector, so that they can start to play a greater role in the processes of socio-economic development, and in the initiatives in the fields of education, labour market, mobilisation of local communities, and in combating any discrimination and inequalities on the labour market. The Partnership will develop programmes, solutions, and proposals of legal regulations which will ensure equal participation of NGOs in the provision of services in the social economy sector.

The final beneficiaries of the project include NGOs from the Silesia and Opole Voivodships, as well as their representatives. It is estimated that 250 organisations and 700 representatives at minimum will receive support within the framework of the Partnership's activities.

The initiative is divided into three subprojects. The first of them is an education programme for the professionalisation of the third sector. The subproject will include the development of model solutions for institutional elimination of the problems of the third sector which restrict the participation of NGOs in the social economy sector, both as service providers, of such services which are customised to meet the needs of local communities, and as employers. The Partnership will organise and conduct 216 training sessions for the representatives of approximately 10 NGOs. At least 500 people, representing at least 250 organisations, will participate in the training sessions for third sector managers and employees.

The objective of the second subproject, entitled "Substantive and infrastructural support for the professionalisation of the third sector – Incubators for Non-Governmental Organisations (INGO)", is to prepare "incubators" for small and medium sized NGOs, which will provide them with substantive and technical support. The incubators will support the organisations' performance through information, consultancy, substantive support, training, offering office facilities and technical support. Five incubators are to be created within the subproject. No less than 20 NGOs (approximately 40 people) will use the services of each incubator, while at least 70% of those people will participate in training sessions. The estimated total number of INGO subproject participants is at least 100 organisations (200 people). Apart from the possibility of using the new service offered to NGOs, the subproject output will also include new jobs offered at INGOs.

Thanks to the incubators, NGOs will obtain not only substantive support, but also assistance if they have any difficulties during their operations. The organisations will have office facilities at their disposal, where they will be able to use a room, equipment, trade press and literature, as well as obtain advice in the field of law, accounting, and project management. In this way the Partnership will support them and help them focus on the essentials, i.e. on the implemented or planned projects.

The objective of the third subproject, entitled "Support in local practice", is to develop and implement a model system for intersectoral cooperation, i.e. for NGOs, public institutions and businesses. The implementation of this subproject is to result in the creation of an institution to stimulate and structure intersectoral cooperation – Ośrodek Partnerstwa Lokalnego (the Local Partnership Centre). These centres will be established in three locations. At least 60 NGOs, 3 self-governmental authorities relevant to these NGOs in terms of territory, and approximately 30 entrepreneurs will participate in this subproject. At least two projects based on intersectoral cooperation will be developed in each centre, and at least one out of the two projects will pertain to the labour market. Each centre will also develop a programme of funding for its operations after the end of their participation in the EQUAL Community Initiative.

The output delivered by the Partnership that is subject to validation is "The methodology of comprehensive support for local NGOs and preparation of its components for practical use".

These components are the Incubators for Non-Governmental Organisations, a series of trainings and local partnership centres. The partnership prepares extensive descriptions of the output solutions as well as indications regarding the initiation of support, mainly comprehensive support but in the case of limited possibilities also partial support. The supplementary material will be entitled "Work and the third sector" and it is intended to assist local organisations in planning, organising and maintaining an adequate team for the activities to be carried out. This document will also discuss the essential legal regulations that are relevant to the process of in-service training of the employees of the third sector.

Dissemination activities will be addressed to the representatives of institutions and other people who have influence on the situation of NGOs in Poland and the European Union. The Partnership is planning to publish an extensive report on its operations and achievements. A project information booklet will be issued at least once every three months, while information about current events will be available at the Partnership's website. The information campaign will also be conducted by means of publishing articles in regional press. In the middle of the implementation period, a press conference will be held to summarise Action 2. Moreover, regular meetings will be held for those members of the Partnership who are interested in the exchange of know-how and experience. Meetings with the representatives of target groups will also be organised.

## Managing Organisation

Śląskie Forum Organizacji Socjalnych KaFOS (The Silesian Forum for Social Organisations KaFOS)

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## Partners

- Centrum Rozwoju Inicjatyw Społecznych CRIS, (Social Initiatives Development Centre), Rybnik
- Dom Współpracy Polsko-Niemieckiej (House for Polish-German Cooperation), Gliwice
- Miasto Gliwice (The City of Gliwice), Gliwice
- Namysłowskie Stowarzyszenie Inicjatyw Gospodarczych, (Namysłów Association for Economic Initiatives), Namysłów
- Opolskie Centrum Demokracji Lokalnej FRDL (Opole Centre of Local Democracy), Opole
- Polski Klub Ekologiczny – Koło Miejskie w Gliwicach (Polish Ecological Club, Gliwice Branch), Gliwice
- Powiat Bieruńsko-Lędziński (Powiat of Bieruń-Lędziny), Bieruń
- Powiat Gliwicki (Powiat of Gliwice), Gliwice
- Rudzka Agencja Rozwoju Inwestor Sp. z o.o. (Investor Development Agency in Ruda Śląska Co. Ltd.), Ruda Śląska
- Stowarzyszenie Wspierania Inicjatyw Społecznych „Meritum” (“Meritum” Association in Support for Social Initiatives), Katowice
- Stowarzyszenie Wspierania Organizacji Pozarządowych „Most” (“Bridge” – The Association in Support for Non-Governmental Organisations), Katowice
- Stowarzyszenie Współpracy Regionalnej (Association for Regional Cooperation), Ruda Śląska
- Śląskie Centrum Równych Szans (Silesian Centre for Equal Opportunities), Katowice

## Social Cooperative UL

The objective of the Partnership is to prepare a group of disabled people to create jobs for themselves in a multi-branch social cooperative which they will establish. Within this enterprise, the disabled will employ people who do not suffer from a disability, rather than the opposite, which is usually the case.

25 disabled beneficiaries will participate in the project. During training they will discover their abilities to perform a job and they will acquire the skills needed to work. The training will cover motivation and skills improvement.

The Partnership will develop and describe the necessary conditions to establish and manage a social cooperative, i.e. it will determine what infrastructure is essential to run the business. It will analyse the Polish regulations and based on such an analysis it will determine what documentation is needed to establish and run a social cooperative. It will also prepare an organisational chart and management chart for the social cooperative. The scope of activity for the future social enterprises will be determined after the surveys among the business people of the Września Powiat have been conducted. Based on these surveys, the Partnership will develop a marketing plan which will indicate manufacturing niches, and therefore business areas which have not yet been developed. Following this, ten business plans will be prepared for those niches, and subsequently three market niches will be selected, in which the social enterprise will be able to perform successfully.

A consulting and administration centre is planned to be established for the members of co-operatives, which will offer consulting services in the area of current problems related to running businesses. This assistance will be provided by experts, who have conducted training sessions and developed business plans before, and therefore are acquainted with the programme and its beneficiaries.

The consultants will provide consulting services in the area of running businesses. The support will include consulting in the field of broadly defined social economy and will concern, inter alia, assistance in establishing social enterprises, raising funds and reporting on their usage. Owing to these consultations, the members of a cooperative will have more confidence about the correctness of their actions. Moreover, in order to reduce the costs associated with running a business to a minimum, the members of a cooperative will receive support in the form of administrative and accounting services.

The main project output will be a document titled Social Cooperative for Disabled People as a Way to Combat Their Inactivity on the Labour Market. The developed solutions are based on ready-made, proven solutions from Italy and France, which have been adapted to Polish reality. The result is a new proposal which can be treated as an offer of vocational and social rehabilitation for disabled people with any type of disability who are not active on the labour market.

An innovative solution which has been applied in the project is that the cooperative, apart from typical business, carries out activities in the field of the vocational, social, cultural, and educational rehabilitation of its members. The organisational structure of the cooperative is also innovative, as it comprises several elements: statutory bodies (president, management board, supervisory board, general assembly), a therapy and services department (4 employees: an employee responsible for integration and cooperative culture, an accountant, an employee responsible for administration and HR, a marketing specialist), field forces (teams of several co-operative members providing field services; each team has an elected leader who cooperates with the marketing specialist), and a convenient warehouse managed by the administration employee.

The therapy and services department deserves some special attention. It will employ only disabled people, who will complete appropriate training. The department can provide assistance with the establishment of further social enterprises, provide accounting services for these enterprises, and support newly hired cooperative employees.

The components of the main project output will include a mechanism for developing a database on the performance of disabled people, methodology for the selection of business areas and forms of activity for a social cooperative, and a strategy for recruiting project beneficiaries. Furthermore, a guidebook with legal and financial advice on the opportunities of subsidised employment, as well as a description of the nature of working with disabled and long-term unemployed people, module-based series of training programmes, and a manual on how to establish a social cooperative will be prepared. This output can be utilised by the unemployed listed by the Act on Social Cooperatives, by labour market institutions, local authorities, organisations and associations willing to establish a social enterprise, cooperatives of the disabled or blind which have the status of a supported employment enterprise, entities and organisations in support of entrepreneurship, as well as by private employers.

Some activities related to project output dissemination (mostly conferences and TV presentations) have been carried out since 2006. The information on subsequent achievements of the Partnership will be regularly published in supracounty and local press. In December 2006 and April 2007 conferences will be organised in which entrepreneurs will participate. Moreover, a conference is scheduled for October 2007, to which the representatives of those communities which act in support of discriminated people will be invited.

## Managing Organisation

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- Stowarzyszenie Oświaty Społecznej w Pyzdrach (The Association of Social Education in Pyzdry), Ruda Komorska
- Towarzystwo Wykorzystania Wód Termalnych i Walorów Naturalnych Ziemi Czeszewskiej (The Society for the Usage of Spring Waters and Natural Values of Czeszewo Region), Orzechowo
- Wydawnictwo „Kropka” Jolanta i Waldemar Śliwczyńscy (“Kropka” Publishing House Jolanta i Waldemar Śliwczyńscy), Września

## Toward the Polish Model of Social Economy – We are Building the New Lisków

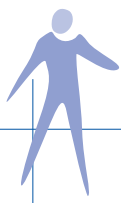
The project activities are addressed to local communities from rural areas, where a large percentage of inhabitants is at risk of marginalisation and exclusion from the labour market. The initiative will be carried out in the Biłgoraj Poviats and the rural part of the Lublin Poviats (Lubelskie Voivodship), as well as in the Elk and Nidzica Poviats (Warmińsko-Mazurskie Voivodship). They are among the poorest regions in Poland and in the whole European Union.

The detailed project objective is to develop and test in practice a model strategy to mobilise local communities to create social enterprises. The Partnership is planning to start up seven enterprises of this type, one in the Biłgoraj Poviats, one in the Nidzica Poviats, two in the Elk Poviats, and three in the Lublin Poviats. They will take advantage of the local potential and settings. They will manufacture handicrafts, provide educational and job training services (the Elk Poviats), tourism services (the Nidzica Poviats), personal services and municipal services, as well as training and educational services (the Lublin Poviats).

The Partnership will provide training, individual consultancy, apprenticeships and on-the-job training at non-governmental organisations and enterprises for 530 people in total. Each of the final beneficiaries will utilise at least one of the listed forms of support. 230 people will also receive comprehensive integration and mobilisation support. This means that people from groups at risk will be prepared to return to the labour market owing to the multilateral and multifaceted support provided by psychologists, job counsellors and social workers within the framework of the Social Entrepreneurship Support Centre, as well as within the training sessions and apprenticeships organised by the Poviats Vocational Centre for the Youth and by the Municipal Centre for Social and Vocational Rehabilitation.

The final beneficiaries of the project will include unemployed people, with particular regard to the long-term unemployed (especially youth, people over 50 years of age, unemployed women and the disabled), as well as people living in poverty, homeless and alcohol abusers. The project activities are designed to help them to find their place on the labour market through enabling them to take a job. The social groups selected for the project have difficulties with adapting to the labour market due to employers' psychological resistance, poorer work performance, low professional skills, limited job aptitude and high risk of giving up the job or negligence. Other barriers include their passive attitude, lack of financial means and a fear of starting a business. 760 participants are planned to participate in the project, and at least half of them will be women. 50 of the beneficiaries will also be disabled to a moderate extent. The final output to be delivered by the Partnership – "A social enterprise rooted in the local community: key legal, organisational and institutional solutions" – will consist of three basic documents. The first of them is a recommendation for a legal definition of social enterprises, the principles of their establishment and operations, and a recommendation for a legal and financial framework which would enable them to perform successfully and to develop. This document will focus on several legal and institutional issues: the social enterprise and the public sector, social enterprises within the tax system, the privileged position of social enterprises and the equality of market opportunities, institutions for the support and development of social enterprises. The document will contain the analysis of existing solutions to these issues and recommendations for changes and new regulations.

The second component of the project output is a proposal for a method of organising, implementing and supporting social enterprises – a Strategy for Partner Intervention. Its concept consists of a top-down stimulation of those local communities which are neglected in terms of economics. The Strategy aims to establish supralocal Partnerships (e.g. poviats or regional Partnerships) consisting of



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public authorities, NGOs, and private businesses acting for and with local communities, inspiring their motivation. The document will also include a presentation of a method for working with local communities, known as the local social capacity building method. It serves the establishment of relations between the community, the enterprise, and the supralocal partnership.

The third component of the output delivered by the Partnership is a reporting and auditing plan for social enterprises addressed to those organisations which are involved in the process of applying the Partner Intervention Strategy. It will include a set of procedures and tools necessary to document the activities carried out by those organisations, both in the economic and social dimension, and the effects achieved in both dimensions. Such reporting will make it possible to determine to what extent the activities of the organisation correspond to its plans and objectives and to assess the real impact of those organisations on the life of the communities in which they are rooted or which are the target of their activities. It will also determine whether they are in line with the relevant rules, as well as legal, ethical and environmental standards, and identify the socio-economic balance of the effects of a social enterprise's performance.

The [www.liskow.org.pl](http://www.liskow.org.pl) website will be a significant dissemination tool. Moreover, the information campaign will include the distribution of publications which will be developed as the project output. Conferences to which journalists are invited will be organised. Individual issues in the form of brief analyses and recommendations will be published as hard copies and distributed by email to 2500 recipients. The Partnership is also working on expert opinions which will be submitted to both the Parliament and government.

## Managing Organisation

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## Partners

- Biłgorajska Agencja Rozwoju Regionalnego SA (Biłgoraj Regional Development Agency A.C.), Biłgoraj
- Biuro Obsługi Firm SC – Katarzyna i Piotr Wiejak (Enterprise Services Bureau, Civil Partnership), Nidzica
- Centrum Kształcenia Praktycznego w Nidzicy (Vocational Training Centre), Nidzica
- Drehabud Sp. Jawna, Kruszińska, Hinc (Drehabud Registered Partnership), Nidzica
- Europejski Dom Spotkań – Fundacja „Nowy Staw” (European Meeting Centre, “Nowy Staw” Foundation), Lublin
- Fundacja „Szczęśliwe Dzieciństwo” (“Happy Childhood” Foundation), Lublin
- Gminny Ośrodek Pomocy Społecznej w Prostkach (Municipal Social Welfare Centre), Protki
- Izba Gospodarcza w Ełku – Ełckie Forum Gospodarcze (Economic Chamber in Ełk – Ełk Economic Forum), Ełk
- Miasto Biłgoraj (Municipality of Biłgoraj), Biłgoraj
- Nidzicka Fundacja Rozwoju „Nida” (Nidzica Development Foundation “Nida”), Nidzica
- Nidzicki Fundusz Lokalny (Nidzica Community Foundation), Nidzica
- Ośrodek Pomocy Społecznej w Bychawie (Social Welfare Centre), Bychawa
- Ośrodek Pomocy Społecznej w Konopnicy (Social Welfare Centre, Konopnica)
- Ośrodek Pomocy Społecznej w Niedrzewicy Dużej (Social Welfare Centre), Niedrzewica Duża
- Ośrodek Pomocy Społecznej w Niemcach (Social Welfare Centre), Niemce

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- Pola Sp. z o.o. (Pola Co. Ltd.), Stasin
  - Polskie Stowarzyszenie na Rzecz Osób z Upośledzeniem Umysłowym „Koło” w Nidzicy (Polish Association for People with Mental Disabilities “Circle”), Nidzica
  - Powiat Biłgorajski (Poviat of Biłgoraj), Biłgoraj
  - Powiat Lubelski (Poviat of Lublin), Lublin
  - Powiatowe Centrum Pomocy Rodzinie w Biłgoraju (Poviat Family Assistance Centre), Biłgoraj
  - Powiatowe Centrum Pomocy Rodzinie w Ełku (Poviat Family Assistance Centre), Ełk
  - Powiatowy Urząd Pracy w Biłgoraju (Poviat Labour Office), Biłgoraj
  - Powiatowy Urząd Pracy w Ełku (Poviat Labour Office), Ełk
  - Powiatowy Urząd Pracy w Lublinie (Poviat Labour Office), Lublin
  - Powiatowy Urząd Pracy w Nidzicy (Poviat Labour Office), Nidzica
  - Powiatowy Zarząd Dróg w Ełku (Poviat Roads Department), Ełk
  - Przedsiębiorstwo Gospodarki Komunalnej Sp. z o.o. (Municipal Services Company Co. Ltd.), Biłgoraj
  - Przedsiębiorstwo Wielobranżowe Apis Sp. Jawna (Apis Multi-sectoral Entertainment, Registered Partnership), Biłgoraj
  - Starostwo Powiatowe w Ełku (Starost Office), Ełk
  - Starostwo Powiatowe w Nidzicy (Starost Office), Nidzica
  - Stowarzyszenie „Akademia Rozwoju Filantropii w Polsce” (The “Academy for the Development of Philanthropy in Poland” Association), Warsaw
  - Stowarzyszenie „Emaus” (“Emaus” Association), Lublin
  - Stowarzyszenie Przyjaciół Osób Niepełnosprawnych „Przystań” przy Domu Pomocy Społecznej w Nowej Wsi Ełckiej (Association of Friends of the Disabled “Safe Haven” by the Social Welfare Home), Nowa Wieś Ełcka
  - Terminal Przetładunkowy Sp. z o.o. (Handling Terminal Co. Ltd.), Brody Małe
  - Towarzystwo Społeczno-Kulturalne „Wspólne Dziedzictwo” (“Common Heritage” Social and Cultural Society), Golubie
  - Urząd Gminy Ełk (Municipality of Ełk), Ełk
  - Urząd Gminy Janowo (Municipality of Janowo), Janowo
  - Urząd Gminy Prostki (Municipality of Prostki), Prostki
  - Urząd Miejski w Nidzicy (Municipality of Nidzica), Nidzica
  - Wspólnota Robocza Związków Organizacji Socjalnych – WRZOS (Working Community of Associations of Social Organisations), Warsaw
  - Związek Stowarzyszeń Pomocy Osobom Niepełnosprawnym „Pomost” (“Bridge” – The Union of Associations for the Support of the Disabled), Ełk

## THEME F

**Supporting the adaptability of firms and employees to structural economic change and the use of information technology and other new technologies**

Arguably, a project like EQUAL may seem unrelated to the issues that are subject to market rules, which in theory should not be tampered with. However, structural changes in the economy are often associated with degradation of entire sectors and tend to create problems that may affect people involved in these areas. EQUAL projects are intended to establish mechanisms for tackling such problems well in advance. The use of new information and communication technologies has been entered to this thematic area for a purpose, as they are the key driving forces behind structural change in the economy and make it possible to establish support systems or alternative employment arrangements for those affected by the change. A vast majority of the projects covered by this thematic area seems to follow this approach – to seek solutions at the origin of the problem.

## Telework – Combating Inequality and Discrimination on the Labour Market

The objective of the Development Partnership is to improve competitiveness of small and medium enterprises and help them to keep employees with motor disabilities by the introduction and promotion of tele-working arrangements. Tele-working is capable of modernizing the enterprise, improving its competitiveness, reducing employers' fixed costs, as well as the costs of training and induction of employees. The Programme is also intended to establish an efficient continuing development system for both employees and employers, which will help to adjust employees' qualifications to the market requirements.

A survey of small and medium enterprise owners from Zachodniopomorskie Region has revealed that 50% of them are pessimistic about growth opportunities for their companies, which face tough competition in Poland and elsewhere in Europe. They have to cut the costs, mainly by laying-off workers who are unable to meet the requirements of the open labour markets. According to the surveyed or interviewed owners of small and medium enterprises from the Zachodniopomorskie Region, including protected labour companies, at least 50% of 660 employees with motor disabilities are in danger of redundancy. Since the surveys revealed that individuals with motor disabilities account for the largest percentage (almost 25%) of the disabled workers, the Development Partnership decided to bring its focus into this group of disabled employees. The unequal opportunities of disabled workers are mainly affected by the following factors: poor vocational skills and a lack of previous employment history, a difficult access to training they need, physical barriers and a lack of access to the modern information and communication infrastructure. Therefore, it is vital to establish flexible ITC technology-based working environments and provide access to necessary training, so that workers with motor disabilities are able to compete in the open labour market. According to available previous experience, redundant workers with motor disabilities are unlikely to find a new job and tend to join the group of permanently jobless people. In the Zachodniopomorskie Region, as little as 14,3% of the disabled have a job, while available surveys indicate that integration of the disabled is much less costly than the payment of welfare benefits. Taking advantage of new opportunities offered by tele-working arrangements is a chance to reverse these alarming trends.

The pilot project to be implemented in Zachodniopomorskie Region and the city of Piła is targeted at two groups of beneficiaries: 20 small and medium enterprises and a group of workers with motor disabilities (a total of 100 individuals in danger of redundancy and the unemployed). The proposed model will involve the creation of one tele-centre and six tele-cabins, i.e. places with fully equipped computer desks, where the disabled workers are able to fulfill their professional obligations (out of company premises) and attend training events. Under effective tele-working arrangements, wheelchair workers are highly valued employees rather than a burden to the employers. By leaving the circle of isolation they gain an opportunity for self-fulfilment and independence. Project beneficiaries, including the employers, are involved in the operations of Counseling/Training Centre. In addition to training in IT basics, accounting or business correspondence, the continuing development curriculum of the Centre will include tele-working issues: its legislative framework, business and social aspects. The training programme will also involve the appointment of National Tele-working Trainers' Team responsible for delivery of training courses, training events, conferences and promotion of tele-working arrangements. The system of continuing development tailored to beneficiaries' needs will help the disabled workers from the sector of small and medium enterprises to face the competition on the evolving and competitive market. A tele-working portal will be established under the Project to facilitate

information sharing by the beneficiaries and all those expressing interest in these issues. The dissemination of Project outcomes among the employers, the disabled and local and central authorities will constitute an integral part of the Project. Promotional activities will be delivered in parallel to other operations under the Project to promote the proved tele-working model and idea of continuing development, thus contributing to an improvement in competitiveness of enterprises and individuals with motor disabilities. The new model of tele-working arrangements – involving entrepreneurs, workers, continuing development systems, infrastructure and a team of advisers and trainers – will be ready for reproducing in other regions of Poland. It will be important to ensure multi-directional dissemination of information to the interested parties: through Project participants themselves, using Internet portal, articles published in mass media, conferences and newsletters. Tele-working arrangements will be also promoted during the meetings and consultations with employers' organisations, labour offices and the authorities. The Flexible Employment Vortal was already established in collaboration with several partnerships. This news service will provide various target groups with comprehensive information about flexible employment arrangements. The elaboration of a draft law on all aspects of tele-working in Poland will be an important part of Partnership's efforts.

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## Partners

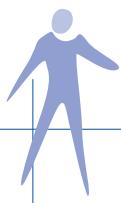
- Fundacja Kształcenia Menedżerów na Pomorzu Zachodnim (Foundation of Managerial Education in the Region of West Pomerania), Szczecin
- Hogben SC Marcin Łuczyk, Piotr Wilanowski, Szczecin
- Home.pl Jurczyk, Stypuła, Kapcio Sp.j., Szczecin
- Koszalińska Izba Przemysłowo-Handlowa (Koszalin Chambre of Industry and Commerce), Koszalin
- Kurier Szczeciński Sp. z o.o. (Kurier Szczeciński Daily Co. Ltd.), Szczecin
- Polskie Towarzystwo Informatyczne (Polish Information Processing Society), Warsaw
- Polskie Towarzystwo Stwardnienia Rozsianego Oddział Wojewódzki w Szczecinie, (Association for People Suffering from Multiple Sclerosis), Szczecin
- Polskie Towarzystwo Walki z Kalectwem – Oddział Wojewódzki w Szczecinie (Polish Association for Rehabilitation of the Disabled), Szczecin
- Powiatowy Urząd Pracy w Stargardzie Szczecińskim (Powiat Labour Office), Stargard Szczeciński
- Powiatowy Urząd Pracy w Szczecinku (Powiat Labour Office), Szczecinek
- Północna Izba Gospodarcza (Northern Chamber of Commerce), Szczecin
- Przedsiębiorstwo Usług Budowlanych Budo-Masz (Enterprise for Construction Services – Budo-Masz), Szczecin
- Stargardzka Izba Gospodarcza w Stargardzie Szczecińskim (Stargard Chamber of Commerce), Stargard Szczeciński
- Szczeciński Związek Pracodawców (The Szczecin Union of Employers), Szczecin
- Unizeto Technologies SA, Szczecin
- Wyższa Szkoła Biznesu w Pile (Piła Business School), Piła

## Idea for Success




The key objective of the Project is to help the employees to keep their jobs by adjusting their qualifications to the market requirements using modern continuing development methods based on the latest information and communication technologies. Over the past years the residents of the Western Subregion of Śląskie Voivodship witnessed a significant impoverishment, mainly due to a rise in the rate of unemployment. The restructuring in coal mining industry affected considerably small and medium enterprises from that sector in the region. For many of them, the withdrawal of orders from the coal mining industry or payment defaults have brought growth to a halt or led to the bankruptcy of small and medium enterprise. The sector of services is often perceived as an alternative source of jobs. The keeping of jobs in the service industry will necessitate the provision of innovative courses to the employees so that they are prepared for meeting the requirements of the modern ICT-based market. ICT training courses are increasingly in demand due to recent advances in science, emergence of new specialty areas and expiry of several job certificates. Since training events are not expected to divert employees from their duties, the Development Partnership has opted for application of e-learning, in addition to traditional training methods. A survey of several hundreds of local businesses made it possible to identify target service sectors (automotive, construction, power supply and food processing) of the Partnership. The main reason behind focusing on these sectors is that they employ the largest number of people aged over 50 years, i.e. those that are in danger of exclusion from the labour market. The employees of that age face difficult access to specialised training, continuing education programmes or language courses. Consequently, they are at a disadvantage when attempting to get new or keep their existing jobs. In addition, they are reluctant to start education at that age for fear of learning problems or being ridiculed in front of others. The skills of employees aged over 50 years, gained at a time when information and communication technologies were in their infancy, are lagging behind the requirements of the fast changing labour market. The decision to focus on those aged over 50 was supported by specific situation faced by the societies of today: the aging of working population and labour market discrimination of older workers.

