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**EUROPEAN
SOLIDARITY
CORPS**

THE POWER OF TOGETHER.

STRATEGIC MANAGEMENT FOR E+ /ESC ORGANISATIONS



THE POWER OF TOGETHER.



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This booklet is composed by Jan Van Hove and Marija (Zmaja) Popovic and is being used as worksheets for reflection on different elements of strategic management for E+/ESC beneficiaries. It helps organisations to develop a strategic plan with sustainable quality management.

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STRATEGIC MANAGEMENT

**HOW TO SET UP A STRATEGIC PLAN
WITH EMBEDDING THE
INTERNATIONAL DIMENSION
IN THE ENTIRE ORGANISATION**

The Strategy Wheel

Strategic planning

When planning long-term goals for the organization (via a strategic plan or a policy plan), support is of great importance, which is why we want to encourage you to carefully take first steps toward such policy planning in your organization.

The strategy wheel is an instrument, initially developed by 'Kwasimodo', a (former) organization specifically set up to answer the demand for integrated quality assurance and policy planning in the nonprofit/social profit sector.

They developed a simple tool based on the EFQM model (European Framework for Quality Management), but translated in a simple way to organizations from the socio-cultural sector.

The model was further developed and adapted by Jan Van Hove and Zmaja (Marija) Popovic to international youth work within Erasmus+ and the European Solidarity Corps.

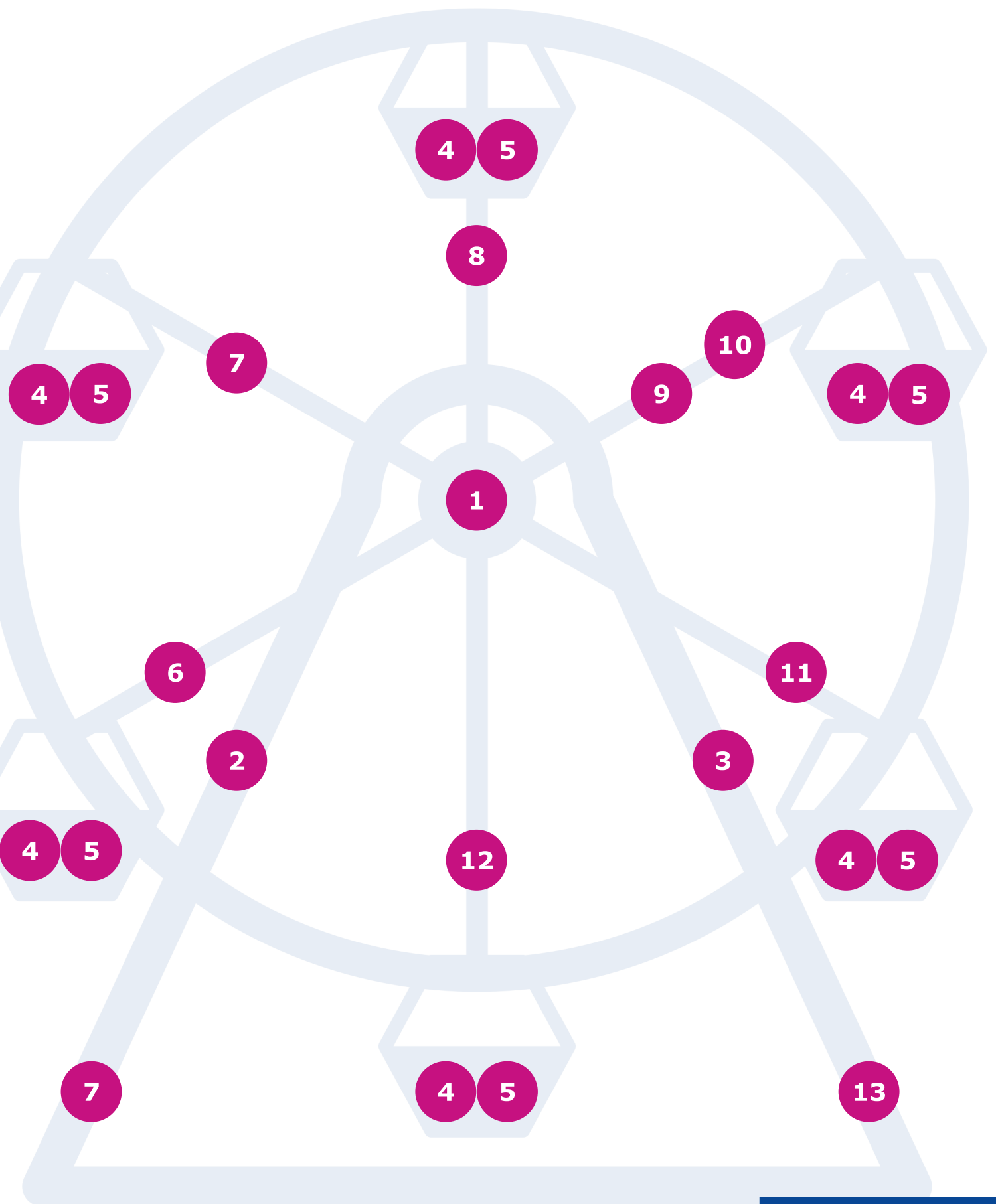
The first model dated from 2010, but has been updated each time with the new criteria from the different European youth programs.

