



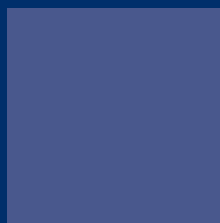
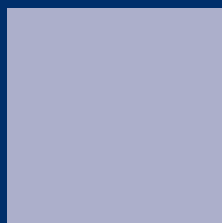
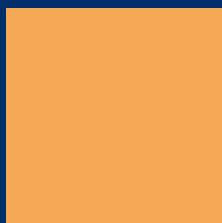
Bundesministerium  
für Familie, Senioren, Frauen  
und Jugend



Observatory for  
Sociopolitical Developments  
in Europe

# Volunteering in the European Union

Creating a supportive environment and attracting volunteers



European conference  
Berlin, 11 and 12 November 2010  
Holiday Inn Berlin City East

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# 1. Introduction

**Dear Reader,**

Volunteering in the European Union: Creating a supportive environment and attracting volunteers – this was the topic of an event hosted on 11 and 12 November 2010 by the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth for 120 policy-makers, representatives of volunteer organisations and other experts. The conference attracted guests from countries as varied as Ireland and Italy, Finland, Spain, Estonia and France, and the various working groups were occasions for lively exchanges of opinions on issues such as the legal framework of volunteering and the promotion of volunteering by migrants. With participants from sixteen different European countries, the conference therefore also served as a preparation for the forthcoming European Year of Voluntary Activities Promoting Active Citizenship in 2011.

This documentation offers a summary of the most important outcomes of the two-day event. The following pages will present the results of working group discussions as well as the most important conclusions of the presentations made in the plenary sessions. The presentations of the various speakers as well as the conference programme can be found in the annex.

The organisation team of the Observatory for Sociopolitical Developments in Europe, which was entrusted by the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth with the implementation of the event, would like to express its special thanks to all those without whose work and expertise the conference would have been impossible: speakers and chairpersons, but also the rapporteurs who so capably summarised the results of the working groups for the plenary sessions. Moreover, a trilingual event like this one would have been impossible without the excellent work of our interpreters and translator – thank you very much for this!

We are also grateful to the employees of the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth who were involved in organising the conference, and to our colleagues at the Institute for Social Work and Social Education and at the Berlin project team of the Observatory for Sociopolitical Developments in Europe for their support in preparing and running the conference.

**On behalf of the Observatory for Sociopolitical Developments in Europe  
(Frankfurt am Main Project Team)**

**Birgit Sittermann**

## 2. Volunteering in the European Union: summary of the opening addresses

With 120 participants from sixteen different countries, the conference, which was held just before the start of the 2011 European Year of Voluntary Activities Promoting Active Citizenship (EYV 2011), offered an excellent opportunity to share experience and expertise in the field of volunteering. In addition to the specific topics discussed in the individual working groups, the plenary session focused on the overall situation of volunteering in the European Union.

Mr Christoph Linzbach, representing the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth – the hosts of the conference – stressed in his opening address the relevance of volunteering in our daily lives. He pointed out that there are many places where we come into contact with volunteers: we might find them visiting patients in hospitals, for instance, or coaching children's football teams in local clubs. Volunteering, explained Mr Linzbach, is steadily gaining importance in our efforts to face social challenges such as demographic change, environmental issues or nature conservation. There are volunteers in all countries of the EU, although their numbers may vary and there may be various concepts of what volunteering actually is.

Mr Linzbach also gave a short presentation of the German volunteering strategy, which was officially adopted by the German federal government in October 2010. It was developed with the cooperation of all ministries and the participation of civil society and the business community. The objectives of the strategy include better coordination of individual stakeholders in the field of volunteering, the formation of strategic partnerships with companies, foundations and civil soci-

ety, and the improvement of the volunteering environment. Christoph Linzbach also stressed that fostering European dialogue on volunteering was an important objective of the German volunteering policy, and that this conference would contribute to this.

Ms Jutta König-Georgiades, member of the European Commission task force for the European Year of Voluntary Activities Promoting Active Citizenship, emphasised the fact that volunteering is also a highly topical subject at EU level. She mentioned "Europe for Citizens" and "Youth in Action," two mobility projects intended to promote active citizenship and inspire a stronger sense of cohesion in the EU through active experience abroad.

For the European Commission, explained Ms König-Georgiades, volunteering represents civic participation and democracy in action. The Commission wants the importance of volunteering to be brought to the forefront of public interest within the scope of the 2011 European Year of Voluntary Activities Promoting Active Citizenship. The EYV is also intended to improve conditions for volunteering in the European Union and increase public recognition of the work of volunteers.

Specifically, a wide range of events will be taking place during the EYV 2011 that will be implemented in the individual countries by their national coordination teams. The European Union will set up a web presence, provide information material and hold its own conferences to sensitise the public to the topic of volunteering. Ms König-Georgiades also noted that many of the activities planned for the year were initiated from within civil society itself, and that the organisations of the EYV 2011 Alliance play an important role in this regard. However, said Ms König-Georgiades, the success of the EYV 2011 will depend on the participation of citizens at all levels – local, regional, national and EU!



**Editor's remark:**

After the conference, the European Commission launched its dedicated website for the EYV 2011. The site provides information on events throughout 2011 and in particular details on the information tour through all EU Member States.

<http://europa.eu/volunteering/>



### 3. Working group 1: The legal framework of volunteering: what role must/ can the state play in promoting volunteering?

<b>Speakers:</b>	<p><b>Susana Viñuela Álvarez</b>, Spanish Ministry of Health, Social Policy and Equality, subsection for international relations (Spain)</p> <p><b>Sophie Chapman</b>, policy lead for Youth Volunteering and Charitable Giving at the Office for Civil Society, Cabinet Office – British Government (United Kingdom)</p>
<b>Chair:</b>	<p><b>Birgit Sittermann</b>, Observatory for Sociopolitical Developments in Europe, Institute for Social Work and Social Education (Germany)</p>

The speakers kicked off this working group's session by presenting different ways of encouraging volunteering in two European countries, Spain and the United Kingdom.

Susana Viñuela Álvarez explained that Spain is a country that places particular importance on networking between the various stakeholders as a strategy to encourage volunteering. Spain's volunteering policy is based on a law enacted in 1996 that defines volunteering as an involvement that must come from the volunteer's own free will and be based on solidarity. Volunteering takes place within the scope of organisations and projects. In addition to the national Volunteering Act, the individual autonomous regions also have their own laws on volunteering.

At national level, responsibility for volunteering is allocated to the areas of competence of various ministries. Susana Viñuela Álvarez therefore spoke primarily of the policy

of her own ministry, which is responsible for volunteer organisations in the social area.

One example of networking and the interaction of the various stakeholders is the Spanish State Council of Social Action NGOs, which has a task force on volunteering. There is also an annual national conference on volunteering that serves to promote interaction between national and regional governments, universities, enterprises and volunteer organisations.

Moreover, the same stakeholders are involved in the implementation of Volunteering State Plans that have been launched on a regular basis since the adoption of the law on volunteering. Implementation of the fourth plan will begin in 2011.

A special feature of the Spanish system is that volunteer organisations are funded by a part of income tax revenue, with taxpayers allowed to earmark 0.7% of their income tax for the benefit of social welfare organisations. Public recognition of volunteering also plays an important role: every year, volunteering organisations can win the Spanish Social Volunteering State Award.

In contrast to Spain there is no law defining volunteering in England, as Sophie Chapman pointed out in her presentation. She explained that she could only speak about policies on volunteering in England, as the responsibility for volunteering in Wales and Scotland lies with the governments of these countries. The absence of a law on volunteering in England is intentional, Ms Chapman explained, as volunteering should not be formalised. There are only laws and regulations to prevent volunteering from being obstructed by other legislation.

One example is the law on minimum wage: it was necessary to clarify the status of volunteer workers, who receive expense allowances, so as to prevent volunteer organisations from being obliged to pay them the minimum wage.

According to Sophie Chapman, the change of government in the United Kingdom in 2010 was accompanied by a change of policy on volunteering. The former Labour government promoted volunteering through various programmes that focused on engaging with existing large organisations. The emphasis was on the public acknowledgement and recognition of volunteering, for instance by declaring 2005 the Year of the Volunteers or by establishing the Queen's Award for Volunteering. Furthermore, professionalisation of volunteering was promoted.

The new coalition government which took office in April 2010 has a slightly different focus, which corresponds to their concept of Big Society. Although acknowledging the work of volunteers remains a priority, emphasis is now on the promotion of grassroots movements at local level. Each community should be enabled to initiate its own volunteer groups and projects to suit its needs. Community organisers will be brought in to facilitate this process. Another new programme currently in the pipeline is the National Citizen Service. This will be a (non-mandatory) voluntary service for 16-year-olds who would use their summer holidays to develop a social project in their local community and put it into practice. This programme will start in summer 2011.

In the discussion following the presentations, the audience underlined the importance of acknowledging and appreciating volunteers. However, both Sophie Chapman and Susana Viñuela Álvarez agreed that it is very difficult to raise media attention for issues concerning volunteering. Even if a member of the royal family awards a prize for volunteering, media coverage is not guaranteed. Hence, there are limits to what the state can do for the recognition of volunteers. One participant underlined an option open to every one of us: we should all remember to thank the volunteers we come across in our every-day life.

#### 4. Working group 2: The organisational framework of volunteering: forms of volunteer management

<b>Speakers:</b>	<b>Carola Schaaf-Derichs</b> , Managing Director of "Treffpunkt Hilfsbereitschaft", Berlin State Volunteering Agency (Germany)
	<b>Bart Schenke</b> , Humanitas (Netherlands)
	<b>Kaarina Nieminen</b> , Finn Church Aid (Finland)
<b>Chair:</b>	<b>Markus Held</b> , Director of CEV – European Volunteer Centre (Belgium)

The speakers of this working group reported on their practical experiences with volunteers. Ms Schaaf-Derichs, who is involved in developing qualification measures for volunteer management, opened the session. This training consists of a systematic approach to volunteer management which is oriented to a traditional management cycle. Volunteer work should be organised on the basis of job profiles, and the volunteers for these jobs selected by way of job interviews. At the beginning of their work, volunteers, like people in any other job, need support in their volunteer work, and this support can be offered in the form of advance training or an on-the-job learning phase. The situation of volunteers should be monitored on an ongoing basis to ensure that the work a volunteer continues to suit his or her aptitudes and wishes, as volunteers also develop and change.

The intention behind these training measures is to increase the professional quality of volunteer management. Volunteer mana-

gers, in Ms Schaaf-Derichs' experience, are normal employees who often have no more than part-time positions. Very few of them work full-time.

Bart Schenke, from Humanitas in the Netherlands, spoke of how volunteering is handled in his organisation, which gives people in difficult life situations temporary assistance to help them regain control of their lives. Humanitas works with volunteers in various positions: they do the actual on-the-ground work, but they are also coordinators or members of the Board of Management. At Humanitas, normal employees play no more than a supportive role. This is evidenced by the statistics: 300 regular Humanitas employees, 11,000 volunteers. Working with volunteers is the main task of Humanitas – in contrast to other organisations, where volunteers play only a supportive role. Here, it is also volunteers who make decisions on the activities and policies of the organisation. A work and development plan is drawn up every four years for Humanitas by assemblies of volunteers.

Humanitas volunteers are carefully selected, and they are strictly monitored to ensure that they are suited to their activity. This is the only way to ensure no frustration develops for anyone. Volunteers must be committed to the values of the organisation and attest to this commitment with their signature. They must also take part in preparatory lectures and on-the-job training. The "Humanitas Academy" provides ongoing training for volunteers in the form of various courses. In addition to this training, Humanitas offers its volunteers professional support in their work as well as personal attention. If a volunteer wishes to stop his/her volunteer work, a farewell meeting is held to find out the reasons the volunteer's departure.

Kaarina Nieminen of Finn Church Aid described her work with active young volunteers and her involvement in Finn Church

Aid's "Women's Bank", a project operating in developing countries and offering financial assistance by women and for women. She believes that one of the factors for the success of her work with volunteers is that Finn Church Aid has a network structure that avoids excessive bureaucracy, and access thresholds are low.

Moreover, volunteers have various options involving different levels of responsibility, so that anyone can find individually tailored forms of volunteering depending on their qualifications and personal wishes. Another positive aspect that attracts volunteers, according to Kaarina Nieminen, is that they are given the freedom to develop their own ideas. New social media such as Facebook are also used to attract volunteers.

In the discussion that followed the speakers' contributions, participants were particularly interested in the issues of qualification of volunteers and advantages and disadvantages of the resulting professionalisation. The speakers reported that in their experience, the group most interested in acquiring new skills and specific qualifications were the 20 to 30-year-olds, as volunteers in this age group viewed the opportunity of additional qualification as being useful to their professional development. Older volunteers are less interested in a formal confirmation of their qualification. Moreover, young volun-

teers tend to be more interested in working on a project-by-project basis and only for a specific period of time.

What are the "golden rules" that need to be followed when working with volunteers? For Bart Schenke, the most important factor is respect for the volunteer and his or her special position: volunteers know from their practical experience what works best, and it is essential to seek their opinion and to take it into account – even though this may cost much effort. It is important to stay in permanent contact with the volunteers. Carola Schaaf-Derichs also stressed the importance of listening to volunteers. Care must be taken that the volunteer activity suits the person doing it – to guarantee that all stakeholders are satisfied. She also mentioned the need to think in terms of development, to move with the times, but also to expand volunteering resources and encourage variety.

Kaarina Nieminen told participants to remember how important it is to give volunteers regular feedback and thank them for their involvement. Every organisation must look after the wellbeing of both its target group and its volunteers. This also applies to volunteers among themselves, who can and should take care of each other. We should never lose faith in ourselves, this was Kaarina Nieminen's third golden rule.

## 5. Working group 3: Committed companies and foundations: partners in promoting volunteering

<b>Speakers:</b>	<b>Thimo V. Schmitt-Lord</b> , managing director of Bayer-Stiftungen, head of foundation and donations management, Bayer Aktiengesellschaft  <b>Dr. René Schmidpeter</b> , Bertelsmann Foundation (Germany)
<b>Chair:</b>	<b>Ina Epkenhans</b> , Director of Analysis and Research, Phineo gAG -Plattform für Soziale Investoren (Germany)

This working group focused on the possibilities and opportunities of corporate engagement. Mr Schmitt-Lord explained the civic engagement of the Bayer Group. He stressed that Bayer's engagement was neither a matter of the heart nor a question of philanthropy, but that it followed solid corporate objectives. Bayer AG's core business activity, what the company actually does, is its commitment to society. But if an enterprise like this one is to prosper, it needs a good environment. It is Bayer's conviction that economic success is possible only if ecological, economic and social factors are in harmony.

This conviction was the driving force behind Bayer's early civic engagement activities, which date back to the 1920s. Bayer's civic commitment has always focused on areas that are closely linked to the work of Bayer AG. Research and development are particularly important to Bayer, and so the company's civic commitment focuses on promoting young talent and encouraging acceptance of technology in the general population. Two areas where Bayer is particularly

active are the school support programme and the Bayer voluntary programme.

The Bayer school programme encourages committed teachers who organise projects to promote enjoyment of and interest in the natural sciences and technology among schoolchildren. Volunteering among Bayer employees and retirees as well as among ordinary people who live in areas near company sites is supported financially by the Bayer voluntary programme.

Bayer AG provides funds for civic engagement activities, irrespective of its corporate success, as the company views its commitment as long-term capital expenditure working to Bayer's advantage.

The second speaker, Dr Schmidpeter of the Bertelsmann Foundation, also emphasised that companies that are socially committed do not act on selfless motives. At the start of his talk, he pointed out that social expectations vis-à-vis companies had changed: society now expects responsible, sustainable corporate action, efficient use of resources, and ethical principles of corporate policy. But we also want companies to be oriented towards their employees and to take all the relevant stakeholders into account. The economic crisis, he explained, has increased these expectations even more.

According to Dr Schmidpeter, civic engagement has meanwhile become an important component of the corporate value creation chain. It is not only the reputation or image of a company that are at stake, but real, concrete figures. Dr Schmidpeter described a study showing that sustainable companies have lower capital costs. Civic engagement helps open up new markets and promote product innovation by seeking solutions to social challenges. Like Mr Schmitt-Lord, Dr Schmidpeter stressed that corporate civic engagement is not selfless, but that it has strategic advantages: it is a sustainable kind of capital expenditure for companies.

Dr Schmidpeter also presented the activities of the Bertelsmann Foundation in this area, particularly stressing the “partners in responsibility” model, a programme where several companies in a region join forces to support their region together. In concrete terms, this means that companies join strategic partnerships with civic organisations but also with administrative and political authorities – creating networks and coordinating their resources towards a specific objective or a specific topic in the region. In Berlin and Brandenburg, for instance, the topic and objective of the regional network of civic engagement is “qualified personnel for a strong IT environment”. In Saarland, the main issue is “youth, technology and career”. The objective of the Saarland partnership in responsibility is to promote young people and thus shape the future of the Saarland as a high-tech location.

The discussion that followed the speakers’ contributions looked critically at the motives for corporate civic engagement, as civil society and companies operate according to different logical premises in their civic engagement.

## 6. Working group 4: Facilitating the access of migrants to volunteering

<b>Speakers:</b>	<b>Gauri Desai</b> , CSV- Community Service Volunteers, Media Clubhouse Ipswich (United Kingdom)
	<b>Torsten Groß</b> , Bavarian pilot project “Volunteering together – Active citizenship in the field of integration”, Bavarian Network for Volunteering (Institut für Soziale und Kulturelle Arbeit, Nürnberg) (Germany)
<b>Chair:</b>	<b>Ksenija Fonovic</b> , Vice-President of SPES – Associazione Promozione e Solidarietà (Italy)

Like membership in associations and projects, volunteering is a sign of social participation and inclusion. Motivating migrants to volunteer is the objective of the two projects described by Gauri Desai and Torsten Gross in this working group.