Development Partnership's activities are targeted at 65 final beneficiaries from the Western Subregion of Śląskie Voivodship, who are in danger of discrimination due to age, gender or education, aged 50 or more years (30 women and 35 men). Indirect beneficiaries are teachers and training providers who will be trained in practical aspects of e-learning methods. Final beneficiaries were selected to the Project in close cooperation with employers. In the first step of induction to the Project, employees and employers have been prepared for training and acquainted themselves with the basics of e-learning, i.e. transfer of knowledge and learning over the Internet. E-learning language and vocational courses are delivered at beneficiaries' workplaces. Such training arrangements save time and money of the beneficiaries who are not required to commute to training centres. E-learning makes it possible to adjust the pace of learning to actual needs of individual beneficiaries so that training is delivered on a more interactive basis. The beneficiaries are given an opportunity to improve their vocational skills and receive a special certificate. By completing the courses under the Project the beneficiaries will see their occupational status improved due to their new skills, updated knowledge and enhanced competence in the area of information and communication technologies. Thanks to a close cooperation with employees and employers, learning tools developed under the Project will meet the needs of the beneficiaries and those of the labour market. The participation in the Project will affect favourably competitiveness of the enterprises involved by improving skills and better use of knowledge and experience of older employers. Employers will get more insight into



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vocational skills of their employees and better plan for development of skills in their enterprises. The e-learning training model will enable more workers to benefit from access to knowledge, thus complementing the traditional training offer. The model will be made available to other training providers. In order to do so, Development Partnership will undertake comprehensive dissemination activities to promote its achievements in the area of continuing development and the use of information and communication technologies. The partners will attempt to reach local authorities, non-government and business support organisations, entrepreneurs, schools and universities, i.e. to contact all those who may benefit from e-learning arrangements.



## Managing Organisation

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## Partners

- Cech Rzemieślników i Innych Przedsiębiorców w Wodzisławiu Śląskim (The Guild of Craftsmen and Other Entrepreneurs in Wodzisław Śląski), Wodzisław Śląski
  - Forum Firm Miasta Radlin (Firms Forum of Radlin City), Radlin
  - Izba Gospodarcza w Wodzisławiu Śląskim (Wodzisław Śląski Chamber of Commerce), Wodzisław Śląski
  - Powiatowe Centrum Kształcenia Ustawicznego w Wodzisławiu Śląskim (Powiat Centre of Continuing Education), Wodzisław Śląski
  - Powiatowy Urząd Pracy w Wodzisławiu Śląskim (Powiat Labour Office), Wodzisław Śląski
  - Związek Gmin i Powiatów Subregionu Zachodniego Województwa Śląskiego z siedzibą w Rybniku (The Municipalities and Poviats Union of Western Subregion of Silesian Voivodship), Rybnik
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## Partnership for Development of IT Competencies in Poland

The objective of the Partnership is to counteract labour market discrimination of employees aged over 40 who work for small and medium enterprises.

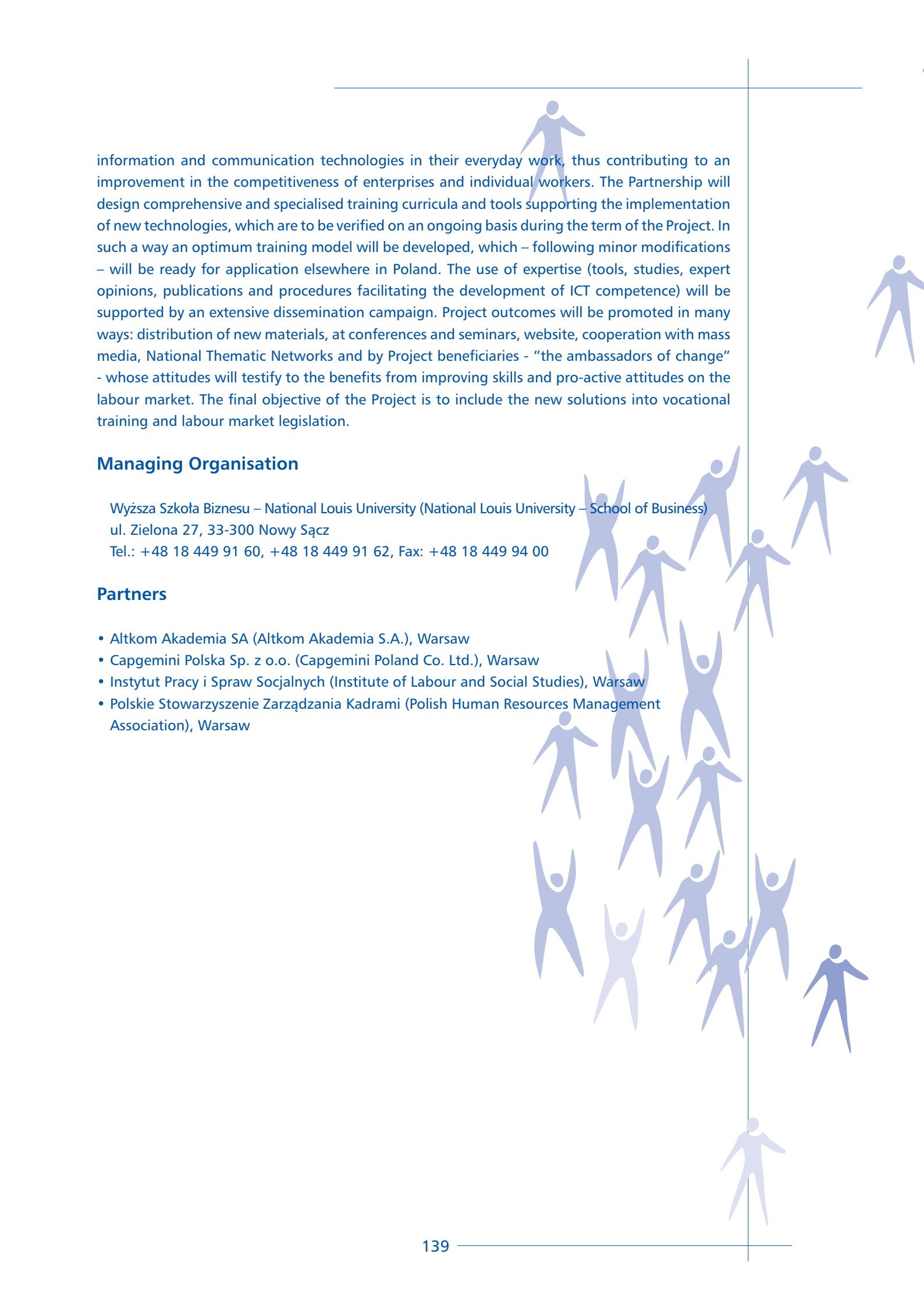
They are at a disadvantage on the labour market due to knowledge gaps and inadequate computer skills, while new job openings are mainly in the sector of services, where advanced technologies are extensively used. Discrimination is combined with a shortage of skilled employees in small and medium enterprises. Therefore, it is necessary to work out a pro-employment policy for mature workers.

Occupational integration of those aged over 40 is hampered mainly by their inability to use information and communication technologies at work. As a consequence, mature employees are unable to contribute fully to manufacturing and distribution processes based on advanced technologies. This is detrimental to their labour market status and promotes discrimination in terms of access to specific positions, promotion and wages earned. Moreover, employees over 40 face unequal treatment in terms of access to vocational training or placements, insofar as employers tend to invest in younger and more "promising" workers. Training in new technologies, programmes, teaching materials or publications for mature employees are unavailable on the market. Quite often, employees themselves are unaware of the necessity to learn and improve their computer and communication technology skills.

Under existing business and market conditions, when new services, communication channels and company management techniques emerge as a result of technological progress, employees are expected to meet ever higher and constantly evolving requirements. As a consequence, in order for an employee aged over 40 to keep his/her existing or find a new job, he/she must adjust IT skills and competence to the level expected by employers. Mature workers are inherently less learning prone or motivated to change, while adequate support at home and at work is lacking. Under strong competitive pressure they face the risk of redundancy and, consequently, social exclusion of themselves and their families. Counteracting such exclusion is in the best interest of both employees and small and medium enterprises, as this may facilitate the adjustment to structural and technological changes in the economy, while promoting the use of information technologies.

The Development Partnership's objective is to work out innovative training programmes, tools and publications intended to improve the IT competence of small and medium enterprises and employees aged over 40. Final beneficiaries are individual or enterprises involved in development, testing and evaluation of manuals, training vortal and hosting of conferences and seminars. A total of approx. 800 final beneficiaries will participate in the Project: 150 of them will test new tools and 650 will participate in training events (both classroom and e-learning courses) and diagnostic activities. Training vortal visitors (2-3 thousand of them per month) may also be considered as final beneficiaries.

The Project is targeted at small and medium enterprises from Dolnośląskie, Łódzkie, Małopolskie, Mazowieckie and Śląskie Voivodships. The Partnership is preparing theoretical studies as the basis for the development of procedures intended for employees aged of 40 years. Special training events (both classroom and e-learning courses) will be developed for this group of beneficiaries with their involvement and tailored to their educational needs and abilities. In order to enable discriminated workers to broaden their knowledge of information and communication technologies, the Development Partnership will prepare new teaching publications: manuals and guides containing all pertinent information on the application of new technologies at work. Project beneficiaries will have an opportunity to take advantage of expert support in the use of



information and communication technologies in their everyday work, thus contributing to an improvement in the competitiveness of enterprises and individual workers. The Partnership will design comprehensive and specialised training curricula and tools supporting the implementation of new technologies, which are to be verified on an ongoing basis during the term of the Project. In such a way an optimum training model will be developed, which – following minor modifications – will be ready for application elsewhere in Poland. The use of expertise (tools, studies, expert opinions, publications and procedures facilitating the development of ICT competence) will be supported by an extensive dissemination campaign. Project outcomes will be promoted in many ways: distribution of new materials, at conferences and seminars, website, cooperation with mass media, National Thematic Networks and by Project beneficiaries - "the ambassadors of change" - whose attitudes will testify to the benefits from improving skills and pro-active attitudes on the labour market. The final objective of the Project is to include the new solutions into vocational training and labour market legislation.

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## Partners

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- Instytut Pracy i Spraw Socjalnych (Institute of Labour and Social Studies), Warsaw
- Polskie Stowarzyszenie Zarządzania Kadrami (Polish Human Resources Management Association), Warsaw

## e-Dialog Platform

The objective of the Partnership is to develop and test a model solution supporting the adjustment of small and medium enterprises and their employees to structural changes in the economy. The Partnership aims to improve innovation in SMEs which directly influences the quality of human resources management and improves qualifications of the employees.

Polish companies from the sector of small and medium enterprises can hardly compete with companies from other EU member states. This results from several factors, i.e. low innovation of Polish SMEs and limited access to new technologies and tools supporting personnel management. The studies reveal that only 20% of Polish small and medium enterprises are innovative. The entrepreneurs do not see the need for changes in their companies. Most of them use ineffective model of human resources management and do not fully utilise the potential of their employees. For many reasons, also financial ones, the companies do not implement IT tools supporting the management. The system of employee selection and motivation is not based on qualifications, but relies on other, subjective and discriminatory factors (e.g. age or sex). Not many entrepreneurs realise that company success is directly linked to investment in personnel, training and skill improvement. Instead of support to learning, they prefer to fire an employee and hire a new one, without experience but asking for a lower salary. A failure to update and improve employees' qualifications and wrong selection of staff prevents adjustment to market requirements and thus poses a threat to the position of Polish small and medium enterprises and their employees.

Within the Project, an IT system „e-Dialog Platform” has been developed and implemented. It is a tool improving human resources management in small and medium enterprises. The system improves such elements as periodic assessment, motivation, recruitment, analysis of qualifications and career path planning. Based on data from the system and objective criteria, the employer can recruit best candidates or direct employees to the training which will help to bridge a competency gap. The employees participating in the Project will be able to benefit from a variety of traditional and distance training courses. Integration of the Platform with a job seekers database will provide for companies an opportunity to recruit best qualified candidates.

The users of the personnel management tool will also receive many general information on human resources management. During the Project the model solution will be tested in selected companies and positive test results will mean that the tool helps to increase the competitiveness of Polish small and medium enterprises by faster adapting qualification of personnel to the requirements of employers, a wider use of new technologies, increasing the level of innovation and promoting continuous education. The model will also help to maintain jobs in small and medium enterprises.

The activities of the Partnership are targeted at small and medium enterprises, unemployed and job seekers, staff of local labour offices, training institutions and labour market organisations. Common platform built by the Project will enable more effective communication between the labour market institutions, employees and companies. One thousand companies and 2 thousand persons including 1 thousand managers and 1 thousand employees will participate in the Project.

The participating companies represent all regions of Poland and various industries which makes the test model of „e-dialog Platform” representative and closely meeting the needs of small and medium enterprises. Persons responsible for human resource policy will participate in seminars on human resources management and in training courses on e-dialogue platform and its implementation. Participation in the Project will enable them to carry on an effective personnel policy.

The Project results – i.e. the e-dialogue platform, analysis, reports and training materials will be disseminated wherever problems of small and medium enterprises and their employees can be solved: in companies, training institutions, among unemployed, central government agencies. The objective of the dissemination is to increase the number of „e-dialog Platform” users, to more effectively support small and medium companies, to broaden knowledge on model human resources management solutions and to reach public opinion. Through conferences, seminars, published materials, website and presentations in Poland and abroad, the Partnership will promote elements required for the effective functioning of companies on open European market: good practices and models enabling development of the personnel and human resource management in small and medium enterprises.

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## Partners

- Centrum Partnerstwa Społecznego „Dialog” im. Andrzeja Bączkowskiego (A. Bączkowski “Dialog” Centre for Social Partnership), Warsaw
- Fundacja Promocji Gmin Polskich (Foundation for the Promotion of Polish Municipalities), Warsaw
- Pomorska Fundacja „Słonecznik” (“Sunflower” Pomeranian Foundation), Gdańsk
- Stowarzyszenie Instytut Wspierania Rozwoju Oświaty (Institute for the Support of Education Association), Tarnobrzeg

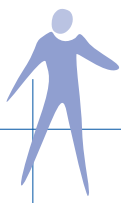
## Unemployment Combating System in the Poorly Urbanized Regions

The main objective of the Partnership is to enhance abilities of enterprises and employees to adapt themselves to structural changes in the economy and to support introduction of information and other new technologies. Lubelskie and Podkarpackie voivodships are the least developed regions in Poland. The fact that they are also the least urbanised influences social and economic processes. The economy in these regions is less effective and based on small businesses accounting for 99% of all companies. The biggest problem is a decrease in the number of existing jobs and small number of new job openings. For every job offer in local Labour Office there are 585 job seekers in the Lubelskie and 433 in the Podkarpackie, while the average figure for Poland is 227.

In order to change this situation, it is vital to maintain existing jobs. The studies reveal that social and economic costs of restructuring are lower than the costs of creating new jobs. Small and medium enterprises are at risk of liquidation due to a lack of specialised managers, lack of investment capital and technological backwardness. Due to the absence of threats and opportunities analysis tools, companies face bankruptcy and lay off employees who are not prepared to compete actively on the labour market. Well prepared information for employers on macroeconomic processes and business risk is missing. Business owners, employees and trade unions do not use studies on labour market needs and employment trends analysis, thus they are unable to react to market needs. Owners of companies do not take advantage from opportunities created by information technology and do not receive help in acquiring and using the EU funds. Difficult situation of small and medium enterprises and their employees is further aggravated by a lack of a database on good practice of combating the unemployment and a lack of adequate training and advisory system based on modern techniques and curricula. Employees usually do not have IT and communication skills, do not speak foreign languages and are not aware of the need to plan for employees' careers and to continue personal development. Once jobless, they are unable to actively find their place on the market.

Based on an analysis of small and medium enterprises situation in Podkarpackie and Lubelskie voivodships, the Partnership has decided to create a support for employees and employers programme through the development of a system counteracting unemployment in non-urban areas. Twenty five small and medium local enterprises will participate in the pilot phase during the first three quarters of the project (a total of 100 managers and approx. 200 employees of medium and lower level). After the pilot phase, the project will support 80 enterprises, including some facing bankruptcy, from each voivodship (400 managers and 800 employees of lower levels). The beneficiaries – employers and employees, will have an opportunity to participate in specially designed training programmes developed in response to the most urgent need of improving competitiveness of SMEs. The training courses will cover the following topics: effective financial management, company strategy building, marketing, the use of information technology, acquiring EU funds, personnel management, distance learning. The beneficiaries will also be able to get help from advisers in improving company management, introducing technical and organisational innovations, enhancing personnel management and support to workers in danger of unemployment.


The essence of all activities for the beneficiaries is preventing the crisis situation through planned advanced activities based on detailed market analysis, characteristics of the local market and macroeconomic factors. Dissemination of results and good practice developed during the Project will be the key element of the activities.



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Information campaign will be addressed to final beneficiaries from Lubelskie and Podkarpackie voivodships and in the next phase to a larger circle of business institutions and organisations, local governments and small and medium enterprises in other regions. The objective of the dissemination is to invite more beneficiaries to participate in the project and to establish a platform for cooperation between partners of the project to exchange experience and include other companies from Poland and other EU member states.

What will the beneficiaries gain? The managers will be able to easier make business decisions due to actual and reliable information and financial analysis as well as modern systems for diagnosis of current situation and prospective company development. The enterprises participating in the Project will improve their competitiveness by utilising effective management methodologies, better motivation of employees, team management techniques, strategic planning and the use of IT tools. Employees of small and medium enterprises at risk of unemployment will improve their competences during training, so that their abilities might be better used in the case of restructuring. The Partnership aims at establishing a support network of small and medium enterprises to link and sustain direct business contacts and to create common concepts of market development.



## Managing Organisation

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## Partners

- CASE – Doradcy Sp. z o.o. (CASE – Advisors Co. Ltd.), Warsaw
  - e-service, Rzeszów
  - Federacja Stowarzyszeń Naukowo-Technicznych NOT – Rada Terenowa (Polish Federation of Engineering Associations – NOT Local Board), Zamość
  - Izba Przemysłowo-Handlowa (The Chamber of Industry and Commerce), Rzeszów
  - Krajowa Izba Gospodarcza (The Polish Chamber of Commerce), Warsaw
  - Miejski Urząd Pracy w Lublinie (City Labour Office), Lublin
  - Powiatowy Urząd Pracy w Mielcu (Powiat Labour Office), Mielec
  - Powiatowy Urząd Pracy w Zamościu (Powiat Labour Office), Zamość
  - r-BIT Rzeszów M.J.M. Obidowiczowie sp. j., Budziwój
  - Stowarzyszenie Promocji Przedsiębiorczości (Association of Entrepreneurship Promotion), Rzeszów
  - Unia Szefów Firm Zamojszczyzny (Employers Union of the Zamojskie Region), Zamość
  - Wojewódzki Urząd Pracy (Voivodship Labour Office), Lublin
  - Wojewódzki Urząd Pracy w Rzeszowie (Voivodship Labour Office), Rzeszów
  - Wschodni Klub Techniki i Racjonalizacji (Eastern Club of Technics and Streamlining), Zamość
  - Wyższa Szkoła Informatyki i Zarządzania (University of Information Technology and Management in Rzeszów), Rzeszów
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## Renovator – Centre for Small and Medium-sized Enterprises

The general objective of the Partnership is to improve adaptation skills and competitiveness of the beneficiaries: small and medium-sized enterprises, employees aged 45 or older, and women coming back from maternity leaves. At the initial stage of the project the Partnership identified the challenges the beneficiaries face on the labour market.


Many small and medium-sized enterprises strive harder and harder for growing their competitiveness, but the sector's restructuring is much more painful than in the case of big corporations. Due to limited financial potential of such companies, their lay-offs do not include protective social measures. Market does not offer simple and inexpensive solutions supporting restructuring processes and human resources management. Small and medium-sized enterprises cannot successfully compete with larger companies for another reason: they do not take advantage of the opportunities modern IT infrastructure offers.

The firms usually do not employ skilled staff who would, in a planned and coordinated manner, take care of the company's technological development that supports business activities. Moreover, they do not have funds sufficient for implementing effective ICT systems and remain on the outer edge of IT and communication technologies and latest market trends. Thus, they are the first group of beneficiaries the Partnership targets their actions at. Other include employees of small and medium-sized enterprises older than 45 who might be laid-off for some reasons on the employer's side or for insufficient qualifications, especially in the IT field. Elderly employees also have less opportunities of re-employment due to insufficient flexibility, limited access to training courses, and a lack of education programs tailored to their needs and learning capacity. Finally, there are women who resume professional activity after a prolonged maternity leave and have difficulties with re-adjusting to the situation. The reason for the difficulties is that during the break they lost their professional skills or did not update their knowledge to match the needs of the company and modern labour market. Extended periods of professional inactivity break links with one's own professional environment, discourage women from updating their skills and deprive them of the access to their firms' educational offer.

The Partnership is to support the ability of small and medium-sized enterprises and their employees to adjust to structural changes in the economy and to use IT technology and other new technological solutions. For that purpose, „Renovator”, a model training and consultancy centre was established. It offers comprehensive tele-training, tele-consulting, and coaching services in the fields of IT and entrepreneurship. The Centre's activities will be tested, and its performance verified on a group of 450 beneficiaries: 350 persons aged 45 or older (employees in danger of redundancy, persons under outplacement programs, employees who lost their jobs while cooperating with „Renovator”, persons in difficult situation in terms of age and poor IT and communication technology skills), women after maternity leaves, and 100 entrepreneurs and managers from small and medium-sized companies.

The Centre's training programs and activities are based on the latest research and development findings. Reaching for innovative technologies in order to support adaptation skills of small and medium-sized enterprises and their employees as well as involving the authors of the technologies in the project will contribute to eliminating the barriers the beneficiaries face.

Research workers of the institutions taking part in the project will be appropriately trained for working with the beneficiaries. The Centre's operation will be assessed regularly by representatives of the entities covered by the project, which will ensure creating the most effective and adequate support model, but also eliminating the points that prove inefficient. Training and apprenticeship offered by the project will be supported with other activities, such as economic advice, help in



planning career paths or establishing Renovator Career Centre, which will improve the beneficiaries' prospects on the labour market. Persons over 45 and women resuming occupational activity after maternity leaves will learn skills required for working with innovative IT technologies, modern management methods, and making business decision, which should considerably boost their chance to find a new job or keep the current one. Participation in the project will let small and medium-sized enterprises improve their competitiveness thanks to improved management skills in terms of using IT, new services, and innovative management methods. As a result, managers from smaller firms will be able to coordinate implementation of most suitable solutions on their own. All the beneficiaries who have successfully completed Renovator Centre's training will be awarded certificates to confirm their new skills and competencies.

Dissemination of the project's results is an integral part of the Partnership's core objectives. The dissemination activities will be targeted at final beneficiaries: central government agencies and organisations in charge of the labour market, teachers and trainers, and international partnerships. The purpose of the process is to convey the knowledge of innovative IT solutions, good practice (training methods, programs, and materials, including e-courses) and to promote certified specialists trained at the Renovator Centre on the labour market.

## Managing Organisation

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## Partners

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- Kobiety OnLine – Internet Media (Women OnLine – Internet Media), Warsaw
- Krajowa Izba Gospodarcza (The Polish Chamber of Commerce), Warsaw
- Master Consulting Sp. z o.o. (Master Consulting Co. Ltd.), Warsaw
- Top Multimedia, Warsaw
- Wyższa Szkoła Zarządzania Personelem (School of Human Resources' Management), Warsaw

## MayDay – Model of Active Support to the Development of Employees and Enterprises in the Face of Structural Changes in the Economy

The objective of the Partnership is to improve adaptation skills of workers aged 50 and older, employed in shipbuilding industry and discriminated on labour market due to their age and skills not matching employers' needs.

Polish shipyards are not competitive compared to European ones. That is particularly clear in terms of using new technology and modern work organization and management methods, which, combined with a lack of financial liquidity, is threatening the whole sector, including small and medium-sized enterprises that cooperate with shipyards. The difficult situation in shipbuilding sector poses a threat to its workforce, especially those aged 50 or older.

The problems seem particularly acute in Pomorskie and Zachodniopomorskie Voivodships, where a majority of shipbuilding sector companies is located. Elderly workers who account for about 30% of the whole workforce are discriminated, especially when their health does not allow them to continue working in difficult conditions, albeit in line with their professional skills. Inability to work and misaligned skills lead to lay-offs. Managers of large enterprises are more interested in social aspects of keeping workers (keeping workforce calm) than in creating long-term systemic solutions, while small and medium-sized businesses tend to lay-off employees with long standing during the implementation of innovative or new technologies and employ young ones, often on less favourable payment terms. The situation results from limited financial resources and a lack of human resources management systems, especially inability to utilize the intellectual potential of employees with extensive professional experience. Employers do not realize the benefits of keeping 50+ staff stemming from their practical knowledge and expertise. On the other hand, the level of awareness how important it is to update one's knowledge and continually learn is low among those employees. Social organizations, such as trade unions or associations of employers, do not support their members in developing new skills and do not realize how important it is to cooperate in developing new solutions for enterprises. Labour market institutions focus rather on help offer, disregarding activities aimed at occupational integration of the unemployed.

The outcome of the Project will be system solutions supporting both employers, and employees in implementing new technologies, solving social problems, seeking sources of finance and introducing innovations. The basic group of beneficiaries includes persons 50+ years of age, employed in small, medium-sized and large enterprises from shipbuilding industry, who are in danger of redundancy for health reasons or a lack of proper qualifications and inability to use modern technologies, especially IT and communication ones. Other beneficiaries are managers: they will gain the knowledge on how to implement new technologies and innovative management systems in the company, and representatives of trade unions: they will learn how to constructively influence employers and workforce in order to eliminate inequalities on the labour market. The program is also targeted at large enterprises from shipbuilding industry and small and medium-sized companies that cooperate with them and have difficulties with keeping jobs for experienced workers.

The Partnership will create a module-based support system that contains training, internship, and advice. The solution's efficiency will be regularly monitored and the program will be optimized accordingly.

The Support Centre for employees, employers and managerial staff will use telecommunication techniques, Internet, and the education offer will be precisely tailored to the needs of shipbuilding

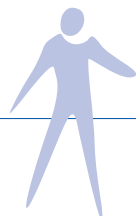
industry beneficiaries. The training and consultancy plans are to cover 30 small and medium-sized enterprises, 200 employees from the discriminated 50+ group and 30 representatives of the management. At least 5 consultancy points will be opened and they are expected to provide advice to 600 employees. The monitoring system should cover 30 persons from the threatened 50+ group. As part of it, older, experienced employees, experts in relevant fields, will transfer expertise to younger, less experienced colleagues using modern communication technologies (chats, e-mail). 30 persons will be sent to internship, and ultimately at least 5 young graduates will be employed. Corporate support will focus on improving companies' competitiveness through introducing IT and communication technology and modern management methods, including HR management, which should increase or maintain jobs for employees aged 50 and older. In selected companies from shipbuilding industry, both large and small, 20 employees will be trained to act as innovation leaders. An innovation and education platform will be built on extended project's website. Besides on-going exchange of information, it will facilitate promoting modern recruitment methods, modelling business support solutions, and popularizing continuous education patterns. The project activities and its results will be broadly popularized to boost the awareness of new methods of preventing unemployment and facilitate their use also in other sectors of the economy. The Partnership planned many comprehensive promotion activities, such as domestic and international conferences and launching an informative web platform.