It is a lens through which to look at one's own organization. From that point, improvement and change management processes can be initiated, that can eventually lead to a holistic policy/strategic plan for the organisation.

There are 13 strategic areas, which "summarize" the organization in a kind of Ferris wheel, the "Strategy Wheel".

13 Strategic working fields

1. Policy and long term strategy
2. Good governance
3. Management, directors and staff
4. Client services (members & participants)
5. Added value to the society (local community)
6. Cooperation & partnerships
7. HR & Volunteer management / People management
8. Capacity building
9. Management of finances
10. Management of (other) resources
11. (Effective) Processes in the organisation of your work
12. Audit & evaluation
13. End results (results, outputs, outcomes, impact)



EFQM in the Youth (work) sector

EFQM stands for European Framework for Quality Management.

The EFQM model has 3 components:

- Core values (Key management principles that drive sustainable success)
- Criteria (enabler and result indicators that lead to learning, creativity and innovation)
- a RADAR principle (a system to have a logical and systemic approach)

The Strategy Wheel is based on this EFQM model, and is translated for the youth non-profit organisations in the youth (work) sector.

It is a method

- To make a Strategic Plan in the non-profit youth sector
- To make Long Term Policies in the non-profit youth sector
- to make a 'Business plan' in the non-profit youth sector

You will need to score your organisation on 13 domains and you will need to determine how important each domain is for your organisation. From that you will see a gap, which is the domain where you can make the biggest difference and impact for the organisation. From that point, you can work out an action plan.

E+ & ESC Relevance

In this exercise, we will look specifically for strategic choices in the organisation that are a priority to the European programmes. The questions for self-assessment are generic for quality management and strategic planning of the overall youth organisation, but we will ask to reflect specifically about the objectives and priorities of the European programmes.

For each of the 13 domains, following questions are relevant to reflect upon and to score your organisation:

1. How is international (youth) work embedded in this domain in a structural and systemic way?
2. How is (international) volunteering embedded in this domain as a conscious choice? How is volunteering embedded in this domain in a structural and systemic way?
3. How are the following priorities embedded in this domain:
 1. green practises, environmental protection and fight against climate change, sustainable development and climate action
 2. inclusion & diversity
 3. digital transformation, proportion of activities integrating virtual components and/or maximising use of digital technology
 4. participation in democratic life, common values and civic engagement

Core questions

The main idea about this exercise is to seek how you can use the E+ and ESC programme as a strategic choice, to improve your organisation, its steering processes (such as policy and management), its operations (activities, workflow,...) and its supporting functions and processes (such as financial management, HR management,...).

QUESTIONS TO REFLECT UPON FOR EACH OF THE 13 DOMAINS:

- How can you make international activities and international cooperation more structurally anchored in your organization?
- How can you make international volunteering more structurally anchored in your organization?
- How can you make sure that it is not just something you do when the opportunity arises, but that international work is a well-considered way to achieve the objectives of your organization and to create added value?



Let's form a committee to create a task force to develop a team to determine the fastest way to deal with the problem.