Gauri Desai of CSV spoke of her work with newly arrived non-EU migrants in Great Britain. If migrants are to be motivated to volunteer, said Gauri Desai, it is very important to keep in mind the barriers and obstacles that they need to overcome. After all, they did not come to a new country, leaving behind family and friends, just to volunteer: they came in search of a better life for themselves. This means that finding a job is their top priority.

Also, it is often true that volunteering is not a widespread cultural factor in the home countries of migrants, where family and livelihood are the primary concerns. Of course, the language barrier is an obstacle, as is also migrants’ lack of awareness of possibilities for volunteer work. Migrants are also hindered from committing themself-



ves by their great insecurity about how they will be accepted in their new society and by their lack of self-confidence as to their own knowledge and capabilities.

The objective of CSV Media Clubhouse Ipswich, Gauri Desai's organisation, is therefore to create an ideally low-threshold environment that offers interesting activities for people from migrant families, in the hope that their interest for volunteering can be kindled at a later stage. The principle of the project is for migrants to help other migrants. Assistance offered within the project could be, for instance, that volunteers accompany new migrants on bus trips and explain to them how to use public transport services. Language courses are also very important. If migrants accept Media Clubhouse as a familiar and pleasant place to be, they are more likely to become active themselves.

A particular motivation is that volunteering is recognised as a qualification in CVs, and migrants can use volunteering to fill gaps in their vocational life. Even highly qualified migrants often have problems getting work because they have no working experience in Great Britain. Volunteering can give them that experience. It is particularly important, according to Gauri Desai, to recognise the capabilities of migrants and to encourage them to use these skills. When migrants volunteer, it is particularly important to give them direct feedback, to thank them and to give them recognition – if possible in public. This is very important for people who are new in a society and have often left their families in their home country.

The second speaker, Torsten Gross, also emphasised the importance of taking migrants' capabilities seriously and of encouraging them to put them to good use. He spoke of his experience in the project "Volunteering together for our future together".

This project was implemented in cooperation with a migrant organisation with the objectives of fostering civic engagement among migrants, making volunteering more intercultural and promoting exchanges and networking between migrant organisations and "German" institutions for volunteering and integration work. Project activities consisted mainly of training and qualification offers and networking of migrant associations with foreigners', migrants' and integration councils.

His experience from this project is that the volunteering of migrants is given too little attention, recognition and support. Migrants who volunteer always have obstacles to face: they can participate, but they are told what they are to do and how they are to do it.

Torsten Gross underscored the necessity of rethinking how we treat migrants who volunteer. Migrants' capabilities must be taken seriously, and they must be integrated in the planning of projects right from the start and be viewed as equal partners. One thing is definite: volunteering by people from migrant families must absolutely not be restricted to performing dances from their home countries at intercultural festivals.



## 7. Working group 5: Attracting volunteers with innovative forms of volunteer activity

<b>Speakers:</b>	<b>Sandra Kamerbeek</b> , Movisie (Netherlands)
	<b>Dr. Astrid Hencke</b> , head of department, Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (Germany)
	<b>Gudrun Scheithauer</b> , head of department, Fede- ral Ministry for Family Affairs, Senior Citizens, Wo- men and Youth (Germany)
<b>Chair:</b>	<b>Mirko Schwärzel</b> , policy officer, National Network for Civil Society (BBE für Europa) (Germany)

Attracting new people to volunteering is the objective of many volunteer organisations. New types of volunteering, forms that reach out to potential volunteers in their own life environment and draw them in, are one way of kindling the interest of new target groups for the idea of volunteering. The three speakers of this working group reported on their experience with innovative forms of volunteering.

Dr Hencke presented the “Volunteering for All Generations” programme of the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth. “Volunteering for All Generations” targets volunteers of all age groups who are willing to commit themselves for periods of at least six months and at least eight hours per week. The programme is an offshoot of other volunteering structures such as the voluntary social year and the voluntary ecological year, which are designed for younger people. But in the face of demographic change, it is also a good idea to activate the potential of older people; “Volunteering for All Generations”

offers this target group a new form of civic engagement.

The goal of the programme is to establish this volunteer service step by step everywhere in Germany. The programme was launched with 46 showcase projects in different cities of Germany. Mobile teams advise operators and local communities on how to implement the volunteer service. Volunteers can work in a broad range of areas, for instance with the elderly, in nursing environments or in hospices, in sport or for the environment.

Volunteers are covered by accident insurance during their volunteer work, and they are entitled to third-party liability insurance. Other framework conditions include a written agreement between the volunteer, the place of work and the operator, as well as the offer of at least 60 hours of qualification and support per year. Until now, “Volunteering for All Generations” has shown that volunteers can indeed be recruited in all age groups. The project brings together senior citizens as well as people who are close to retirement. But there are also people in the child-raising phase, pupils and university students involved in the project.

Multi-generational centres, according to Gudrun Scheithauer, have created places where generations can meet and where volunteering is encouraged. Multi-generational centres are a programme of the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth. There are currently 500 multi-generational centres in Germany. The centres want to be seen as “public living-rooms” where people of all age can come and meet on an open basis. At the same time, the multi-generational centres are designed to function as information hubs and service centres: for instance, they offer babysitting services and elderly assistance. Some centres have special programmes for dementia patients and their family members.

Ms Scheithauer explained that the concept of multi-generational centres also includes efforts to attract volunteers; without them, the centres would not be able to offer many of their programmes. Volunteers cover more than one quarter of working hours in the multi-generational centres. The programme that funds the multi-generational centres runs to the end of 2012. Ideally, the centres should be self-sufficient by then. However, explained Gudrun Scheithauer, this is not the case for most centres. The ministry is giving some consideration to continuing the programme and the funding.

The presentation by Sandra Kamerbeek of the Dutch centre for social development Movisie explored the possibilities of using the new social media for the work of volunteer organisations and the recruitment of volunteers. Ms Kamerbeek explained that social media could play a large role for organisations trying to attract people to their activities, but that this option was being used far too little in reality.

In order to profit from social media like Facebook, Twitter or LinkedIn, it is particularly important to understand how today's young people shape their opinions. Young people's decisions as to whether they want to buy something or support something are not based on information provided by a company or an organisation, but on peer group opinion.

Sandra Kamerbeek is not particularly surprised to see that so many organisations take so little advantage of the social media, as after all they are a rather new phenomenon. Facebook, for instance, did not exist before 2004. For many people, social media offer a new form of involvement: the possibility of online participation or online involvement. And from the point of view of volunteer organisations, they could represent a brand new way of contacting large numbers of people with very little financial means, and of involving people in new ways.

Social media offer volunteer organisations the possibility of keeping in touch not only with their own members and volunteers, but also with donors or simply with people who are interested in the organisation. According to Sandra Kamerbeek the important question for organisations is: how can an organisation attract people with the help of social media? What can we do so that people who show online interest in an organisation are moved to make donations or perhaps even to become volunteers themselves?

Until now, Sandra Kamerbeek explained, organisations using social media have done so either to communicate with their own members or volunteers, or they have focused on providing information for the general public. Not many organisations develop genuine strategies for attracting volunteers via the Internet and the social media.

Sandra Kamerbeek enumerated various functions that social media could have for organisations. Social media are very useful to publicise who one is and what one does. Indeed: knowledge about an organisation and its work can be the first step towards becoming a donor or a volunteer for the organisation. Organisations stand to gain when social media users write in their profiles what organisations they find good and/or support. These are not necessarily people who want to be volunteers themselves, but by mentioning a particular organisation in their profile they show where their sympathies lie.

Social media offer the possibility of interacting with very many people at very low cost. This forum function is very important for organisations, but on the other hand it also means that the organisation has to react and follow the online discussion on a regular basis.

Social media can also convince people of the value of the work of an organisation in a very special way, in particular through short films e.g. YouTube. Especially for younger

people, a film can often say more than a thousand words.

Moreover, social media have a special way of attracting attention to a particular topic, for instance by using films.

They also offer new ways of involving people in the work of the organisation. Sandra Kamerbeek gave the example of Greenpeace, which offered the option of registering as an "Ocean defender" by clicking on a button on the Greenpeace profile. Users were thus given a title and contacted by Greenpeace for campaigns, for instance they were asked to send prepared cards to Japanese politicians to protest against whaling. Of course, we can justifiably ask ourselves whether this type of activity can really be described as volunteering.

Sandra Kamerbeek says it can, as after all it is an organised activity, it is voluntary, for the benefit of others and without payment. In any case, it is an important step to involve people in the work of the organisation. She encouraged the working group participants to advertise in the social media what non-virtual possibilities of volunteering exist in

their organisations: after all, anyone clicking the profile of an organisation is somehow interested in it and could be a potential volunteer. Knowledge about who is interested in the organisation can, explained Sandra Kamerbeek, be used to recruit volunteers.

The speaker encouraged the audience to use social media for their organisations. All an organisation needs to do is to mobilise existing know-how, as there are certainly young volunteers in every organisation who know their way around social media. But a very important point in any case, however – as we have seen in the case of websites – is that organisations must reserve their own name in Internet portals such as Facebook. This is the only way to ensure that no other Internet user can set up a profile under the name of the organisation.

It is also important to draw up guidelines on how to deal with the social media, i.e. to define who can put what online. A negative film about the work of an organisation, perhaps posted naively on YouTube by a volunteer, can do irreparable damage to the image of the organisation, and a negative image is not easy to delete from the Internet memory.

## 8. Working group 6: Promoting social entrepreneurship – supporting people with good ideas

<b>Speakers:</b>	<b>Felix Oldenburg</b> , Director of Ashoka Europe and Managing Director of Ashoka Germany gGmbH (Germany)  <b>Seán Coughlan</b> , Social Entrepreneurs Ireland (Ireland)
<b>Chair:</b>	<b>Prof. Dr. Markus Beckmann</b> , Leuphana University, Lüneburg (Germany)

This working group was dedicated to the topical subject of social entrepreneurship. Felix Oldenburg, representative of Ashoka, opened the discussion with his presentation. Seán Coughlan then presented the work of his organisation, “Social Entrepreneurs Ireland”.

Social entrepreneurs are nothing new, as Felix Oldenburg pointed out. There have always been personalities who merit this title: Maria Montessori, for instance, who founded the first modern nursery school. A current example of social entrepreneurship is the case of the young gynaecologist Frank Hoffmann, who had the idea of training blind women for breast palpation within the scope of breast cancer screening. This gives women the option of a relatively low-cost precautionary check-up and creates a qualified workplace for blind women.

Social entrepreneurs are therefore personalities whose personal context and know-how gives them a good idea that they decide to implement. Social entrepreneurs face challenges that are similar to those faced by start-up entrepreneurs: They have to plan the implementation of their idea, get funds and spread the idea. Like for normal commercial entrepreneurs, there should be

support available for people wanting to implement social innovations – and as Felix Oldenburg explained, this was the idea that led to the foundation of Ashoka.

Social entrepreneurs come from all social environments. But they have one thing in common: something in their childhood or youth has taught them that they are not powerless and at the mercy of their environment, but that they can help shape this environment.

In order to open up options for support for social innovations, Felix Oldenburg pleaded for a “culture of highly qualified volunteering.” Qualified persons who voluntarily place their professional expertise at the disposal of social entrepreneurs can be an immense help for the advancement of social innovations. This could be, for instance, the lawyer who, rather than volunteering to paint his daughter’s nursery school, uses his expertise to support a social entrepreneur.

Established social stakeholders such as charitable associations or organisations of volunteers can play an important role in discovering people with good ideas, explained Felix Oldenburg, as they work locally with people on the ground.

The Irish organisation Social Entrepreneurs Ireland was established in 2004. One of the reasons behind its creation was the realisation that Ireland’s social problems had not been solved in spite of the country’s long economic boom. Social Entrepreneurs Ireland helps people who have ideas to solve social problems in the implementation and professionalisation of their plans. They support the social entrepreneurs, pay tribute to their work and help them spread their ideas.

Social Entrepreneurs Ireland thus provides an important infrastructure for social entrepreneurs. According to Seán Coughlan, it is important to have an exact assessment of the idea and of the plans of the social ent-

preneur. To achieve this, Social Entrepreneurs Ireland has developed criteria to support the initial assessment process and to then also assess to what extent the objectives have been achieved. The group organises support and advice for the many issues which a social entrepreneur has to face. For instance, social entrepreneurs who want to spread their innovative ideas are suddenly confronted with legal issues, management problems and financing questions.

To provide the necessary support, Social Entrepreneurs Ireland works successfully with companies that provide a kind of sponsorship for a social entrepreneur and thus support him/her with the expertise of their employees and with financial assistance. In exchange, the company can advertise its involvement with the social entrepreneur. Social entrepreneurs are often interesting personalities that can therefore be of interest for commercial companies. Seán

Coughlan stresses that this cooperation with companies has been highly successful in Ireland and that companies now approach Social Entrepreneurs Ireland themselves to find social entrepreneurs that they could support.

Both speakers emphasised the necessity of creating appropriate financing structures for social entrepreneurship. Social entrepreneurs need money not only once they have tried their ideas out and can show initial results, but right from the very start. But potential providers of funds generally shy away from risk, and this applies in particular to funding by public authorities. Seán Coughlan described the British “Social Impact Bond” as a possible financing model: private financiers bear the risk when they support social projects with their money. If the projects are successful – on the basis of pre-set criteria – the state pays a dividend to the private financier.

## 9. Conference Programme



Bundesministerium  
für Familie, Senioren, Frauen  
und Jugend



Observatory for  
Sociopolitical Developments  
in Europe

### European conference **Volunteering in the European Union** **Creating a supportive environment and attracting volunteers**

Berlin, 11 and 12 November 2010  
Holiday Inn Berlin City East

Thursday, 11 November 2010	
13:00 – 14:00	Registration and light lunch
14:00 – 14:30	<b>Welcoming address and introduction by Christoph Linzbach,</b> German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (Germany) Raum: HAVEL & SPREE
14:30 – 15:00	<b>Introduction to the topic of the conference:</b> Volunteering in the European Union <b>Jutta König-Georgiades,</b> Task force European Year of Voluntary Activities promoting Active Citizenship (European Commission)
15:15 – 15:45	Coffee break
15:45 – 17:45	<b>Working groups 1–3:</b> Creating a favourable environment for volunteering For more information see below
17:45–18:30	<b>Plenary session to close the first day: Reports from the field</b> <b>Laidi Surva,</b> Ministry of Justice (Estonia) <b>Jarkko Utriainen,</b> The Union for Senior Services (Finland) <b>Gauri Desai und Nicole Schmiedefeld,</b> CSV- Community Service Volunteers, Media Clubhouse Ipswich (United Kingdom) <b>Chair:</b> Helga Kirchner (former editor-in-chief, WDR broadcasting) (Germany) Raum: HAVEL & SPREE
Afterwards	Reception, foyer of room HAVEL & SPREE
19:30	Conference dinner at the conference hotel, Restaurant “Landsberger 203”

Friday, 12 November 2010	
09:00 – 09:30	Words of welcome and reports from the previous day's sessions of working groups 1–3 Chair: Helga Kirchner (Germany) Room: HAVEL & SPREE
09:30 – 11:30	<b>Working groups 4–6:</b> Inspiring people to volunteer For more information see below
11:30 – 12:00	Coffee break
12:00 – 12:30	<b>Reports from working groups 4–6:</b> Chair: Helga Kirchner (Germany) Room: HAVEL & SPREE
12:30 – 13:15	<p><b>Promoting volunteering in the European Union: where to from here?</b></p> <p>Three different views: civil society, the European Commission and the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth</p> <p><b>Representative of the European Commission:</b> Jutta König-Georgiades, Task force European Year of Voluntary Activities promoting Active Citizenship (European Commission)</p> <p><b>Representative of the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth:</b> Marc Axel Hornfeck, (Germany)</p> <p><b>Representative of the civil society:</b> Renzo Razzano, Vice-President CEV – European Volunteer Centre / President of SPES – Associazione Promozione e Solidarietà (Italy)</p> <p>Schlusswort: <b>Marc Axel Hornfeck</b> German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (Germany) Chair: <b>Helga Kirchner</b> (Germany)</p>
From 13:15	Convivial get-together and light lunch to wind up the conference

The conference working languages are German, English and French. Interpretation will be provided in the plenary sessions and working groups.

**Conference chair:** Helga Kirchner (former editor-in-chief, WDR broadcasting) (Germany)



## Working groups

*Each working group will have two resp. three speakers to introduce the topic and stimulate the discussion. An expert will chair the working group and report to the plenary session.*

**Thursday, 11 November 2010, 15:45–17:45**

Creating a favourable environment for volunteering

### Working groups 1–3

#### Working group 1

**Room: HAVEL & SPREE**

#### **The legal framework of volunteering: what role must / can the state play in promoting volunteering?**

Through legislation, public authorities can create appropriate framework conditions to create incentives for volunteering. Instruments used for this purpose can be improved tax regulations for volunteer organisations, the improvement of liability and accident insurance coverage for volunteers or programmes and projects to strengthen and to improve public recognition of volunteering. But what public instruments achieve the intended effect and what conditions tend to disrupt rather than support the work of volunteers?

- Speakers:** **Susana Viñuela Álvarez**, Ministry of Health and Social Policy (Spain)
- Sophie Chapman**, Policy lead for Youth Volunteering and Charitable Giving at the Office for Civil Society (United Kingdom)
- Chair:** **Birgit Sittermann**, Observatory for Sociopolitical Developments in Europe, Institute for Social Work and Social Education (Germany)

#### Working group 2

**Room: ELBE**

#### **The organisational framework of volunteering: forms of volunteer management**

A positive environment for volunteering is also important within the organisations themselves. Professional volunteer management becomes increasingly important and is already a feature of many organisations today. This working group will examine how organisations attract volunteers and provide purposeful and useful support for their work.