## Managing Organisation

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## Partners

- Akademia Morska w Gdyni (Gdynia Maritime University), Gdynia
- Centrum Techniki Okrętowej SA (Ship Design and Research Centre), Gdańsk
- Politechnika Gdańska (Gdańsk University of Technology), Gdańsk
- Sekcja Krajowa Przemysłu Okrętowego NSZZ „Solidarność” (“Solidarity” Trade Union, National Section of the Naval Industry), Gdańsk
- Wojewódzki Urząd Pracy w Gdańsku (Voivodship Labour Office in Gdańsk), Gdańsk
- Związek Pracodawców Forum Okrętowe (The Shipyard's Forum – Association of Polish Maritime Industries), Gdańsk



## New Opportunities for Transnational Labour Market and Economy of the Nisse Euroregion

The general objective of the Partnership is to prevent discrimination of persons threatened with social exclusion on the labor market by changing the perception of the role of continuing education and increased social responsibility by employers and employees of small and medium-sized enterprises, adjusting their qualifications to market economy requirements, and supporting the use of IT.

Partnership's activities are to cover Nisse Euroregion located at Polish-Czech-German border. The unique geopolitical location makes the region's economic life sensitive to cultural and administrative differences. The area is characterized by many scattered small businesses that have to compete with open EU market, especially with firms from Germany. Micro-businesses make up for as much as 96% of all the business entities.

The region is characterized by a long tradition of plastic, metal and timber processing. Tourism becomes more and more important sector of economy. Companies from the sectors have difficulties with adjusting to EU market requirements due to underuse of modern technologies (only 50% of small businesses have Internet access) and outflow of skilled labour.

Entrepreneurs do not offer education opportunities to their staff because they are afraid that after gaining new skills employees would flee abroad. Research findings suggest that employers do not perceive training their workforce as investment into future business development and employees do not see direct link between professional development and keeping the job. Moreover, the training courses that are available are of general nature and are not tailored to local labor market and specific education needs of small and medium-sized business sector.

Underuse of modern technologies leads to lower quality of offered products and services, which adversely affects the standing of the businesses when clients have access to market offers from other countries. Small and medium-sized businesses are not really prepared to operate on the cross-border market, so when Poland joined EU they did not launch any special extensive investment or commercial programs targeted at partners and clients abroad. A lack of broader cooperation between firms within one sector is another problem.

Only every fourth company cooperates with other businesses (every eighth in rural areas). Due to sectoral consolidation on German side, fragmented Polish small and medium-sized business is not able to fill orders for services or production on their own.

Obviously, the firms are not prepared for cooperation with foreign companies. There is no effective network of contacts between small firms and entities established for stimulating the labour market. A lack of a common communication platform and exchange of information makes it more difficult for small and medium-sized enterprises to establish business contacts, and limits access to information and new markets.

Therefore, the Partnership decided to offer a support program to 260 final beneficiaries representing small and medium-sized enterprises from tourism, metal, timber and plastic sectors. The target group are persons with little education and no IT skills, i.e. those who do not meet employers' expectations. The beneficiaries come mostly from rural areas or small towns, so they often have difficulties with developing vocational skills.

The project will involve setting up of Support Centres for Cooperation Networks of Small and Medium-Sized Enterprises (CWSK), that are model channels of information and new technology exchange, which additionally provide a platform for developing a suitable promotion strategy for small and medium-sized enterprises. The centres will facilitate establishing cooperation and using



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model solutions applied by foreign companies. CWSK's activities are to cover also representatives of local authorities and institutions, which will support building common economic and legal vision of the Neisse Euroregion. SME's from tourism sector will be offered Quality Attack Model, a model for standardizing services in a network of small lodging and catering facilities that will make it possible to compete with larger companies. SME employees will have an opportunity to develop new professional skills and competencies at training seminars offered by Information Society Education Center. The beneficiaries will be offered traditional training sessions and virtual lectures on an e-learning platform, so they will not have to leave their workplaces during the courses. The entire educational offer will be developed on the basis of a map of competence taking into consideration specific needs of small businesses. Companies will learn how to stimulate development of their employees as successfully as large corporations do.

It was not possible earlier because the cost of professional training was too high and small businesses could not afford it. The Partnership will prepare teaching materials for both vocational training and teaching the beneficiaries how to use IT and communication technology. It is vital to involve, beside companies and employees, the representatives of NGO's and local government organizations to ensure that the impact of the project is maximized.




The project is going to be extensively promoted through dissemination of solutions preventing discrimination on the labor market and cooperation with organizations and institutions on partnership-minded terms. Promoting the results will ensure strengthening of good patterns of cooperation between small and medium-sized enterprises and business support organizations and increasing the contribution of local authorities into creating an effective social and economic policy for small businesses.

## Managing Organisation

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## Partners

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  - Karkonoska Agencja Rozwoju Regionalnego SA (Karkonosze Agency for Regional Development), Jelenia Góra
  - OSI CompuTrain SA (OSI CompuTrain S.A.), Warsaw
  - Starostwo Powiatowe w Zgorzelcu (Powiat Starost Office in Zgorzelec), Zgorzelec
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## Mentoring through IT


The principal aim of the Partnership is to develop an effective model for the transfer of knowledge by the use of information and communication technologies. During a preliminary analysis done by the Partnership institutions, two groups of people who are experiencing discrimination on the job market for various reasons were identified. The first group are the young and the educated, who possess the ability to use modern technological tools, and are taking their first steps on the job market. The difficulties these people experience originate from the fact that employers are unwilling to hire individuals with no previous work experience. This approach greatly limits the chances for career advancement, even in the case of the most well-educated university graduates. In theory, internships geared towards students should constitute the solution to this difficult problem, but due to the fact that they are generally carried out without a clear plan, and usually bear no relevance to later professional work, employers do not take them into account when selecting new employees.

The second target group identified by the Partnership institutions are individuals over the age of 50, who possess many years of professional experience, as well as broad and specialized knowledge in their area of work, but are unable to use modern communication and information technology tools. It is difficult for older employees to stay up to date as far as modern information and communication technology is concerned. This makes them uncompetitive on the job market in relation to people who are younger. Companies are unable to truly make use of the potential and experience of those employees who are nearing retirement. It often happens that following the retirement, dismissal or resignation of an older employee, the company experiences a "competence vacuum" which the younger and inexperienced workers are not able to fill. This can negatively impact the functioning of the entire organization.

While the number of "traditional" jobs available in industry is constantly decreasing, the service sector is experiencing significant growth, mostly in areas such as business to business services, healthcare, social services, education and information technology – all of which require their employees to be skilled in using modern information technology and communication solutions.

The initiators of the project were able to see that the two target groups complement each other, since the strengths represented by one group can effectively help eliminate the weaknesses experienced by the other. By making up for the lack of professional experience among young people, and for the lack of experience in using information and communication technology among people aged 50 and over, the exchange of knowledge between these two groups is a way to combat the effects of discrimination on the job market.

This transfer of knowledge will take place as part of a new mentorship-focused pilot programme. In it, older employees will share their professional knowledge and experience with younger workers by using traditional methods and modern information and communication technology. The mentorship process has been modified to suit the lack of experience of older workers in the area of information and communication technology. During the first stage of the process, the younger employee trains the older employee in how to use the new technology, and only then can the process be reversed, so the mentor can pass on his or her knowledge to the younger employee. There is a need to create specialised software which will enable communication between two individuals belonging to two different age groups, possessing different professional skills and knowledge, and at times differing in terms of personality as well as cognitive ability. In the pilot phase of the project, the number of beneficiaries will be 150. An attempt will be made to collect as much information as possible about these participants. The data will then be used for the creation of logical matrices, taking into account personality traits, given the optimal selection



and pairing of individuals from the two age groups for the mentorship programme. Compatibility in terms of personality is an important factor since the effectiveness of the mentorship method developed depends on how well the project participants are able to work together. Based on observations and analyses conducted on the group of 150 individuals, 30 beneficiaries will be chosen – 15 from each of the two disadvantaged groups – for the final phase of the project. The software package will be created in cooperation with this group of 30 participants and will consist of three modules – focused, respectively, on: recruitment, education and mentoring – addressing specific problems which are encountered within companies. The software will make it possible to select new staff, taking character traits into account. This in turn will aid in the creation of integrated and effective work teams, as well as in the free flow of knowledge between the older and younger workers. As the result, these workers will become more valuable on the job market. Both the younger and the older workers will benefit. The latter will gain skills in the area of modern information technology, while the former will be given an opportunity to supplement their theoretical knowledge with practical skills and experience. The strength of this universal mentoring tool lies in the fact that it can be applied to various occupations within the service sector. Professionals working in architecture, engineering, urban planning, geodetic surveying, banking or consulting can benefit; in other words, those working in any area where the transfer of knowledge plays a crucial role. Through its implementation, the project is going to be an illustration of why it is important to create multigenerational work teams, whose members have competencies that complement each other, leading to flexibility in adjusting to new demands and in taking advantage of new opportunities appearing on the market.

It will be possible to assess the full results of the project once this particular knowledge transfer model has been adopted by various companies from different sectors of the market. For this reason, publicity will play a highly important role. It will be targeted mainly towards employers, but also the beneficiaries themselves, in addition to organizations focused on combating unemployment, as well as local government and public administration officials. Publicity related to the project and the implementation of project results will aid in improving the situation of two major groups of people, experiencing discrimination on the job market.

## Managing Organisation

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## Partners

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- Warmińsko-Mazurski Związek Pracodawców Prywatnych (Warmia and Mazury Association of Private Employers), Olsztyn
- Zakład Elektronicznej Techniki Obliczeniowej w Olsztynie Sp. z o.o. (Electronic Computational Technique Company Co. Ltd.), Olsztyn

## Employment Fair Play. Promotion of Business Culture and Labour Market Ethics

In preparation for the project, its initiators have conducted an analysis of discrimination on the Polish job market and its causes. Aside from economic factors, linked to high unemployment and a low number of new jobs, another highly significant factor is the low corporate ethic in the area of human resources management. Companies overexploit their workers and/or do not make use of their abilities in an appropriate manner. Also, employers often base their decisions on certain group stereotypes when hiring or dismissing workers. This especially pertains to people over the age of 45, women, and people with disabilities. During company restructuring, workers are not being evaluated with respect to the actual work they perform. Their knowledge and enthusiasm for the job are not taken into account. Negative group stereotypes are the only criteria used. Stereotyping makes good human resources management impossible and actually contributes to slowing down the company's long-term development. For the company, such a situation results in a negative image. Meanwhile, having a good reputation in the community and among one's business partners is crucial and cannot be underrated in today's competitive market. Building a company's good image is based on adherence to ethical hiring procedures and to the principles of corporate responsibility. Companies that use honest and objective guidelines in hiring attain better financial results than those that discriminate and overexploit their workers.

Meanwhile, employers are not always aware of this association and believe that short-term profits are better than long-term planning. In actuality, improvements in a company's human resources management ethic result in more highly-motivated workers, which in turn translates to higher financial profits. In times when the economy is changing at lightning speed, forcing companies to be more efficient, cost-effective and innovative, and to use their resources better, businesses need workers who are active, creative and involved.

In connection with these problem areas, the project is concentrated on improving the human resources management ethic by defining and introducing the Standards of Fair Play in Hiring. Project initiators will want to bring to employers' attention the problem of worker discrimination, by showing which specific values (accountability, sensible management, striving to lower the business risk, while increasing one's profits and market position) are endangered in the absence of a proper business ethic. Promoting these values while simultaneously combating discrimination is the key to attaining the goals of the project.

Project beneficiaries, who are currently being discriminated against, will have higher chances of being hired thanks to developing the right attitude and gaining skills which are vital in the job hunt. The final group beneficiaries will consist of 40 workers, aged over 45, who are in danger of losing their jobs, and who will take part in special training designed especially for them. They will have the opportunity to develop behaviours and skills needed in adapting to structural changes, which will also increase their competitiveness on the job market. Some of the topics included in the training will be: presenting and defending one's point of view, team management, negotiation and creative problem-solving. Courses in information technology and communication tools are also being planned.

Thanks to a web page focused on fair hiring practices, potential employees will have access to employers who adhere to such standards. Through employment at these worker-friendly companies, beneficiaries will improve their chances of experiencing personal development. One hundred business owners and/or human resources specialists representing their companies, from the Podkarpackie, Mazowieckie and Kujawsko-Pomorskie regions, will also be involved in the project and will undergo training in the area of applying the Standards of Fair Play in Hiring.

Moreover, eight companies will be selected which will formally adopt the above-mentioned standards. Participation in the project will result in the companies' increased competitiveness and improved business image, in addition to the creation of effective teams of employees.

Once a company applies the principles of corporate responsibility, it will be in a better position to work with the local community. Its reputation on the market will improve and consumer confidence in its products and services will rise.

In the project, a set of tools will be created (Standards of Fair Play in Hiring), which will help make companies more competitive and the hiring process more open and transparent, especially in relation to workers aged 45 and over, who are in danger of losing their jobs. Of the project results, the most significant will be: reports and analyses pertaining to discrimination and ethics of hiring employees within Polish companies, a business management model based on the principles of corporate responsibility, and the 20 Standards of Fair Play in Hiring. Dissemination of the results will be an integral part of the actions taken by the Partnership institutions.

Partners involved in the project want to reach the widest possible audience – business owners and employees, who fear losing their jobs, as well as individuals responsible for government policy in the economic and social spheres – in order to be more effective in eliminating discrimination against workers aged 45 and older, and to encourage companies to adopt socially-conscious and development-focused models of management. Information about changes in the legislature, which may aid and reward the adoption of socially-responsible business practices by companies in Poland, will also be presented and publicised.

## Managing Organisation

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## Partners

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- Krajowa Izba Gospodarcza (The Polish Chamber of Commerce), Warsaw
- Polsko-Amerykańska Fundacja Doradztwa dla Małych Przedsiębiorstw (Polish-American Small Business Advisory Foundation), Warsaw



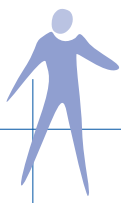
## Entrepreneurship in the Web, Internet – the Opportunity for Growth of Competitiveness

The project's main aim is to increase the competitiveness of small businesses through information technology and widespread access to business support services, including training. A successful small/medium-sized business sector is one of the most important ingredients necessary for a country's economic development. In the initial stages of the political and economic transformation taking place in Poland, there was a dramatic increase in the number of small and medium-sized businesses, but this has not been the case in the most recent times. Business owners are faced with numerous threats and obstacles. In addition, due to Poland's inclusion in the common European market, small businesses have to struggle on a larger and more competitive market. A key feature which is currently the measure of a company's competitiveness is its ability to effectively apply innovative technologies and modern methods of management. Small businesses wishing to remain on the market need to have guaranteed access to consulting services, as well as to information on obtaining loans or grants, and databases concerning institutions offering business support services. Small businesses are disadvantaged with regard to access to information and support services. In contrast to large businesses or corporations, they are not able to have separate departments responsible for analysing current economic conditions or making sure that the business is in compliance with current business regulations. Employing a financial or legal consultant, or an accountant, would constitute a significant strain on their budget.

Oftentimes, the owners of small businesses do not make use of the opportunities available or make bad business decisions based on faulty premises. Studies indicate that only 13% of small and medium-sized business owners use support services. The support available to small businesses is not suited to their actual needs. Often, the distance to information centres, located predominantly in large urban areas, constitutes a significant problem for small businesses. Lack of access to internet service and other new technology constitutes another large obstacle for these businesses. Apart from funds needed to purchase the computer hardware, software and internet access, the skills necessary to use them are lacking. There is little awareness of the advantages that the new technology affords, and this is another obstacle. An insignificant number of small and medium-sized businesses use the internet to advertise and/or sell their products or services, or to take care of legal formalities. Most limit themselves only to using the internet as a source of information. Another significant obstacle is the poor quality of internet access (slow connections and modems). Compounding the above problems, many companies have poorly educated staff, who lack awareness concerning the need for continuing education and adapting previously acquired knowledge to the current market situation.

This is why any form of support makes a significant difference for small businesses, and especially support with respect to professional training, business consulting, information exchange and business networking. The Partnership is aimed at eliminating the barriers listed here and at increasing the number of business owners who are able to utilise support services, thanks to internet access.

Four hundred small businesses will participate in the project (at least one person representing each small company) from the Mazowieckie, Podkarpackie, Podlaskie and Kujawsko-Pomorskie Voivodships. The programme will be available to businesses specialising in various areas (e.g. printing, footwear, clothing, photography, wood products). The internet will be the main tool used by the Partnership institutions to carry out the project. As a medium, the internet provides small businesses with access to information, but it is also an end in itself, providing IT solutions that can be used in running and promoting a small business. Businesses taking part in the project




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will receive internet access as well as software (free of charge, paid by the Partnership institutions) to use with their existing computer hardware. The Partners will create a “Small Business Vortal.” This is going to be the first complete and interactive set of tools for various forms of business support: e-learning based on self-study modules, business consulting, current information related to commerce, and an e-commerce marketplace. Thanks to this vortal, it will be possible to have widespread and inexpensive access to the most important business support services, including ongoing consulting services in the area of business management. The vortal will also be used to publicise the guidelines and models developed for the support of small and medium-sized businesses. It will also be the perfect location where project beneficiaries and Partnership institutions can exchange information, give advice and share experiences. Products created during the project (guidelines for training and consulting) will also be distributed through the vortal. Aside from the internet, other means of promoting small businesses will be used (the media, direct contact, seminars and conferences) to reach the widest possible audience: the beneficiaries’ political representatives, institutions offering support, research institutions, unemployed individuals, local governments and organizations participating in international partnerships. An important aim of the project is to encourage the participants to be proactive, since they are to have a direct say in how the offer for small businesses and the e-learning/self-study packages will look like. Training will also cover the basics of using a computer, computer applications and the internet. This will be especially helpful for users aged 45 and over. A published report will be one of the results of project implementation. The report will focus on access to information, and on barriers preventing the use of information and communication technology by small businesses. It will also include a detailed analysis of educational needs within the small business sector.

## Managing Organisation

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## Partners

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  - Demos Polska Sp. z o.o. (Demos Polska Co. Ltd.), Warsaw
  - Eduserwis Laks i Marciniak (Eduservice Laks and Marciniak), Poznań
  - Fundacja Rozwoju Przedsiębiorczości (Enterprise Development Foundation), Suwałki
  - Fundacja Rozwoju Regionów i Przedsiębiorczości (Foundation for the Development of Entrepreneurship and Regions), Mogilno
  - Gmina Miasta Radom (The Municipality of Radom), Radom
  - Politechnika Radomska im. Kazimierza Pułaskiego (Radom University of Technology), Radom
  - Stowarzyszenie Szydłowieckie Forum Gospodarcze (Szydłowiec Economic Forum Association), Szydłowiec
  - Towarzystwo „Altum” (“Altum” Society), Rzeszów
  - Wojewódzki Urząd Pracy (Voivodship Labour Office), Warsaw
  - Związek Rzemiosła Polskiego (Polish Craft Association), Warsaw
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adaptus.pl

The project's objective is to support small and medium enterprises of the Warmińsko-Mazurskie region in the use and implementation of modern ICT solutions and to enhance adjustment potential of their employees. The Partnership will conduct activities in two sub-projects: the first will focus on taking advantage of the Internet and teleworking in small and medium enterprises and the second on e-learning and modern knowledge management methodologies.

During the initial phase, panel discussions among labour market experts helped to prepare a comprehensive diagnosis of the local SME sector, including both obstacles and development opportunities. The unemployment rate in Warmińsko-Mazurskie is the highest in Poland at 28% among young people. One of the reasons for this situation is that young people have difficult access to jobs. Uneven economic development of the region and poor infrastructure make it difficult to use the ICT knowledge of this group. High costs of commuting from villages or towns to larger agglomerations like Olsztyn, Elbląg or Ełk in many cases prevents young people from taking a job. Unlike large companies, small and medium enterprises are unable to create new jobs and use modern technologies to boost their growth due to the lack of technological competencies, adequate training and advisory support.

Currently teleworking arrangements do not exist in the region, while available studies reveal that mostly sought after specialists providing services to companies and individuals, scientists, managers, lawyers can successfully be employed under this system. IT technologies, however, are not widely utilized. Companies do not have qualified personnel able to implement new solutions. At the same time, available training courses are frequently too expensive for small and medium companies, the knowledge is incomprehensible and does not meet the entrepreneurs' requirements.

There is no advisory services facilitating effective implementation of ICT solutions in small companies. Many managers do not see the IT solutions as a way of improving their competitiveness. Unawareness of teleworking and related opportunities is a significant problem. Small and medium enterprises rarely use free software available in the Internet and are reluctant to outsourcing the services (e.g. marketing or finance).

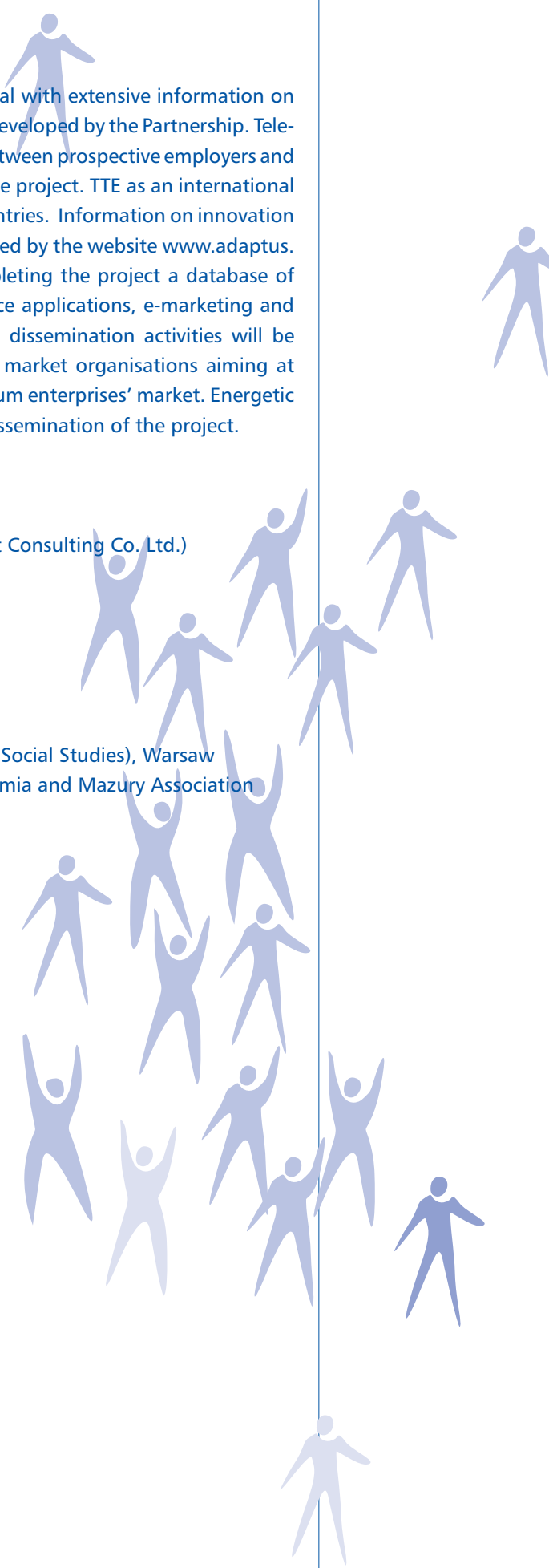
For this reason on-line training courses (via Internet), teleworking and distance advisory and training services seem to be an ideal solution. Creating flexible jobs in small and medium enterprises will allow to employ young and educated employees. However, there are no generally available tools enabling to hire teleworkers and to prepare unemployed and SME staff to use new technologies and communication solutions.

In relation to the diagnosed problems and assumed objectives, the Partnership has decided to extend the Project to 430 owners and managers of small and medium enterprises and 430 employees and other people related to the SME sector in Warmińsko-Mazurskie region.

Cooperation with the beneficiaries will result in developing tools and training programs enabling dissemination of the teleworking idea among small and medium enterprises and an effective use of modern ICT solutions.

The conferences will help to make local entrepreneurs interested in opportunities and benefits of modern technology. Conference participants, owners and managers of small and medium enterprises will have an opportunity to exchange experience and share good implementation practice. Managers will benefit from training in the use of the Internet, teleworking and e-learning in small and medium enterprises.

They will also benefit from assistance to the implementation of IT solutions in their enterprises. Similar training will be delivered to 220 employees of small and medium enterprises under a separate advisory programme.



Open Platform for Remote Education (OPRE), an Internet portal with extensive information on tele-learning and e-training courses, will be one of the products developed by the Partnership. Tele-employers and Tele-workers Exchange (TTE), enabling contacts between prospective employers and employees in the region and beyond, will be another result of the project. TTE as an international venue will enable users to find a tele-work in other European countries. Information on innovation in small and medium enterprises of the region will be disseminated by the website [www.adaptus.pl](http://www.adaptus.pl). The number of its users is estimated at 65,000. After completing the project a database of good examples of ITC solutions, including websites, e-commerce applications, e-marketing and tele-working will be established. During the project, intensive dissemination activities will be conducted among employers and employees and local labour market organisations aiming at promotion of positive models for influencing the small and medium enterprises' market. Energetic tele-working market will result from the implementation and dissemination of the project.

## Managing Organisation

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- Warmińsko-Mazurski Związek Pracodawców Prywatnych (Warmia and Mazury Association of Private Employers), Olsztyn

## Supporting the Adaptability of Small Enterprises

General objective of the Partnership is to enhance adaptability of small manufacturing firms and their employees to economic changes resulting from Poland's accession to the European Union and to the requirements of the information society. Entrepreneurs need to promote innovations through implementation of new information and communication technologies, introduce organisational changes and invest in human resources. Economic changes force employees to continuously improve their skills to better meet their employers' expectations and to be able to quickly return to the job market in the case of unemployment. Both groups are direct beneficiaries of the Partnership. The project will include 120 small manufacturing firms from Dolnośląskie voivodship which exist longer than 6 months, plan to introduce new technologies, new organisational and information solutions and are interested in contacts with foreign partners. The project will also cover 240 employees: 200 in the age of 24-49 and 40 persons older than 50. By such split it is intended to cover also elderly employees who are at risk of redundancy and find it most difficult to reenter the labour market from unemployment. This group of beneficiaries will benefit from activities aimed at adjusting their competencies to the employers' needs and involving them in training younger staff. This will help them to maintain their jobs and on the other hand – to encourage them to continue their career instead of taking early retirement. If a company employing people with disabilities applies to the project or wishes to delegate a disabled employee to the training, the Partnership will make sure that this person can participate on a par with other beneficiaries.

The main task for the Partnership is to develop a model of support to the employees of small companies through analysis of their qualifications, strategy of adjusting them to the needs of employers and dedicated training courses. The training will cover the areas of sales and negotiations techniques, organisation of production, inventory management, as well as personality development: motivation and communication workshops improving team working skills, opening for new opportunities, encouraging to learn, customer service and changing the management style. The Partnership together with business owners will test new solutions allowing employees over 50 to train younger staff members.

The Partnership will develop for small manufacturing companies a strategy of implementing new technologies and organise training courses on raising funds for new technologies and technology management. Study visits and advisory services for technological assessment, strategic planning of technology and changes in management style will also be organised. The entrepreneurs will receive assistance in implementation of specialised information and communication systems through training on the use of the Internet for business and promotion, use of documents circulation software and small business management (CRM – Customer Relationship Management).