SCORE	NAME	DESCRIPTION	
1	Not yet started	No, we do not have this or have not started yet. We do not know; we have not thought about this yet. We do not know if we can improve this. We don't have an answer for this. There is no intention yet.	O
2	Phase of intention	No, we do not have this and have not started yet, but we know it. We are not doing anything about it or we cannot do anything about it. We know our performance in this area and we know what we can improve on this. We already have plans for an improvement project. There is already an intention and this can be demonstrated.	P
3	Phase of concrete planning	No, we do not have this, but we have already worked out concrete plans for an improvement project. We already know what we want to achieve with the improvement project and we already have a concrete timing.	
4	Phase of testing, trying out	Yes, we have or do this and this process continues to attract our attention. We want to reach the agreed criteria. The improvement of this process is in full development; the improvement actions are currently being tested. This can be demonstrated.	D
5	Phase of implementation and intermediate checking if it works	Yes, this process is going well and the interim measurements / evaluations (process indicators) show that we are achieving the agreed criteria. The results of the improvement project go in the right direction. This can be demonstrated.	
6	Phase of evaluation	Yes, there is regular evaluation of results. The results of existing processes are regularly reviewed and compared with new elements. The results lead to a new improvement project. This can be demonstrated.	C
7	Phase of evaluation and processing / digesting	Yes, the results of the evaluations are compared with the set objectives of the domain and compared with other domains of the quality system. This can be demonstrated.	
8	Consolidation phase	Yes, the service, actions and activities are improved, coherent with the results that we obtained. The organization constantly measures the results and achieves the set objectives and criteria. This can be demonstrated.	A
9	Phase of integration and adaptation	Yes, the constant improvement cycle has been introduced systematically. The organization has already set up several times (new) improvements to this domain and has increased the quality already several times in several improvement cycles. New targets for this domain were set up, and are each time the start to a new planning phase.	

INTEREST AND IMPORTANCE

SCORE	NAME	DESCRIPTION
1	Not necessary	No, we do not think it is necessary to think about this or we are convinced that this does not add value for our organization.
2	Likely added value	No, probably these issues/elements/statements can offer added value for our organization, but we do not think it is important.
3	Conscious added value	No, we are aware that these issues/elements/statements can offer added value but we are currently giving more importance to other elements.
4	Internal choice	Yes, it is an internal choice to pay some attention to this, but we do not give it priority.
5	Conscious choice	Yes, we have deliberately chosen to pay some attention to this, but we do not consider it a necessity.
6	There is the need to it	These issues/elements/statements are needed to ensure proper functioning. They were mentioned during the planning process in the organisation.
7	The need is acknowledged	The statement is recognized by the internal organization as a need to ensure a proper functioning.
8	Necessary	These elements are necessary for the proper functioning of the organization. They also receive the necessary attention.
9	General priority	The survival of our organization is directly linked to the elements of this statement. These points must be given priority.

IMPORTANT TO TAKE INTO ACCOUNT !

It is very possible that not all questions in each domain have the same relevance or are not applicable for your organisation. Some of them might not apply to your organisation, due to the nature and goals of your organisation. For example, if you are from an ESC organisation that hosts volunteers, but that is not a youth work organisation nor part of the youth sector, the typical youth work questions don't have the same relevance as if you would be a youth club or scouting.