- Speakers:** **Carola Schaaf-Derichs**, Managing Director Volunteer Centre Berlin (Treffpunkt Hilfsbereitschaft) (Deutschland)
- Bart Schenke**, Humanitas (Netherlands)
- Kaarina Nieminen**, Finn Church Aid (Finland)
- Chair:** **Markus Held**, Director of CEV – European Volunteer Centre (Belgium)

**Working group 3****Room: ODER****Committed companies and foundations: partners in promoting volunteering**

Foundations are important actors of civil society and many companies take over social tasks. Through their own commitment, they can create conditions in which projects of volunteer organisations can be implemented or they can encourage their employees to volunteer. With their contribution, companies and foundations constitute an important part of the infrastructure behind volunteering. Partnerships between stakeholders – companies, foundations, the state and organisations – can help promote volunteering. This working group will discuss the perspectives and possibilities of civic commitment on the part of companies and foundations in a European perspective.

**Speakers:** **Thimo V. Schmitt-Lord**, Corporate Office Head Foundations & Donations Management, Executive Director Bayer Foundations, Bayer Aktiengesellschaft

**Dr. René Schmidpeter**, Bertelsmann Foundation (Germany)

**Chair:** **Ina Epkenhans**, Director of Analysis and Research, Phineo - Platform for Social Investors (Germany))

**Friday, 12 November 2010, 9:30–11:30**

Inspiring people to volunteer

**Working groups 4–6**

**Working group 4****Room: ELBE****Facilitating the access of migrants to volunteering**

Volunteering is a sign of social participation. However, migrants are still under-represented in many associations or organisations. How organisations and volunteer programmes can create an environment that attracts migrants is the topic of this working group.

**Speakers:** **Gauri Desai**, CSV Media Clubhouse Ipswich (United Kingdom)

**Torsten Groß**, Bavarian pilot project „Volunteering together – Active citizenship in the field of migration“, Bavarian Network for Volunteering (Institut für Soziale und Kulturelle Arbeit, Nürnberg) (Germany)

**Chair:** **Ksenija Fonovic**, Vice-President SPES – Associazione Promozione e Solidarietà (Italy)

**Working group 5****Room: HAVEL & SPREE****Attracting volunteers with innovative forms of volunteer activity**

All volunteer organisations want to attract volunteers. And yet there are many people who cannot or do not want to commit to long-term volunteering. Other people, because they are unemployed or retired, suddenly have a lot of time available for volunteer work. Nowadays there are forms of volunteering that are tailored to the possibilities and needs of a variety of target groups, e.g. online volunteer work or intergenerational volunteer programmes. Participants of this working group will discuss how successful various forms of volunteering can be in every-day reality.

**Speakers:** **Online volunteering in the Netherlands**  
**Sandra Kamerbeek**, Movisie (Netherlands)

**Intergenerational volunteering: experiences gathered in the programme „Volunteering for All Generations“ and “Multi-generation houses”**

**Dr. Astrid Hencke**, Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (Germany)

**Gudrun Scheithauer**, Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (Germany)

**Chair:** **Mirko Schwärzel**, National Network for Civil Society (Germany)

**Working group 6****Room: ODER****Promoting social entrepreneurship – supporting people with good ideas**

An important new trend are social entrepreneurs who – starting off as volunteers – found social organisations in order to tackle social problems with innovative ideas. This workshop will present and discuss possibilities of support.

**Speakers:** **Felix Oldenburg**, Director of Ashoka Europe and Managing Director of Ashoka Germany gGmbH (Germany)

**Seán Coughlan**, Social Entrepreneurs Ireland (Ireland)

**Chair:** **Prof. Dr. Markus Beckmann**, Leuphana University Lüneburg (Germany)



# 10. Presentations



## Working Group Presentations

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**Susana Viñuela Álvarez**, Spanish Ministry of Health, Social Policy and Equality, subsection for international relations (Spain)
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**Seán Coughlan**, Social Entrepreneurs Ireland (Ireland)



# The role of the British state in promoting volunteering

## November 2010

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## The UK legal framework?

- There is none.
- This is intentional. They don't want to formalise volunteering.
- Only actual legislation is to prevent other legislation from impacting on it e.g. Minimum wage

## How did the Labour Government promote volunteering?

- **Marketing activities** – 2005 Year of the Volunteer
- **Recognition for volunteers** – Queen's Awards for Volunteering
- **Signposting & brokerage** – do-it.org volunteering database
- **Improving the quality of the volunteer experience** – Volunteer Managers, Goldstar
- **Directly funding volunteer opportunities** – v, Experience Corps, Access to Volunteering

## How did the Labour Government promote volunteering?

An approach characterised by engaging with existing larger organisations, to encourage more formal engagement with volunteering.

Result? Mixed

- Some evidence the quality of volunteers experience improved
- Formal rates of volunteering stayed the same



## How are the new Coalition Government going to promote volunteering?

*“The Big Society is about a huge culture change, where people, in their everyday lives, in their homes, neighbourhoods and workplace, don’t always turn to officials or government for answers to the problems they face, but instead feel both free and powerful enough to help themselves and their own communities.”*

**David Cameron, 19 July 2010**

## What are the implications for the promotion of volunteering?

Some similarities:

- Importance of recognition (Big Society Awards, Queen’s Awards)
- Ensure other legislative frameworks don’t impinge on volunteering

Changes:

Emphasis on capacity-building at the grassroots to encourage local communities to create their own groups and initiatives

- National Citizen Service
- Community Organisers
- Community First

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## PUBLIC POLICIES TO FOSTER VOLUNTEERING IN SPAIN




“Volunteering in the European Union:  
Creating a supportive environment and  
attracting volunteers”  
Berlin, 11-12 November



## CONTEXT

Act 6/1996 on Volunteering:

- Ⓢ Altruism and solidarity
- Ⓢ Freedom
- Ⓢ No remuneration
- Ⓢ Organised



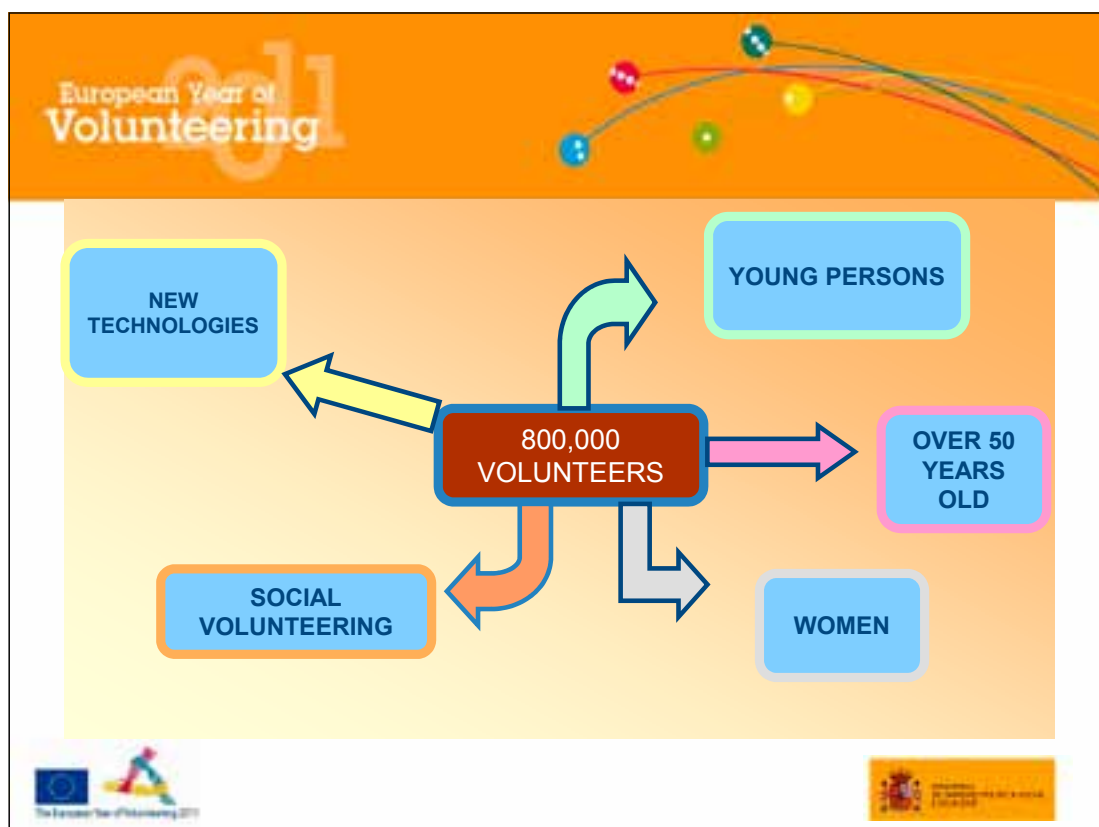
European Year of  
Volunteering

**SOCIAL VOLUNTEERING**

- @ Promoted by a public or private organisation
- @ Causes: social exclusion, disadvantage, marginalisation

The European Year of Volunteering 2017

Presidency of the Council of the European Union



European Year of Volunteering

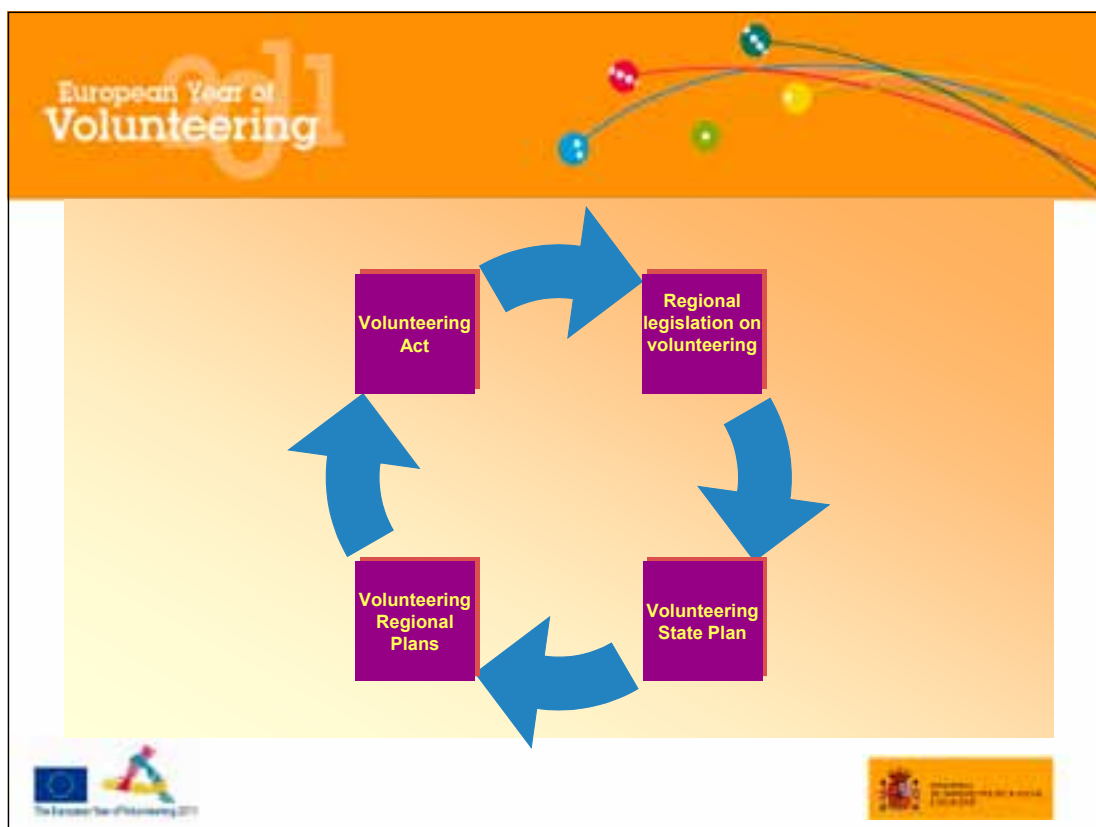
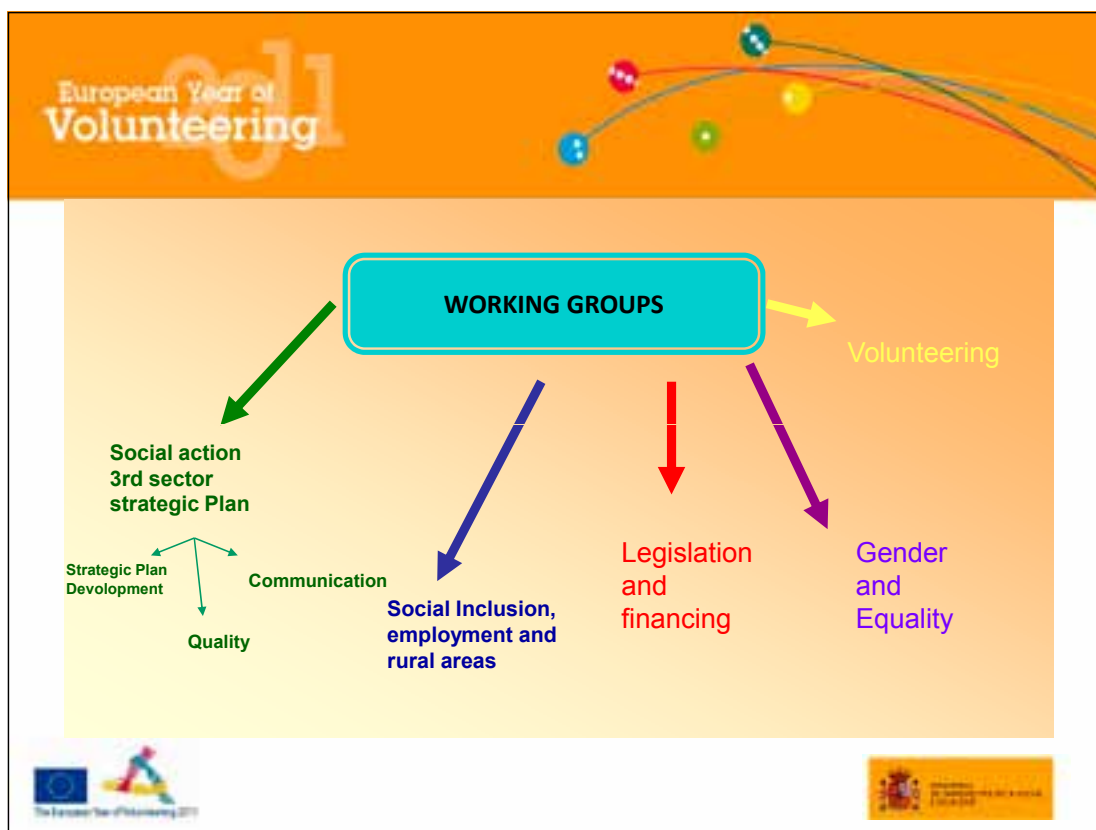
**DG SOCIAL POLICY, FAMILIES AND CHILDREN**

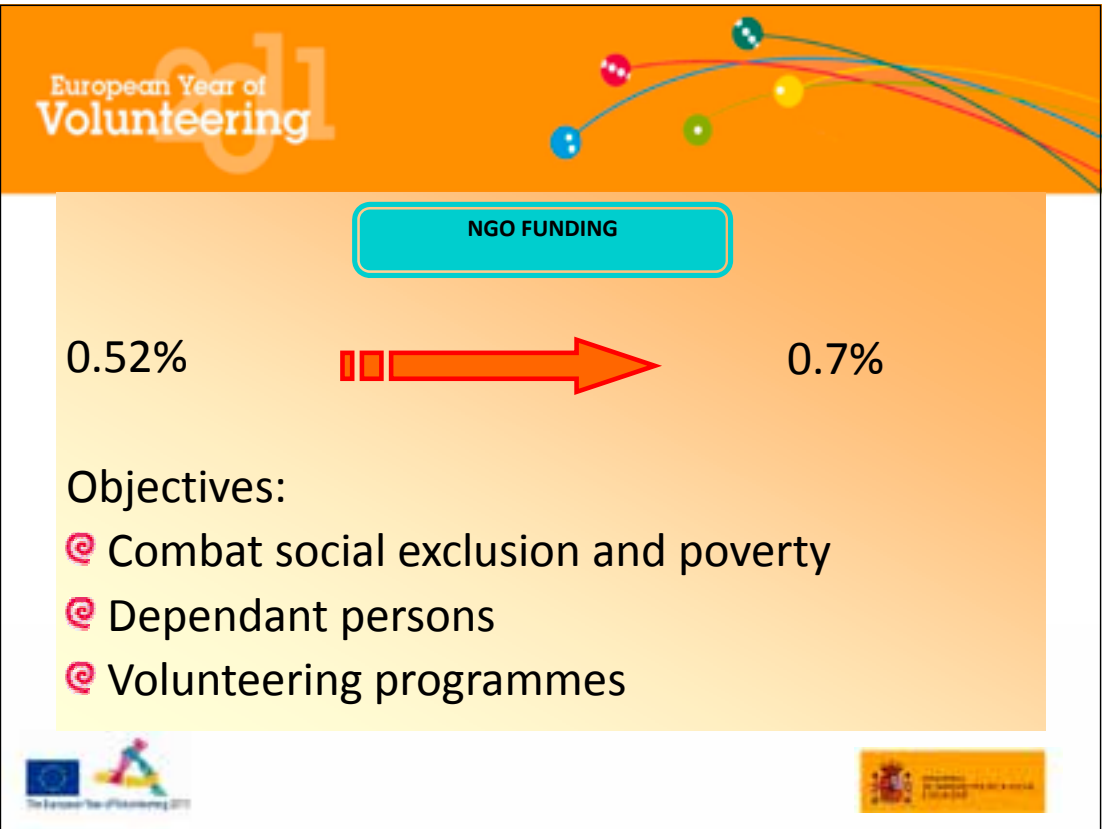
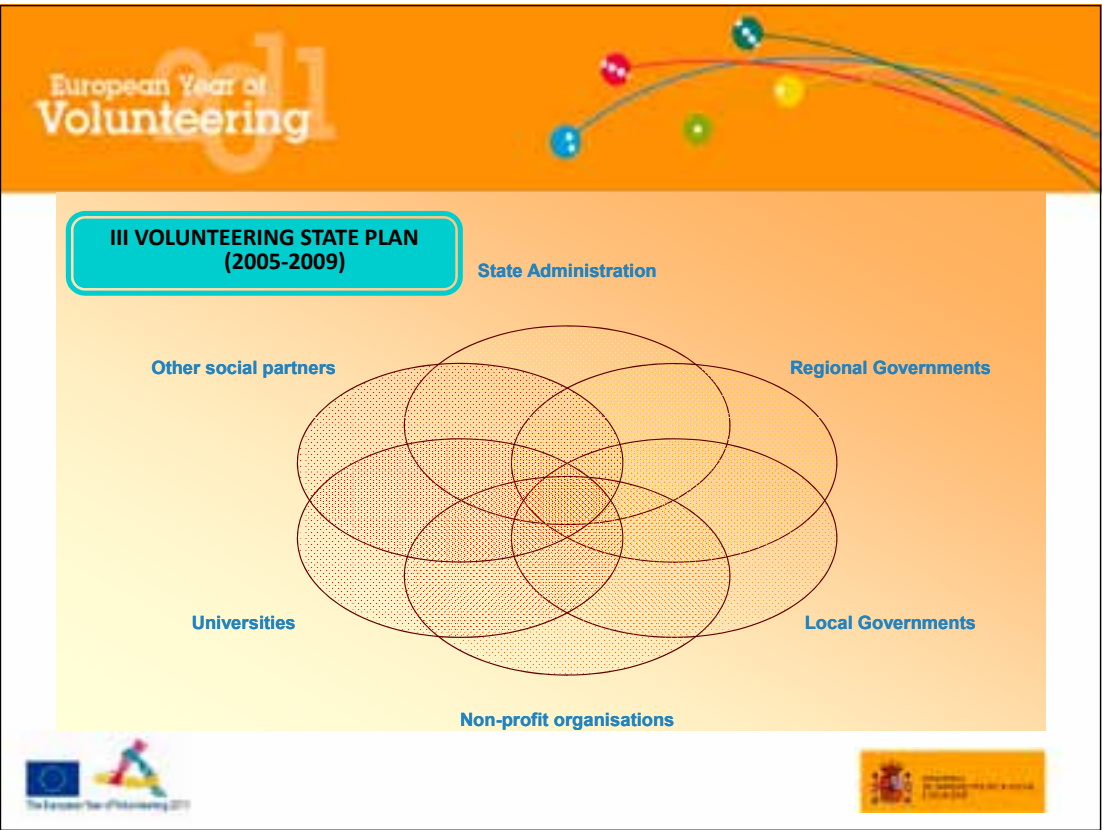
- Cooperation with NGOs
- Call and management of Grants
- Promotion of social volunteering
- Promotion and management of Consultative bodies