The project team intends also to initiate cooperation between local and regional authorities, employers and employees to develop support instruments for small business and employees of small manufacturing companies. This will be achieved by meetings of all stakeholders.

Upon completion of the project, a group of advisers originating from the staff of the project partners will be organised to help the final beneficiaries (employers and their employees) to implement new technologies and adjust competencies to the employers' needs, as well as in human resources management. The advisers will be financed from other sources (e.g. from other ongoing projects).

The Partnership includes institutions with vast experience in implementation of projects focusing on small and medium enterprises. Each partner owns a customer database (including firms and institutions) which can be used to disseminate information. Each partner is also well known in the region among business institutions and local authorities.

There are 3 main target groups for dissemination activities: local and regional authorities, employers not participating in the project and business, training and advisory institutions. Upon completion of Activity 2, a conference will be organised to wrap up the completed phase. The Partnership will publish press release on the achieved results. Approximately 6 articles are planned. Each partner will write a report. The reports will be enclosed to the conference materials and send out to readers nation widely. The results will also be published on the communication platform of national and supranational Partnership.


## Managing Organisation

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## Partners

- heapmail Internet Solutions Sp. z o.o. (heapmail Internet Solutions Co. Ltd.), Wałbrzych
- OTREK Europejskie Centrum Rozwoju Biznesu Sp. z o.o. (OTREK European Centre for Business Development Co. Ltd.), Wrocław
- Politechnika Wrocławska, Wrocławskie Centrum Transferu Technologii (Wrocław University of Technology, Wrocław Centre for Technology Transfer, Wrocław
- Sudecki Związek Pracodawców (Sudety Association of Employers), Wałbrzych
- Związek Pracodawców Dolnego Śląska (Employers Association of Lower Silesia), Wrocław

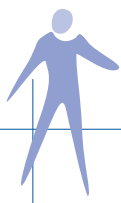
## The Partnership for Equalising Opportunities



Overall objective of the Partnership is to increase and maintain occupational activity of employees from the 40+ group through a “fast response” programme supporting the process of restructuring in companies of the Warmia and Mazury region (Bartoszyce, Lidzbark Warmiński, Szczytno, Elk and Pisz local authorities). The situation on local labour market is very bad and labour offices record one of the highest unemployment rates in Poland. Many are made redundant because of bad situation of companies. In some poviats up to 20% of small and medium enterprises declared bankruptcy recently. Local market is unable to offer more jobs and restructuring processes undertaken by business owners frequently do not meet the needs of local communities. Small and medium enterprises are not competitive and many of them are ousted from the market. Usually, restructuring is limited to layoffs, affecting primarily employees aged 40 or older. This group is least mobile and unprepared for competition on the labour market, where the use of modern information and communication technologies becomes an increasingly important factor.

Elderly employees have limited access to training programmes because of high costs of courses and employers’ reluctance to invest in the knowledge of their staff. Redundant employees from this age group become permanently unemployed because they are not prepared to compete on the open labour market. Their difficult situation is aggravated by the fact that on one hand legislation reduces early retirement opportunities and on the other – does not encourage to maintain employment in this age group. Labour market institutions tend to mitigate the effects of unemployment rather than promote employment and creation of new jobs. No consistent and effective system of entrepreneurship support exists in the poviats covered by the Partnership.

The project promoters propose development of support methodology intended for small and medium enterprises under restructuring and their employees, while bringing the focus of local authorities, non-governmental organisations and the entire community of employees on the challenges faced by groups in danger of social exclusion. The project beneficiaries are employees of restructured companies in 5 poviats (a total of 300 persons). The activities will cover mainly employees from the 40+ age group without vocational skills and educated employees whose jobs are being phased out. Other beneficiaries include institutions operating in the poviats, entrepreneurs and indirectly the local community of the region. Under the Partnership, in every poviat a „Fast Response Team” will be established with the aim of supporting the companies and their employees. As part of fast response solution, a Poviat Team for Occupational Adaptation will be established, including representatives of local institutions (local authorities, employers and employees’ associations) assisting groups in danger of exclusion, supporting the restructuring in companies and facilitating the use of their full potential locally. The beneficiaries – employees of these companies, will be able to use Peer Support Groups providing support and information about available assistance and training courses. Groups will organise workshops and meetings with occupational advisers, psychologists and other specialists, helping to find and shape further careers of redundant employees. A training programme for a group 40+ of age was developed to enhance mobility and abilities to retrain according to the employers’ needs. The beneficiaries will be able to improve existing skills and acquire new ones in the field of construction, welding, machine operation, craftsmanship, catering, trade, tourism, hotel industry and in more specialised fields such as finance, management, marketing, advertisement and management techniques. The training process will be permanently monitored by fast response specialists. The management of restructured companies will also benefit from the training course: they will learn new methods of management and how to acquire EU funds.



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A brochure titled "The Handbook of the Unemployed" with practical information for local job seekers (i.e. information on local institutions, support, training and advisory organisations and their activities geared towards the unemployed) will be published. The brochure will be regularly updated by powiat fast response specialists. In order to increase the impact of the project, the Partnership will disseminate fast response methodology enabling better support for restructured enterprises and equalising opportunities for groups in danger of labour market exclusion.

## Managing Organisation




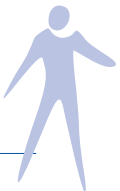


Region Warmińsko-Mazurski NSZZ „Solidarność” ("Solidarity" Trade Union of the Warmia and Mazury Region)

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## Partners

- Elbląskie Stowarzyszenie Wspierania Inicjatyw Pozarządowych (Elbląg Association for the Support of Non-Governmental Initiatives), Elbląg
  - Międzynarodowe Centrum Partnerstwa „Partners Network” ("Partners Network" International Partnership Centre), Cracow
  - Olsztyńska Wyższa Szkoła Informatyki i Zarządzania im. prof. Tadeusza Kotarbińskiego (The Tadeusz Kotarbiński School of Information Technology and Management), Olsztyn
  - Starostwo Powiatowe w Olsztynie (Powiat Starost Office), Olsztyn
  - Warmińsko-Mazurski Zakład Doskonalenia Zawodowego (Warmia and Mazury Vocational Training Centre), Olsztyn
  - Warmińsko-Mazurski Związek Pracodawców Prywatnych (Warmia and Mazury Association of Private Employers), Olsztyn
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## Partnership for Adaptabilities of Shipbuilding Industry Employees

Companies and employees of the Polish shipbuilding industry currently face a difficult period. Worldwide recession and inappropriately conducted restructuring made the companies ineffective, inefficient and finding it more difficult to operate on the competitive market. Shipbuilding companies face many problems related to effective use of their resources. The shipbuilding process differs from a traditional one: there are ups and downs in the demand for particular skills and competences. At some stages of shipbuilding there is no work for some employees or the company lacks specialists for particular jobs. There is high rotation of staff. Usually employees with relatively short experience leave the job and are replaced by unexperienced graduates. Elderly employees are less willing to adapt their skills to new conditions and to learn.

Polish shipyards do not have funds to invest in human resources and can not manage to raise salaries, thus are unable to improve efficiency and competitiveness of the sector. The managers do not use IT solutions supporting human resources management (e.g. defining job profiles, proper recruitment, motivation and assessment procedures). The shipbuilding industry needs employees who have more than one profession and work in various phases of the production process, doing various jobs. The qualifications of shipyards' and outsourcing companies' employees do not meet the needs of modern shipbuilding industry, especially in the area of information technology and modern human resources management. They also lack suitable tools to stimulate motivation and do not use IT solutions to explore new business opportunities and promotion methods. Difficult situation of shipyards influences other companies of the sector. Inflexibility of large companies, inadequate management system which do not include cooperation between different firms and delayed payments directly influence small satellite companies.

The overall objective of the Partnership is to facilitate development of adaptation abilities of companies and employees in the shipbuilding industry. The Partnership will attempt to improve work flexibility by creating training policies in companies, increasing workers' mobility and establishing motivation systems. The use of modern information and communication technology solutions such as e-learning, Internet-based business communication and tele-information environment for group work will become important elements of the project activities. The pilot project will include 100 final beneficiaries: production workers (55 persons) and managers of shipyards and supporting companies (55 persons). Under the project, a continuous education model will be developed to increase multi professionalism of shipbuilding industry workers and improve adaptation skills of management. The model includes standard procedures for consulting, training and occupational practice system. The professional groups participating in trainings will be selected so as to improve qualifications that are required throughout the shipbuilding process. The training model will also ensure a higher level of safety at work through better selection of candidates for given jobs. The project will also develop occupational counselling standard, including methods of selecting a counsel, tools for testing the employees, computer software for data collection, enabling the employees of shipbuilding industry to select the best career path.

Development of motivation system for companies will become a very important part of the Partnership activities. It will help to increase productivity of workers and to improve stability of employment in the shipbuilding sector. The Simulator of Benefits of Flexible Employment will also be developed to test the effectiveness of flexible employment. The simulator will be part of a web-based vortal. The vortal will enable on-line cooperation between partners and help to build a knowledge library. Good cooperation of all parties involved in shipbuilding will increase effectiveness and competitiveness. To improve the quality of human resources management, the Partnership has developed and implemented industry supplement to the EURES system (European



Employment Services). It is a solution for knowledge management, employment agency and selection of appropriate IT tools. The supplement meets specific needs of the shipbuilding industry.

Intersectoral cooperation between shipbuilding companies is also important. It will be facilitated by extensive dissemination of project results among many stakeholders: employees and entrepreneurs, trade unions, educational centres, sectoral organisations, local authorities and media. Apart from promoting innovations and building a good climate for shipbuilding industry, the objective of the dissemination is to influence the quality of business law related to the shipbuilding industry.

## Managing Organisation

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## Partners

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- Fundacja Gospodarcza (The Economic Foundation), Gdynia
- Gdański Związek Pracodawców (Gdańsk Association of Employers), Gdańsk
- Komisja Międzyzakładowa NSZZ „Solidarność” Stoczni Gdańskiej (”Solidarity” Trade Union Inter-Enterprise Commission of Gdańsk Shipyard), Gdańsk
- Stocznia Gdynia SA (Shipyard of Gdynia), Gdynia
- Uniwersytet Gdański (University of Gdańsk), Gdańsk

## Opole e-Craftsman

The objective of the project is to support development and grow competitiveness of craftsmanship through increasing the degree craft firms can adjust to structural changes in the economy using new technologies. The beneficiaries are 45 craftsmen - employers, 35 employees from craft firms and 25 apprentices. The Partnership will analyse their ability to cooperate, level of knowledge and professional skills and willingness to improve qualifications.

The objective is to improve competence of craft shop owners and their workers in terms of using new IT and communication technologies in their work.

It is to result in increased use of the technologies in craft shops, sales of goods and services, financial operations and settlements with Social Insurance Company and Tax Office. Another task of the Partnership is to help craft shops through developing a comprehensive and innovative model of assistance. Project owners also want to promote continuing education as a necessary element of operating in the ever-changing economic environment.

The main outcome of the project includes four elements. The first is a training model made of customized modules: information and communication technologies (basics of using computers for text editing, using Internet, learning software that supports small business, e-Craftsman platform, presentation of the firm using ICT tools), management module (including legal issues, multidimensional approach to company management in financial, accounting, human resources, technology and production quality terms) and use of computers in practice (modern techniques of design, manufacture, and measurements). The beneficiaries will have an opportunity to learn how to use software for and operate modern numerically controlled machine tools.

The next element of the outcome is a consultancy model for Human Resource and Business Counseling Centre. Counseling topics will usually match training topics in order to maximize the effectiveness of helping the target group become competitive compared to larger manufacturing companies. The Centre's specialists will have to choose appropriate advisers (business, legal, personnel, and vocational ones), who, in a customized manner, will help craftsmen not only learn how to invest in modern production technology, but also how to solve various problems they may normally encounter (including personal problems). Counseling services will be delivered both at the centre and in the field.

The outcome will also include a model for building craftsmanship clusters as a network of extensive cooperation within craft sector, developed on the basis of Austrian experience. Clusters' operation will require cooperation between companies based on a system of mutual discounts, placing orders, making purchases within the cluster and joint promotion and marketing activities. The cooperation will facilitate integration of underdeveloped firms with high-capacity companies through exchanging orders. The cluster model for stimulating cooperation will be tested on a group of about 15 craft firms with no focus on a particular sector.

All the modules will share one common element that ensures use of the skills by the beneficiaries and continuing education in crafts sector: a web platform based on "4 x e" concept. Virtual "e-Workshop" is an environment that will be created especially for craftsmen. "e-Craftsmanship Community" is another part of the portal supporting consolidation of the sector's workers. It will contain such elements as dedicated discussion fora, e-learning courses, and e-messenger for crafts sector. The next element of the "4 x e" concept is "e-marketing" for craftsmen. The portal will integrate individual promotion tools for specific shops, such as their web sites or an e-shop run jointly by craftsmen.

The last component of the web platform is "e-Teacher of Craftsmanship". The concept includes integration of e-learning courses at the "Opole e-Craftsman" portal. It will become a continuing education tool enabling the users to decide on the training topics, the pace and the limits of

learning. Training topics will be constantly updated, depending on the declared interest and legal and organizational changes as well as social and economic developments. On-line training will complement classroom courses and counseling offered by the project. Additional products of the Partnership include training programs, counseling procedures (a model for cooperation with craftsmen and apprentices) and a methodology guide for building crafts clusters.

The dissemination strategy for the project's outcomes includes use of the following methods and tools: campaigns in TV, press, and radio, local campaigns promoting the benefits of using information and communication technology, informative meetings with target group representatives, and presentations of the results at meetings with supranational partners. The Partnership will also publish a guide and issue CD's containing information about implementation of the project. It will also be posted at "e-Craftsman" web site.

## Managing Organisation

Fundacja Rozwoju Demokracji Lokalnej (Foundation in Support of Local Democracy)  
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## Partners

- CTC Polska Sp z o.o. (CTC Polska Co. Ltd.), Warsaw
- Izba Gospodarcza „Śląsk” (Chamber of Commerce “Silesia”), Opole
- Izba Rzemieślnicza (Chamber of Crafts), Opole
- Wojewódzki Ośrodek Doskonalenia Informatycznego i Politechnicznego (Voivodship Centre for Technical and Computer Training), Opole
- Wojewódzki Zakład Doskonalenia Zawodowego (Voivodship Centre of Vocational Training), Opole

## The Green Technologies Centre

The main objective of the project is to improve the labour market through supporting adaptation skills of employees and enterprises in the areas of special environment protection. The task for the Partnership is to create and disseminate models enabling the companies and their employees to adapt to changes in the economy.

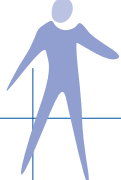
The project is being implemented in the Podlaskie voivodship which is regarded as part of so-called Green Lungs of Poland. Natural environment quality of the Podlasie region is an opportunity for small and medium enterprises to grow according to the sustainable development principle. The key issue is to identify niche activities which could be replicated in other similar regions of Poland and Europe. The Partnership focuses on agritourism, biomass production, traditional construction, wastewater management (mini sewage treatment plants), packaging waste disposal and food industry.

Project beneficiaries are 462 employees and employers from small and medium enterprises whose business is geared towards sustainable development and green technologies. The key outcomes of the project to be disseminated are training models for small companies developed by competence centre of Green Technologies, model training and consulting institution specialising in so-called green jobs. The centre will support small and medium enterprises (training, certification, consulting, legal services) and the unemployed planning to develop businesses in environmentally valuable areas or to use generally accessible natural resources.

The results will also include training models, training materials and a website. Theoretical and practical training models will focus on new technologies for mini sewage treatment plants, application of innovative system of utilisation of packaging materials, application of new construction technologies based on traditional design (roofing in particular), adaptation of old technologies and old recipes for traditional and regional products to the EU quality requirements, use and implementation of branded tourist products, use of renewable energy, especially biomass. The training materials will include manuals, technologies, handbooks with legislation and its interpretation, multimedia presentations and instruction videos. Updated materials developed during the project, information on new technologies, training and solutions will be published on the website. Additionally, procedures for creating the Green Technologies Competence Centre will be developed, including localisation requirements, costs of creation and maintenance, personnel requirements, description of equipment and permanent exhibition of „green technologies” and „green jobs”, description of management procedures and financing after the project completion, opportunities for adaptation of Western models, methods of cooperation with producers of new equipment and technologies, proposals of changes in the regional policy required for development of „green technologies”.

The result will be used mainly by the owners and employees of small and medium trading enterprises interested in changing or broadening their offer. Also institutions responsible for regional policy such as local authorities, non-government organisations and research institutions will benefit from solutions developed under the project. The results will be disseminated during meetings and conferences and through publications. A case study describing successes and failures of the project based on a study of project impact on the situation of final beneficiaries. The case study will be sent to various institutions (local authorities, poviast labour office, non-governmental organisations) and will be available free of charge.

Participation in the Partnership of the Local Assembly Speaker's Office of the Podlaskie Voivodship will lead to including the project results into the regional development strategy. Regional Labour Office in Białystok will disseminate project results through their Centre of Information and Career Planning.



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The Partnership will host 5 conferences, create an Internet platform, organise press conference, present the results to local authorities of various levels (gminas and poviats) and publish articles in the local press media. A video documentary on the project will be broadcast by the local branch of Polish Television in Białystok.

## Managing Organisation

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## Partners

- Bio-Wat, Białystok
  - Ekoton, Białystok
  - Instytut Zrównoważonego Rozwoju (Institute of Sustainable Development), Białystok
  - Urząd Marszałkowski Województwa Podlaskiego (Marshal Office of the Podlaskie Voivodship), Białystok
  - Wojewódzki Urząd Pracy (Voivodship Labour Office), Białystok
  - Wyższa Szkoła Agrobiznesu (Academy of Agribusiness in Łomża), Łomża
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## Model System of Companies Staff Adaptation to Structural Changes in Economy

Knowledge management – acquiring, distribution and use of knowledge - is the key element of the functioning and development of enterprises. Education and training aspects are closely related to this process. The studies have revealed a mismatch between the level of education and vocational skills of employees and employers' needs, which is a serious problem for Polish enterprises. Employees fail to understand the need to acquire new skills and competencies through continuous learning. During restructuring processes, which are usually limited to downsizing of employment, experienced employees of over 45 years of age, who find it very difficult to compete on the open labour market, are laid off in first place. The most frequent reason for dismissal is the lack of ability to use modern information and communication technologies. Dismissals of elder employees have negative impact on the enterprises: large part of the corporate knowledge is lost forever together with a senior employee. The market also lacks EU-wide unified assessment system of qualifications acquired informally. There is a lack of cost-effective tools for managing employees' competencies and referring them to appropriate training courses. External training courses are rarely delivered in a well structured and planned way. For smaller companies, high costs of courses which provide rather general knowledge, useless in everyday practice, is an obstacle.

Considering the above factors, the main objective of the Partnership is to develop the Model Enterprises' and Employees' Support System to help creating knowledge management systems based on existing and required resources of the enterprise. The pilot programme will cover companies from the light industry which was selected because the studies show that only 8% of employees from this sector participate in training courses. The project beneficiaries are companies, its employees and related business organisations. Direct activities cover a group of 500 employees and managers from 25 small and medium enterprises of the light industry.

The Model Enterprises' and Employees' Support System, a comprehensive tool enabling optimal knowledge management, will become the main outcome of the Partnership and will fill the gap in the Polish system of vocational education and development. The system will support Polish enterprises during the adjustment to structural changes in the economy. It will include procedures and tools for developing individual development paths for employees. Strategic implementation of education processes in enterprises significantly influences the quality of management, increase of competitiveness and has an impact on the employees. A better use of knowledge in the company will help to improve business flexibility and ensure better understanding of internal processes, thus leading to better forecasting of economic changes. The model solution will include training needs analysis system enabling development of training concepts and delegating employees to a course which closely meets his/her requirements. Effective assessment system of qualifications obtained in informal and incidental ways will be part of the solution as well. Proper assessment of employees' qualifications enables the best use of their potential and facilitates flexible changes of employment. The Model Support System will also include a solution facilitating effective use of senior employees to transfer their knowledge through informal and incidental training. Experienced employees, adequately trained, will transfer knowledge through coaching and internal training courses. The project helps to equalise opportunities on the labour market as introducing tools for programming career paths promotes professionalism in periodic assessment of employees, thus eliminating arbitrary criteria of awarding promotions and raises.

Dissemination of results is a very important part of the project. The Partnership's aim is to promote the model solution among a large number of companies and organisations, research



institutions, education and social policy decision makers and international partnerships. Effective dissemination will help to introduce good practices to the labour market policy and vocational education.

## Managing Organisation

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## Partners

- Federacja Niezależnych Samorządnych Związków Zawodowych Przemysłu Lekkiego (Trade Unions Federation of the Light Industry), Łódź
- Forum Związków Zawodowych (Trade Unions Forum), Bydgoszcz
- Towarzystwo Naukowe Organizacji i Kierownictwa (Scientific Society for Organization and Management), Gdańsk

## ElaStan – Promotion of Flexible Employment Methods

The objective of the Partnership is to reduce labour market discrimination by generating local enterprises' demand for flexible employment schemes and application of modern information and telecommunication technologies. According to preliminary surveys made by the Partnerships, small and medium-sized enterprises from suburban Warsaw areas are much less competitive compared to their counterparts operating in Warsaw. Due to high costs of traditional employment arrangements, small enterprises are unable to hire highly skilled specialists to support marketing, management or sales. As a consequence, their growth is brought to a halt. In addition, the local intellectual capital is rapidly migrating to large cities. Unable to find a job in their home region, specialists have to go elsewhere. The competitiveness of small and medium enterprises from suburban Warsaw is further hampered by difficult access to knowledge and latest information and communication technologies that are commonly used in the economy of today. The companies lack specialists in this area and modern methods of management. In a survey of small business owners a half of them reported that the company has to downsize its operations and refrain from growth-oriented activities due to a shortage of necessary employees. Moreover, survey results indicate that management and sales support specialists are the most sought after on the labour market. Usually, they opt for full time jobs, but the companies are unable to meet their expectation due to a lack of funds. Vacancies can easily get filled by hiring much wanted employees jointly by several companies, of which none is in need of a full time job. Almost 49% of the surveyed employers support the idea of part time jobs. Cost saving flexible employment arrangements that involve temporary part time jobs and sharing employees by two or more firms, are a possible remedy to the problems faced by small and medium-sized enterprises. Nevertheless, employers do not use such arrangements and little know about them. Moreover, there is no cooperation between the companies intended to work out a common employment policy and business owners are afraid of supervisory authorities (the Tax Office or Social Insurance Institution) in the context of fiscally and legally "problematic" employment arrangements.

The Project's activities will cover companies from the regions of Pułtusk, Garwolin and Radom. In Mazowieckie Voivodship, there are huge differences between the status of enterprises operating in Warsaw or its outskirts and those located in more remote areas. The development potential of Warsaw is not used to encourage development of weaker poviats and firms located therein. Final beneficiaries of the Project are owners and managers of such enterprises (225 persons), potential flexible workers – now unemployed or in danger of redundancy (225 persons) – and 30 potential trainers specialising in flexible employment arrangements. The main objective of the Project is to develop a model system of support to flexible employment arrangements and its pilot-scale implementation. The system contains a coherent set of technical (IT), organisational, legal, educational and informational solutions. Project beneficiaries will be able to use standard flexible employment contracts conform to the provisions of the Labour Code, Civil Code and the Code of Commercial Companies, as well as other documents and procedures enabling flexible employment arrangements. They will be given a set of ready to use solutions: standard contracts, forms and procedures protecting equally the interests of employers and employees. Standard arrangements ("Flexible Company" and "Flexible Worker") and a commentary thereto will be available for downloading from a fast internet server installed under the Project. Package efficiency will be tested by micro-audits of small and medium-sized enterprises, personality/competence surveys of employees and at dedicated training events. E-Centres of Teleworking will be established to test and implement new solutions, facilitate cooperation of small and medium-sized enterprises and minimize their exposure to financial risks. The Centres will also act as information/promotion

hubs and establish grounds for replication of the new system of support to flexible employment arrangements elsewhere in Poland.

The Development Partnership is planning to disseminate extensively the outcomes of the Project using a variety of measures: the Internet, training/information materials, lobbying or conferences attended by all interested parties. It will be equally important to ensure an atmosphere of political sympathy towards flexible employment arrangements, as required for the amendment of existing labour law. Integrative debates of employees and employers will be held under the Project to expand the scope of flexible labour market. The Partnership will appoint a team of trainers/auditors capable of performing micro-audits of human resources in the enterprises and delivering training in practical application of the system of support to flexible employment arrangements.

The Project will be implemented in close cooperation with institutions and agencies in charge of local labour markets. The focus on promotion of flexible employment arrangements will contribute significantly to an improvement in employers' and employees' awareness of benefits from the application of modern information and telecommunication technologies, helping them to find new outlet markets or deliver more effective promotional campaigns.

## Managing Organisation

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## Partners

- Badania Systemowe EnergSys Sp. z o.o. (EnergSys System Research Co. Ltd.), Warsaw
- Federacja Stowarzyszeń Naukowo-Technicznych NOT (Polish Federation of Engineering Associations), Warsaw
- Instytut Chrześcijańsko-Demokratyczny im. Ignacego Jana Paderewskiego (The Ignacy Jan Paderewski Christian-Democratic Institute), Warsaw
- ITTI Sp. z o.o. (ITTI. Co. Ltd.), Poznań
- Politechnika Warszawska, Wydział Inżynierii Lądowej, Zakład Zastosowań Informatyki w Inżynierii Lądowej (Warsaw University of Technology – Faculty of Civil Engineering, Division of Applied Computer Sciences in Civil Engineering), Warsaw
- Program Narodów Zjednoczonych ds. Rozwoju (United Nations Development Programme), Warsaw
- Stowarzyszenie Radomskie Centrum Przedsiębiorczości (Radom Entrepreneurship Centre Association), Radom
- Stowarzyszenie Rozwoju Gmin i Miast Powiatu Garwolińskiego „Wspólnota Powiatowa” (“Poviat Community” Association for the Development of the Cities and Villages of the Garwolin Poviat), Garwolin
- Stowarzyszenie Towarzystwo „Amicus” (“Amicus” Society), Białystok

## ENTER – Partnership for Telework, Entrepreneurship and Equality

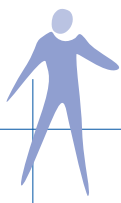
The main objective of the Partnership is to develop and disseminate comprehensive knowledge about flexible employment arrangements and influence public awareness of these issues with a view in combating labour market discrimination.

Due to a high unemployment rate, the rules on Polish labour market are being imposed by the employers. Candidates and workers are expected to meet increasingly higher requirements that in many cases exceed their actual capabilities. As a consequence, groups particularly vulnerable to discrimination emerged on the labour market: the residents of small localities, women with young children or people with disabilities may experience commuting problems or prove unable to meet availability levels expected by potential employers (e.g. taking overtime hours or working during weekends).