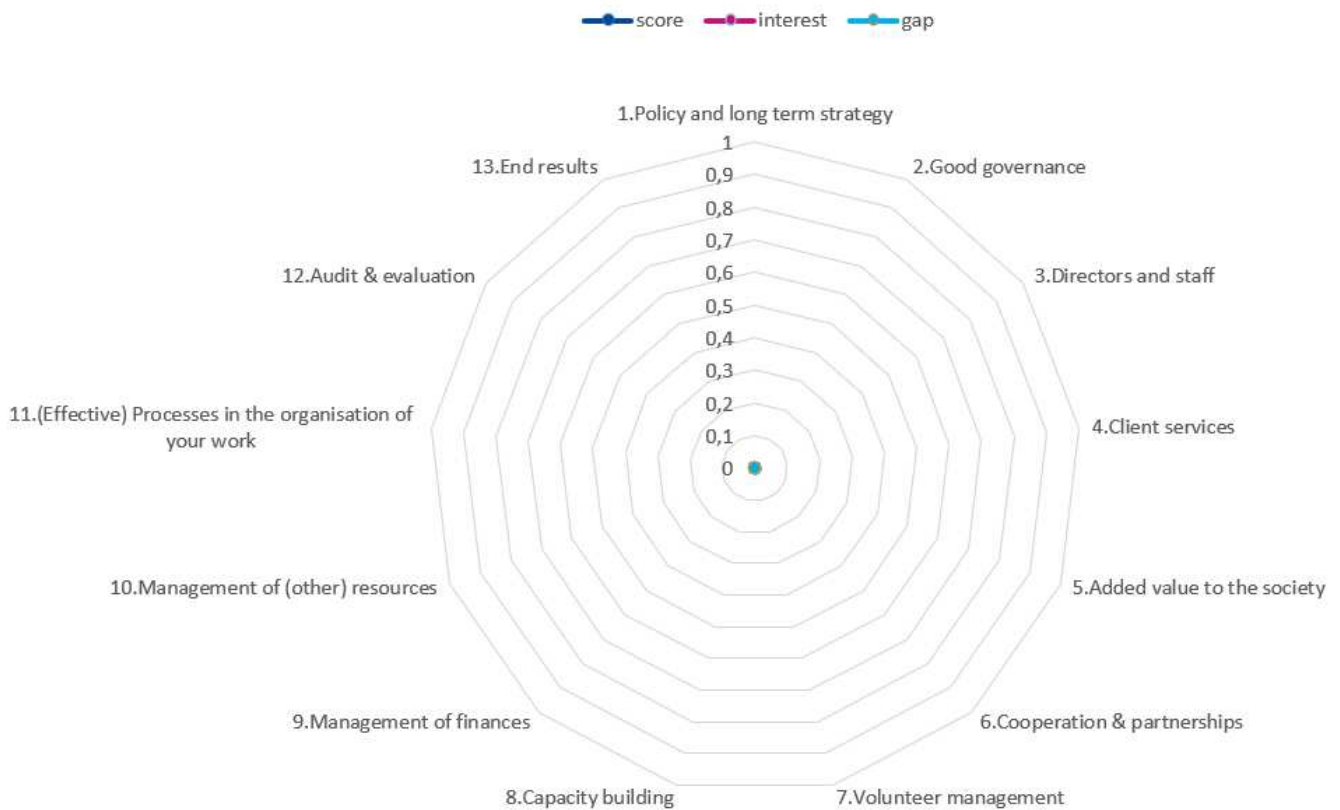
Pick up the questions that are relevant to the nature of your organisation, your field of work and your core activities to discuss and score.

THE STRATEGY WHEEL DESIGN



13 Q fields

	score	interest	gap
1.Policy and long term strategy	0	0	0
2.Good governance	0	0	0
3.Directors and staff	0	0	0
4.Client services	0	0	0
5.Added value to the society	0	0	0
6.Cooperation & partnerships	0	0	0
7.Volunteer management	0	0	0
8.Capacity building	0	0	0
9.Management of finances	0	0	0
10.Management of (other) resources	0	0	0
11.(Effective) Processes in the organisation of your work	0	0	0
12.Audit & evaluation	0	0	0
13.End results	0	0	0



Your assessment :

Score

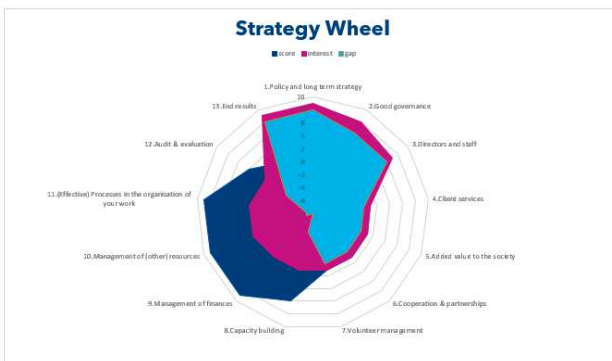
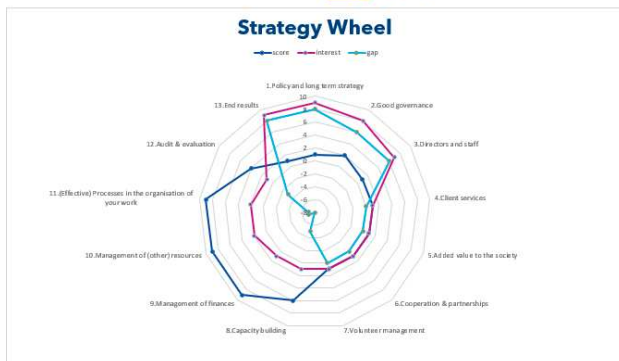
Interest / Importance