The European Year of Volunteering 2011

Ministerio de Sanidad, Política Social e Igualdad











European Year of  
Volunteering



# Decision of the European Council on Voluntary Activities promoting active citizenship






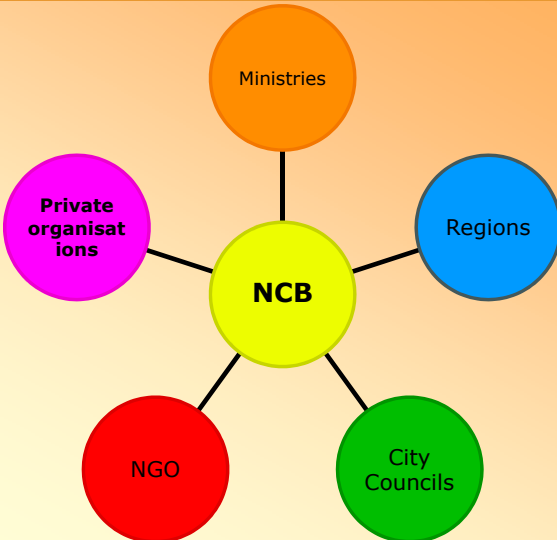
The European Year of Volunteering 2017





Ministerio de Educación, Cultura y Deporte

European Year of  
Volunteering






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The European Year of Volunteering 2017



Ministerio de Educación, Cultura y Deporte



## OBJECTIVES

- ④ More information on the situation of volunteering
- ④ Disseminate the values of participation, solidarity and social change
- ④ Collaboration of all agents
- ④ Training and social recognitions



## Main activities:

- ④ Study at state level on the situation of volunteering
- ④ Accreditation and identification systems to propose consistent criteria
- ④ Resource centre on volunteering
- ④ Celebration of conferences and seminars
- ④ Collaboration between businesses and social volunteer organisations through meetings and seminars





European Year of  
Volunteering

- @ Training courses for teachers
- @ Development of educational materials
- @ National and regional awards
- @ Communication plan
- @ Creation of game CDs
- @ Poster competition



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European Year of  
Volunteering

MESSAGES

Everyone can be a  
volunteer

Volunteering helps to  
improve society

Volunteering  
organisations are  
fundamental



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## Freiwillige Arbeit

*Ist uns nicht egal*



## Volunteer management Humanitas

- Wer bin ich?
- Was ist Humanitas
- Freiwillige und Humanitas
- In der Praxis



## Mission Statement

- Humanitas ist für eine Gesellschaft, in der Menschen ihr eigenes Leben aktiv gestalten
- Humanitas ist für eine Gesellschaft, in der Menschen sich verantwortlich fühlen für das Zusammenleben mit Anderen

## Facts and figures

- 37.000 Teilnehmer
- 11.000 Freiwillige
- 90 regionale Abteilungen in den Niederlanden
- 600 Projekte

## Was tun wir?

- Eltern und Kinder
- Teilnehmen an der Gesellschaft
- Einsamkeit und Isolation
- Aktiv älter werden
- Trauer und Verlust

## Grundwerte von Humanitas (1)

- Verantwortlichkeit für sich selbst, und für Andere(n)
- Wiederherstellung der Regie über das Leben für Menschen die diese vorübergehend verloren haben

## Grundwerte von Humanitas (2)

- Eine Gesellschaft mit Raum für Jeden
- Nachfrageorientiertes und innovatives Angebot

## Freiwillige Arbeit; für Jeden etwas

- Ausführende Freiwillige
- Koordinierende Freiwillige
- Freiwillige in Vorständen

## Profil eines Humanitas-Freiwilligen

- Gut ausgebildet
- Reflektionsfähig
- 75% Frauen
- 10% ausländische Herkunft

## Freiwillige Arbeit bei Humanitas

- Ist hochwertig und sinnvoll
- Ist bedeutungsvoll für Teilnehmer
- Ist bedeutungsvoll für die Gesellschaft
- Wird von Freiwilligen als wertvoll erfahren

## Das Primat von Freiwilligen

- Bezahlte Mitarbeiter haben eine unterstützende und beratende Rolle
- 11.000 vs. 300
- Freiwillige und Mitglieder bestimmen die Vereinspolitik

## Aber nicht von alleine

- Keinen Bedarf auf “formale” Strukturen, aber Verantwortlichkeit für die “eigenen” Projekte
- Eine Basis für Vereinspolitik muss aktiv gesucht werden
- Oft kompliziert und langsam

## Was fordern wir (1)

- Unterschreiben der Werte
- Die richtigen Qualitäten und Fähigkeiten
- 16+
- 4 bis 8 Stunden pro Woche

## Was fordern wir (2)

- Teilnahme Einführungsveranstaltungen
- Teilnahme Ausbildung und Arbeitstreffen
- In manchen Fällen ein Führungszeugnis
- Mitglied werden für Vorstandsmitglieder


## Was bietet Humanitas

- Professionelle Anleitung
- Persönliche Aufmerksamkeit
- Mitbestimmen in Organisationsfragen
- Wenn man aufhört....
- Humanitas Akademie

## Humanitas Akademie

- Einführungsveranstaltungen
- Vorstandsausbildung
- Ausbildung für Freiwillige
- Ausbildung für Koordinatoren
- Masterclasses



The logo for 'humanitas' is displayed in a small blue box with white text.

## Und was noch mehr

- Finanzielle Entschädigung
- Versicherung
- Eine sichere Arbeitsumgebung
- Beschwerdenregelung
- Verhaltensnorm
- Nachhilfe

The logo for 'humanitas' is displayed in a blue box with white text.

sterker dan je denkt

Vielen Dank!

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# ACTION FOR HUMAN DIGNITY.

Volunteering in FCA –  
Changemaker and Women's Bank

Kaarina Nieminen, Berlin 11.11.2010



FINN CHURCH AID  
actalliance

2

## CHANGEMAKER – Act together!



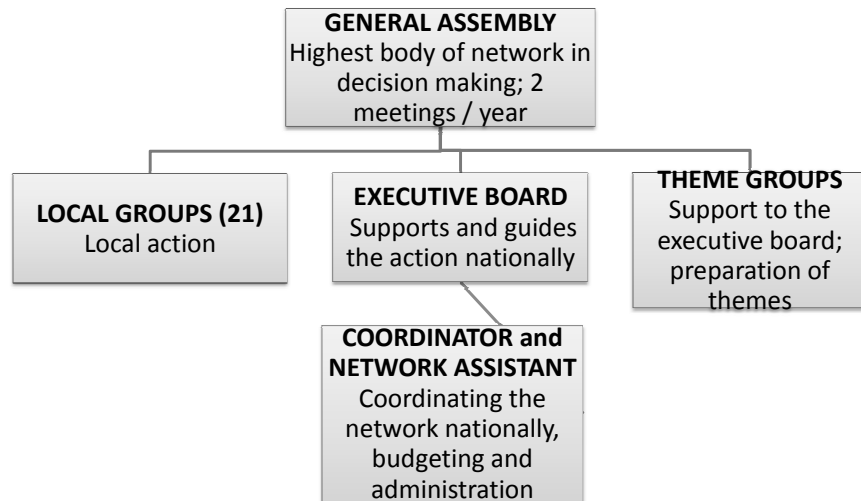
- Changemaker is a network for youth who want to act for the better world
- Changemaker Norway, Finland, Iceland; groups also in Sudan, Kenya, Sambia...

11.11.2010



3

## Changemaker Finland - Organization



-The background organization: **FinnChurchAid** – provides salary to the **coordinator & assistant**, and **facilities**. Local groups might have background organizations of their own (congregation, student association, school...)

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4

## Changemaker Campaigns

- March 2005: "Living on 2€ /day" campaign
- Issue: Rising the Finnish development aid to UN recommendation level, 0,7% of GNP

*The urban 2€ camp had prominent visitors and attracted good media coverage making the network relatively known*



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5

## Women's Bank – What?

- A fund whose assets are used to support innovative projects to employ women at their own initiative, particularly in Africa
- An innovative concept in Finland that combines business, the public sector, development co-operation and voluntary expertise
- A group of Finnish women visited Liberia in early 2007 and, immediately after their return, established a fund called "Women's Bank"
- In November 2010, the fund's capital was more than eur 2 million, most of it from private donors



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6

## Women's Bank – How?

- Sustainable macro-level development through micro loans and education
- Adapting operating models and expertise from business
- Utilising Finnish synergies - FCA (FinnChurchAid) and local partners carefully selected by FCA as the operative organiser of the projects
- Transparent and disciplined - objectives, measurement and follow-up for every project



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7

## Women's Bank – Where?

1. Village banks in Cambodia
2. Village banks in Uganda
3. Village banks in Peru
4. Livelihoods in communities (Liberia)
5. Independent economical women (Liberia)
7. Entrepreneurial training and Village banks in Nepal
8. Entrepreneurial training in Democratic Republic of Congo



2011:  
Sierra Leone, Angola, Haiti,  
Guatemala etc.

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8

## Success – Coordination

- **Demand** for this kind of action
- **Networks** – avoidance of bureaucracy
- **Diversity** – various roles and responsibilities
- **Themes** are close to volunteers
- **Initiative, enthusiasm** - freedom to plan by themselves

- **Support:** training, praise, background support, peer support

- **Challenge** of independent action:

- Brand
- Commitment, sharing of responsibility equally
- Enthusiasm/burn-out
- Continuity

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Thank you.

14.11.2010





## Working Group Presentations

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**Sophie Chapman**, policy lead for Youth Volunteering and Charitable Giving at the Office for Civil Society, Cabinet Office – British Government (United Kingdom)  
**Susana Viñuela Álvarez**, Spanish Ministry of Health, Social Policy and Equality, subsection for international relations (Spain)
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**Gudrun Scheithauer**, head of department, Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (Germany)
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**Seán Coughlan**, Social Entrepreneurs Ireland (Ireland)



## Gesellschaftliches Engagement von Unternehmen

Dr. René Schmidpeter

Berlin, 11. November 2010

### Die öffentliche Diskussion um Unternehmensverantwortung verstärkt sich

**FT.COM** DSM to link managers' pay with green credentials and staff morale  
Published online 22 October 2009 10:00 AM  
23. September 2009  
**METRO** Group verankert Nachhaltigkeit im gesamten Unternehmen

New instruments for a new era are needed  
Davos-Kiesters Switzerland, 28 January 2010

**ZEITUNG ONLINE** Verfassung  
Die Boni könnten sich am CO<sub>2</sub>-Ausstoß orientieren  
Die Geschäftsführer der deutschen Industrie sollen ihren Bonuszahlungen an den CO<sub>2</sub>-Ausstoß ihrer Unternehmen binden. Das fordert die Bundesregierung.

**Handelsblatt**  
Shell-Chef fordert mehr Unternehmer-Engagement

**BOERSE-EXPRESS**  
Enron-Skandal löst Vertrauenskrise aus

**Shell-Chef: Brent-Spar-Debakel war ein "Weckruf"**  
Zehn Jahre nach dem Brent-Spar-Debakel ist "nachhaltiges Wirtschaften und soziales Denken" für den Chef der Deutschen Shell Bestandteil des täglichen Geschäfts geworden.

**Handelsblatt**  
Tübingen-Gangst nach Inklusivskandal am Campus

**ZEITUNG ONLINE** Neue Anklagen im Siemens-Skandal

**ZEITUNG ONLINE** Manager sollen für ihre Fehler haften  
Börsen soll für negative Geschäftsergebnisse der Unternehmen verantwortlich sein. Was ist bereits beschlossen? Wann sollen die Anleger davon erfahren? Ein neues Engagement des Politik.

**Beben am Finanzmarkt**

## Warum Unternehmensverantwortung kein „nice to have“ ist

### Nachhaltige Kapitalanlagen

- weltweit werden rund 5.000 Mrd. Euro in nachhaltige Kapitalanlagen investiert
- Marktanteil nachhaltiger Kapitalanlagen in Europa liegt bereits bei 17,6 %

### Geringere Kapitalkosten

- Nachhaltige Unternehmen weisen in 16 von 18 Branchen bis zu 15 % geringere Kapitalkosten auf als ihre Konkurrenz
- in Industriebranchen haben nachhaltige Unternehmen deutliche Vorteile von bis zu 2,9 Prozentpunkten

### Geringerer Aktienkursrückgang

- Während der Krise verloren nicht-nachhaltige Firmen 50 %, nachhaltige lediglich 43 % ihrer Marktkapitalisierung
- nichtnachhaltige Unternehmen verloren im Schnitt 1,9 Mrd. Euro mehr als die nachhaltigen (insgesamt 353 Mrd. Euro)

### Enron – Bilanzfälschung

- US-Regierung erlässt "Sarbanes-Oxley Act"
- Chefs börsennotierter Firmen müssen Richtigkeit ihrer Bilanzen bezeugen

### Siemens – Schmiergeldskandal

- Finanzielle Schaden betrug 2,5 Mrd. Euro
- aufwändige Gerichtsverfahren

### Daimler - Bestechung

- Daimler zahlt 185 Millionen Euro Strafe um Verurteilung zu entgehen

### Schlecker – Arbeitsstand

- Diskussion, ob Schlecker Arbeitsmodell per Gesetz verboten wird
- Imagewert des Unternehmens ist um 20 % gesunken