Teleworking, or work-from-home employment based on advanced information and telecommunication technologies, may well help to combat that discrimination. Teleworking arrangements are particularly suited for accountants, project managers, marketing, human resources and public relations specialists, finance analysts, commercial representatives, scientists, translators, proof-readers and programmers. Teleworking represents a number of new opportunities for both employers and employees. In Poland, however, the knowledge of such employment arrangements and related good practice is hardly available to HR managers and business owners. Legal, organisational and technical aspects of teleworking are little known or used on the market. Employers are reluctant to apply non-standard employment arrangements and fail to find proper candidates who are to work remotely. Enterprises, especially small and medium ones, are not adequately prepared in terms of infrastructure and equipment for teleworking. Prohibitive costs of telecommunication services are another serious impediment. Other obstacles are on the side of employees who are unaware of the challenges and opportunities associated with flexible employment arrangements. Some workers and unemployed people, even those expressing interest in teleworking, are devoid of adequate hardware or skills to operate modern telecommunication devices. A lack of legislative framework – a clear definition and interpretation of teleworking – is another barrier preventing a widespread use of that form of employment. According to all available forecasts, Polish companies will soon see their competitiveness dwindling on the ever changing markets, if they fail to improve their capacities in terms of modern telecommunication solutions and introduce flexible employment arrangements, such as teleworking. They will miss the opportunity to grow and use less expensive labour and experts from remote poorly urbanized areas.

The objective of the Partnership is to develop a Polish model of teleworking (intended primarily for small and medium enterprises) based on extensive survey of employers' and employees' needs, and to ensure that teleworking is widely used as a tool counteracting exclusion from the labour market, as well as to enhance awareness of advanced technologies of information society and teleworking among small and medium enterprises. Project beneficiaries will be recruited from owners and top management of small and medium enterprises (420 persons) and workers and unemployed people – potential teleworkers (780 persons) – who have experienced problems with occupational reintegration or are in danger of redundancy for inability to work under traditional 8 working hours arrangements. The beneficiaries represent various trades and businesses from all over Poland.

The Development Partnership will prepare a detailed report with information about teleworking needs and expectations based on a survey of employers and employees. The report will contain a review of the existing degree to which flexible employment arrangements are used and of the




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legal aspects of teleworking in Poland. As a result of collaborative efforts of the beneficiaries, labour market organisations and institutions, a Polish model of teleworking will be developed considering technical and telecommunication aspects of this form of employment. Experts from telecommunication sector will be involved at that stage of the Project to minimize infrastructural shortcomings. Legal experts will contribute to a detailed study of teleworking regulations (a review of existing legislative framework, recommendations on necessary changes and new draft regulations enabling the introduction of flexible employment arrangements). A comprehensive training module will be developed for teleworking trainers, employers, employees and the self-employed. New training and informational materials will be tailored to the needs and expectations of employers and employees. The Laboratory – a teleworking pilot project of six months – will provide the beneficiaries with hands-on skills, as necessary for operation of modern technologies assisting flexible workers. The feedback on pilot project will be presented in special document that will help to promote the tested solutions and their dissemination on the labour market.

A guidebook on modern employment and flexible work arrangements, containing case studies of best practice (based mainly on experience gathered by project partners and beneficiaries) and foreign examples of such arrangements, will be an important product of Partnership's efforts. All relevant analyses, reports, information materials produced throughout the project will be available at the [enter-telework.org](http://enter-telework.org) portal to provide an exhaustive teleworking database. Thanks to its interactivity (a forum, job offers, etc.), the portal will serve as a source of information and a platform for experience sharing between interested users. In addition, the portal will be an excellent venue for the promotion of Project outcomes.

Extensive dissemination activities involving other media than the Internet are foreseen. It is planned to publish reports, newsletters and host seminars and meetings with employers, employees and representatives of labour market organisations. Effective dissemination will broaden the knowledge of opportunities associated with teleworking, while raising awareness of the necessity to amend the legislative framework and enable the growth of the Polish labour market.



## Managing Organisation

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## Partners

- Akademia Ekonomiczna w Poznaniu (Poznań University of Economics), Poznań
  - Centralny Instytut Ochrony Pracy – Państwowy Instytut Badawczy (Central Institute for Labour Protection – National Research Institute), Warsaw
  - Fundacja „Centrum Promocji Kobiet” (“Centre for the Advancement of Women” Foundation), Warsaw
  - Międzynarodowe Forum Kobiet (International Forum for Women), Warsaw
  - Telekomunikacja Polska SA (Polish Telecommunication A.C.), Warsaw
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## Alliance for Work

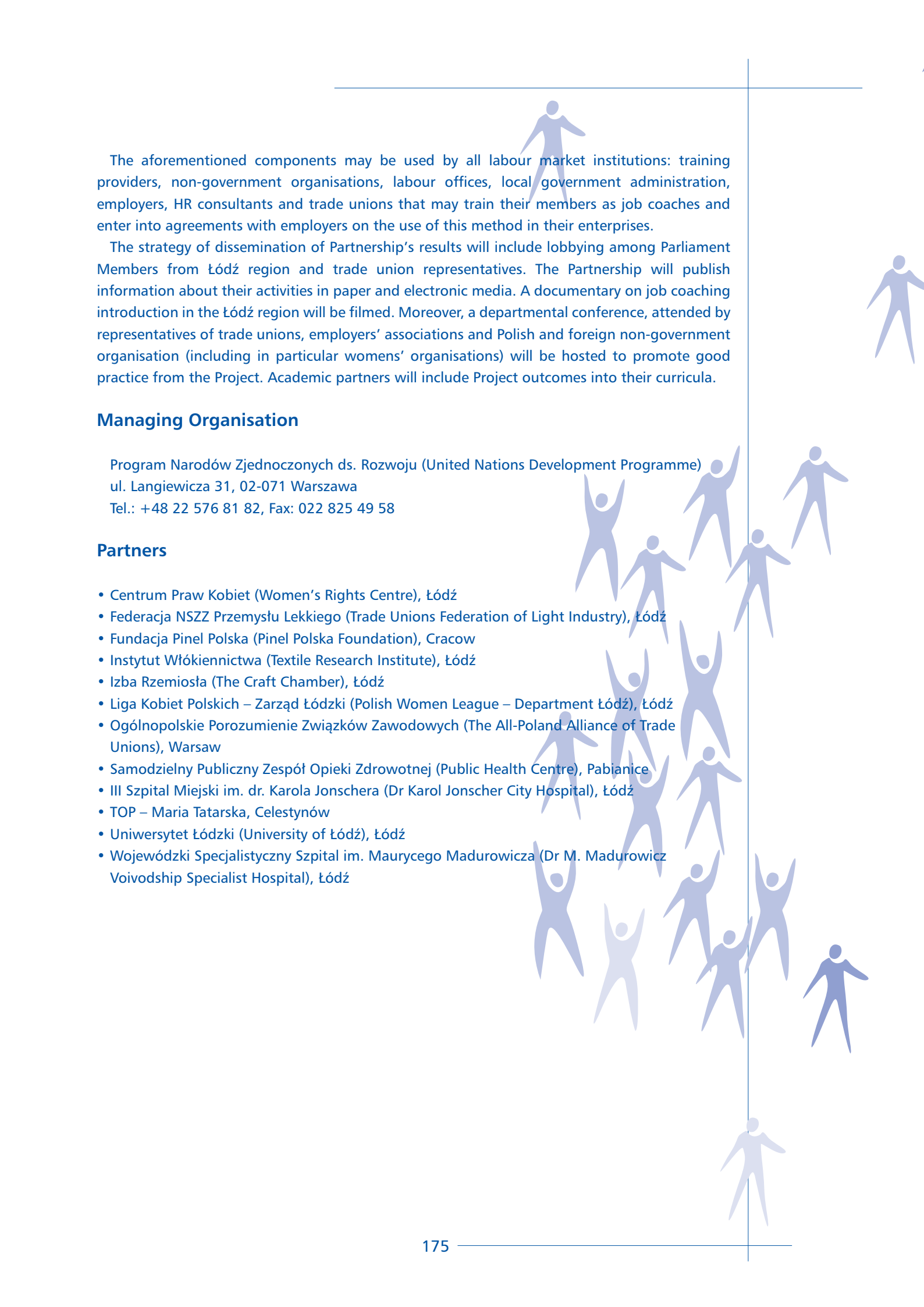
The Development Partnership's objective is to maintain occupational and social activity of people who are in danger of redundancy. This will be achieved by introducing job coaching methodology and integrated training system. The target group are individuals aged 45-65 who are in danger of redundancy or lost a job during the term of the Project, with special focus on those discriminated against or mobbed due to their age. The Partnership focused its activities on employees from light industry, health care and non-government organisation sectors (a total of 440 final beneficiaries). As a general rule, target group members possess inadequate skills that are required for implementation of new technologies in their enterprises and often are unable to use modern office automation equipment, computer or the Internet. A group of 380 beneficiaries will participate in a series of training events intended to overcome mental barriers associated with retraining and investing in one's own vocational development. Training will be tailored to "personal development plan", as drafted jointly by the beneficiary and his/her job coach (personal job adviser) in consultation with beneficiary's employer. Training will involve computer courses, including basic computer skills, such as the use of Office package and the Internet, the use of Excel spreadsheets in day-to-day accountant's responsibilities or – optionally – the "Platnik" software (for payment of contributions to the Social Insurance Institution). The beneficiaries will learn how to open and maintain an on-line shop and attend "Computer in the Office/Company" and "Salesperson with Computer and Fiscal Cash Register" courses. The training offer includes the rules of computer-assisted accounting and business regulations prevailing in Poland and other EU member countries. The beneficiaries will be able to take advantage from lawyer's and psychologist's advice provided by partner trade unions and non-government organisations to support the process of retraining or outplacement.

Also employers (up to 30 managers from companies laying-off the beneficiaries) will participate in the Project. They will attend seminars on efficient crisis management (e.g. in staff reduction situations), mental status of those made redundant and those identifying themselves with their plight, as well as on the principles of communicating in emotionally sensitive situation and the broadening of employee usefulness criteria. They will also learn how to avoid evaluation traps and provide dismissed employees with useful job finding skills and information. The workshops are intended to ensure that employees better understand the status of workers aged "45+".

The Development Partnership will perform an in-depth diagnosis of employers' needs, including feasibility of training for employees aged "45+" and their continued employment in sectors under the Project. The Partnership will also investigate challenges faced by those aged "45+" on the labour market of the Łódź region. This will help to introduce the job coaching method intended for those in danger of redundancy.

During the Project, 60 job coaches are to be trained, of which 30 will be employed by the Pinel Polska Foundation. They will participate in the process of occupational and social reintegration of final beneficiaries.

The key outcome of the Project – an integrated job coaching model intended to keep those aged over 45 on the labour market – will include several components. The first component is a manual documenting job coaching implementation in enterprises and non-government organisations. The manual will include reference materials for employers and case studies illustrating specific solutions and benefits to both employees and employers. The second component is a "user's manual" of job coaching, composed of: job coach training system for higher schools (a series of lectures) or their research and development centres; job coach management procedure; certification process and job coaching standards; job coaching-based methods of work with those in danger of redundancy; psychological training and "hard" training.



The aforementioned components may be used by all labour market institutions: training providers, non-government organisations, labour offices, local government administration, employers, HR consultants and trade unions that may train their members as job coaches and enter into agreements with employers on the use of this method in their enterprises.

The strategy of dissemination of Partnership's results will include lobbying among Parliament Members from Łódź region and trade union representatives. The Partnership will publish information about their activities in paper and electronic media. A documentary on job coaching introduction in the Łódź region will be filmed. Moreover, a departmental conference, attended by representatives of trade unions, employers' associations and Polish and foreign non-government organisation (including in particular womens' organisations) will be hosted to promote good practice from the Project. Academic partners will include Project outcomes into their curricula.

## Managing Organisation

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## Partners

- Centrum Praw Kobiet (Women's Rights Centre), Łódź
- Federacja NSZZ Przemysłu Lekkiego (Trade Unions Federation of Light Industry), Łódź
- Fundacja Pinel Polska (Pinel Polska Foundation), Cracow
- Instytut Włókiennictwa (Textile Research Institute), Łódź
- Izba Rzemiosła (The Craft Chamber), Łódź
- Liga Kobiet Polskich – Zarząd Łódzki (Polish Women League – Department Łódź), Łódź
- Ogólnopolskie Porozumienie Związków Zawodowych (The All-Poland Alliance of Trade Unions), Warsaw
- Samodzielny Publiczny Zespół Opieki Zdrowotnej (Public Health Centre), Pabianice
- III Szpital Miejski im. dr. Karola Jonschera (Dr Karol Jonscher City Hospital), Łódź
- TOP – Maria Tatarska, Celestynów
- Uniwersytet Łódzki (University of Łódź), Łódź
- Wojewódzki Specjalistyczny Szpital im. Maurycego Madurowicza (Dr M. Madurowicz Voivodship Specialist Hospital), Łódź

## Dynamism and Experience – Joint Change Management

The past few years saw a rapid development of information and communication technologies. Computers are omnipresent in life and all sectors of the economy – they are used by enterprises, non-government organisations and government institutions. The latest IT and communication systems help to streamline operations and improve effectiveness and competitiveness. However, the technological revolution sometimes proves a mixed blessing. Elderly employees without any previous working experience with advanced technology are ousted from the labour market. Those aged 50+, unfamiliar with information and communication technologies and lagging behind changes occurring in their enterprises, are the first to be dismissed. At the same time they are reluctant to learn new skills under continuous development schemes. They are also afraid of competition from younger workers, who – despite a lack of previous job experience – are much better users of computers and other modern equipment. This is often the cause of conflicts which may hamper company growth or careers of individual staff members. Being unable to adjust to the modern business environment, elderly employees face a high risk of redundancy. Their dismissal is detrimental to the entire company, as they take away with them long-term accumulated expertise, while their younger substitutes are likely to commit errors that would be otherwise avoidable. In an attempt to change this situation, the Partnership will develop a model to enable older employees to acquaint themselves with new technologies so that they are more competitive on the labour market, while remodeling detrimental interpersonal relationships between different age groups and improving company performance. According to available studies, a model of this kind is still to be developed in Poland.

Direct beneficiaries of the Partnership are 210 individuals (employees aged 50+, younger employees and managers) from small and medium enterprises, large companies and public institutions from the western subregion of the Śląskie Voivodship.

The main objective of the Project is to combat discrimination of people aged 50+ by developing and implementing an innovative approach to job maintenance, adaptation of employees to the changes and by putting forward changes to improve company performance and address the needs of individual employees. Project beneficiaries will be split into 70 teams of 3 members each, composed of the representatives of each of the groups. This will make it possible to test new solutions for efficiency under specific working environment, in collaboration with all the actors of that environment. The teams will implement pilot and final version of the developed "intermentoring" method. "Intermentoring" is a modified version of traditional mentoring, or induction of new workers into company operations by senior employees. The added component is the role of technology mentor, i.e. the new employee who will train his elder colleague in information and communication technologies. "Intermentoring" will include training in social skills to support occupational adaptability in the conditions of a market-oriented economy and the changing technological environment. In addition, training will be provided in practical ICT application at work and in up-to-date company management techniques, including the introduction of modern HR management methodology. Managers will have an opportunity to take advantage of a company management system, involving analytical and strategy development tools intended for small and medium enterprises.

Employees aged 50+ participating in the Project will acquire new ICT skills, while raising awareness of the importance and effectiveness of continuous development. Joint teams of members of three groups of employees (older, young and managers) will improve their collaboration and help to remove company growth barriers. Training in new information and communication technologies will be designed specifically with elderly employees in mind.

The Partnership will prepare and publish reports on the new model approach to providing organisations and companies with support in the area of new technologies and innovative management methodology. The reports will describe expected technology changes on the labour market and analyses of reasons behind labour market inequalities and developments.

The dissemination of new solutions will be an integral part of Partnership's activities. A variety of tools will be used: Project website, leaflets, posters, multimedia presentations, articles and interviews published by local press media, papers in industry publications and conferences promoting the Project. Dissemination activities will be targeted at key labour market actors – enterprises, business organisations, public institutions, non-government organisations, training providers and higher schools.

## Managing Organisation

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## Partners

- Agencja Rozwoju Przedsiębiorczości SA (Agency for Enterprise Development A.C.), Żory
- Cech Rzemiosł Różnych w Żorach (Guild of Various Crafts in Żory), Żory
- Fundacja Ekologiczna „Ekoterm Silesia” (Ecological Foundation “Ekoterm Silesia”), Rybnik
- Info Graf, Suszec-Rudziczka
- Katowicka Specjalna Strefa Ekonomiczna SA (Katowice Special Economic Zone A.C.), Katowice
- Politechnika Śląska (Silesian University of Technology), Gliwice
- Polskie Stowarzyszenie Psychologów Praktyków (Polish Association of Practicing Psychologists), Cracow
- Urząd Miasta Żory (Żory City Council), Żory

## Maturity Makes Use of Knowledge

The main objective of the Project is to improve adaptability of defense industry workers aged over 44 and adjust their skills to the requirements of information society and market-oriented economy. This will be achieved through the use of innovative vocational development tools.

The Project will involve promotion of continuous development among employers and employees from the defense sector as a way to improve skills and minimise the risk of redundancy. It is vital to encourage mature workers to improve skills, as they are often accustomed to traditional work patterns and trades.

The Project will involve 356 participants, including 214 women. The Development Partnership will carry out tests to identify the desired path of career and personal development of employees. Test results will serve as a basis for appointment of advisory group members, who are to be trained as mentors. Training plan will be prepared upon identification of beneficiaries' training needs. Training sessions will be delivered out of employees' working hours. Several individuals who do not own a computer at home will have an opportunity to hire a laptop for use during the training. It is envisaged to set up 30 training groups of 12 trainees each. Every participant will be given on average 450 training hours.

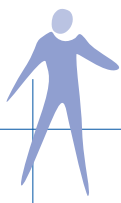
The idea behind the Project is to provide "44+" employees with appropriate conditions and enable them to learn skills that are required for introducing changes at their job positions. This goal is to be achieved using a three-prong approach targeted at mental, methodological and IT aspects. Beneficiaries will be provided with necessary knowledge of change management issues and psychological support in the form of training programmes intended to improve their adaptive and interpersonal skills. This is expected to enable them to create innovative solutions and processes for an enhancement of efficiency at work.

Custom designed improvements and processes will focus on innovations intended for job positions of the beneficiaries. Expertise and skills from training events will enable the employees to perform efficiently at their existing or new job positions, actively shape their working environment and find a new job if dismissed.

The Development Partnership is preparing a model system for vocational development of "44+" workers from defense industry. In order for these activities to be effective, it is crucial to overcome employees' mental barriers associated with improvement of qualifications and learning new skills, as well as reservations concerning the use of hands-on expertise accumulated throughout their careers. Training programmes and psychologist's advice will help them to redefine their occupational strengths and capacities. Aware of their mental predispositions, they will participate in training events to prepare them for new job positions and missions in defense industry and elsewhere. The matching of employees' needs and local labour market requirements will be vital. Training will focus on learning jobs that are sought after by employers, job seeking abilities and self-employment.

The Development Partnership will elaborate a model HR strategy for the defense industry. Pilot stage solutions will include: recruitment, post induction, job descriptions, performance evaluation, career path planning, in-house training, financial incentives, mentoring and model outplacement system. According to Project promoters, the strategy should be designed for application by all joint stock companies of the State Treasury as a basis for their HR policies and to establish uniform policy review measures on the central level. Like in the case of business plans, the enterprises would be obliged to submit personal strategy for the next years.


The Partnership is planning to establish a network of links between "44+" employees of defense industry involved in the Project. Joint activities are not limited merely to the sharing of



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information about the progress of the Project. Above all, they will contribute to the exchange of good practice, experience, knowledge transfer, etc. To this end, a platform of fast communication between all Partnership stakeholders will be established to serve as a system of resource and training administration and discussion forum. In addition, the platform will support the stage of initial IT training.

Outcome dissemination will involve seminars hosted by the Partnership for “44+” employees of defense industry other than those directly participating in the project, workers from other sectors of the economy, local communities and representatives of central government administration. Newsletters, posters and leaflets will be printed. News about the Project will be published in press media and the Internet.



## Managing Organisation

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## Partners

- Komisja Międzyzakładowa NSZZ „Solidarność 80” przy Zakładach Mechanicznych „Bumar Łabędy” SA (“Solidarity 80” Trade Union Inter-Enterprise Commission “Bumar Łabędy”), Gliwice
  - NSZZ „Solidarność” przy Zakładach Mechanicznych „Mesko” SA (“Solidarity” Trade Union at “Mesko” A.C.), Skarżysko-Kamienna
  - Program Personel Marketing, Leżajsk
  - Związek Zawodowy Przemysłu Elektromaszynowego przy Zakładach Mechanicznych „Mesko” SA (Trade Union of the Electric Engineering Industry at “Mesko” A.C.), Skarżysko-Kamienna
  - Związek Zawodowy Przemysłu Elektromaszynowego w Zakładach Mechanicznych „Bumar Łabędy” SA (Trade Union of the Electric Engineering Industry at “Bumar Łabędy” A.C.), Gliwice
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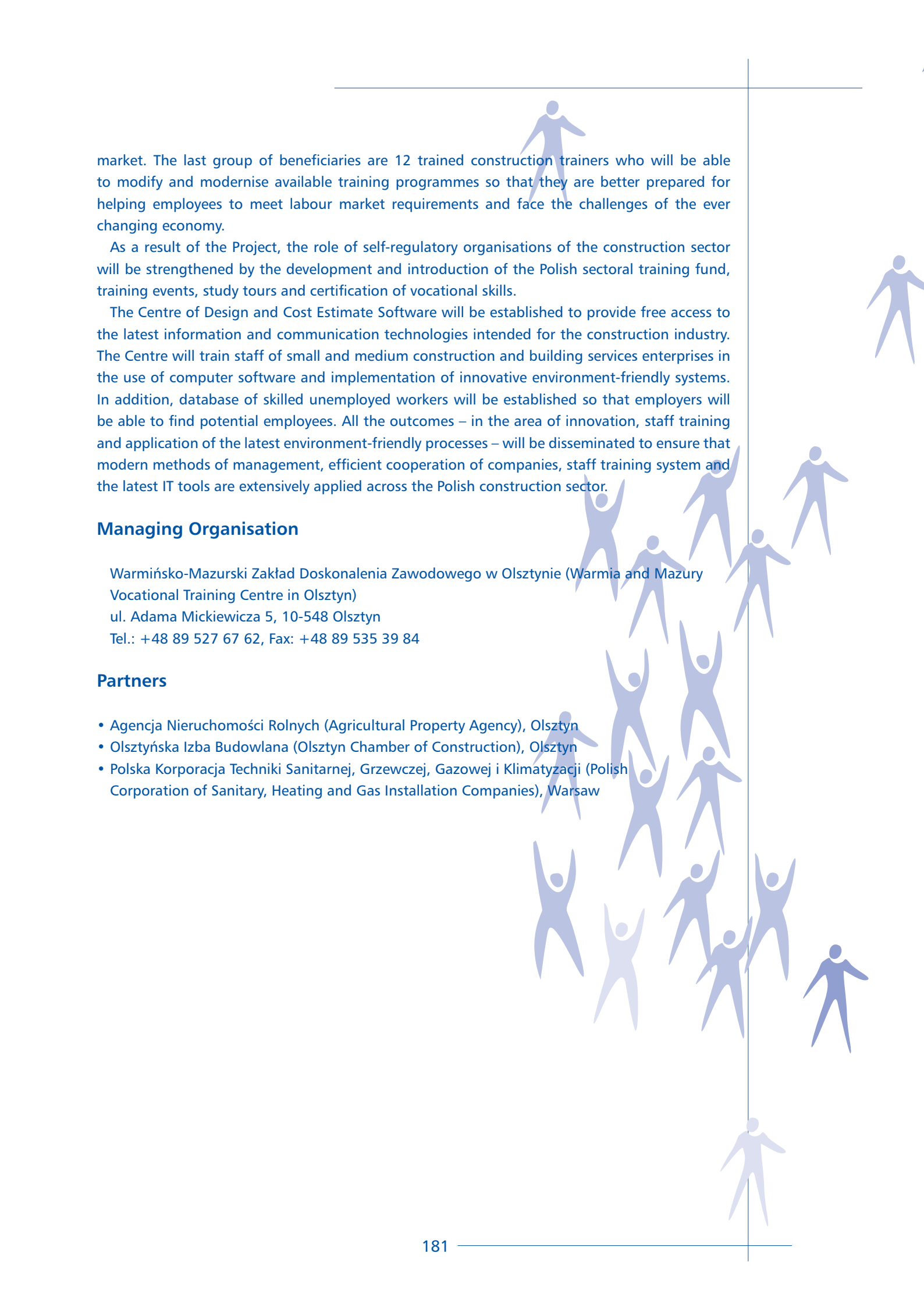
## Let's Build it Together

The key objective of the Development Partnership is to increase competitiveness of construction and building services companies from the Warmińsko-Mazurskie Voivodship, a region of high unemployment. The local construction sector is highly dependent on the volume of capital investment, which is relatively low in the region. Moreover, the sector of construction and building services is ill prepared for structural changes that have occurred in the economy over the past years. Due to poor skills of workers, local contractors are often unable to enter into contracts for projects requiring advanced materials and the latest technologies. Innovative management processes intended to boost productivity are not used in practice. There are no effective human resource development systems in the companies and employers tend to neglect staff training, which is associated with high costs, while small and medium enterprises focus on current contracts and survival in the business. Prohibitive costs of training and computer software supporting designs or cost estimates represent a significant growth barrier. Business owners are unable to acquire and implement new technological processes. There are more serious obstacles for the growth of the building sector and access of specific groups to particular jobs in the industry. Women are vastly underrepresented in building construction sector at all levels: as workers, line or senior managers. The jobless from small localities and former state-owned farms face huge problems with finding a job in the construction business, due to unfamiliarity with novel technologies. The difficulties faced by the sector are further aggravated by seasonal and unstable nature of construction jobs. In some seasons (especially in the spring and summer) employers need additional workers, but they tend to seek specialists with significant previous job experience. Young graduates from vocational schools providing instruction in building trades, who might potentially fill staffing gaps, have poor knowledge of the latest solutions applied in construction business and often fail to meet contractors' expectations. A coherent system for certification of construction skills, recruitment of tradesmen and analysis of employment needs is still to be developed. Young people and construction school graduates perceive the sector as an unattractive employer.

Considering these obstacles, the Development Partnership proposed to provide support to contractors, involving implementation of modern construction processes and solutions, application of environment-friendly technologies, introduction of novel training methods and staff rotation systems. Final beneficiaries of the Project are employers – members of trade associations from the Warmia and Mazury region (90 small and medium enterprises) – who will benefit from training programmes in the application of new technologies.

Enterprises will be provided with information and advisory assistance. In addition, support will be extended to 462 construction workers (including 130 individuals in danger of redundancy), who will have an opportunity to take advantage of various skill improvement courses in the latest IT solutions or training plan development. The employees will be trained using a variety of approaches, including e-learning and rotation of workers. Better education and certified vocational skills will enhance beneficiaries' chances for keeping their existing positions or finding a new job.

In addition, training will be provided to a group of 100–150 unemployed persons, who will attend vocational or foreign language courses. Some of them will undertake placements in France and thereafter they will have an opportunity to work for the local French companies under workers rotation arrangements. Certificates attesting to vocational skills held will be awarded to the trainees. The Project will target its activities at a group of 20 women from unemployed families, who will have an opportunity to improve their skills and chances on the open labour



market. The last group of beneficiaries are 12 trained construction trainers who will be able to modify and modernise available training programmes so that they are better prepared for helping employees to meet labour market requirements and face the challenges of the ever changing economy.