Gap

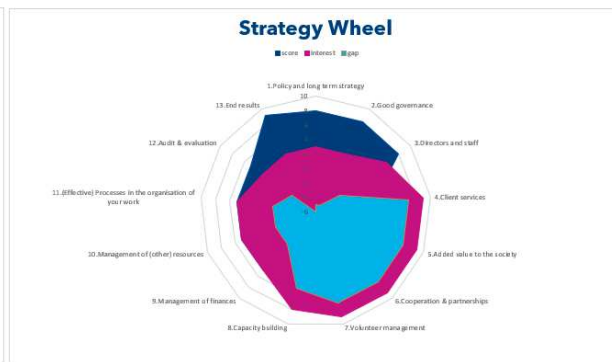


SOME EXAMPLES

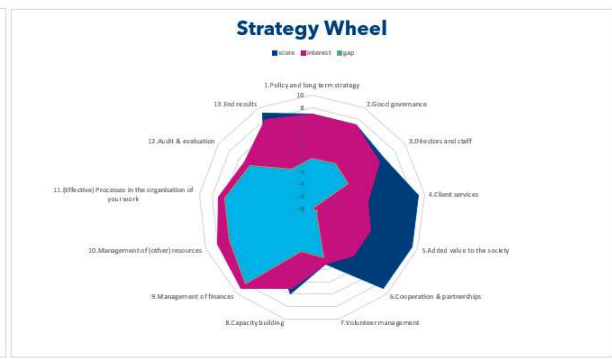
13 Q fields	score	interest	gap
1.Policy and long term strategy	1	9	8
2.Good governance	2	8	6
3.Directors and staff	1	7	6
4.Client services	1	1	0
5.Added value to the society	1	1	0
6.Cooperation & partnerships	1	1	0
7.Volunteer management	1	1	0
8.Capacity building	6	1	-5
9.Management of finances	9	1	-8
10.Management of (other) resources	9	2	-7
11.(Effective) Processes in the organisation of your work	9	2	-7
12.Audit & evaluation	4	1	-3
13.End results	1	9	8



13 Q fields	score	interest	gap
1.Policy and long term strategy	8	3	-5
2.Good governance	8	3	-5
3.Directors and staff	8	6	-2
4.Client services	2	9	7
5.Added value to the society	2	9	7
6.Cooperation & partnerships	2	9	7
7.Volunteer management	2	9	7
8.Capacity building	3	8	5
9.Management of finances	5	5	0
10.Management of (other) resources	5	5	0
11.(Effective) Processes in the organisation of your work	5	5	0
12.Audit & evaluation	5	3	-2
13.End results	9	3	-6



13 Q fields	score	interest	gap
1.Policy and long term strategy	7	7	0
2.Good governance	7	7	0
3.Directors and staff	6	5	-1
4.Client services	9	1	-8
5.Added value to the society	9	2	-7
6.Cooperation & partnerships	9	2	-7
7.Volunteer management	1	1	0
8.Capacity building	6	5	-1
9.Management of finances	1	3	8
10.Management of (other) resources	2	8	6
11.(Effective) Processes in the organisation of your work	1	7	6
12.Audit & evaluation	1	5	4
13.End results	9	8	-1



I. POLICY AND STRATEGY

QUALITY STANDARD

The organisation has a mission and vision in which International youth work is embedded, and working with volunteers as a conscience choice is embedded in the mission of the organisation.

Based on an neutral analyses, the organization translates its mission into clear long term and mid-term objectives with an action plans.

The strategy of the organisation is in line with the EU Youth strategy, and aims to engage, connect and empower young people.

The general goals are translated into concrete short term objectives with concrete action plans (with who does what by when) and budgets.

The organisation has set goals with action plans about

- embedding an international youth strategy and a volunteer strategy throughout the entire organisation
- green practices, environmental protection and fight against climate change, sustainable development and climate action
- inclusion & diversity
- digital transformation, proportion of activities integrating virtual components and/or maximizing use of digital technology
- participation in democratic life, common values and civic engagement

The plan is coherent and consistent with the expectations of the target group (as well members as the society, like young people taking part in the international projects).

The organization constantly evaluates its strategy and operational actions and adjusts it to improve.

What is the current state in your organization? Describe here to what extent your organization meets this description.