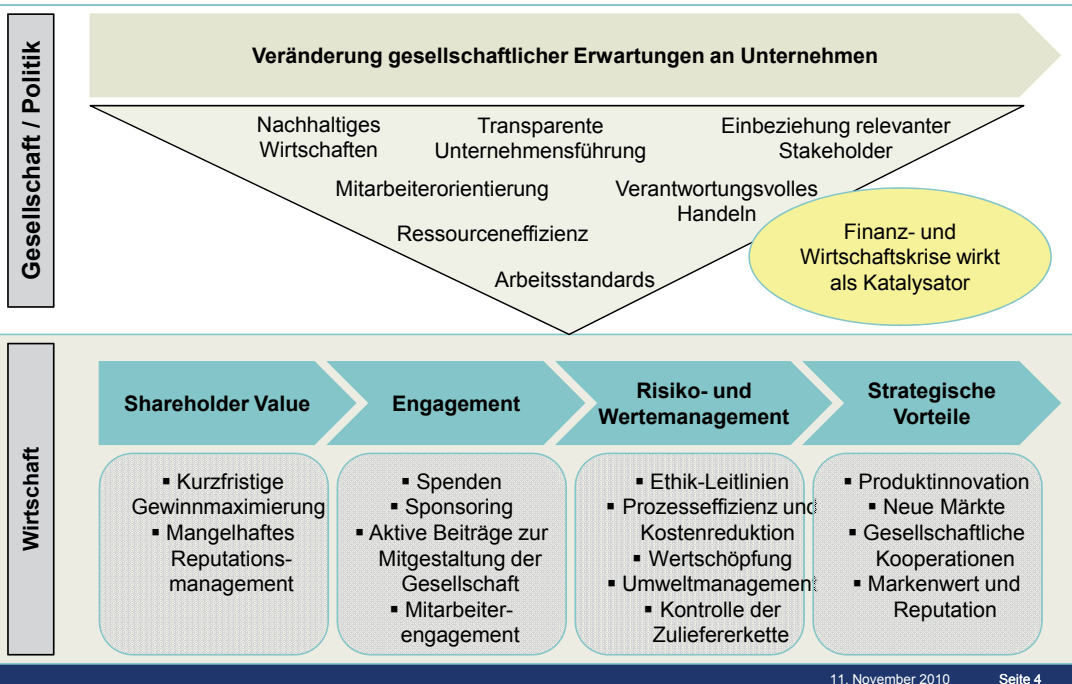
### Metro – Arbeitsstandards im Ausland

- Regulierung sozialer Standards in der Zuliefererkette

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Seite 3

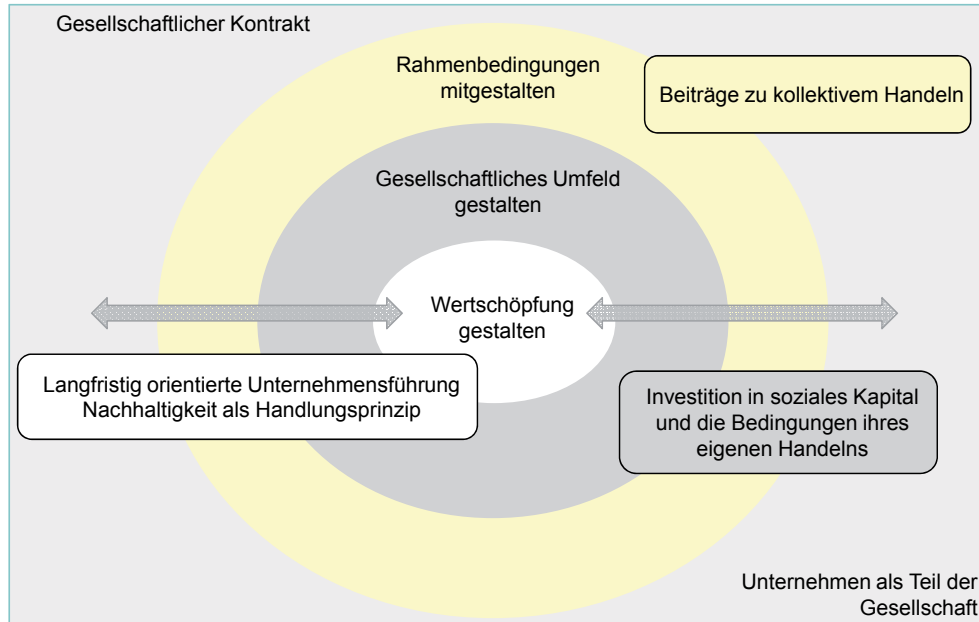
## Die Erwartungen an Unternehmen haben sich geändert



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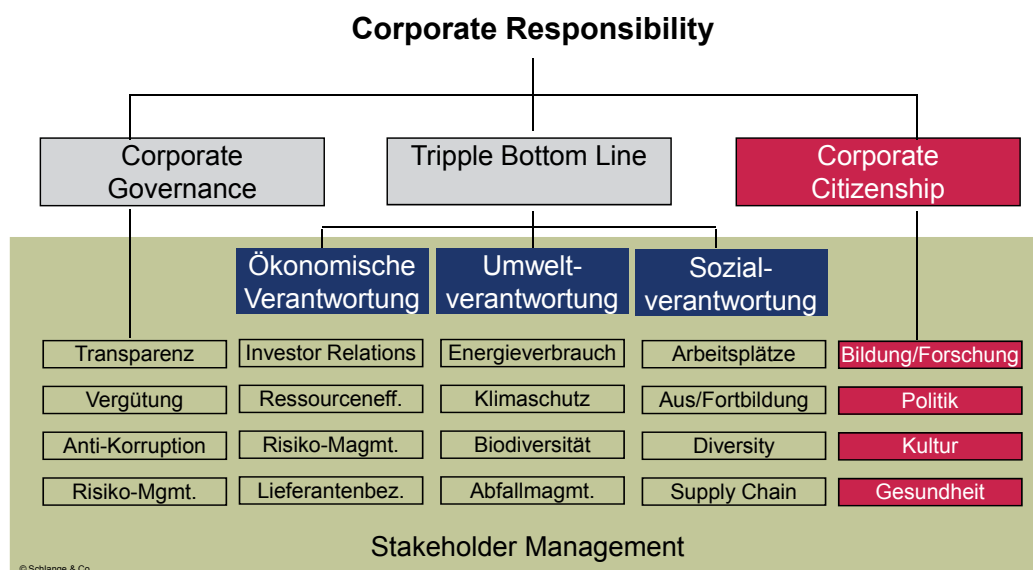
## Nachhaltiges Wirtschaften – CSR als Managementaufgabe



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## Management der Gesellschaftlichen Verantwortung



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## Über die Initiative



Im März 2007 wurde die Initiative von **LIZ MOHN**, stellvertretende Vorstandsvorsitzende der Bertelsmann Stiftung, ins Leben gerufen. Sie ist Teil des Programms Gesellschaftliche Verantwortung von Unternehmen der Bertelsmann Stiftung.

*„Ziel unserer Kampagne ist es, die Vielfalt unternehmerischen Engagements in Deutschland aufzuzeigen und andere zur Nachahmung anzuregen.“*

Die Initiative UNTERNEHMEN FÜR DIE REGION unterstützt das partnerschaftliche Engagement von Unternehmen.

Sie macht erfolgreiche Projekte sichtbar und fördert neue Partnerschaften.



Eine Initiative der  
BertelsmannStiftung

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## Die Landkarte des Engagements



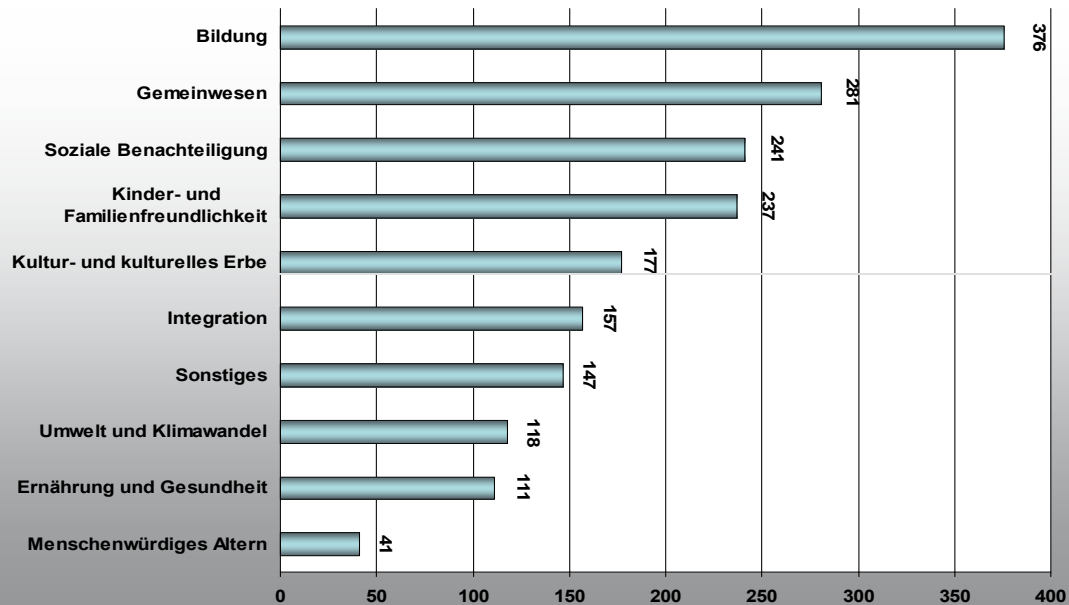
Größte Sammlung  
unternehmerischen  
Engagements  
in Deutschland

- Über 1.400 Bewerbungen für die Landkarte des Engagements
- Neuer Charakter des Unternehmensengagements:
  - Kreative neue Lösungswege
  - langfristig, partnerschaftlich, übertragbar
  - Nicht nur Geld: Know-how, Sachmittel, Zeit
  - Nutzen für Region und Unternehmen
- Unternehmensgröße und investiertes Finanzvolumen sind nicht ausschlaggebend für wirkungsvolles Engagement

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## Verteilung des Engagements nach Themen



\* Einige der Projekte sind mehreren Kategorien zugeordnet

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Seite 9

**IBF GmbH,  
Freudenberg**  
40 Mitarbeiter

Kerngeschäft:  
Automatisierungstechnik

Projektpartner:  
Fachhochschule Koblenz-  
Landau, Kinderverein  
Frids e.V.



Kindern und Jugendlichen fehlen oft mathematisch-technische Fähigkeiten, die im Beruf dringend benötigt werden.

### TECHNIK-CAMPS FÜR KINDER

Begeisterung für Technik muss geweckt werden. Die Brüder Bitterlich und ihre Mitarbeiter vermitteln 8-14jährigen Kindern spielerisch die Grundlagen der Technik.

#### Der Erfolg:

- Viele Kinder nehmen mehrfach an den Camps teil.
- Die Mitarbeiter können ihr Wissen weitergeben und werden durch die Begeisterung der Kinder motiviert.



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### Balladins SUPERIOR Hotel Bremen, Bremen

40 Mitarbeiter

#### Kerngeschäft:

Hotelbetrieb mit Restaurant /  
Veranstaltungen

#### Projektpartner:

Ev. Kirchengemeinde Neue Vahr,  
Quartiersmanager Neue Vahr, ...

*Hoteldirektor Marc Cantauw und  
Verkaufsleiterin Ulrike Eichner*



### ERFOLGSGESCHICHTE: MAHLZEIT

Viele Kinder aus der Neuen Vahr, Bremen, bekommen  
selten eine warme Mahlzeit zu Hause.

Kinder und Eltern erhalten jeden Sonntag eine warme  
Mahlzeit

Kooperation mit der Kirchengemeinde und dem  
Quartiersmanagement

- **200 Kinder** und Eltern nehmen regelmäßig an der Mahlzeit teil.
- Integration von Migranten in das Stadtviertel wird verbessert.
- Kleider- und Spielzeugkammer wurde eingerichtet.



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### CIRET GmbH, Wangen

180 Mitarbeiter

#### Kerngeschäft:

Herstellung von  
Malerwerkzeugen

#### Projektpartner:

Behindertenwerkstätte St.  
Gallus-Hilfe gGmbH,  
Liebenau Stiftung



Menschen mit Behinderung sind oft schlecht ins  
Erwerbsleben und in die Gesellschaft integriert.

### INTEGRATION DURCH ARBEIT

CIRET und die St. Gallus-Hilfe verbinden durch ihre  
langfristige Kooperation geschäftlichen Nutzen mit der  
Integration von Behinderten.

#### Der Erfolg:

- 72 neue Arbeitsplätze für geistig Behinderte und  
Sicherung der Arbeitsplätze am Standort Wangen.
- Aufbau einer geregelten und offenen Geschäfts-  
beziehung auf Augenhöhe.



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**Turkish Round Table Club e.V., Heilbronn**  
15 Mitglieder

Fokus:  
Integration von Türken in Heilbronn

Projektpartner:  
4 Grundschulen, Kindergärten, Stadt Heilbronn



Türkische Schüler erreichen häufig niedrigere Schulabschlüsse und haben geringere Bildungs- und Berufschancen.

### INTEGRATION DURCH BILDUNG

Türkische Unternehmer fördern Grundschüler und regen zu schulischem Erfolg an. Für Jugendliche sind sie Vorbilder beim Start ins Berufsleben.

#### Der Erfolg:

- Im ersten Jahr erhalten 25 Schüler individuellen Förderunterricht – 100 Schüler sind für 2009 geplant.
- Die Unternehmer binden die Eltern aktiv ein.
- 1. Türkisch-Heilbronner Kulturtage als Mittel zur Integration.



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## VOM ENGAGIERTEN UNTERNEHMER ZUM VERANTWORTUNGSPARTNER



**DIE LANDKARTE DES ENGAGEMENTS**

Start 2007



**VERANTWORTUNGSPARTNER**

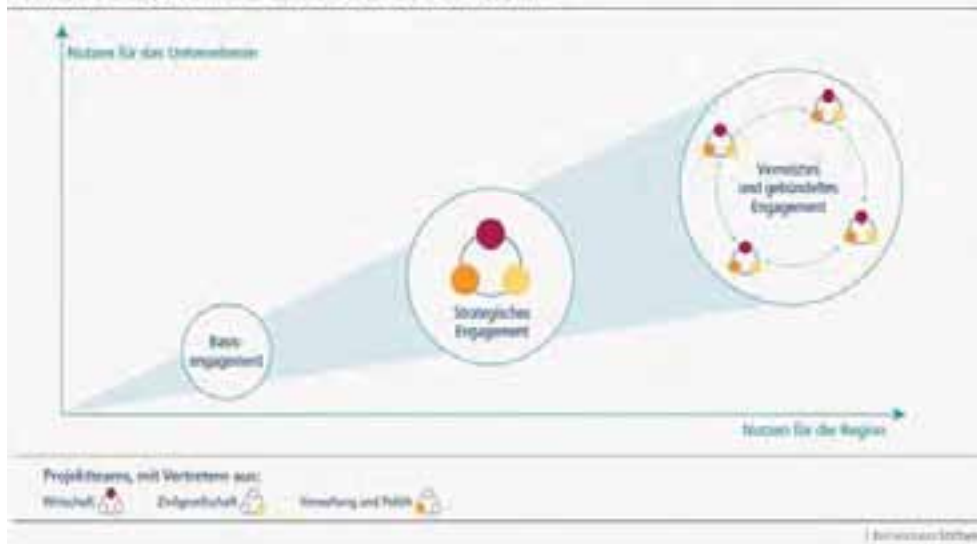
Start 2008

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## Vom Einzelengagement zum Vernetzten Engagement

### Formen des Engagements und die Stärke ihres Nutzens



## Vernetzung in der Region



BertelsmannStiftung

## 7 Verantwortungspartner-Regionen mit über 450 Unternehmen

The map highlights the following regions and their associated themes:

- Schleswig-Holstein:** WISSENSLAND SCHLESWIG-HOLSTEIN
- Berlin und Brandenburg:** FACHKRÄFTE FÜR EINEN STARKEN IT-STANDORT
- Halle (Saale):** VERANTWORTUNGSPARTNER FÜR DIE REGION HALLE
- Heilbronn-Franken:** DEMOGRAFISCHER WANDEL UND INTEGRATION
- Salzburg:** WIR UNTERNEHMEN ZUKUNFT
- Saarland:** JUGEND, TECHNIK UND BERUF
- Lippe:** BILDUNG – BERUF - LEBENSQUALITÄT

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BertelsmannStiftung

## VERANTWORTUNGSPARTNER SAARLAND

*Ziele: Den Wandel zum Hochtechnologiestandort gestalten, Jugend partnerschaftlich fördern und die Zukunft des Saarlandes mitverantworten.*

- Mehr als **90 Verantwortungspartner** wecken Begeisterung für **Wissenschaft und Technik**.
- Vom **Kindergarten** bis zur **Hochschule** über **25 Projekten**
- Einbindung aller **zentralen Verbände** und **Institutionen** in der Region

ENGAGEMENT FÜR JUGEND, TECHNIK UND BERUF

Saarland

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## Unternehmen für die Region - Fazit

- Das Engagement von Unternehmen kann einen Beitrag für drängende gesellschaftliche Herausforderungen in den Regionen darstellen – **Themenvielfalt und Lösungsorientierung des Engagements ist beachtlich**
- Regionale Kooperationen und Bündelung des Engagements erhöht Wirksamkeit und Reichweite – **Entwicklung intelligenter Lösungen, um Potenzial zu nutzen**
- Die Kreativität und Engagementbereitschaft der Unternehmensprojekte ist bemerkenswert – **Schaffung von Möglichkeitsräumen, um das Engagement zu verstetigen**
- Die Verantwortungspartner Methode ist flexibel und für verschiedene Themenfelder und regionale Gegebenheiten anwendbar – **projektorientiertes Engagement**

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Verantwortungspartner  
engagieren sich für ihre Region

20  
Seite 20

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*Bayer Foundation & Donation Work*

# Engagement Förderung

Thimo V. Schmitt-Lord // BAG CO Foundation & Donations Management // 2010-11-11



## Gesellschaftliches Engagement bei Bayer

*Traditionell hohes Engagement weltweit*

**gesellschaftliches Engagement = langfristige Investition**

### Wissenschaft & Bildung

- Wissenschaftliche Preise
- Stiftungsprofessuren
- Stipendienprogramme
- Schulförderprogramm
- Schülerlabore

### Umwelt & Natur

- Jugendumwelterziehung
- Nachhaltiger Umgang mit Ressourcen
- Klimaschutz, Klimafolgenforschung



2009:  
**43 Mio€**


### Gesundheit & Soziales

- Gesundheitserziehung und gesundheitliche Aufklärung
- Soziale Nachbarschaftsprojekte
- Katastrophenhilfe


### Sport & Kultur

- Jugend-, Breiten- und Behindertensport
- Werkvereine
- Kulturabteilung, kulturelle Ensembles

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Schulförderung // Stipendien // Stiftungsprofessuren



Bildung stärken • Talente fördern • Zukunft sichern

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# Stiftungsarbeit bei Bayer



- Lange Tradition: erste Bayer-Stiftung bereits 1923 von Carl Duisberg gegründet
- 2007 Bündelung & Ausbau des Engagements über zwei neue Stiftungen
- Langfristige Investition in die Zukunftsfähigkeit der Gesellschaft (keine Philantropie)

## Science

**Bayer Science & Education Foundation**  
Stiftung zur Förderung von Wissenschaft und Bildung




Bildung & Forschung nachhaltig stärken  
Wissenschaft stärken  
Talente fördern  
Begeisterung wecken für Naturwissenschaft & Technik  
Technikakzeptanz erhöhen