As a result of the Project, the role of self-regulatory organisations of the construction sector will be strengthened by the development and introduction of the Polish sectoral training fund, training events, study tours and certification of vocational skills.

The Centre of Design and Cost Estimate Software will be established to provide free access to the latest information and communication technologies intended for the construction industry. The Centre will train staff of small and medium construction and building services enterprises in the use of computer software and implementation of innovative environment-friendly systems. In addition, database of skilled unemployed workers will be established so that employers will be able to find potential employees. All the outcomes – in the area of innovation, staff training and application of the latest environment-friendly processes – will be disseminated to ensure that modern methods of management, efficient cooperation of companies, staff training system and the latest IT tools are extensively applied across the Polish construction sector.

## Managing Organisation

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## Partners

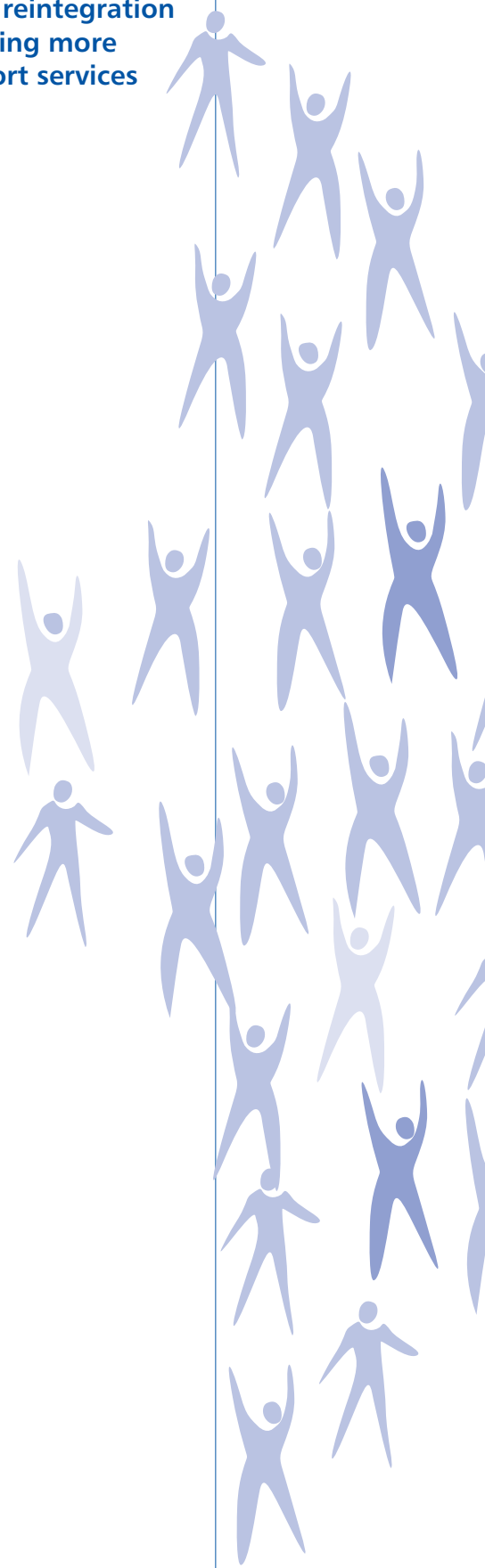
- Agencja Nieruchomości Rolnych (Agricultural Property Agency), Olsztyn
- Olsztyńska Izba Budowlana (Olsztyn Chamber of Construction), Olsztyn
- Polska Korporacja Techniki Sanitarnej, Grzewczej, Gazowej i Klimatyzacji (Polish Corporation of Sanitary, Heating and Gas Installation Companies), Warsaw



## THEME G

**Reconciliation of family and professional life, as well as the reintegration of men and women who left the labour market, by developing more flexible and effective forms of work organisation and support services**

It was extremely difficult to select projects under this thematic area. The issues in question are by and large omitted when discussing labour market problems. On the one hand, however, people are increasingly looking for possibilities to follow a focused professional career without sacrificing their family life, and on the other – traditional parental roles, especially vocation-related ones, are evolving, while stereotypes on parental roles, not necessarily worth of cultivating, still prevail in the society. Considering this background, a majority of the projects seemed to be innovative. It should be highlighted that the finally approved projects include those focusing on concrete assistance to predefined target groups and those intended to influence a change in public perception or to promote principles conducive to the achievement of such goals, already foreseen by existing legislative framework. Quite probably, they could well do without each other, but in that case the former would be of ephemeral nature, while the latter might be perceived as a volatile trend lasting a few seasons only.



## The Flexible Worker – The Partnership Family

The Development Partnership was established to elaborate a comprehensive strategy of activities intended to facilitate reconciliation of career with family life. The Project is targeted at parents of children 7 or less years old and pregnant women. Its objective is to ensure an improvement in the status of women on the labour market (to promote employment of women).

Any attempts (usually made by women) to reconcile professional obligation with household responsibilities are associated with high costs to the family and an impairment in work efficiency. On the other hand, resigning from occupational career leads to rapid obsolescence of women's skills, which is an additional factor of women's discrimination on the labour market.

Under Activity 1, the Development Partnership carried out surveys and consulted employers, employees, representatives of kindergartens, nurseries and parents of children under the age of seven. Survey results indicate that in order to prevent labour market discrimination of young mothers, an integrated system of family assistance has to be built and based on cooperation between employers, trade unions, labour offices and scientific research/training institutions.

In an attempt to work out instruments helping women to follow a professional career without sacrificing family life, the Development Partnership entered the following four key areas of activity: a) to promote flexible family-friendly forms of employment; b) to broaden access to children care/educational establishments; c) to promote a wider involvement of men in household activities; d) to prevent obsolescence of vocational skills of men and women due to a break in employment caused by family obligations.

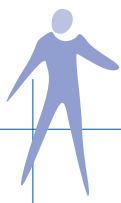
Flexible forms of employment help to adjust working time (in terms of hours worked and structure) to situations dictated by the family life. Flexible employment seminars and consultation/awareness centres established to this effect are intended to better inform young parents and employers of non-standard time employment opportunities. The promotion of these forms of employment will be supported by testing flexible employment (e.g. tele-working) in enterprises and a competition for the most family-friendly company. A series of training events and the introduction of flexible employment will follow an extensive awareness campaign intended to reach as many potential beneficiaries as possible.

As a result of Project implementation, the best approaches to bringing performance of child care/educational establishments closer to the needs of working parents will be worked out. A model for cooperation between various players, including employers, will be developed to provide families with children care assistance. The Development Partnership is planning to provide for additional employment in children care/educational establishments by hosting placements for graduates from studies in pedagogy, in cooperation with poviats labour offices. The new solutions will be available to all establishments, not only to those participating in the Project. A competition will be held for the child care establishment which is best friendly to the parents' needs.

An awareness campaign was delivered under the Project to promote a wider involvement of men in family life and encouraging them to take parental leaves. The campaign involved distribution of leaflets, TV and radio broadcasts, posters and a series of seminars and meetings for children promoting a partner model of contemporary family.

In order to prevent obsolescence of vocational skills during a break in employment caused by family obligations, training events are held so that beneficiaries are able to sustain contact with their jobs, children are provided with care when the beneficiaries attend training events and job advice on planning individual career paths is given to enable reconciliation of career with family obligations.

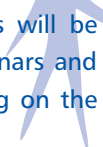
Final beneficiaries will be involved in evaluation and development of job counseling procedures, training programmes and the techniques of introducing flexible forms of employment. The



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collaboration with beneficiaries will survive the Partnership by securing their involvement in: a) continued implementation of the Project strategy in collaboration with government administration units and regional social partners; b) continuation of training, job counseling programmes, researching techniques of introducing flexible forms of employment and the services of consultation/awareness centres supported by labour market institutions; and c) maintenance of establishments by labour councils as flexible child care centres adjusted to the parents' needs.

The dissemination of good practices and merging them with mainstream policies will be accomplished by publication of informational materials, hosting of conferences, seminars and competitions and cooperation with institutions that are responsible for policy making on the local, regional, national and Community levels.



## Managing Organisation

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## Partners

- Białostocka Fundacja Kształcenia Kadr (The Białystok Foundation for Human Resources Development), Białystok
  - Izba Przemysłowo-Handlowa w Białymstoku (Chamber of Commerce and Industry in Białystok), Białystok
  - Zakład Doskonalenia Zawodowego w Białymstoku (Vocational Training Centre), Białystok
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## Partnership – Family – Equality – Work

The objective of the Partnership is to test performance of new tools for reconciliation of professional career with family life, while promoting the idea of partner relationships at work and at home and combating gender-related stereotypes. The objective was formulated so as to enable development of solutions based on existing labour market and social policy instruments. These solutions are expected to bring about a new quality.

Based on surveys carried out under Activity 1, the Partnership has structured activities targeted at an improvement in labour market status of women taking care of children. The activities planned under the Project are: a) to work out a model enabling women to resume professional activity after a maternity break; b) to enable maternity planning women to continue professional activity under flexible employment schemes; c) to support occupational development of people taking care of children, including working mothers; d) to promote employment of women; e) to carry out scientific research in order to gain and apply knowledge of women's status and gender-related labour market inequalities; f) to conduct – in cooperation with foreign partners – analyses and exchange of practice and tools in the area of equal labour market opportunities.

New information services provided by job counselors will enable to work out personal career paths jointly with the unemployed beneficiaries. "Personal career path" will involve the encouragement of motivation to personal development, decision making and change. In addition to job seeking, the Personal Career Plan will involve a holistic approach to the employment in the context of family life. Support centres will be established to provide guidance in the development of Personal Career Plans and solving beneficiaries' problems. Furthermore, the Development Partnership will prepare curricula and teaching materials focused on updating vocational skills of women resuming a job or on retraining, if necessary. A guide for employers headed Work Coaching (an extensive on-the-site job induction method) will be published along with a guide of job counselors explaining new occupational integration standards and methods for women who have been unemployed for a long time.

As far as the testing of new methods in promotion of flexible employment schemes and job management is concerned, the Partnership has opted for tele-working – a flexible employment scheme. A programme of training in distance working will be developed for employers and beneficiaries, along with a tele-working manual for the employers containing a list of tele-working jobs.

Family common rooms, supervised by women who wish to combine their mother/hostess responsibilities with those of a businessperson, will provide an alternative approach to child care. Common rooms, run by persons previously trained in technical and professional aspects, will be available on a 24 hours/day basis. A guide headed Common Room Founding Plan will be elaborated.

Occupational activities of women will be promoted in all local press media. It is also planned to publish the most pertinent excerpts from diaries held by project participants to present their comments and thoughts on the Project. These activities are intended to change the perception of working women, their role in the community and responsibilities. Regular meetings will help to integrate the beneficiaries and their family members with those responsible for Project implementation. A contest for children "My Mother's Job" will be held, while beneficiaries' partners will have an opportunity to participate in "My Partner's Success" contest. Promotional activities targeted at employers will involve a competition for those employers who support equal gender opportunities in their employment policies. It is also planned to include gender issues into academic teaching programmes. In order to enhance awareness of equal gender opportunities

at the labour market among the young generation, new subject blocks will be developed and included into subjects lectured at higher schools.

Lessons learned and new training modules will be presented to conferences and sessions held under the Project and published in technical press. A report on sociological studies headed Diagnosis of Women's Labour Market Status in Toruń and survey report Toruń residents' awareness of women's labour market opportunities and directions and forms of activities that are required for removing inequalities will be authored and published.

A good practice manual will be published as a result of international cooperation. Project beneficiaries will contribute to workplan changes: their representatives will be members of the Project Council and work groups. In addition, they will contribute to the creation of support centres and evaluation of ongoing activities.

Good practice will be disseminated through distribution of information materials in Poland and abroad, conferences, seminars, workshops and competitions hosted by the Partnership, as well as through cooperation established with local, regional and national policy making institutions.

## Managing Organisation

Kujawsko-Pomorska Fundacja Gospodarcza „Pro Europa” (Kujawsko-Pomorska Economic Foundation “Pro Europa”)

ul. Grudziądzka 46/48, 87-100 Toruń

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## Partners

- Izba Przemysłowo-Handlowa (Chamber of Commerce and Industry in Toruń), Toruń
- Uniwersytet Mikołaja Kopernika (Nicolaus Copernicus University), Toruń
- Wojewódzki Urząd Pracy w Toruniu (Voivodship Labour Office), Toruń

## To Live a Full Life – Supporting Parents of Children with Disabilities

The Project is about occupational and social integration of parents with disabled children, who require permanent care due to the severity and kind of disability. At least one of the parents has to give up his/her job in order to be able to provide the disabled child with round-the-clock care and years-long rehabilitation effort. A prolonged break in occupational activity contributes to obsolescence of skills, which is an additional factor of labour market discrimination and contributes to a worsening in income status of their households.

According to a survey and consultations with final beneficiaries (parents of disabled children and employers) carried out by the Partnership under Activity 1, an integrated system of support to households, involving an improvement in parents' vocational skills, promotion of flexible employment schemes and the provision of care and rehabilitation services to the disabled children while parents are at work, is required in order to prevent discrimination of parents with disabled children.

A Vocational Advice and Job Agency Centre was established to facilitate improvements in vocational skills. A full-time job counselor will provide advice to final beneficiaries so that model career paths are established for each parent. The paths will be considered in development of training subjects, as required for an improvement in beneficiaries' skills. Two kinds of training are planned. The first category are so-called comprehensive training events attended by all final beneficiaries of the Project. Parents will gain basic skills that are commonly thought after by employers. The second category will be tailored to the skills already held by the beneficiaries.

Support groups will be established, whereby psychologists will attempt to change parents' approach to employment; first of all, they will try to convince parents that children care should be entrusted to professional caretakers who are able to provide adequate care and rehabilitation. To this end, the Care and Rehabilitation Centre for Disabled Children will be established at the Early Response Centre of Polish Association for Persons with Mental Handicap. The Centre's operation hours will match the needs of working or learning parents. In addition, a Crisis Response Centre will be established to provide parents with psychological assistance along with child care and rehabilitation.

In order to provide an insight into flexible working schemes, a series of training events (lectures) will be delivered to promote the idea of flexible employment among employers and parents of handicapped children. These activities are expected to result in employment of people from the target group. Project beneficiaries will be encouraged to start their own business that would allow for reconciliation of business activity and family life.

The activities conducted under the Project are subject to evaluation by the beneficiaries and verification on an ongoing basis.

The cooperation with parents of handicapped children will survive the Project, insofar as they will use the services of Early Response Centre, including care of disabled children, legal advice from the lawyers of Polish Association for Persons with Mental Handicap and Vocational Advice and Job Agency Centre.

Good practice will be disseminated and included into mainstream policies through publication of information materials, hosting conferences and seminars (with the participation of final beneficiaries) and establishing cooperation with local, regional and national policy making institutions. Project outcomes will be available to all those who take care of care-dependent persons.

## Managing Organisation

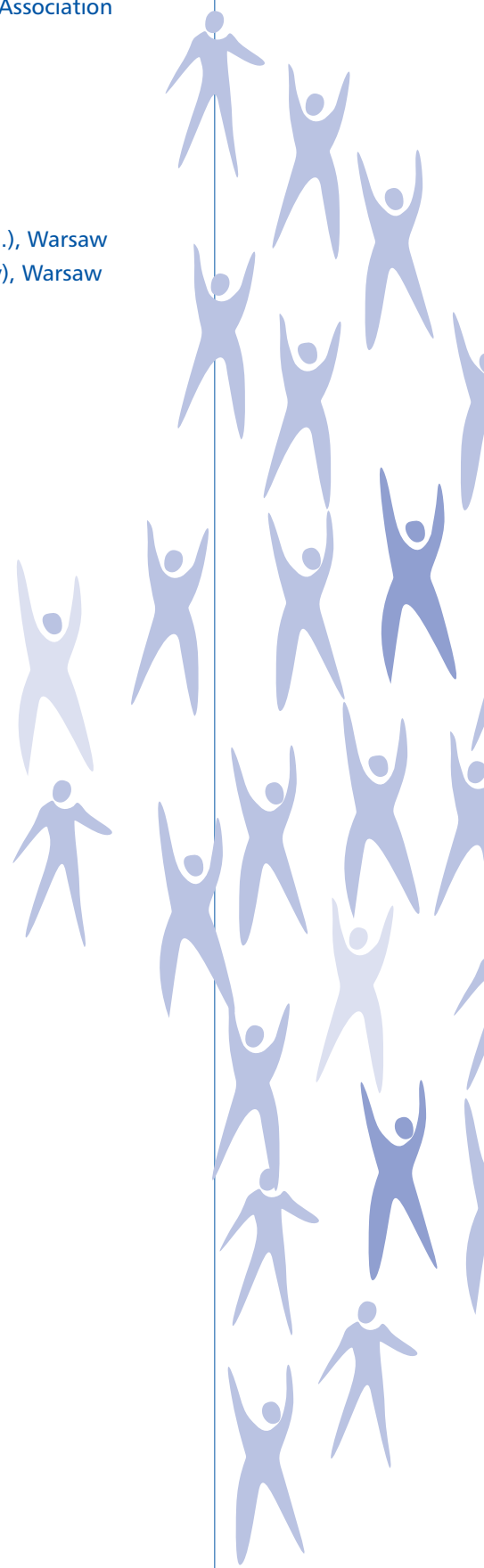
Polskie Stowarzyszenie na rzecz Osób z Upośledzeniem Umysłowym (Polish Association for Persons with Mental Handicap)

ul. Głogowa 2b, 02-639 Warszawa

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## Partners

- Mazowieckie Centrum Szkoleń Sp. z o.o. (Mazowsze Training Centre Co. Ltd.), Warsaw
- Ministerstwo Pracy i Polityki Społecznej (Ministry of Labour and Social Policy), Warsaw
- Procesy Inwestycyjne SA (Investment Processes A.C.), Warsaw





## Tele-work Integrates Family

The objective of the Development Partnership is to open new employment prospects for all those who are prevented from reentering the labour market for inability to stay at permanent employment place on a regular basis. The Project is targeted at parents (primarily women) who after a prolonged employment break caused by parental responsibilities (maternity or parental leave) experience problems with labour market reintegration. The Project is intended to help the participants to reconcile professional activity with private life by enabling them to work remotely (via Internet), without leaving their place of residence.

When on parental leave, Project beneficiaries have ceased to sustain contact with their working environment and track technology or legal changes in their specialty areas. As a consequence, their professional skills and fitness for company needs tend to deteriorate. On the other hand, in a number of trades physical presence of employee in company premises is not required. This is especially true for two areas of activity: broadly defined office support services (accounting, book-keeping, HR management, reporting, etc.) and designing (engineering designs, graphics, etc.). Those working in these and similar areas may well combine their jobs with children care, provided that necessary means for day-to-day communication with the company are available to them.

Surveys of potential beneficiaries and employers from the Project area, as carried out under Activity 1, revealed a substantial interest in Internet-based employment combined with lack of any meaningful knowledge of that subject. Conclusions from a review of returned questionnaires served as a basis for development of training curricula.

The Development Partnerships is planning to deliver five training series of 240 training hours each (200 classroom hours and 40 on-line learning hours). Sessions will be delivered to groups of 15 participants each for a total of 75 beneficiaries. Upon completion of the training component, the beneficiaries will proceed with hands-on training, which will involve 2-month placements with selected enterprises. The placements, of internship nature, will be designed to induce the beneficiaries into organisation of work and employment aspects (especially technological ones) at specific job positions and to prepare them for on-line working. It is also planned to deliver a series of training for employers to encourage them to establish on-line jobs.

An integrated training system, based on new experienced, will be created throughout the term of the Project. Following Project completion, the system will be modified to align it with current requirements of the labour market. It is also planned to expand the system (especially in terms of target themes) and apply it in Projects of support to various groups of beneficiaries.

Final beneficiaries will contribute to the setting up of learning sessions and subsequent placements. Every change in beneficiary-related project plans will be consulted with group leaders, as elected by the beneficiaries. Group leaders will be invited to Project Council meetings to discuss and modify work plans. Moreover, the beneficiaries will be invited to take part in awareness campaign planning. It is also envisaged to broadcast a special TV programme (for the local Polish TV channel), wherein viewers will voice their comments on the Project, as well as radio broadcasts. Articles will be published by the local press media.

Upon Project completion it is planned to sustain contacts with selected beneficiaries and employers who have participated in the Project. The cooperation with these two groups is expected to result in establishing a base for the development of modern employment schemes.

Good practice will be disseminated and included in mainstream social policy of the government through publication of information materials in Poland and abroad, hosting of conferences for the representatives of local governments, press media, educational institutions, labour offices, as well as through local media, which will provide coverage of ongoing Project progress.

## Managing Organisation

Politechnika Świętokrzyska – Centrum Kształcenia Ustawicznego (Kielce University of Technology – Continuing Education Centre)

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## Partners

- Caritas Diecezji Kieleckiej (Caritas of the Kielce Diocese), Kielce
- Infomax Sp. Jawna Działowski, Szczepański, Lewicki (Infomax Registered Partnership Działowski, Szczepański, Lewicki), Kielce
- Powiatowy Urząd Pracy w Kielcach (Powiat Labour Office), Kielce
- Przeworskie Stowarzyszenie Wspierania Inicjatyw Gospodarczych (Przeworsk Association for Supporting Economic Initiatives), Przeworsk

## Life Begins after Forty

The objective of the Project is to enable women aged over 45, who years before had resigned from employment as a result of family obligations, to reenter the labour market. As a consequence of these decisions, women face labour market discrimination, mainly due to inadequate education level, combined with a lack of previous employment history, inadequate experience and skills.

Based on surveys carried out under Activity 1, the Development Partnership was able to structure the directions of activities intended to improve labour market status of women aged over 45 years. The activities proposed under the Project are: (a) to develop occupational integration mechanisms for women and their reintegration with the labour market, as well as related training methods and tools; (b) to establish and strengthen cooperation between local government units, labour market institutions, non-government organisations and privately-owned businesses in the area of equal employment opportunities; (c) to promote and disseminate the "Equality Mark" as a tool for fighting labour market discrimination of women; and (d) to monitor and report any occurrences of discrimination in the area under the Project.

It is planned to provide the beneficiaries with mental and physical support to motivate them to take a job. Each of the beneficiaries will attend a six-month series of integration events, including fitness sessions and image creation.

Subsequently, the beneficiaries will have an opportunity to broaden their knowledge and improve labour market-related skills. Weekly training sessions will be proposed to the beneficiaries to improve their general skills, with emphasis on labour market issues. They will learn how to get job offers, write a CV and letters of motivation or how to get informed of available courses and training events. Trainers will focus on personal development of the participants: training sessions are to be tailored to their level of education and requirements. Vocational training will be the next stage of the Project. Since Project inception, the beneficiaries will be checked for psychological status, knowledge and skills on a regular basis. Specific training courses will be offered them on the basis of information from these tests. Four distinct courses, tailored to specific needs of the participants, are to be delivered.

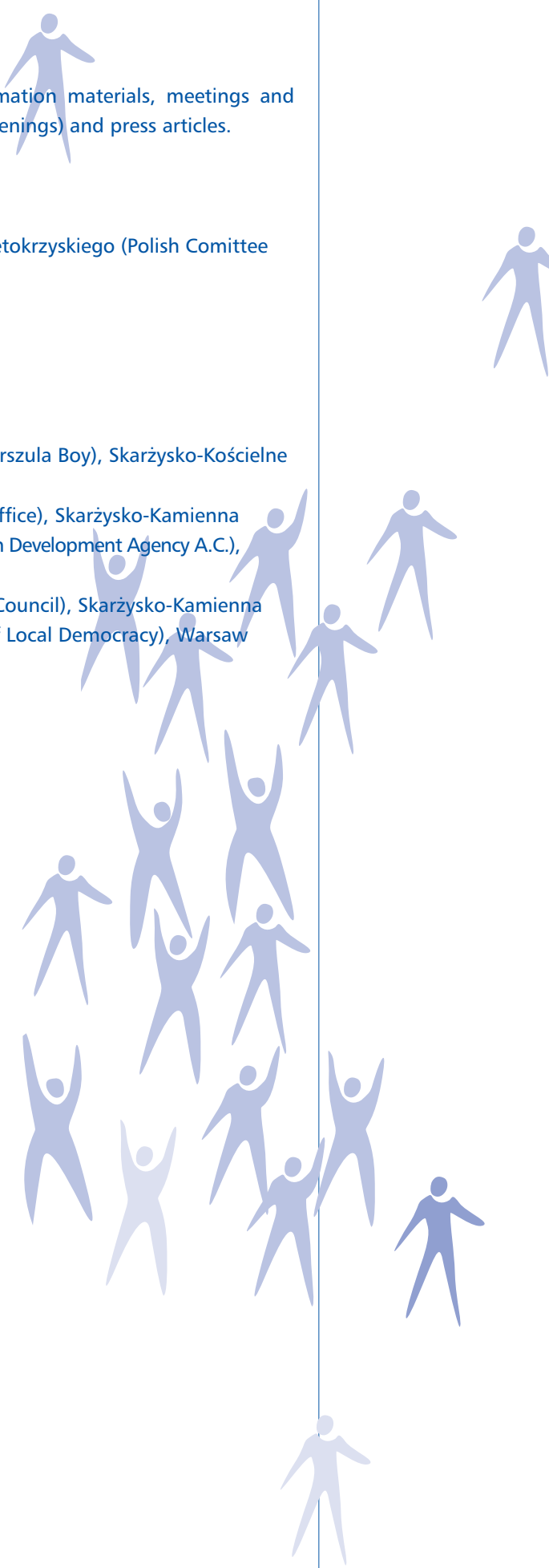
Upon training completion, the beneficiaries will be offered vocational development opportunities: placements with employers, self-employment, job induction courses at enterprises, subsidized employment (so-called intervention jobs), contribution to the creation of the association and alternative forms of employment. Each of the beneficiaries will have an opportunity to use the services of counselors providing advice in their specific area.

All beneficiaries are expected to join the association. This will ensure them continuing development opportunities, while disseminating the achievements of the Partnership. Establishing a lasting cooperation between administrator and the new association will be an important outcome of the Project. By entering into cooperation, Project leader agrees to provide technical and organisational support upon completion of the Project. Association members will be able to use the premises and other facilities of the leader of the Project. In such a way a permanent cooperation between the institutions involved will survive the Project.

Also employers will be invited to participation in the Project. The Promoter of the Project is planning to award "Equality Mark" to those employers who have hosted placements for or hired women participating in the Project.

The representatives of final beneficiaries and employers will contribute to the development and modification of Partnership's work plan. This will include pro-active participation in the activities of Project Management Group.

Dissemination efforts will be intended to include the outcomes into labour market inequality prevention systems both in Poland and abroad. The new practice will be promoted domestically



and internationally through Project website, published information materials, meetings and conferences and participation in special events (festivities, happenings) and press articles.