Your assessment :

Score



Interest /
Importance



Gap



QUESTIONS FOR DISCUSSION

Do you have a strategic plan/policy plan/business plan?

- To what extent does the organization/institute have a clear mission? Is the mission in line with the mission of the global organisation?
- Does the organization has a policy plan / business plan?
- To what extent are all the key stake holders (volunteers, staff, partners, clients,...) involved in the preparation, the evaluation and the adjustment of the policy plan?
- Are the needs, wishes and expectations of the members/young people and society taken into account in setting the objectives?
- Are the objectives and the priorities that you formulated based on a SWOT analyses?
- To which extent are the objectives formulated with SMART indicators?
- To which extent has the organisation a long term goal in terms of concrete growth lay-outed in action plans, with strategical choices and operational actions in year plans, that are in line with the objectives and priorities of the E+ and ESC programmes?
- To what extent has the organisation an expansion plan and is this prioritized in the policy plan?
- To what extent is the financial planning geared to the objectives of the policy plan? To which extent can the priorities also be traced in the financial planning?
- To what extent does the policy plan contain concrete action plans to improve the quality of the organization, its governance and its activities?

In which way are the objectives and priorities of the E+ and ESC programmes embedded in this strategic plan?

- To which extent is international youth work, working internationally and volunteering a part of this mission?
- To what extent is the policy plan coherent with the EU youth strategy (https://youth.europa.eu/strategy_en)?
- To what extent are the (content of the) EU Youth goals part of the organisation's strategy? (<https://youth-goals.eu/youthgoals>)
- Are green practices, inclusion and diversity, digitalization and active participation taken on board in the business plan of the organisation, translated also into concrete long term and short term goals and actions?
- To which extent are the objectives formulated with SMART indicators (in terms of measurable outputs and outcomes such as number of international activities, amount of international volunteering hours, about outcomes at the level of inclusion, digital transformation, civic engagement and green practices?

2. GOOD GOVERNANCE

QUALITY STANDARD

The board determines the pathway of the organization and ensures that the organization is effectively and responsibly is governed.

The board reports in a transparent way to its members, its committees, its general assembly, to the mother organisation,....

It is taken decisions after through discussions, based on the necessary information.

The board is engaged in the international working part of the organisation.

International projects and the realization of the ESC/E+ priorities are being discussed at board level. The board members are informed about the E+/ESC programmes and its goals and priorities.

They are setting out the strategy to the green priorities, inclusion and diversity, digitalization and active participation.

Board members have the necessary skills (or are trained) to realize the agreed strategy and objectives in changing circumstances, and they understand what it means to work in international environment, connecting, engaging and empowering local and international youth.

What is the current state in your organization? Describe here to what extent your organization meets this description.

QUESTIONS FOR DISCUSSION

About the operations of the board

- To what extent are the officers committed to fulfill with full responsibility their duties?
- To what extent do the officers demonstrate an active involvement in the management of the organisation? (not only participating in the board, but also really executing their functions as board members to the fullest)
- To what extent do the officers receive information and training do be able to take fully their responsibility?
- To what extent do the officers get the necessary documents, such as invitations, working documents, discussion papers, proposals and reports?
- To what extent are the officers responsible for the preparation and adjustment of the policy plan/strategic long term plan?
- To what extent are the officers involved in the preparation and evaluation of the annual / year plans?
- To what extent are the officers responsible for the preparation and adjustment of the financial planning?
- To what extent do the officers are the officers in contact with the staff?
- To what extent has the board a constructive collaboration with the directors and the management of the global organisation?
- To what extent are synergies created between the local, regional, national, European levels of the organisation? To what extent is the organisation using its full potential of the strengths and opportunities with the governance structure it has?
- To what extent do the officers report and are taken accountable towards their target group?
- To what extent does the board has a written agreement with all board members about what is considered as "good governance" in the organisation?

About the operations of the board, related to the Erasmus + / ESC programme

- To what extent is the board informed about the goals and priorities of the E+/ESC programmes?
- To what extent is the board informed about opportunities/actions of the E+/ESC programmes?
- To what extent is the board setting out a strategy, a well thought choice of participating in certain actions within the programmes?
- To what extent do the officers support the priorities of the E+/ESC programmes? (rate this for inclusion and diversity, green practices, digitalization and active participation of young people)
- To what extent are the operations of the board itself as steering body incorporating green practices? To what extent is the composition of the board representing inclusion and diversity? To what extent is there a good representative active participation of young people within the board? To what extent is the board also maximizing the use of digital technology for its own operations?