**Science For A Better Life**

## Cares

**Bayer Cares Foundation**  
Stiftung für das soziale Engagement



Soziale Rahmenbedingungen verbessern  
Social Volunteering stärken  
Soziale Innovation fördern  
Hilfe zur Selbsthilfe leisten

**Einsatz für mehr Menschlichkeit**

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[...] wenn wir Industriellen uns nicht um die sozialen Belange der Gesellschaft kümmern, dann haben wir unsere vornehmste Aufgabe verfehlt. (CD; ~1920)



Hamburg Morgenpost 1920: [...] der Wohlfahrtsprofessor aus Leverkusen

- ✓ Wissenschaftliche Preise
- ✓ Stipendien
- ✓ Schulförderung

- ✓ Soziales Ehrenamt
- ✓ Katastrophenhilfe
- ✓ Aspirin Sozialpreis

→ Engagementförderung = der engagierte Mensch im Mittelpunkt

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## Bayer-Schulförderprogramm: Konzept

→ Seit Programmstart 2007: 157 Projekte mit 1,7 Mio€ gefördert

### Lehrern helfen, den Unterricht besser zu machen

- ✓ Naturwissenschaft & Technik
- ✓ Schulen im Bayer-Umfeld
- ✓ Alle Schultypen
- ✓ Kreative Projekt-Ideen
  - zusätzliche Angebote
  - durchdachtes Konzept
  - klar definierte Ziele



## Spreading the joy of science!

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## Bayer-Ehrenamtsprogramm: Konzept



→ Programm 2007 gestartet: seitdem 92 Projekte mit 282 T€ gefördert

### Hilfe für Menschen, die anderen Menschen helfen

- **ZIEL:** Förderung sozialer Ehrenamtsprojekte mit Vorbildcharakter
- **WER:** Bayer-Mitarbeiter, Pensionäre und Bürger im Umfeld der Bayer-Standorte
- **WAS:** bis zu 5.000 € für gute Projektideen
- **BUDGET:** €150.000 jedes Jahr
- **Nicht im Scope:** Spendenanfragen ohne konkreten Projektcharakter

Impressionen aus geförderten Projekten



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## Bayer-Ehrenamtsprogramm: Beispielprojekte



- BayerSchering Mitarbeiter **SVEN STEIN** führt Kinder spielerisch an Naturwissenschaften heran. Er gibt Mikroskopierstunden im Kindergarten (2 T€)
- Der frühere Bayer Küchenleiter **GÜNTER HUBER** schult Küchenpersonal eines Kinderheimes in Nicaragua (3 T€)
- Bayer Mitarbeiterin **CEMILE KARAGÖZ** hilft Jugendlichen mit Migrationshintergrund beim Schulabschluss (4 T€)
- Der pensionierte Bayer Betriebsrat **ACHIM CHARTE** ist als Konfliktmediator an Grundschulen tätig (5 T€)

BEING A ROLE MODEL PAYS OFF.



- All in common: highly dedicated volunteers / smart ideas
- Bayer honors these volunteers / like in the program motto
- Nice bunch of different topics / reflects spectrum of social work



## gesellschaftliche Aufgaben unternehmerisch angehen

## Zusammenfassung



- ➔ Gesellschaftliches Engagement fester Bestandteil der Nachhaltigkeitsstrategie
- ➔ Traditionell hohes Engagement weltweit (2010: rd. 45 Mio € pa)
- ➔ Langfristige Investition / keine Philantropie
- ➔ Enge Führung des Engagements (Compliance & Transparenz)
- ➔ Stiftungsprogramme wichtiges Element mit langer Tradition: Carl Duisberg gründete erste Bayer-Stiftung bereits 1923
- ➔ Engagementförderung erhöht die Wertschöpfung der Zuwendung

## Bayer Volunteering – More project examples



- ☑ Teaching volunteers to become **financial coaches** (LEV / 5 k€)
- ☑ Renovating **bedrooms** in an **orphanage** (2 k€ / Uruguay)
- ☑ Setup of a support center for **families with disabled children** (LEV / 4 k€)
- ☑ Help poor families to install **backyard gardens** to grow food (4k€/Uruguay)
- ☑ Spreading the joy of science: **science in Kindergarten** (several projects)
- ☑ Renovation of **playgrounds** in Kindergartens and schools (several projects)
- ☑ **Teddy hospital** for little children at University Düsseldorf (LEV / 1,7 k€)
- ☑ Setup a sailing group for **youngsters from unprivileged families** (BIT/5k€)
- ☑ ....

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Bayer's Commitment for Society and the Common Good

## Guiding Ideas



... sustainable success and business ethics  $\triangle$  leading element of Bayer's efforts to support society and the common good

➔ Assuming responsibilities for society and the common good is a core element of the companies' business philosophy

### Leading: Core Business

- ➔ Healthy business - ideal source for long-term welfare and prosperity
- ➔ Innovative products - solutions of choice for the mega challenges
- ➔ Hence: Bayer's products and business operations are the most valuable source of giving for society....

### Lagging: Voluntary support efforts

- ➔ Sustainable business only apply & sustain in a healthy society
  - ➔ Gov. stability / legal security
  - ➔ Good educational opportunities
  - ➔ Excellent scientific arena
  - ➔ Enhanced social, environmental & public health conditions

... **balance economic success with ecology and social conditions / a strong prerequisite for sustainable success**



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**Seán Coughlan**, Social Entrepreneurs Ireland (Ireland)







CSV Media Clubhouse, Ipswich United Kingdom

## Newly arrived Migrants in Volunteering



### CSV - Community Service Volunteers

- Founded in 1962
- Every year involves 150,000 Volunteers Nationwide
- Trains over 15000 young and adults every year
- Dedicated to building skills and capacity of voluntary sector



## CSV Media Clubhouse Ipswich



- Ipswich centre received Clubhouse status in Sept 2001
- It's a part of a CSV's network of multimedia centres
- A digital multimedia centre combined with music and community art facilities







## CSV Media Clubhouse Ipswich Projects & activities

- ICR - Ipswich Community Radio
- ICTV - Ipswich Community Television
- SAM - Mental Health
- FIND OUT - Family Learning
- ICON & ACTION – Integration of newly arrived Third Country Nationals



## ICON & ACTION Project Objectives

- Introductory programmes that promote understanding and integration
- Exchange of good practice, experience and information



## Barriers

- Language Barriers
- Lack of confidence
- Inhibitions
- Underestimating their own capacity
- Lack of awareness
- Cultural Barriers



## Overcoming Barriers

- Initiating the volunteering activities with core volunteers
- Getting people to volunteer in a known comfortable environment
- Immediate public appreciation
- Providing volunteering opportunities considering their skills
- Creating awareness about importance of volunteering



## Practices followed

- Treating with great respect
- Encouraging Volunteers to take the ownership of the work
- Encouraging them to bring their ideas in to reality.
- Involving them important roles
- Placements to get work experience



## Volunteers are involved in

- Assisting in ESOL classes
- Developing web sites for different projects and very small businesses
- Project administration
- Organising events and Training courses
- Radio programme
- Placements to get work experience



## What we achieved

- Managed to get 125+ newly arrived migrants in volunteering
- 200+ 2<sup>nd</sup> & 3<sup>rd</sup> generation migrants in volunteering
- 56 migrants gained employment on the basis of volunteering work experience
- 2 full time IT tutors and 3 qualified IAG advisors
- Value of the Volunteer's contribution £ 192,000
- Created captivating environment for volunteering



## Core team of Volunteers





Thank You for listening!

Contact Details  
Gauri Desai  
CSV Media Clubhouse  
120, Princes Street  
Ipswich Suffolk  
IP1 1RS  
United Kingdom  
Email: [gdesai@csv.org.uk](mailto:gdesai@csv.org.uk)  
Tel: 0044 1473 418032

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*gemeinsam engagiert*  
für eine gemeinsame Zukunft

## Bürgerschaftliches Engagement im Bereich Integration

Gefördert von:



Bayerisches Staatsministerium für  
Arbeit und Sozialordnung,  
Familie und Frauen



Bundesamt  
für Migration  
und Flüchtlinge



**AGABY**  
Arbeitsgemeinschaft der Ausländischen Begabten



Landesnetzwerk  
Bürgerschaftliches  
Engagement



## Hintergrund

- Das Projekt ist an der Schnittstelle von Bürgerschaftlichem Engagement und Integration angesiedelt
- Sowohl bei Bürgerschaftlichem Engagement als auch bei Integration geht es um Partizipation / Teilhabe
- Projektarbeit an der Schnittstelle der beiden sich sehr dynamisch entwickelnden Querschnittsthemen erfordert Sensibilität und Kompetenzen beiden Bereichen
- MigrantInnen sind engagiert
- Das Engagement wird noch zu wenig wahrgenommen, anerkannt und gefördert



## Besonderheiten

- Paritätische Trägerschaft einer Migrantenorganisation und einer Organisation der Mehrheitsgesellschaft auf Landesebene
- Vor Ort: keine fertigen Maßnahmepakete, sondern individuelle Projektentwicklung mit lokalen Partnern
- Auswertung und Dokumentation





## Ziele

- Förderung des Bürgerschaftlichen Engagements von MigrantInnen
- Interkulturelle Öffnung des Freiwilligenbereichs
- Austausch und Vernetzung zwischen Migrantenorganisationen und "deutschen" Einrichtungen der Freiwilligen- und Integrationsarbeit



## Handlungsfelder

- Fortbildung, Qualifizierung, Vernetzung der Ausländer-, Migranten- und Integrationsbeiräte
- Fortbildung, Qualifizierung, Vernetzung von Migrantenvereinen
- Interkulturelle Öffnung von Mütter- und Familienzentren
- Interkulturelle Projektentwicklung, Freiwilligenagentur Ingolstadt



## Migrantenvereine in Nürnberg Qualifizierung, Vernetzung

- Konzeption eines Qualifizierungsangebots für Migrantenvereine mit Kooperationspartnern
- Durchführung von vier Seminarblöcken zu den Themen
  - Presse- und Öffentlichkeitsarbeit,
  - Gemeinnützigkeit, Vereins- und Steuerrecht
  - Veranstaltungs- und Projektmanagement
  - Fundraising
- Online-Dokumentation der Seminarinhalte und der Auswertung
- Klärung der Trägerstruktur und Finanzierung für die Fortsetzung der Qualifizierungsreihe ab 2010



## Ausländer-, Migranten- und Integrationsbeiräte Qualifizierung, Vernetzung

- Einführungsworkshop für neu gewählte Beiräte
- Workshop Teamentwicklung
- Workshop Antidiskriminierungsarbeit
- Fachliche Begleitung des Reformprozesse der Beiräte in Bayern
- Beratung für die Gründung neuer Beiräte
- Begleitung der Arbeit der AGABY-Geschäftsstelle



## Mütter- und Familienzentren Interkulturelle Öffnung

- Konzeptentwicklung in Kooperation mit dem Landesverband der Mütter- und Familienzentren in Bayern
- Fragebogen für Mütterzentren zu Rahmenbedingungen und Ansätzen der Arbeit
- Durchführung und Begleitung eines einjährigen Prozesses interkultureller Öffnung mit zwei Mütterzentren mit
  - Impulsworkshops, interkulturellen Trainings
  - Kontinuierliche interne Arbeitsgruppe



## Freiwilligenagentur Ingolstadt Interkulturelle Projektentwicklung

- Konzeptentwicklung zusammen mit Leitung der FWA
- Gewinnung von Ehrenamtlichen
- Strategieworkshop
- Interkulturelle Schulung
- Wanderausstellung zum Bürgerschaftlichen Engagement von MigrantInnen
- Website (u.a. Aufbau von Portraits von engagierten MigrantInnen und MO, Veranstaltungskalender für MO)



**Vielen Dank  
für Ihre  
Aufmerksamkeit**



**[www.gemeinsam-  
engagiert.net](http://www.gemeinsam-engagiert.net)**

**[gross@iska-  
nuernberg.de](mailto:gross@iskanuernberg.de)**

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Bundesministerium  
für Familie, Senioren, Frauen  
und Jugend





**Europäische Fachtagung**  
**Bürgerschaftliches Engagement in der Europäischen Union**  
**Rahmenbedingungen schaffen – Freiwillige gewinnen**


11. und 12. November 2010  
 Berlin

[www.freiwilligendienste-aller-generationen.de](http://www.freiwilligendienste-aller-generationen.de)


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Bundesministerium  
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und Jugend




**■ Entstehungsgeschichte**


- ➡ **Enquête-Kommission des Deutschen Bundestages**  
**Zukunft des Bürgerschaftlichen Engagements 1999-2002**
- ➡ **Kommission „Impulse für die Zivilgesellschaft“ - Bericht 15.1.2004**  
**„Perspektiven für Freiwilligendienste und Zivildienst in Deutschland“**  
**verschiedene Ressorts, Verbände freie Wohlfahrtspflege, Länder,**  
**Kommunen**
- ➡ **Empfehlungen für ein neues Freiwilligendienstemodell**
  - ➡ **Weiterentwicklung Freiwilligendienste FÖJ und FSJ**
  - ➡ **neuer Typ von Freiwilligendienst**

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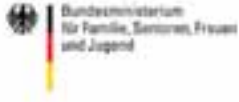

- ➡ **Projektgruppe BMFSFJ - besondere Potentiale älterer Menschen nutzen**

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**2005 – 2008**



Das Vorgänger-Modellprogramm wurde 2005 auf der Basis der Ergebnisse der Kommission „Impulse für die Zivilgesellschaft“ initiiert.



**Das Modellprogramm  
„Generationsübergreifende Freiwilligendienste“**

➡ **Fast 9.000 Freiwillige bei mehr als 150 Trägern in mehr als 50 Projekten und über 1.500 Einsatzstellen engagiert**

[www.freiwilligendienste-altengenerat.com/de](http://www.freiwilligendienste-altengenerat.com/de)

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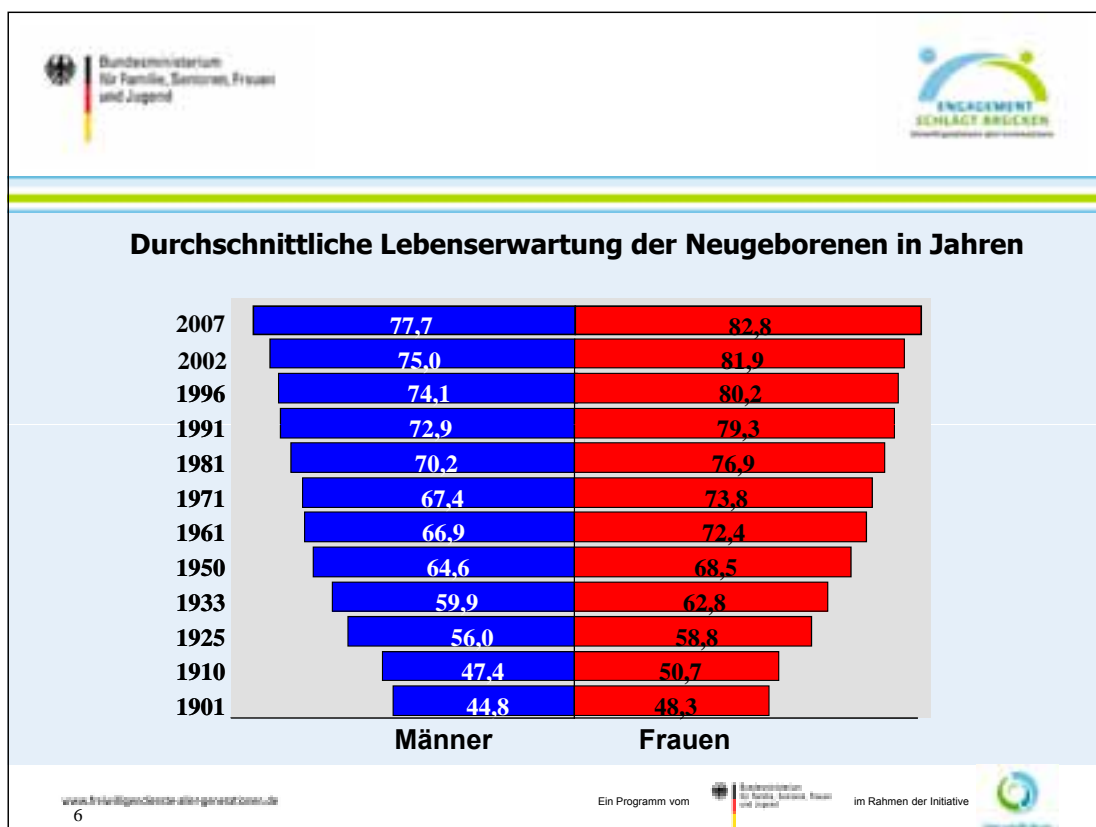
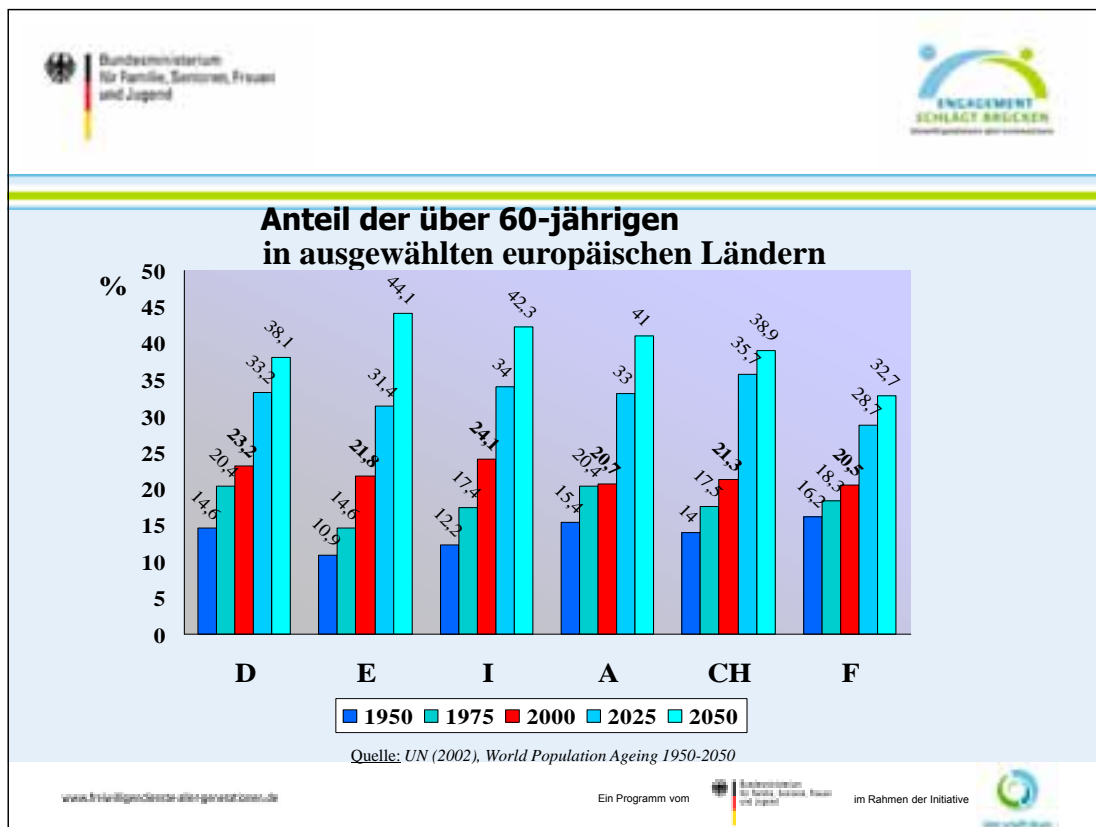
**Unsere Gesellschaft im Wandel - älter und zahlenmäßig kleiner**