## Managing Organisation

Polski Komitet Pomocy Społecznej, Zarząd Województwa Świętokrzyskiego (Polish Committee for Social Welfare, Board of Świętokrzyskie Voivodship)

ul. Henryka Sienkiewicza 25, 38-862 Kielce

Tel.: +48 41 252 57 66, Fax: +48 41 344 35 27

## Partners

- Gimnastyka Zdrowotna Urszula Boy (Gymnastics for Health, Urszula Boy), Skarżysko-Kościelne
- Nowa Gazeta Praska ("Nowa Gazeta Praska" Daily), Warsaw
- Powiatowy Urząd Pracy Skarżysko-Kamienna (Poviat Labour Office), Skarżysko-Kamienna
- Świętokrzyska Agencja Rozwoju Regionu SA (Świętokrzyska Region Development Agency A.C.), Kielce
- Urząd Miasta Skarżysko-Kamienna (Skarżysko-Kamienna City Council), Skarżysko-Kamienna
- Warszawskie Centrum Demokracji Lokalnej (Warsaw Centre of Local Democracy), Warsaw

## Employment for Two People

The objective of the Partnership is to promote job sharing schemes as a model solution helping to reconcile career and family responsibilities.

Job sharing is an alternative work option, whereby two people share the same position in a company, each working a part of the week. The Project is targeted at those women, who after giving birth have encountered problems with returning to their previous job, as well as to those employers, who wish to explore new staff hiring solutions. The system of occupational integration of people unable to work on a full time basis is also addressed at social partners, non-government organisations, local governments and regional or poviast labour offices.

According to surveys made by the Development Partnership, an integrated system of support to households, based on cooperation between employers, trade unions, mass media, labour offices and research/training institutions is required in order to prevent discrimination of young mothers on the labour market.

The Development Partnership will attempt to promote work organisation schemes that help to reconcile professional career and family responsibilities. This will involve an awareness campaign promoting flexible employment schemes among the employers, including work at home and distance working. Training courses enabling young mothers to refresh their skills and qualifications will help them to reenter the labour market.

Activity 2 will involve delivery of training events to a group of 50 mothers. Training sessions will be tailored to their needs and to the requirements of employers and the labour market. Training participants will be awarded certificates to attest their new skills. In addition, the beneficiaries will be provided with children care services and personal advice throughout the term of the training.

A new model of job sharing system will be worked out during the Project. This will include hiring procedures applied under the system, in particular those concerning recruitment path, workplace organisation and communication at work. The model will be implemented and tested at 25 enterprises hosting internships for 50 young mothers. Training coordinators will visit and inspect training/internship hosts on a regular basis.

It is also planned to deliver training courses to job counselors from poviast labour offices and job agency staff members. Training participants will be awarded certificates attesting for their readiness to perform tasks associated with recruitment of women under job sharing schemes and to provide employers with job agency services under these schemes. The commitment of project partners, in particular Voivodship Labour Office in Katowice, working in close cooperation with poviast labour offices, is a precondition for overall success of the Project.

Representatives of groups discriminated on the labour market, women's and employers' organisations will join the Project. The beneficiaries will be directly involved in Project delivery by pro-active contributions to surveys made by the Partnership.

Upon Project completion, the Development Partnership will continue to work with beneficiaries, i.e. women and entrepreneurs, by: (a) ensuring their contribution to projects targeted at these groups (including occupational integration and reintegration and job agency services); and (b) inviting them to meetings and seminars intended to promote job sharing schemes in Poland.

One of the goals of the Partnership is to convince employers that a broader scope of flexible employment arrangements, including job sharing approaches, is likely to contribute to an improvement in company performance and its image among the local community – as a company that is friendly to problem-facing employees. In addition to young mothers, the job sharing scheme is also advisable to young people entering the labour market and those who are about to retire from occupational activity.

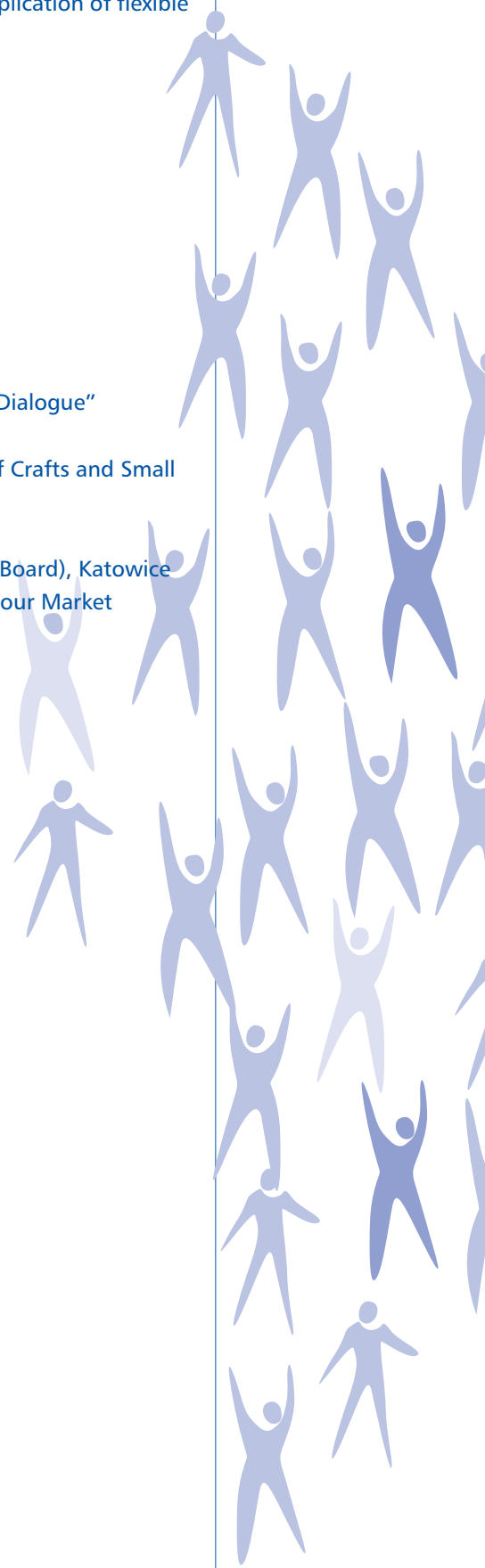
The dissemination of good practice and its inclusion into mainstream policies will be achieved by dissemination of information materials, conferences, seminars and training events held, as well as through lobbying for Labour Code changes that will enable a wider application of flexible employment schemes.

## Managing Organisation

Śląska Fundacja Wspierania Przedsiębiorczości (Silesian Entrepreneurship Development Foundation)  
ul. Zwycięstwa 36, 44-100 Gliwice  
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## Partners

- Centrum Partnerstwa Społecznego „Dialog” im. Andrzeja Bączkowskiego (“Dialogue” The A. Bączkowski Social Partnership Centre), Warsaw
- Izba Rzemieślnicza Małej i Średniej Przedsiębiorczości Katowice (Chamber of Crafts and Small and Medium Business), Katowice
- NSZZ „Solidarność” (“Solidarity” Trade Union), Katowice
- Rada OPZZ Województwa Śląskiego (OPZZ Trade Union – Silesia Voivodship Board), Katowice
- Stowarzyszenie na rzecz Rozwoju Rynku Pracy „S-TO-S” (Association for Labour Market Development “S-TO-S”), Warsaw
- Wojewódzki Urząd Pracy (Voivodship Labour Office), Katowice



## Gender Index

The Development Partnership's activities have been designed in response to discrimination faced by women on the labour market. The objective of the Project is to create permanent mechanisms for efficient company management that will consider equal gender opportunities policy. A model of woman-friendly enterprise will be developed under the Project.

The discrimination of women in Poland, documented by quantitative and qualitative surveys, has several aspects. Women face difficult access to higher management positions, women's wages are lower comparing to their male counterparts, they are rarely promoted and those taking a break in professional career for maternity or parental leave face serious problems when attempting to reenter the labour market.

As a result of Activity 1 the Partnership decided that its activities aimed at an improvement in women's labour market status will be primarily targeted at employers so that they are involved in the activities supporting women at the labour market. A lasting change in the status of women will require a wider cooperation between women empowerment experts, employers' and women's organisations. Furthermore, it is necessary to establish a positive social climate for starting a debate on gender discrimination.

In an attempt to work out instruments promoting employment of women based on gender equality, the Partnership focused on the following areas of activity: (a) to establish Gender Index; (b) to increase employers' awareness of women discrimination issues; (c) to enhance employers' knowledge and skills associated with support to and promotion of women at work; (d) to improve public awareness of women discrimination at work.

The Gender Index is a tool for analyzing and monitoring the situation of women at work, making it possible to provide a real and unbiased diagnosis of employer's policy in terms of compliance with the principles of equal opportunities. When included into regular benchmarking of enterprises across Poland, the index will become a part of the long-term process helping to promote the idea of equal opportunities at workplace, in combination with the ethics of a responsible and efficient business. The key component of the Project is the procedure of "enfranchising" the index and its inclusion into existing system of awarding the best entrepreneurs and businesses. In this way a precision analytical tool designed by a group of academic experts will be incorporated into business and private ownership sector.

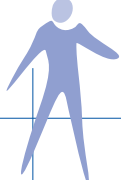
Employers' awareness of women discrimination issues will be further stimulated by the contest for the business which is "most friendly to female workers". A survey made under the contest and a procedure for identification of good corporate practice of support to female workers will serve as a basis for the development of a handbook of equal opportunities at work. This will be the core of a training module designed specifically for employers.

A team of trainers, professionally prepared for delivery of training in equal opportunities to the employers, will be trained to deliver pilot training events to a group of selected participants.

An awareness campaign, involving four large awareness meetings and 16 regional debates (attended by local mass media and non-government organisations' representatives), is intended to bring the focus of various regional communities on discrimination of women.

As a result of activities delivered under the Project, employers will have an opportunity to get an insight into labour law provisions on equal opportunities of men and women at work. Moreover, they will learn about benefits from equal treatment of the two genders and how to introduce corporate and HR management standards based on equal opportunities, as well as activities intended to support women at workplace.

Following Project completion, Partnership's products will be available to all interested parties from each partner organisation.



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Project outcomes will be disseminated by: interactive Project website providing on-line reciprocal contact with users; all-Poland billboard campaign; regional debates with the participation of local authorities, media and business people; discussion panels attended by experts and general public; conferences, meetings, training events and publications. New knowledge and experience from the Project are to be included into the canon of HR management teaching.

## Managing Organisation



Program Narodów Zjednoczonych ds. Rozwoju (United Nations Development Programme)  
ul. Langiewicza 31, 02-071 Warszawa  
Tel.: +48 22 576 81 86, Fax: + 48 22 825 49 58

## Partners

- Derm-Service Pologne (Derm-Service Pologne), Warsaw
  - Fundacja Feminoteka (Feminoteka Foundation), Warsaw
  - Międzynarodowe Forum Kobiet (International Forum for Women), Warsaw
  - Ministerstwo Pracy i Polityki Społecznej (Ministry of Labour and Social Policy), Warsaw
  - Nordea Polska Towarzystwo Ubezpieczeń na Życie SA (Nordea Poland Life Insurance A.C.), Warsaw
  - Polska Konfederacja Pracodawców Prywatnych Lewiatan (Polish Confederation of Private Employers Lewiatan), Warsaw
  - Szkoła Główna Handlowa (Warsaw School of Economics), Warsaw
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## Labour Market Consensus – Innovative Model of Vocational Activation of Women

The Development Partnership was established to work out innovative model solutions that would help people raising children to reintegrate with the labour market. The Project is intended to enable women to reenter the labour market after a break for giving birth and baby care, as well as to assist them in occupational reintegration while on maternity or parental leave. The Project was designed as a proposal to work out joint solutions that would be equally satisfactory to female workers – young mothers – and employers.

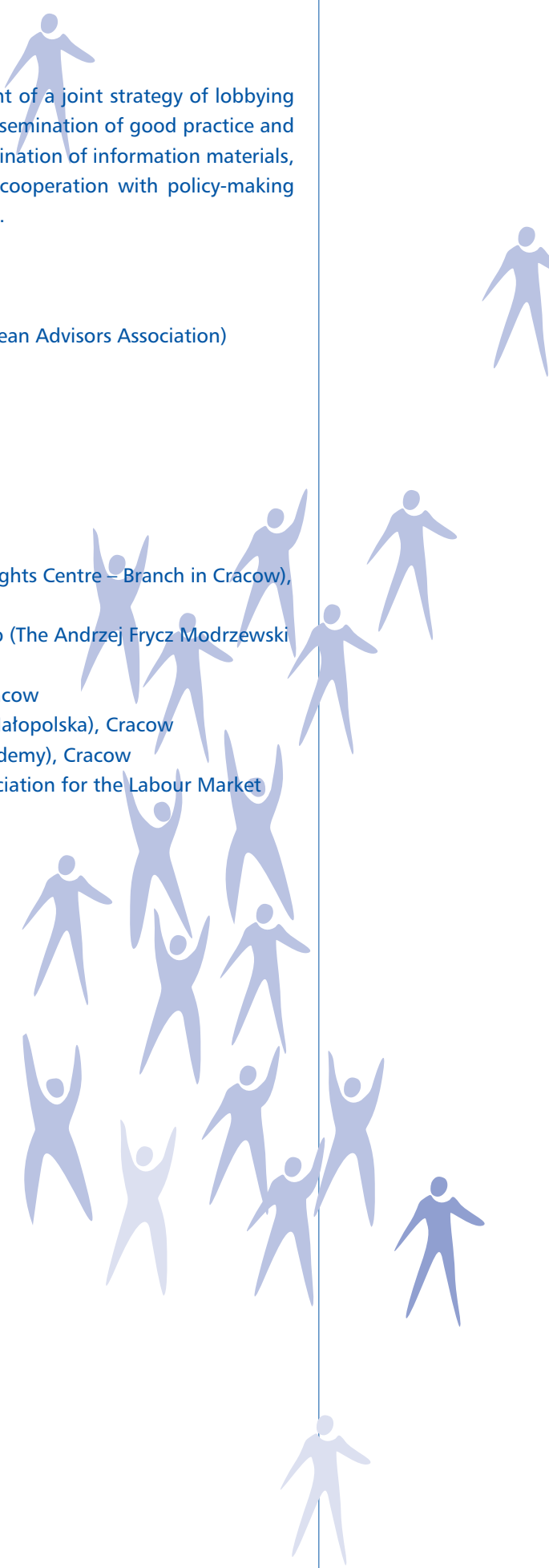
Surveys made by the Partnership under Activity 1 and consultations with employees, employers, kindergarten and nursery workers, local government officials, labour market institutions and parents on maternity and parental leaves revealed that in order for the employment opportunities of mothers to be enhanced, activities should focus directly on occupational integration of beneficiaries, while providing them with flexible employment arrangements (i.e. part time working, job sharing, performing some of the tasks at home, tele-working, etc.) in cooperation with employers. It is also important to develop and test children care solutions that are tailored to the needs of working parents.

The Development Partnership embarked on the following occupational integration activities for women: (a) to design and deliver a training system targeted at development of specific skills expected by the employers; (b) to host a series of meetings and seminars intended to develop enterprise attitudes among women and raise their awareness of the need to improve vocational skills; (c) to ensure access to psychological, legal and vocational counseling, so that women facing serious problems with reconciliation of family and occupational activities are provided with help; (d) to launch a portal with information about the labour market status of parents (and young mothers in particular), legal aspects of young mothers hiring, flexible employment schemes and innovative approaches to child care; (e) to establish a job exchange for parents on parental leaves.

The activities targeted at employers included the following: (a) to get the “Parents-friendly Company” Award established. The title will be awarded to companies following family-friendly policies in their enterprises; (b) to host an open contest for Parents-friendly Company; (c) to develop and deliver training events to employers expressing interest in introducing innovative organisational arrangements that would enable employees to reconcile career and family responsibilities; (d) to host a series of meetings and seminars presenting benefits from employing female workers, opportunities from alternative employment schemes and other arrangements enabling women to reconcile career and family life; (e) to write a report on Polish and Community legislation with a review of possibilities for applying flexible employment arrangements by Polish employers.

Institutional child care activities are: (a) to promote innovative child care arrangements; (b) to develop and test a conceptual plan and promote neighbourhood play groups; (c) to host workshops for fathers; and (d) to deliver workshops enabling young mother to resume professional career and their children to integrate themselves with a group of peers.

The innovative solutions are expected to affect favourably also occupational status of those women, who encounter career and maternity reconciliation problems, although they have not opted for a full paternal leave. The final beneficiaries will be involved in evaluation and development of the Project. An opinion poll and a forum will be available to users at DP’s website to get comments from the participants and all those interested in the subject. A questionnaire to be completed by final beneficiaries will contribute to the evaluation of the Project.



International cooperation is expected to result in development of a joint strategy of lobbying for arrangements helping to reconcile career and family life. Dissemination of good practice and its inclusion into mainstream policies will be achieved by dissemination of information materials, conferences, seminars and contests held, as well as through cooperation with policy-making institutions of the local, regional, national and Community level.

## Managing Organisation

Stowarzyszenie Doradców Europejskich PLinEU (PLinEU European Advisors Association)  
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## Partners

- Akademia Rodzinna (Family Academy), Cracow
- DomZdrowia.pl, Zielonki
- Fundacja Centrum Praw Kobiet – Oddział Kraków (Women's Rights Centre – Branch in Cracow), Cracow
- Krakowska Szkoła Wyższa im. Andrzeja Frycza Modrzewskiego (The Andrzej Frycz Modrzewski Cracow University College), Cracow
- Małopolski Instytut Kultury (Małopolska Culture Institute), Cracow
- Małopolski Związek Pracodawców (The Employers Union of Małopolska), Cracow
- Stowarzyszenie Akademia Pełni Życia (The Fullness of Life Academy), Cracow
- Stowarzyszenie na rzecz Rozwoju Rynku Pracy „S-TO-S” (Association for the Labour Market Development “S-TO-S”), Warsaw
- Sylvia Styl (Sylvia Style), Cracow

## @IterEgo

The Development Partnership was established to counteract the unemployment of single men and women who take care of dependent persons (e.g. disabled children).

The Project is intended to develop model solutions helping to reconcile career and family life by providing support to the development of children and dependent care institutions, improvement of skills and promotion of flexible employment schemes.

Single unemployed parents face several labour market integration barriers – including mental ones and those related to the labour market status of this social group. The most important of them are: apathy, vocational inactivity and a lack of knowledge about flexible employment schemes, as well as inadequate familiarity with job seeking methods. The approach of potential employers to single unemployed parents is also a problem: employers are afraid of their low availability.

Based on surveys made under Activity 1, the Development Partnership has structured activities intended to improve labour market status of single parents. The activities proposed under the Project are: (a) to develop occupational integration and skill improvement mechanisms to be used during an employment break for taking care of children or dependents; (b) to work out methods of cooperation between local authorities and enterprises in the area of founding and operating care/educational centres, removing communication barriers and obstacles in providing care to dependent persons; (c) to test new approaches to the promotion of flexible employment and organisation of work as a way to reconcile career and family life, among male and female job seekers and employers; to raise awareness of employers in the area of equal opportunities, especially with regard to single parents; (d) to monitor for gender discrimination occurrences.

The Development Partnership plans to establish Labour Promotion Centre (LPC), operating as a training/counseling institution and job agency using flexible employment arrangements. At LPC, the beneficiaries will have their vocational predispositions identified and personal action/career building plan developed. In addition, the beneficiaries will learn how to write application documents (like a CV) and seek a job effectively. As part of skill improvement or retraining measures, the beneficiaries will attend vocational training courses, including "Computer Driver's License" courses (a final certificate of competence in the use of the latest information/communication technology will be awarded) and English language course.

In addition to training and advice given to the jobless, the Labour Promotion Centre will provide job agency services to the beneficiaries. Upon completion of training programme, the beneficiaries will continue to work for the Centre providing services to external customers.

A Centre of Rehabilitation and Integrative Care (CRIC) will be established under the Project to provide care to beneficiaries' children, while their parents are trained. The Centre is to host sessions and workshop delivered by specialists with assistance from volunteer workers. The workshops are intended to develop children's interests and abilities, while integrating disabled and healthy children.

A documentary sequel is to be produced to demonstrate the goals of the Project and its activities based on the example of actual beneficiaries of the Project. The sequel will be screened by a local TV channel to promote occupational integration and raise local community's awareness of problems faced by single unemployed parents.

The Development Partnership is planning to host conferences and workshops for the local employers in the use of flexible employment arrangements, so that they are better informed of potential benefits from using the e-centre, as available at LPC. In addition, a manual of flexible employment arrangements will be elaborated. The manual will contain information gathered

throughout the Project (including a review of related employers' needs, costs and benefits from using these arrangements and related legal aspects).

LPC and CRIC will survive the Project. Thanks to the involvement of the beneficiaries in the operations of the two institutions, they will continue to provide e-centre, job agency and child care services, while motivating and mobilizing other single parents to resume occupational activities.

Good practice will be disseminated and included into mainstream policies by dissemination of information materials across Poland and abroad, hosting conferences, seminars, workshops and contests, as well as through cooperation with policy-making institution of the local, regional and national levels. International Day of Equal Opportunities will help to promote the idea behind the Project among the local community (Lublin residents).

## Managing Organisation

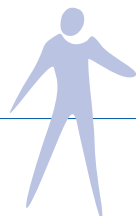
Polski Komitet Pomocy Społecznej, Zarząd Okręgowy w Lublinie (Polish Committee for Social Welfare – Board in Lublin)

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## Partners

- Fundacja Uniwersytetu Marii Curie-Skłodowskiej (The Maria Curie-Skłodowska University Foundation), Lublin
- Lubelskie Forum Pracodawców (Employers' Forum in Lublin), Lublin
- Miejski Ośrodek Pomocy Rodzinie (City Centre for Family Assistance), Lublin
- Międzywojewódzka Usługowa Spółdzielnia Inwalidów (Inter-voivodship Services Cooperative of the Disabled), Lublin
- Telewizja Polska SA, Oddział w Lublinie (Polish Television – Branch in Lublin), Lublin
- Uniwersytet Marii Curie-Skłodowskiej (The Maria Curie-Skłodowska University), Lublin
- Wojewódzki Urząd Pracy (Voivodship Labour Office), Lublin



## Work and Life of Dignity for Women Victims of Violence

The Development Partnership was established with a view in creating model solutions to help women-victims of violence (unemployed, in danger of job loss and those convicted for aggravated crimes against their persecutors) to improve vocational skills, enter and reenter the labour market and reconcile their household and occupational obligations. Moreover, the Project is intended to promote among the employers the idea of equal opportunities and flexible forms of employment.

Due to physical injuries and mental trauma from family violence, female workers tend to perform worse at work, take doctor's leaves more often than other workers, are late at work, etc. As a consequence, their rating as workers is low and they are likely to be dismissed.

According to surveys and consultations made by the Partnership under Activity 1 with final beneficiaries, assistance organisations and employers, an integrated model combining psychological and legal assistance with various forms of occupational integration activities is required in order for a system of social exclusion prevention and occupational integration of women – family victims victims and those convicted for killing their persecutors to be effective. The system will be based on local coalitions of institutions involved in counteracting violence against women and ensuring their occupational integration. The coalitions formed in the three centres of the Project (Warsaw, Łódź and Lubliniec) will include as members trade unions, women's organisations, labour offices, welfare centres, the police, law enforcement institutions, medical services and vocational development companies.

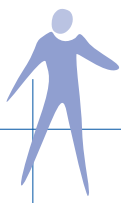
The Project partners and local coalition members will work out standards of dealing with family violence victims. Employers, who are instrumental in occupational integration of victimized women, will gain under the Project an in-depth knowledge of family violence and equal opportunities of men and women and thus will be better prepared for developing a conscious employment policies taking into account problems encountered by women. Employer will be motivated to introduce flexible forms of employment by awareness and promotional activities (seminars, publications, mass media campaign) and encouraged to participate in the "Women-friendly Company" competition. A mechanism of support to children care (provided by kindergartens and nurseries with the involvement of volunteer workers) will be established.

The Development Partnership is planning to develop a comprehensive psychological, legal, social, educational assistance and counseling programme intended to help in overcoming barriers encountered by violence victims, enhance educational profile, improve skills and prepare for starting a new business. The psychological assistance programme will involve innovative therapy methods based on theatrical activities.

The Project will benefit from a new methodology of vocational skill development: so-called blended learning method that combines e-learning with traditional approach to education, e.g. in computer courses. This will be particularly important for women detained at Lubliniec Penitentiary. A group of women will be prepared for starting their own business. They will benefit from an innovative approach to training and counseling activities, combining training in groups with individualized advice.

As a result of the Project, a social enterprise will be established as an experimental form of transition employment, making it possible to integrate or reintegrate women with the labour market.


Thanks to Partner cooperation with labour offices and employers' association the Project is expected to provide the beneficiaries with effective job finding assistance and placement/internship opportunities.



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Project beneficiaries, employers and representatives from various workers' associations will join activities delivered under Activity 2. They will: (a) participate in workshops for various trades and develop performance standards; and (b) beneficiaries will participate as experts in coalition workshops and trade organisations, they will be invited to the meetings of Steering Committee and Partnership Forum as advisors.




The dissemination of good practice and its inclusion into mainstream policies will be achieved by hosting seminars and workshops for employers and representatives of other professions, conferences, CD-ROM releases, publication of printed materials and screening a documentary about the Project, press announcements, cooperation with mass media and a contest for the employers.



## Managing Organisation

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## Partners

- Congress and Training Center Sp. z o.o. (Congress and Training Centre Co. Ltd.), Warsaw
  - Miejski Ośrodek Pomocy Społecznej, Filia Łódź-Śródmieście (Municipal Social Welfare Centre – District Łódź-Śródmieście), Łódź
  - Ośrodek Pomocy Społecznej Dzielnicy Śródmieście m. st. Warszawy (Social Welfare Centre for Warsaw – District Śródmieście), Warsaw
  - Ośrodek Pomocy Społecznej Dzielnicy Żoliborz m. st. Warszawy (Social Welfare Centre for Warsaw – District Żoliborz), Warsaw
  - Powiatowy Urząd Pracy Łódź Wschód (Poviat Labour Office Łódź – East), Łódź
  - Wojewódzki Urząd Pracy w Warszawie (Voivodship Labour Office), Warsaw
  - Wyższa Szkoła Pedagogiczna Towarzystwa Wiedzy Powszechnej (Pedagogical University of the Polish Association for Adult Education in Warsaw), Warsaw
  - Zakład Karny w Lublińcu (Penitentiary in Lubliniec), Lubliniec
  - Związek Pracodawców Warszawy i Mazowsza (Union of Warsaw and Mazowsze Employers), Warsaw
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## Mother-Employee – Professional Development of Women during Parental Leave

The Development Partnership was established with a view in working out a comprehensive strategy of actions helping to reconcile career and family responsibilities. The activities started under the Project are intended to facilitate labour market reentry of young parents by establishing a model of flexible employment and distance working arrangements.

Due to the rapid changes occurring at the labour market of today, the skills of parents on childcare leave tend to fall into obsolescence, so that their labour market opportunities are impaired. There are only incidental cases of successful resuming and keeping of a position held prior to parental leave.

Surveys made under Activity 1 revealed that an integrated system of support to households, based on cooperation between employers, trade unions, mass media, labour offices and research/training institutions is required in order to prevent discrimination of young mothers on the labour market.