3. MANAGEMENT AND STAFF

QUALITY STANDARD

The management (committees, responsible officers, chairmen, directors, staff,...) is responsible of the operational implementation of the strategic goals of the organization. They ensure that connect-engage-empower is the philosophy throughout the entire organisation, from bookingkeeping till logistics.

They organize the work, are in charge of getting things done, they motivate staff and volunteers, they look for constant improvement of the organisation, and they promote effective internal and external communication. This communication is always a two-way direction.

The management takes responsibility to bring policies into actions.

- They are setting guidelines for green practices, environmental protection and fight against climate change, sustainable development and climate action.
- They ensure that in all what the organisation and it's staff does, principles of inclusion & diversity are considered.
- They set plans for digital transformation, proportion of activities integrating virtual components and/or maximizing use of digital technology.
- They safe guard common values and civic engagement in the approach and way of working of the entire organisation.
- They demonstrate responsivity, and they keep control of the overall content, quality and results of the processes and activities of the organisation.
- They ensure transparency and are open and responsive to feedback from stakeholders (staff, volunteers, participants, partner organisations,...).
- They ensure that results of projects and activities are integrated in the whole organisation.

What is the current state in your organization? Describe here to what extent your organization meets this description.

Your assessment :

Score



Interest /
Importance



Gap



QUESTIONS FOR DISCUSSION

About the operations of the management

- To what extent does the management translate the vision of the organization and does it communicate the direction the organization is taking?
- To what extent does the management, on behalf of the board of directors, carry out the evaluation of the policy plan?
- To what extent does the management evaluate the year plans and report them to the board of directors?
- To what extent does the management, on behalf of the board of directors, carry out the evaluation of the financial planning?
- To what extent has the management developed a volunteer management policy?
- To what extent does the management set a good example in constantly improving the organization?
- To what extent does the management stimulate the volunteers in their personal development by giving equal opportunities to their initiatives and ideas?
- To what extent does the management encourage and value the volunteers in dealing with changes and improvements in the organization?
- To what extent does the management ensure internal communication with all the people taking responsibility in the organisation?
- To what extent the management provides external communication with the target group and the external partners?

About the operations of the management related to the E+ / ESC programmes

- To what extent does the management translate the E+/ESC objectives and the priorities into the organisation and does it communicate the direction the organisation is taking? In which way/to which extent do they translate the priorities into actions and measures for the organisation, about...
 - a. green practises, environmental protection and fight against climate change, sustainable development and climate action
 - b. inclusion & diversity
 - c. digital transformation, proportion of activities integrating virtual components and/or maximising use of digital technology
 - d. participation in democratic life, common values and civic engagement
- To what extent is the management keeping the overview of the international E+/ESC activities, and ensures that they are coherent with the local/regional/national activities?
- To what extent is the management itself involved in the international working field of the organisation?
- How does the management translates the E+/ESC priorities into the organisation?
- How is the management involved with the international volunteers?
- To which extent is the management involving the volunteers, not only in the execution of tasks and activities, but also inducting the ESC volunteers in the policy of the organisation?
- To which extent is the management also learning from the international activities in a structural and structured way?

- How open is the management for the opinions and ideas of international volunteers?
- To which extent is the management setting guidelines and procedures that need to ensure the quality standards set by the E+ & ESC programme. (<https://erasmus-plus.ec.europa.eu/document/erasmus-quality-standards-mobility-projects-youth>)
 - To which extent is the management concerned about the wellbeing of participants?
 - To which extent is the management creating a framework that E+ participants and ESC volunteers can fully engage, connect and be empowered into the working field of the organisation?
 - To which extent demonstrates the management responsibility for the quality of the processes, activities and outcomes, regardless of the involvement of any other organisation or individual?
 - To which extent does the management keep control of the overall content, quality and results of the processes and activities of the organisation, without falling into the trap of micro-management?
 - To which extent does the management ensure transparency and are open and responsive to feedback from stakeholders (staff, volunteers, participants, partner organisations,...)?
 - To which extent does the management ensure that results of projects and activities are integrated in the whole organisation?