<b>In Deutschland leben</b>	
➡ heute rund	<b>82 Millionen,</b>
➡ 2025 werden es nur	<b>78 Millionen und</b>
➡ 2050 nur noch rund	<b>70 Millionen sein</b>
➡ heute sind rund	<b>38% über 50 Jahre</b>
➡ 2050 werden rund	<b>50% über 50 Jahre sein</b>

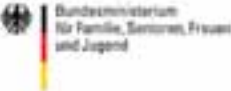

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## Was wir brauchen

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### Attraktive passgenaue Engagementangebote


- für alle Altersgruppen, insbesondere für ältere Menschen  
Sie wollen ihr Umfeld mitgestalten. Wir müssen sie nur lassen.  
So werden gewonnene Jahre zu erfüllten Jahren.
- für Menschen unterschiedlicher Herkunft und Religionen
- für Menschen mit Behinderungen

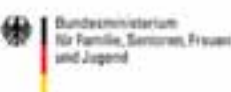

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### Das bedeutet Gewinn für alle Beteiligten und für die Gesellschaft.

[www.freiwilligenService-allein-genauat.com/de](https://www.freiwilligenService-allein-genauat.com/de)  
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## Miteinander der Generationen

- **Wir brauchen generationsübergreifende Angebote**

- ➔ für die **Jüngeren** mit ihrer Innovationskraft und ihrer Dynamik ebenso wie
- ➔ für die **Älteren** mit ihrem Erfahrungswissen und ihren vielfältigen Kompetenzen
- ➔ **Begegnungsmöglichkeiten** zwischen Jung und Alt
- ➔ **intergenerative Lernerfahrungen** auch außerhalb von Familie, Schule, Arbeitswelt

[www.freiwilligenService-allein-genauat.com/de](https://www.freiwilligenService-allein-genauat.com/de)  
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## Freiwilligendienste aller Generationen

### ab 1. Januar 2009 gesetzlich verankert

[www.freiwilligendienste-aller-generationen.de](http://www.freiwilligendienste-aller-generationen.de)

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## Das Profil



**■ Verlässlichkeit – Verbindlichkeit – Transparenz – Planungssicherheit**

- ➡ Flexible Zeiteinteilung ab 8 Stunden wöchentlich
- ➡ Minstdauer des Einsatzes: 6 Monate
- ➡ Schriftliche Vereinbarung zwischen Freiwilliger/Freiwilligem, Einsatzstelle und Träger
- ➡ Engagement in unterschiedlichen Einsatzfeldern
- ➡ Qualifizierung und Begleitung von mindestens 60 Stunden pro Jahr
- ➡ Schutz durch gesetzliche Unfallversicherung
- ➡ Anspruch auf Haftpflichtversicherung

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## Freiwilliges Engagement kennt keine Altersgrenzen

Ziele des Programms „Freiwilligendienste aller Generationen“ (2009 – 2011)

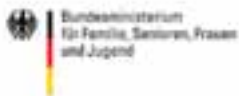

- ➔ den neuen Dienst Schritt für Schritt bundesweit etablieren
- ➔ mit den Strukturen in der Gemeinde, Stadt, im Landkreis vernetzen
- ➔ Organisationen und Einrichtungen für Dienstform öffnen
- ➔ neue Einsatzstellen in vielfältigen Einsatzfeldern aufbauen
- ➔ entstandene Strukturen weiter entwickeln
- ➔ Menschen aller Altersgruppen für einen Einsatz im Freiwilligendienst aller Generationen gewinnen

[www.freiwilligendienste-aller-generationen.de](http://www.freiwilligendienste-aller-generationen.de)

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## Freiwilligendienst aller Generationen

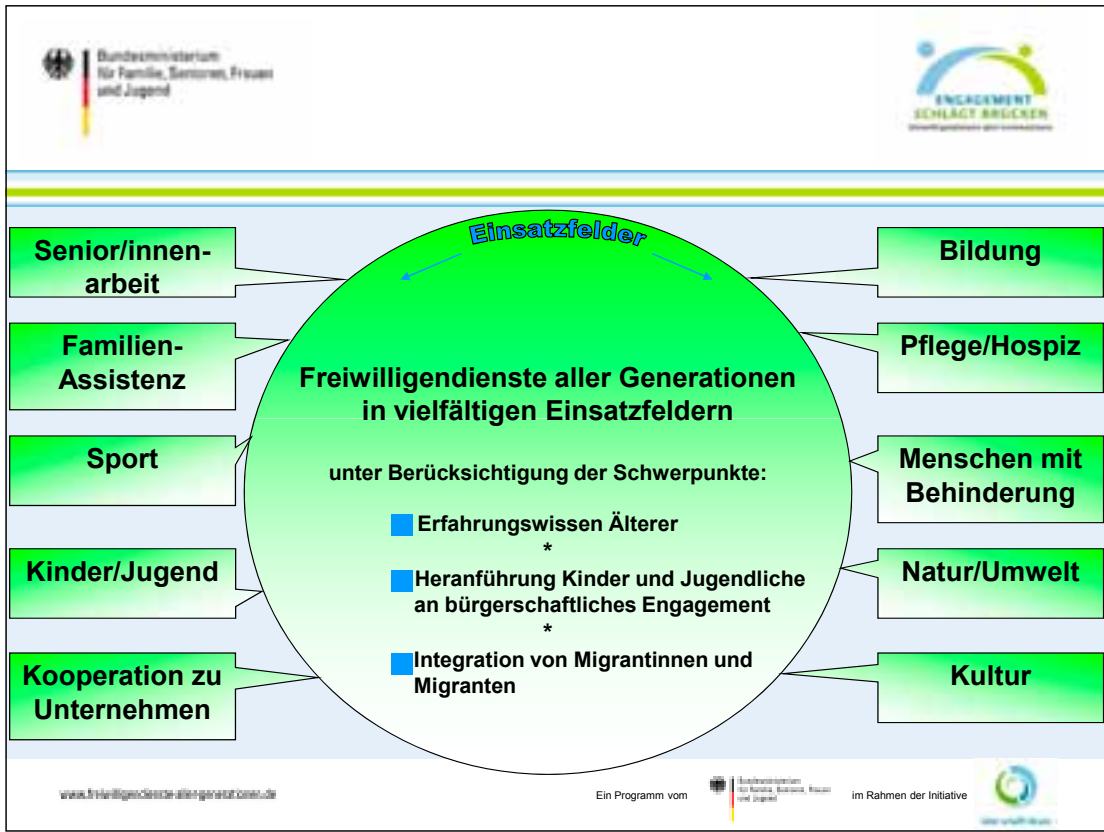
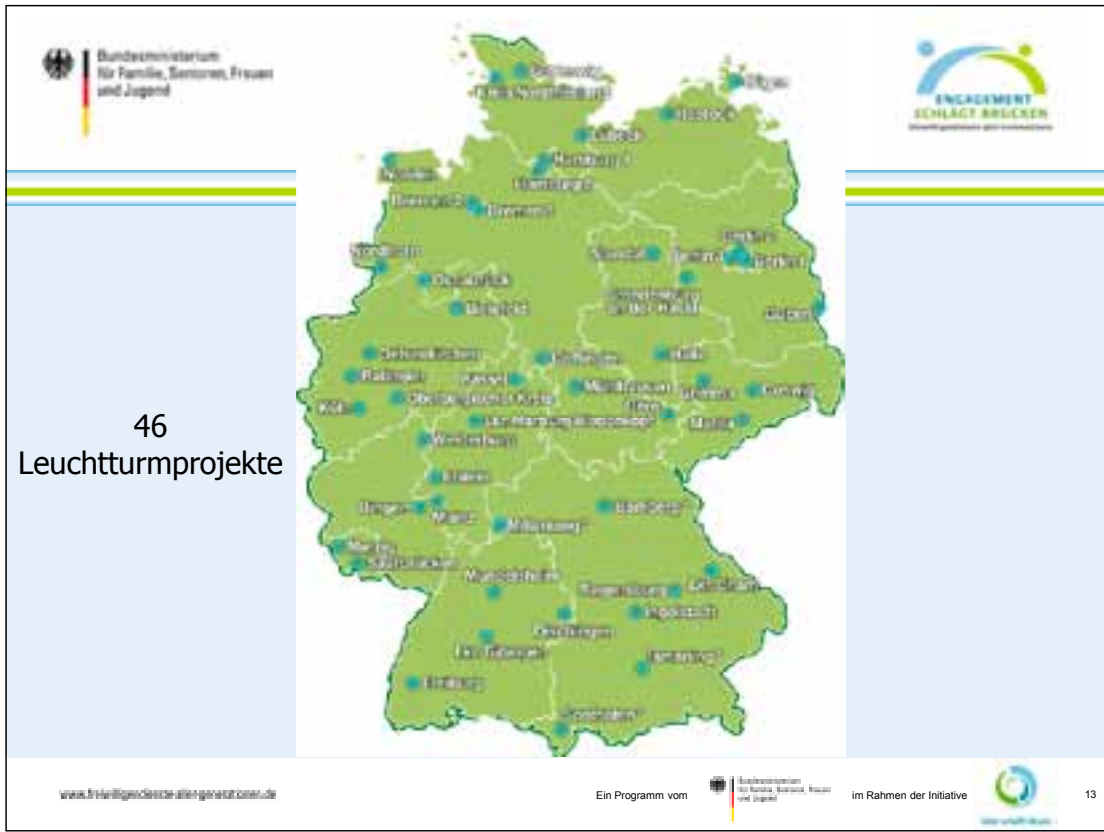
Steuerliche und sozialrechtliche Regelungen	Leuchtturm-Projekte	Mobile Teams	Qualifizierungsmaßnahmen
bringen	zeigen	unterstützen	fördern
Klarheit und Sicherheit für Träger und Freiwillige	Wege zum Aufbau von Freiwilligendiensten auf	Träger und Kommunen	die Kompetenz Freiwilliger und Koordinatoren



[www.freiwilligendienste-aller-generationen.de](http://www.freiwilligendienste-aller-generationen.de)

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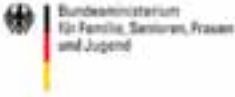

### Bilanz - Zielgruppen der 46 Leuchtturmprojekte am 31.3.2010

→ Senior/innen	46	→ Menschen in der Familienphase	34
→ Übergang zum Ruhestand	42	→ Student/innen	32
→ Arbeitslose	41	→ Übergang Schule-Beruf	29
→ Erwerbstätige	36	→ Menschen mit Behinderung	28
→ Migrant/innen	36	→ Auszubildende	20
		→ Schüler/innen	11

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### Welche Vorteile bietet der Freiwilligendienst aller Generationen?

- ➔ für jeden Freiwilligen das passende Einsatzfeld
- ➔ Einsatzzeiten entsprechen dem biografischem Hintergrund
- ➔ Träger unterstützen und begleiten Freiwillige
- ➔ Bildungsangebote werden von Interessen der Freiwilligen geleitet
- ➔ Vereinbarungen bringen Transparenz und Sicherheit
- ➔ Im Einsatz gut versichert
  - jeder Freiwillige ist über die gesetzliche Unfallversicherung versichert
  - sowie durch den Träger des Dienstes haftpflichtversichert

[www.freiwilligendienst-aller-generationen.de](http://www.freiwilligendienst-aller-generationen.de)

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## Welche Vorteile bietet der Freiwilligendienst aller Generationen?

- ➔ Engagementnachweise als Wertschätzung und Referenzen
- ➔ Schutz vor finanziellen Benachteiligungen
  - Steuerfreiheit von Aufwandsentschädigungen
    - innerhalb der „Übungsleiterpauschale“ (§ 3 Nr. 26 EStG)
    - im Übrigen innerhalb der Ehrenamtspauschale (§ 3 Nr. 26a EStG)
  - Eltern, deren Kinder einen Freiwilligendienst aller Generationen absolvieren, erhalten weiterhin Kindergeld

## Welche Vorteile bietet der Freiwilligendienst aller Generationen?

- ➔ Engagementvielfalt durch einen anerkannten Freiwilligendienst wird gestärkt
- ➔ Gewinnung neuer Zielgruppen und Erschließung neuer Einsatzfelder
- ➔ Neue Themen und alte Themen **neu** bearbeiten: „Aufgabe sucht Freiwillige“
- ➔ Vorteile für Stadt- und Quartiersentwicklung durch neue Partnerschaften vor Ort
- ➔ Angebote einer Kommune können erweitert und aufrechterhalten werden (z.B. Bereiche Sport, Kultur)
- ➔ Kostenlose Unterstützung beim Aufbau neuer Standorte durch Mobile Kompetenzteams

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**Seán Coughlan**, Social Entrepreneurs Ireland (Ireland)





Stand: November 2010







Starke Leistung für jedes Alter.

## Ziel: den demografischen Wandel aktiv gestalten

- Zusammenhalt und Austausch zwischen den Generationen stärken.
- Dienstleistungsmarkt um Haushalt, Familie und Nachbarschaft aufbauen.
- Erfahrungswissen, Engagement und Potenziale aller Generationen nutzen.
- 500 Mehrgenerationenhäuser bundesweit:  
davon 340 im kleinstädtischen und ländlichen Raum, 160 in Mittelzentren und Ballungszentren



3 | November 2010 | MGH | BMFSFJ



Starke Leistung für jedes Alter.

## Mehrgenerationenhäuser...

- sind Orte der generationenübergreifenden Begegnung,
- sind Dienstleistungsdrehscheiben und Anlaufstellen für Familien,
- bieten flexible, verlässliche und passgenaue Kinderbetreuung,
- bieten pflegeergänzende Leistungen für ältere Menschen
- sind verlässliche Partner für die Kommunen aber auch die regionale Wirtschaft
- aktivieren bürgerschaftliches Engagement und ermöglichen Hauptamtlichen und freiwillig Engagierten die Zusammenarbeit auf gleicher Augenhöhe.



4 | November 2010 | MGH | BMFSFJ





Starke Leistung für jedes Alter.

## Alle Mehrgenerationenhäuser sind in sieben Handlungsfeldern aktiv:

- Zusammenbringen aller vier Lebensalter,
- Generationenübergreifende Angebote,
- Kinderbetreuung,
- Einbeziehung des freiwilligen Engagements,
- Informations- und Dienstleistungsdrehscheibe,
- Einbeziehung von lokalen Unternehmen,
- Offener Tagestreff für die Nutzerinnen und Nutzer.



5 | November 2010 | MGH | BMFSFJ



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## Besondere Entwicklungsbereiche der 200 ESF-Häuser.

### Angebote zur Verbesserung

- der Vereinbarkeit von Familie und Beruf
- der sozialen Eingliederung Benachteiligter mit dem Ziel der dauerhaften Eingliederung in das Erwerbsleben
- des Zugangs und der Beteiligung von Frauen am Arbeitsmarkt.



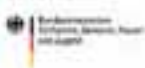
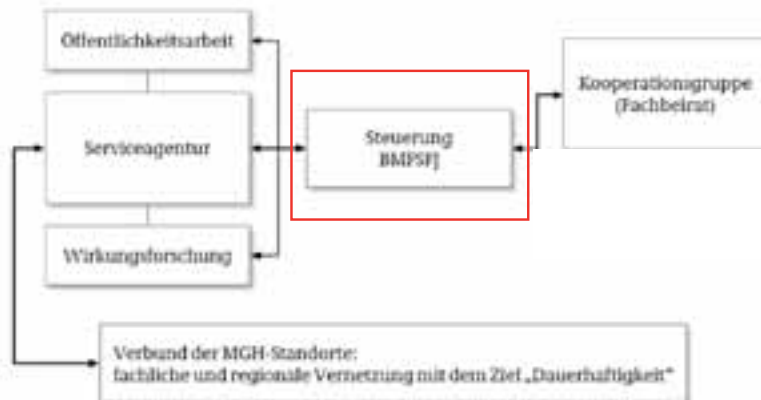
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## Starke Partner verhelfen dem Programm zum Erfolg.