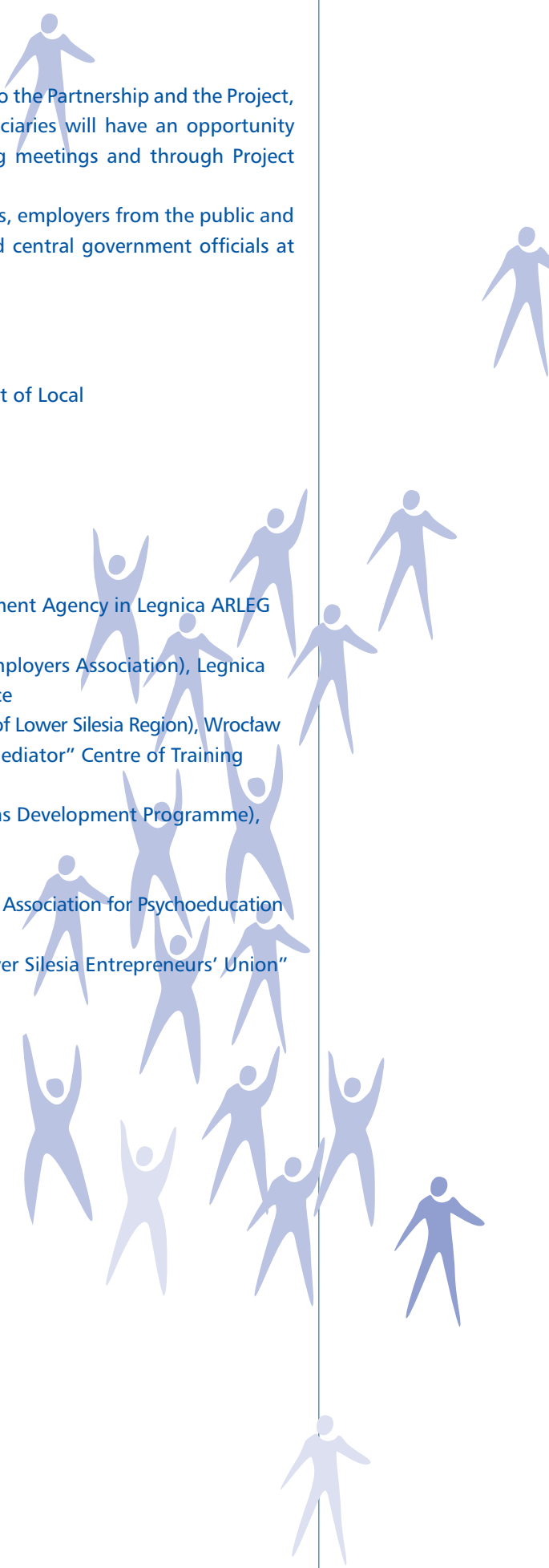
In an attempt to work out instruments helping young parents to continue a professional career without sacrificing their family life, the Development Partnership has embarked on the following activity areas: (a) to develop flexible employment and distance working arrangements; (b) to test arrangements enabling distance working or other flexible employment schemes; and (c) to create a comprehensive system of solutions in the area of flexible employment and distance working rules under inter-sectoral partnership model.

A preliminary model of support to flexible employment arrangements and distance working was developed under Activity 1. The model contains a set of interrelated IT, organisational, financial and logistic solutions. The second stage of the Project will involve testing of this theoretical model by providing standard contracts for flexible employment arrangements made according to the provisions of the Polish labour law. It is expected that the standard contracts will ensure that the rights of those entering flexible employment arrangements, especially those on parental leave, are respected. Moreover, economic, legal, technical and psychological aspects of such employment arrangements will be subject to monitoring.

An Intersectoral Partnership will be established to develop a comprehensive system of flexible employment and distance working arrangements. The Partnership will involve a broad consultation body based on forums and workshops. Employers, employees, representatives of local communities, local and regional government administration, scientists and business people will be the forum users. The objective of the Intersectoral Partnership is to promote the implementation of alternative employment arrangements. This Partnership will operate alongside of the Development Partnership.

The key objective of the Development Partnership is to elaborate the final version of the model. It will contain tested economic, IT, organisational, legal and psychological solutions explaining to employers how to introduce flexible employment and distance working arrangements for people on parental leaves. Proposals for use and application of the tested solutions will be presented. The final model will contain information collected throughout the Project, at meetings of forums and workshop groups, as well as analyses made by Project experts. A guide of employers and those on parental leave will be an additional outcome of the Project. The guide will contain practical information on how to enter into contract made between employer and employee, while considering employee's family responsibilities.

Final beneficiaries will participate in the creation and modification of the Project work plan. Their involvement will include pro-active participation in the meetings of the Partnership Council.



They will be able to voice their views on all issues of importance to the Partnership and the Project, submit their proposals and comments. In addition, the beneficiaries will have an opportunity to evaluate the activities during the workshops, at monitoring meetings and through Project website.

The outcomes of the Project will be disseminated to employees, employers from the public and private sectors, trade unions, women's organisations, local and central government officials at conferences, workshops and meetings.

## Managing Organisation

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## Partners

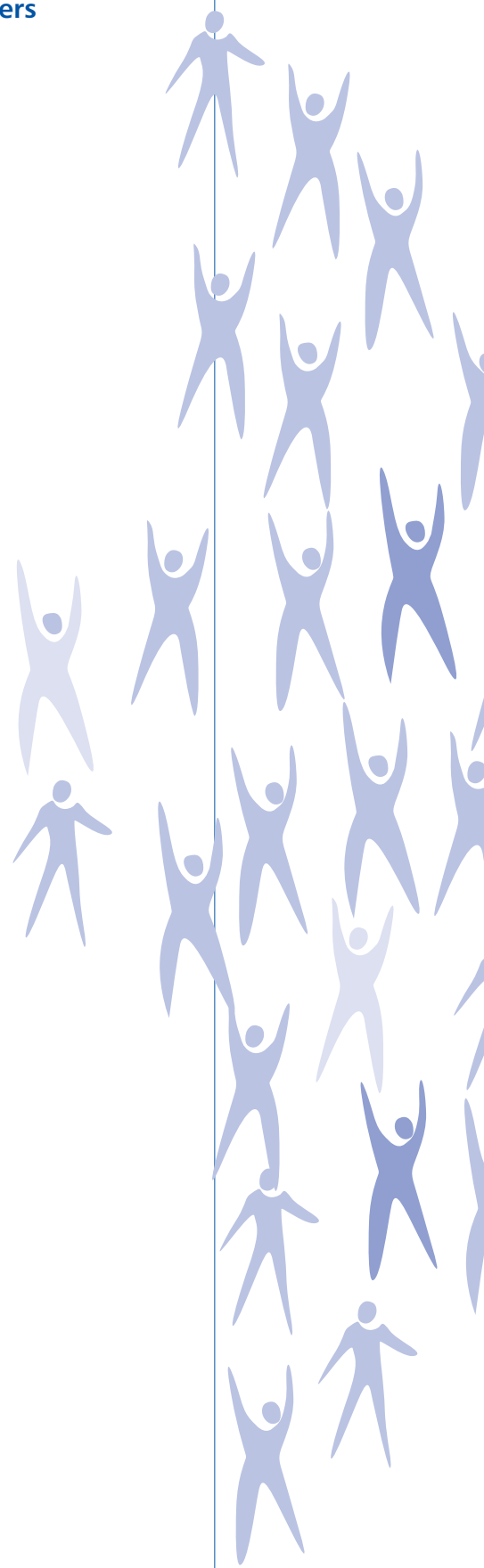
- Agencja Rozwoju Regionalnego ARLEG SA (Regional Development Agency in Legnica ARLEG A.C.), Legnica
- Federacja Pracodawców Polski Zachodniej (Western Poland Employers Association), Legnica
- Główny Instytut Górnictwa (Central Mining Institute), Katowice
- NSZZ „Solidarność” Region Dolny Śląsk (“Solidarity” Trade Union of Lower Silesia Region), Wrocław
- Ośrodek Szkoleń i Doradztwa Gospodarczego „Mediator” (“Mediator” Centre of Training and Economic Consultancy), Świdnica
- Program Narodów Zjednoczonych ds. Rozwoju (United Nations Development Programme), Warsaw
- Stowarzyszenie Pegaz (Pegaz Association), Karpacz
- Stowarzyszenie Psychoedukacji i Terapii „Evolution” (“Evolution” Association for Psychoeducation and Therapy), Wrocław
- Stowarzyszenie „Unia Przedsiębiorców Dolnego Śląska” (“Lower Silesia Entrepreneurs’ Union” Association), Świdnica



## THEME I

### Support to social and vocational integration of asylum seekers

Due to the prevailing human right standards, quality of welfare and affluence, the European Union is generally perceived as refugee-friendly system. Although not all countries of the EQUAL Community Initiative are affected to a similar degree by integration problems, these issues have been included into Thematic Area I. Since these problems are directly related to migration issues, they affect the entire Community rather than particular countries. Old member states, which have been dealing with migration issues for a long time and have adequate procedures in places, are unable to absorb new waves of refugees. Therefore, the implementation of projects under this thematic area is crucial for those EU member states which are hosting now relatively few refugees and are where massive migration is a new phenomenon. These countries – and among them Poland – should be aware that these issues will continue to grow in importance in the future and will have to take adequate measures while avoiding errors made elsewhere.



## @IterCamp

The objective of the Project is to establish model integrative/training activities for the social and cultural integration of foreigners who are waiting in refugee centres for a status decision. New solutions will help them to enter the labour market upon completion of necessary legal procedures.

The activities of the Development Partnership will focus on three areas. The first of them is direct assistance to foreigners, involving the development of an innovative package of services provided to asylum seekers, helping them to enter the labour market and protecting against discrimination. The second area is that of social surveys intended to expand and structure the knowledge of project-related subjects. This will allow for formulation of recommendations in the area of system solutions intended to establish the most conducive environment for the integration of foreigners and counteracting their discrimination. The third focus area are public awareness campaign and educational initiatives involving the development of a set of tools for influencing the public awareness and enhancement of knowledge (also among the staff of public institutions) on refugee issues. In addition, the tools are intended to promote friendly attitudes towards asylum seekers and help people realise that the presence of migrants in Poland is an important issue.

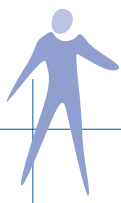
The key group of final beneficiaries are asylum seekers who have been recruited to the Programme at a reception centre of the Office for Repatriation and Aliens. The Project will involve inputs from mentors – or well-known refugees with cultural and technical skills – to provide support to the integration of target group members, as well as from staff members of public institutions (in particular those located in immediate neighbourhood of refugee centres) and employers.

Three events of 18 weeks each will be delivered at Reference Integration Centre in Czerwony Bór for 200 target group beneficiaries. Throughout the events, the beneficiaries will be directed at a four-week vocational training course. Depending on their actual predispositions and preferences, they will have an opportunity to attend training courses in office support basics, ABC of business activity, operation of printing machines, gardening (garden care), florist trade, cosmetology with human anatomy basics, housekeeping, sewing, hairdressing, plumbing and electrical trades, etc. Moreover, the beneficiaries will have an opportunity to attend Polish language courses with introduction into Poland's history and culture, as well as computer training. In addition, lawyer's advice will be provided to them.

The Development Partnership will attempt to establish a lasting cooperation with employers, mostly small enterprises (grocery, florist shop owners or providers of maintenance services), district chapters of Polish Red Cross, public benefit organisations and members of Polish Red Cross network, ready to host placements for asylum seekers. Preparing asylum seekers mentally for entering the labour market will be an important aspect of the Project. In addition to individual meetings with psychologists, training in personal hygiene and culture, first aid and disease prevention will be provided.

The key outcome of Partnership's efforts – or model integration-oriented activities intended for asylum seekers, with special focus on mentor's role in that process – will include three components: intensive Polish language courses, including key facts from Poland's history; a package of vocational training events; and mentor's involvement. The key learning objective is to enable the refugees to communicate efficiently in Polish in typical everyday life situations, give them an insight into Polish reality and cultural context and to prepare them for starting occupational activities in the existing social environment.

The second component will involve vocational training events for the beneficiaries, based on surveys of the local job openings and training needs of the beneficiaries. The results of a



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comparative study of the offers from medium and small enterprises and beneficiaries' expectations will be used to host meetings with companies expressing interest in hiring foreign citizens. The training and on-the-site internship provided on a free of charge basis is expected to help to find a job at an employer involved, once refugee or tolerated stay status is awarded. It is equally important to ensure that training participants learn Polish business terminology, as required for their specific trades. Refugees will be awarded certificates upon completion of training and successful passing of final exams. Mentors – acting as facilitators, familiar with social and cultural environment and the languages of asylum seekers' home countries – are the key component of the Project. A mentor should have refugee or tolerated stay status for twelve or more months. His/her responsibilities will include constant presence in the asylum centre and at Polish language course to provide asylum seekers with advice and support. Asylum seekers are often discouraged or depressed during the training. It will be a mentor's task to intervene then and motivate them to continuing efforts, to assist in overcoming obstacles and provide them with overall mental support.




The outcomes of the Project, such as the new package of "pro-integrative" services or the results of studies on migration-related issues, will be included in awareness and educational campaign. They will be disseminated at conferences, seminars, meetings held and by awareness packages, research reports and mass media coverages or articles. The cooperation under international CASA organisation (Cooperation for Asylum Seekers Advice) will be an important dissemination channel.

## Managing Organisation

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## Partners

- Fundacja „Ocalenie” (“Rescue” Foundation), Warsaw
  - Instytut Polityki Społecznej Uniwersytetu Warszawskiego (Institute of Social Policy – Warsaw University), Warsaw
  - Ministerstwo Pracy i Polityki Społecznej (Ministry of Labour and Social Policy), Warsaw
  - Stowarzyszenie na rzecz Integracji i Ochrony Cudzoziemców „Proxenia” (“Proxenia” Association for the Protection and Integration of Foreigners), Warsaw
  - Urząd do spraw Repatriacji i Cudzoziemców (Office for Repatriation and Aliens), Warsaw
  - Związek Harcerstwa Polskiego (Polish Scouting and Guiding Association ZHP), Warsaw
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## Social and Occupational Integration of Foreigners. You Can Learn to Understand

The Development Partnership was established with the mission to elaborate an optimum model of activities intended to enhance social and occupational integration opportunities of asylum seekers through elaboration of integration system for asylum seekers and inclusion of best practice to national policies. Asylum seekers living in Warsaw and refugee centres in Linin near Góra Kalwaria and Lesznowola near Warsaw will participate in the Project.

During the Project, activity rooms / educational centres will be established for asylum seekers. In Linin, sewing courses will be provided and a clothing adjustment shop established. The Development Partnership is planning to provide asylum seekers with basic knowledge on how to start and run an own business. The beneficiaries will develop, in cooperation with small business adviser, the programme for running a second hand clothing outlet. The points awarded for participation in the project will be the currency of that outlet. Approximately 80 asylum seekers (mostly women) will attend the courses. Upon completion of the training delivered by vocational trainer, the beneficiaries will be able to provide services to other residents of the centre using the hairdressing equipment purchased under the Project.

A photographic laboratory will be established in Linin, where asylum seekers will learn how to photograph, develop and process pictures. The lab will be fitted mainly with traditional equipment, so that asylum seekers may learn the most simple photo processing technology. The sessions will be delivered by an experienced trainer to groups of approximately 10 persons each.

The second educational centre, to be opened in downtown Warsaw, will include a computer room, fully equipped kitchen and reading room. The beneficiaries will have an opportunity to take advantage from advice provided by psychologists, legal or vocational counsels and meet potential employers.


Polish language courses will be delivered in both activity rooms by volunteer workers, supported by a teaching methodology specialist so that teaching methods are aligned to learners' requirements.

At the same time activities for children will be delivered by volunteers jointly with parents and elder brothers and sisters. During the events, parents will learn about basic rules of children care, education and health. Parents, siblings and children will learn together Polish songs, customs and plays.

The Development Partnership will deliver to 950 asylum seekers training in asylum law, procedures and obligations before and after delivery of final decision on awarding refugee status. Training events will be held in 9 centres located in the Mazowieckie Region and in the closed asylum centre of Lesznowola.

All the solutions proposed under the Project are intended to encourage all those waiting for final decision on refugee status to learn more about asylum procedures and Poland, as well as to embark on their preferred activities (other than employment, as asylum seekers have no right to work) in activity rooms to acquire new or test existing skills. This is expected to affect favourably their self-esteem and self-reliance and, consequently, to facilitate their labour market integration upon granting employment rights or return to their home countries.

As a result of Project implementation, information materials on asylum procedures and law prevailing in Poland will be prepared for distribution to asylum seekers living in Warsaw and elsewhere in Poland. A competence test for asylum seekers will be developed. Approximately 550 asylum seekers are to be tested twice for their personal predispositions and skills. The results will be collated and disseminated to potential employers and selected decision makers. In the

The background of the page features several stylized blue human figures. Some are standing with arms raised in a celebratory gesture, while others are in various poses, suggesting movement or dance. They are scattered across the page, with a higher concentration in the right half.

future, the test will be used to evaluate competencies and skills of asylum seekers arriving to reception centres, making it possible to modify the offer of activities proposed at integration rooms and vocational training events, so that they are tailored to their actual needs. In addition, the Partnership will develop a system of volunteer placements (lasting 1 to 3 months) for asylum seekers and incentives for employers. About 25 persons coached by a mentor will receive vocational training at institutions and enterprises, and 10 more of them will attend vocational schools.

The strategy of Project outcome dissemination will include meetings with local community members and hosting cultural events (exhibitions of works by beneficiaries, dance performances, presentations of refugees' home culture), meetings with beneficiaries – asylum seekers and mass media representatives. Information materials developed throughout the Project will be distributed by labour offices, partner organisations and at meetings with institutions and organisations focusing on that target group. An online newsletter for the refugees ([www.refugee.pl](http://www.refugee.pl)) will provide ongoing information about the progress of the Project.

## Managing Organisation

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## Partners

- Instytut Etnologii i Antropologii Kulturowej (Institute of Ethnology and Cultural Anthropology, Warsaw University), Warsaw
- Międzynarodowa Organizacja Migracji (International Organization for Migration), Warsaw
- Polskie Stowarzyszenie Edukacji Prawnej (Polish Association for Legal Education), Warsaw
- Stowarzyszenie Praw Człowieka im. Haliny Nieć (The Halina Nieć Human Rights Association), Cracow
- Urząd do spraw Repatriacji i Cudzoziemców (Office for Repatriation and Aliens), Warsaw
- Wydział Polityki Społecznej Mazowieckiego Urzędu Wojewódzkiego (Mazowian Voivodship Social Policy Department), Warsaw

## Education for Integration – Partnership for Refugees

The Development Partnership is planning to work out and test a model of information provided to asylum seekers with a view in supporting their social and occupational integration. This will be a comprehensive information/motivational model, up-to-date in terms of contents (information on Poland's legislative framework, social environment and culture to enhance reciprocal communication) and communication methods (the written word supported by lectures, briefing and classroom sessions, benefiting from direct support provided by volunteers participating in the Project). The programme is targeted at pre-integration as the first step towards integration following the granting of the refugee status or a permit to stay in Poland. Pre-integration is to be achieved throughout the asylum request processing stage, enabling to use that period effectively, so that upon the granting of refugee or tolerated stay status, the beneficiaries are able to start unassisted life and fully integrate with the society.

The Development Partnership's activities will primarily focus on enhancing legal and social awareness of refugees at the earliest stage of their stay in Poland. New knowledge and legal assistance is expected to encourage cooperative attitudes and activity of the refugees, so that they are fully aware of their rights and obligations and able to shape their social and occupational future, while adjusting their existing skills and acquiring new ones.

The Partnership is equally interested in providing asylum seekers with a set of information about Poland's social and cultural environment, its traditions and everyday life aspects in the perspective of European integration. This is intended to facilitate social integration of refugees and prevent problems or misunderstandings that may potentially arise from cultural differences, while eliminating concerns or alienation leading to marginalization and discrimination. The scope of information provided to asylum seekers will also include labour market details, available job seeking and employment openings, education, health care and welfare assistance opportunities, so that the beneficiaries are able in the future to take advantage of all opportunities, while minimizing the burden to the state.

All the beneficiaries will be given a package of information materials in the form of a binder. The legal block of the Project will be attended by approximately 1,000 people, while about 600 of them will participate in the block of information about Poland. It will involve five series of informational sessions delivered over a period of 18 months. Each series will be attended by about 30 persons and approximately 120 beneficiaries will take Polish language courses. The Project is targeted at asylum seekers over 17 years old.

The EDI educational model will be the key outcome of the Partnership's efforts. It will consist of an informational package for asylum seekers and a training set for volunteers working with them. The package will include information about Poland's history, geography, culture, social life, legislative and political system, selected issues of European integration, the rules of employment and business activity, basic labour rights, job seeking methods, as well as the issues associated with reconciliation of career and family life. In addition, the recipients will learn about government assistance available to them, asylum procedures and legal aspects of the refugee/tolerated stay status, educational system, social and health care systems prevailing in Poland. The package will also include basics of Polish grammar and vocabulary associated with the issues in question. The text will be in Polish and Russian language, which is currently frequently used by asylum seekers in Poland.

The training set for volunteers will complement the package intended for asylum seekers. It will include recommendations on the most effective methods of work with foreign learners, considering mental, social and cultural issues, as well as illustrative scenarios of sessions for larger groups of asylum seekers.

The product of the Project may be used by public bodies and institutions involved in asylum procedure, welfare assistance, labour market support, ensuring equal opportunities, etc., as well as by non-government institutions and organisations (foundations, associations, etc.) providing support to asylum seekers, especially those using the services of volunteer workers. Also higher schools and educational institutions for social workers and public servants may well include the subjects elaborated under the Project into their teaching curricula.

A booklet with final report on project outcomes intended for dissemination will be published at the final stage of Project implementation (May – June 2007). It is also planned to prepare and deliver to stakeholders analyses associated with the proposed solutions in the area of legislation and policies, volunteer training system and engaging asylum seekers into programmes intended for them.

## Managing Organisation

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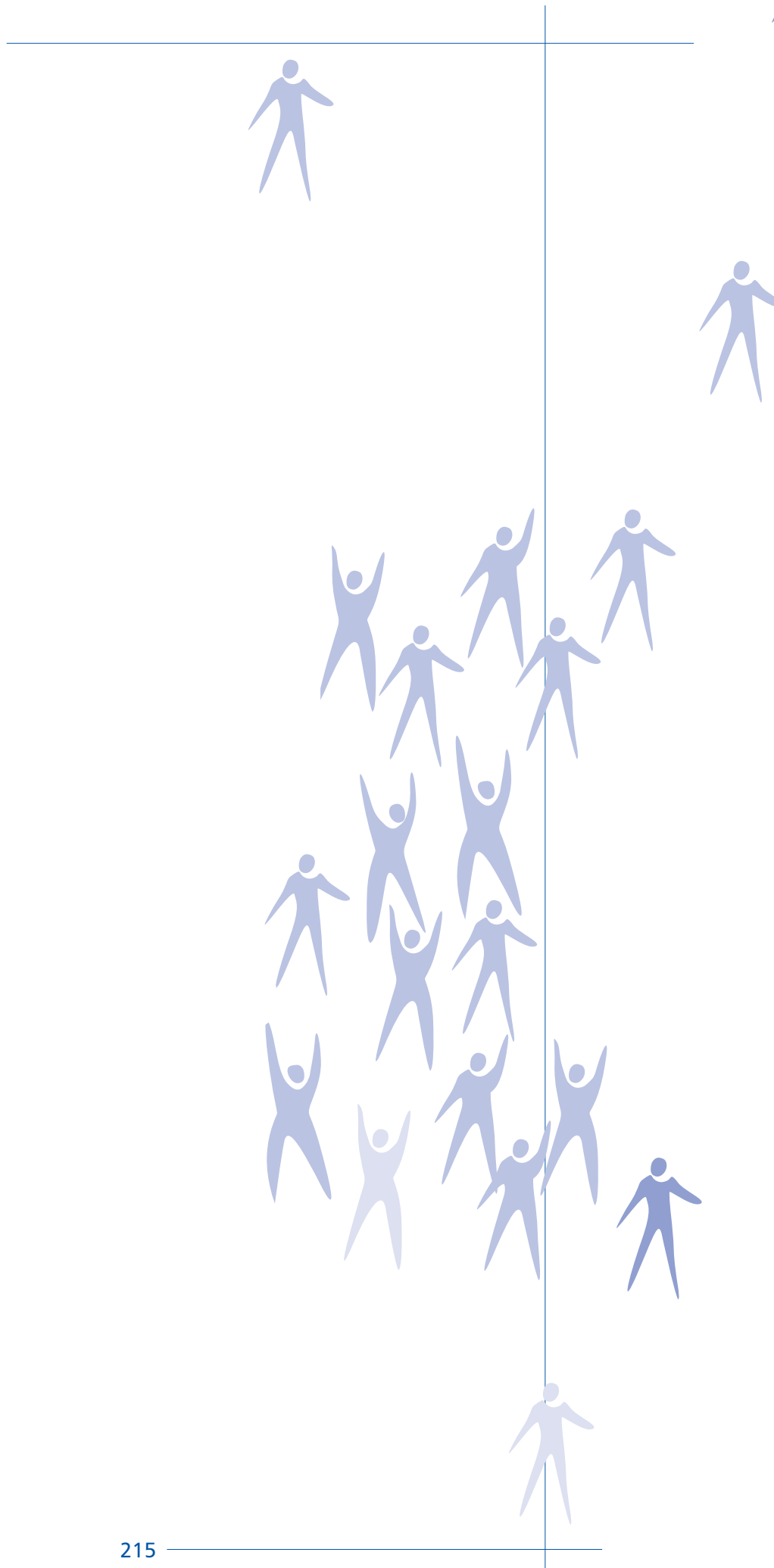
## Partners

- Centrum Edukacji Kulturowej i Ekologicznej – Fundacja Miasta Krakowa (Cultural and Ecological Education Centre – Foundation of Cracow City), Cracow
- Centrum Języka i Kultury Polskiej w Świecie, Uniwersytet Jagielloński (Centre for Polish Language and Culture in the World – Jagiellonian University), Cracow
- Fundacja „Studencki Ośrodek Pomocy Prawnej” przy Wydziale Prawa i Administracji Uniwersytetu Warszawskiego – Klinika Prawa (“Students Center of Law Advice Foundation”, Legal Clinic – Faculty of Law, Warsaw University), Warsaw
- Kancelaria Adwokacka Nikiel i Zacharzewski SC (Lawyer’s Office Nikiel and Zacharzewski Civil Partnership), Cracow
- Miejski Ośrodek Pomocy Społecznej w Krakowie (Municipal Social Assistance Centre), Cracow
- Przedstawicielstwo Wysokiego Komisarza Narodów Zjednoczonych do spraw Uchodźców w Polsce (United Nations High Commissioner for Refugees Representative in Poland), Warsaw
- Stowarzyszenie Centrum Wolontariatu w Lublinie (Voluntary Centre Association in Lublin), Lublin
- Uniwersytecka Poradnia Prawna Katolickiego Uniwersytetu Lubelskiego (Catholic University of Lublin Legal Clinic), Lublin
- Uniwersytecka Poradnia Prawna Uniwersytetu Jagiellońskiego (Jagiellonian University Legal Clinic), Cracow



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