7 | November 2010 | MGH | BMFSFJ



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## Die Serviceagentur unterstützt durch fachliche Beratung.

- Inhaltliche Beratung über Telefonkonferenzen, Hotline, E-Mail und Vor-Ort-Besuche,
- Vernetzung der MGH über Intranet und Schwarzes Brett,
- 23 regionale (aber länderübergreifende) Moderationskreise,
- überregionale Fachtage zu konkreten Themen,
- kollegiale Beratung durch vorbildliche Leuchtturmhäuser und Expertennetzwerk.



8 | November 2010 | MGH | BMFSFJ





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## Erfolge werden durch die Wirkungsforschung sichtbar.

- Halbjähriges Selbstmonitoring aller Mehrgenerationenhäuser
- Insgesamt 40 Vor-Ort-Fallstudien bundesweit
- Nutzerbefragung mit integrierter Kinderbefragung
- Benchmark der Mehrgenerationenhäuser



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## Ziele des Benchmarkings.

- Unterstützung bei der Steuerung der einzelnen Mehrgenerationenhäuser
- Ansatzpunkt für den Erfahrungsaustausch im Rahmen der Moderationskreise
- Controlling des Aktionsprogramms auf der Programmebene
- Identifizierung von Gute-Praxis-Beispielen
- Unterstützung für die Beratung der MGH
- Datenbasis für die Auswahl von Fallstudien für die Wirkungsforschung



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## Ergebnisse von Anfang an nutzen.

- Erfolgs- und Misserfolgskriterien werden frühzeitig identifiziert.
- Steuerung und Umsetzung des Aktionsprogramms werden fortlaufend angepasst und optimiert.
- Beratungsmethoden und -instrumente werden fortlaufend weiterentwickelt und optimiert.
- Mehrgenerationenhäuser arbeiten effizienter und nachhaltiger.



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## Das Programm wirkt – die Mehrgenerationenhäuser heute:

- 500 Mehrgenerationenhäuser haben täglich über 40.000 Besucherinnen und Besucher, die im Durchschnitt jeweils drei Angebote des Hauses nutzen.
- Jedes Mehrgenerationenhaus hat im Durchschnitt 46 Kooperationspartner, davon mehr als zehn Partner aus der Wirtschaft.
- 169 Häuser haben spezielle Angebote im Bereich Demenz (ambulante Versorgung/Betreuung und Angehörigenarbeit).
- 401 Häuser erbringen Kinderbetreuungsangebote (besonders stundenweise Betreuung, Ferien- und Notfallbetreuung, Betreuung im offenen Kinderzimmer).
- Jedes Mehrgenerationenhaus bietet im Durchschnitt vier haushaltsnahe Dienstleistungen und Vermittlungsdienstleistungen an.



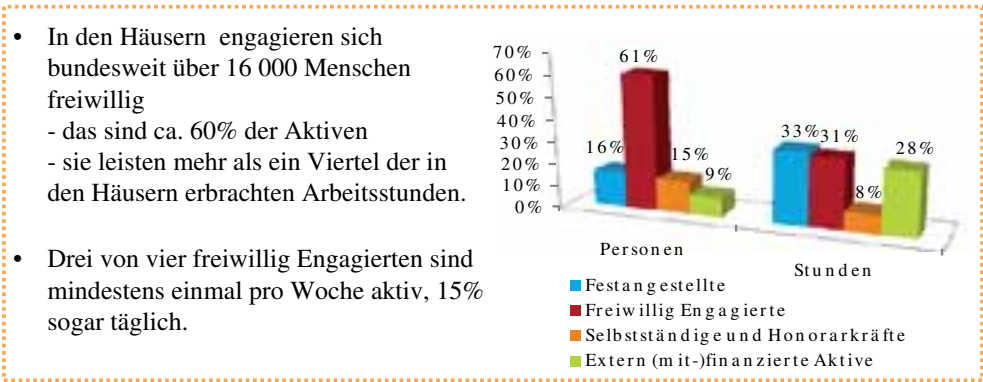
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## Anteil der freiwillig Engagierten



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## Beitrag der freiwillig Engagierten

- Fast alle Engagierten sind intrinsisch motiviert (Kontakt zu anderen Menschen, Freude an der Tätigkeit, persönliches Interesse).
- Hauptaufgaben sind die Durchführung von Angeboten und einfachen Zuarbeiten.
- 10 % nehmen Leitungs- oder Vernetzungsaufgaben wahr.



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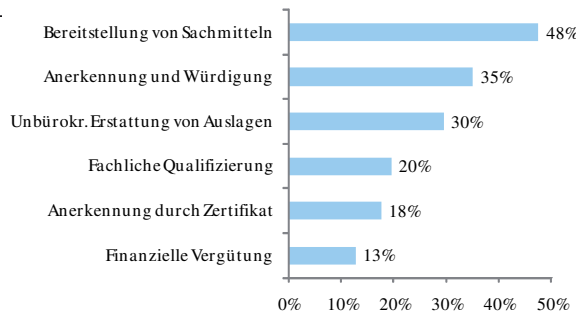




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## Freiwilliges Engagement: Würdigung und Unterstützung

- Unterstützung der Arbeit freiwillig Engagierter vorrangig durch Sachmittel und Würdigung
- Ein Drittel der freiwillig Engagierten hat an Fortbildungs- und Qualifizierungsmaßnahmen teilgenommen
- 70% haben Möglichkeiten zur Mitsprache und Mitgestaltung



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## Fazit

- Große Teile der Aktiven in den Mehrgenerationenhäusern sind freiwillig engagiert – *es geht nicht ohne sie:*
- Freiwillig Engagierte ermöglichen einen Großteil der Angebote durch ihr Engagement
- Durch die Vielfalt der Interessen und Fähigkeiten der freiwillig Aktiven sind die Angebote „bunt“ und bedarfsgerecht
- Freiwillig Engagierte aller Generationen fühlen sich in den Häusern gut eingebunden
- Mehrgenerationenhäuser haben sich zu Knotenpunkten des freiwilligen Engagements entwickelt



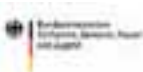
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Die Website ([www.mehrgenerationenhaeuser.de](http://www.mehrgenerationenhaeuser.de))  
bietet alle wichtigen Informationen.



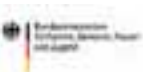
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## Working Group Presentations

1. **Papers presented in working group 1:** The legal framework of volunteering: what role must/can the state play in promoting volunteering?  
**Sophie Chapman**, policy lead for Youth Volunteering and Charitable Giving at the Office for Civil Society, Cabinet Office – British Government (United Kingdom)  
**Susana Viñuela Álvarez**, Spanish Ministry of Health, Social Policy and Equality, subsection for international relations (Spain)
2. **Papers presented in working group 2:** The organisational framework of volunteering: forms of volunteer management  
**Bart Schenke**, Humanitas (Netherlands)  
**Kaarina Nieminen**, Finn Church Aid (Finland)
3. **Papers presented in working group 3:** Committed companies and foundations: partners in promoting volunteering  
**Dr. René Schmidpeter**, Bertelsmann Foundation (Germany)  
**Thimo V. Schmitt-Lord**, managing director of Bayer-Stiftungen, head of foundation and donations management, Bayer Aktiengesellschaft
4. **Papers presented in working group 4:** Facilitating the access of migrants to volunteering  
**Gauri Desai**, CSV- Community Service Volunteers, Media Clubhouse Ipswich (United Kingdom)  
**Torsten Groß**, Bavarian pilot project “Volunteering together – Active citizenship in the field of integration”, Bavarian Network for Volunteering (Institut für Soziale und Kulturelle Arbeit, Nuremberg) (Germany)
5. **Papers presented in working group 5:** Attracting volunteers with innovative forms of volunteer activity  
**Sandra Kamerbeek**, Movisie (Netherlands)  
 Sandra Kamerbeek’s presentation is available online at:  
<http://prezi.com/chhgbxdyeug9/social-media-for-volunteer-organisations/>  
**Dr. Astrid Hencke**, head of department, Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (Germany)  
**Gudrun Scheithauer**, head of department, Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (Germany)
6. **Papers presented in working group 6:** Promoting social entrepreneurship – supporting people with good ideas  
**Seán Coughlan**, Social Entrepreneurs Ireland (Ireland)



# *igniting change*

Social Entrepreneurs Ireland – An Overview



## not for profit sector

Economic and employment statistics \*:



Estimated expenditure from sector in Ireland  
= €4.4 billion (4% of GNP)

40,000 fulltime staff

14,750 part time staff

1,400,000 volunteers

\* Source: Centre for Nonprofit Management  
TCD Mapping Study, 2006



# not for profit sector

Not for profit sector employment is equivalent to \*\*:

- 50% of those employed in Public Administration and Defence
- 43% of all those in Agriculture, Forestry and Fishing
- 43% of all those working in Hotel and Restaurants
- 42% of those in Transport, Storage and Communications
- 9.7% of all those employed in Industry

\*\* Source - The Wheel Sector Skills Programme: Final Evaluation Report

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## The need for **Innovation**

*Innovation is the art of **converting**  
**new ideas**, discoveries or a vision  
into **societal** or commercial **success***

*faster and more effectively than  
competitors who have equal access  
to knowledge and technology*



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# Where do we find innovation?



## social entrepreneurs

A social entrepreneur is someone

- who works in an innovative and entrepreneurial manner → execution
- but for public or social benefit, rather than to make money → mission
- and who can operate across social enterprise and not for profit sectors



# social entrepreneurs ..

- **Are the high potential start-ups of the not for profit sector**

→ they are creative, innovative and dynamic and provide rapid growth organisations that provide employment, generate economic activity and build communities throughout Ireland

- **And provide highly efficient and cost effective solutions to some of society's most pressing needs**

→ potential new model for government for the delivery of community and social services

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## Social Entrepreneurs Ireland

**Vision**      That social entrepreneurship has become a significant vehicle for driving social change in Ireland and high potential social entrepreneurs get the practical and moral support they require to deliver impact

**Mission**      Enable high potential social entrepreneurs to maximise their potential impact in addressing social issues across Ireland through a combination of directed support, developing their networks and celebration and communication of their achievements

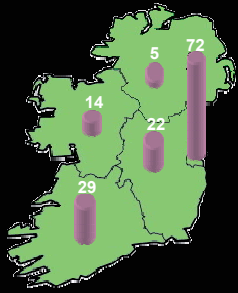
**What we do**      Support, celebrate, promote



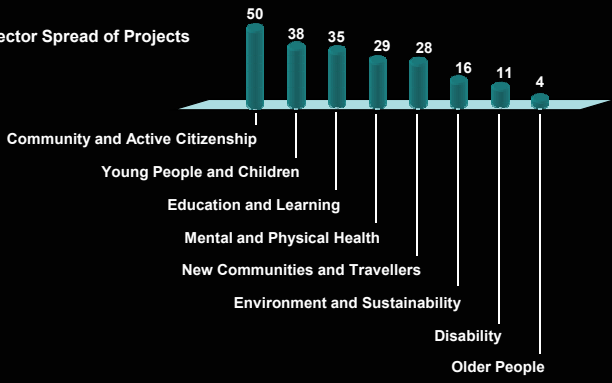
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# our network

Geographical Spread of Awardees



Sector Spread of Projects



# social entrepreneurs' impact

social entrepreneurs supported by Social Entrepreneurs Ireland since 2004  
**142**

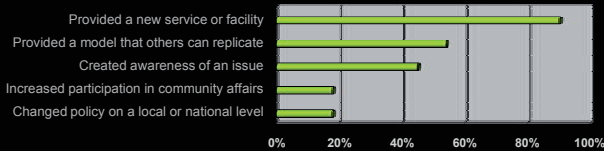
money invested in their projects since 2004  
**€3.47m**

estimated number of people directly impacted July 09 to Jun 10  
**53,372**

estimated number of organisations influenced July 09 to Jun 10  
**170**

additional funding raised for every €1 invested by Social Entrepreneurs Ireland (July 09 to Jun 10)  
**€4.90**

Impact analysis of social entrepreneurs supported by Social Entrepreneurs Ireland – July 09 to June 10

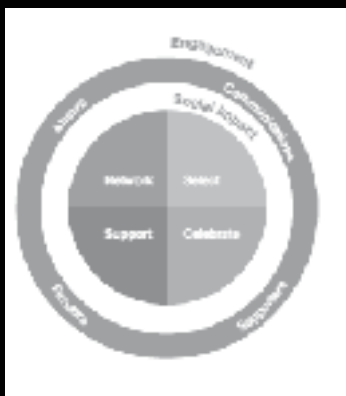


# our approach



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# our approach



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# assessment criteria

Organizational Capacity Assessment Summary			
	Individual Assessment Category Ratings	Average Capacity Ratings	Capacity Area Priority Rating
PLANNING			
Mission	0		
Clarity & Boldness of Vision	0		
Overarching Goals	0		
Overall Strategy	0		
Strategic Planning	0		
Planning Systems	0		
Goals / Performance Targets	0		
Operational Planning	0	0.00	
Use & Development of organisational Processes	0		
Performance Measurement	0		
Monitoring of Landscape	0		
Performance Analysis & programme Adjustments	0		
Programme Relevance & Integration	0		
Programme Growth & Replication	0		
New Programme Development	0		
OPERATIONS			
Recruitment, Development, & Retention of Staff	0		
Human Resources Planning	0		
Individual Job Design	0		
Organisational Design	0		
Staffing Levels	0		
Senior Management Team	0		
Staff	0		
Volunteers	0		
Computers, Applications, Network, & Email	0	0.00	
Databases & Management Reporting Systems	0		
Management of Legal & Liability Matters	0		
Legal Status & compliance	0		
Accounting System & Procedures	0		
Financial Management	0		
Knowledge Management	0		
Interfunctional Coordination	0		
SUSTAINABILITY			
Financial Position	0		
Budgeting	0		
Financial Planning & Analysis	0		
Financial Policies	0		
Internal Controls	0		
Funding Stability	0	0.00	
Fundraising Infrastructure	0		
Fundraising Skills	0		
Fund Development Planning & Evaluation	0		
Revenue Generation	0		

Organizational Capacity Assessment Summary			
	Individual Assessment Category Ratings	Average Capacity Ratings	Capacity Area Priority Rating
LEADERSHIP			
Experience & Standing	0		
Personal & Interpersonal Effectiveness	0		
Passion & Vision	0		
People & organisational Leadership / Effectiveness	0		
Performance as Shared Value	0		
Impact Orientation	0		
Analytical & Strategic Thinking	0		
Financial Judgment	0	0.00	
Dependence of Management Team & Staff on CEO / ED	0		
Shared Beliefs & Values & Practices	0		
Core Financial & Legal Responsibilities of the Board	0		
Board Strategic Direction	0		
Board/Staff Balance of Leadership	0		
Board Participation in Fund Development	0		
Board Composition & Commitment	0		
Board Infrastructure	0		
COMMUNICATIONS			
Communications Strategy	0		
Communications & Outreach Effectiveness	0		
Public Relations & Marketing	0		
Online presence - website, social media	0		
Presence & Involvement in Local Community	0	0.00	
Development & Nurturing of Partnerships & Alliances	0		
Influence on Policy and Policy Development	0		
Advocacy Capacity	0		
Advocacy Education	0		
RESILIENCE			
Personal Goal setting	0		
Physical/Mental well-being	0	0.00	
Adaptability/Flexibility	0		
Emotional Intelligence	0		
Team Resilience	0		

# capacity rating

MISSION, VISION, STRATEGY & PLANNING				
Capacity Elements	LEVEL ONE: Clear need for increased capacity	LEVEL TWO: Basic level of capacity in place	LEVEL THREE: Moderate level of capacity in place	LEVEL FOUR: High level of capacity in place
1.01 Mission	No written mission or limited expression of the organisation's reason for existence; lacks clarity or specificity; either held by very few in organisation or rarely referred to	Some expression of organisation's reason for existence that reflects its values and purpose, but may lack clarity; held by only a few; lacks broad agreement or rarely referred to	Clear expression of organisation's reason for existence which reflects its values and purpose; held by many within organisation and often referred to	Clear expression of organisation's reason for existence which describes an enduring reality that reflects its values and purpose; broadly held within organisation and frequently referred to
1.02 Clarity & Boldness of Vision	No clear vision articulated. Little shared understanding of what organisation aspires to become or achieve beyond the stated mission	Somewhat clear understanding of what organisation aspires to become or achieve; but rarely used to direct actions or set priorities. Vision falls short of reflecting an inspiring view of the future and of being demanding yet achievable	Clear and specific understanding of what organisation aspires to become or achieve; held by many within the organisation and often used to direct actions and set priorities.	Clear, specific, and compelling understanding of what organisation aspires to become or achieve; broadly held within organisation and consistently used to direct actions and set priorities. Vision reflects an inspiring view of future and is demanding but achievable
1.04 Overarching Goals	Vision (if it exists) not explicitly translated into small set of concrete goals, though there may be general (but inconsistent and imprecise) knowledge within organisation of overarching goals and what it aims to achieve	Vision translated into a concrete set of goals; goals lack at least two of following four attributes: clarity, boldness, associated metrics, or time frame for measuring attainment; goals known by only a few, or only occasionally used to direct actions or set priorities	Vision translated into small set of concrete goals, but goals lack at most two of following four attributes: clarity, boldness, associated metrics, or time frame for measuring attainment; goals are known by many within organisation and often used by them to direct actions and set priorities	Vision translated into clear, bold set of (up to three) goals that organisation aims to achieve, specified by success measures and well-defined timeframes for each goal; goals are broadly known within organisation and consistently used to direct actions and set priorities



# supporters and partners



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## Social Entrepreneurs Ireland 2010 Awardees

# WDYDWYD

## Why Do You Do What You Do?

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**THE PEOPLE WHO DARE TO THINK  
THEY CAN CHANGE THE WORLD  
ARE THE ONES THAT DO**

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[www.socialentrepreneurs.ie](http://www.socialentrepreneurs.ie)



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