Photo: Jan Van Hove, www.interculturallearning.eu

4. CLIENT ORIENTED SERVICES

QUALITY STANDARD

The organization appreciates its clients (members of the organisation and participants in its activities) and builds a good relationship with them.

The organization wants to comply to the expectations of its members and participants and target groups (young people from different back ground) and will involve the target groups in designing, delivering and evaluating their own services, activities and projects.

The target group is encouraged to make a positive contribution to the organization. The organization develops a culture of a client centered approach.

The organisation has an active participative approach, letting the young people steer the organisation and its activities, fitting the needs and ways the young people indicate, and is setting up projects fitting into the interests that young people indicate.

The organisation adheres here to the main priorities of the E+/ESC programme:

- Taking into account green principles, organising its projects and activities in an environmental friendly way, not just in the marketing and wording, but also in the core of the projects.
- The organisation is genuine about inclusivity and diversity, when organising activities and projects, and ensures that all activities and projects are open for everyone.
- The organisation is incorporating also new innovative technologies with blended learning.

What is the current state in your organization? Describe here to what extent your organization meets this description.

QUESTIONS FOR DISCUSSION

What do you do for young people and how much this is based on a strategic planning:

- What do you offer to young people? What services, activities and projects do you offer? Which opportunities do you create for young people?
- To what extent has your target group been informed about the different services and activities of the organization? How well do you reach the young people you target to reach?
- To what extent does the organization measure which young people from the target group benefit and use the services, activities, projects?
- To what extent are complaints from young people from the target group answered?
- To what extent do complaints and suggestions from the members and the target group leads to changes and improvements?
- To what extent are the services, activities and projects tailored to the expectations and needs of the target group(s)?
- To what extent do the expectations and needs of the target group lead to new approaches, new services or new activities and projects that are coherent with the mission and the policy plan?
- To what extent does the organization measures if the target group is satisfied with its services, activities and projects?
- To what extent are the data of your target group accessible to the board and the management / staff?

What do you do for young people & how much this is related to the priorities of the E+/ESC programmes:

- To what extent do you have an adequate offer in terms of services, activities and project for the young people
 - that you reach?
 - for the young people that you have difficulties to reach or don't reach?
 - To what extent are the directors, staff, board, and volunteers trained to listen to people of the young people?
- What is the balance between local, regional, national and international activities and how does it fit for your target group?
- What is the added value for the young people of the international dimension? How do they steer the planning of the activities and the priorities your organisation needs to set?
- Which opportunities do you create for international volunteers?
- How much do you organise for, with and by young people?
- If you take a proper look to all what you realise in terms of concrete opportunities, services, activities, projects for and with young people?
- To what extent do you organise your services, activities and projects in a green way, taking into account environmental protection and sustainable development
- How well are the people that you reach a representative sample of the community you operate in? For whom do you have a good offer, which targets do you not reach or do you not have a proper offer for in terms of services, activities and projects?
- To what extent are you integrating virtual components and/or maximising use of digital technology into your services, activities and projects with young people?

5. ADDED VALUE TO THE SOCIETY AT LARGE

QUALITY STANDARD

This domain contains everything the organisation is offering to the wider community – broader than the members and the participants in the activities.

The organisation is making impact at the local community, promoting volunteering, tolerance, intercultural understanding. It promotes civic and active participation in the society, and inclusive and diverse community and gives a place to young people to speak up in the local community.

The organization makes a valuable effort to take into account the needs and expectations of society, apart from the - by definition – the socially oriented goal of the organisation.

What is the current state in your organization? Describe here to what extent your organization meets this description.

Your assessment :

Score

Interest /
Importance

Gap

QUESTIONS FOR DISCUSSION

About the added value to the society at large in general

- To what extent is the organization oriented to the needs and expectations of society?
- To what extent do the other people, organisations, civil actors,... know about the organisation and its activities and impact?
- To what extent has the immediate surroundings ("the society") been informed about the engagement and the impact of the organization and its projects?
- To what extent does the organization measures the impact of the organization, the activities and the project results, outside the organization?
- To what extent do the organization, the people and the projects score in the media?
- To what extent do organization, people and projects score with the recognition at social, political, economical level?
- To what extent is can the organization be compared with other or similar organizations? If you compare similar organizations, what's the picture of it?

About the impact at the level of E+/ESC priorities in the local community

- To what extent does the organisation create impact at the local community, promoting volunteering and civic engagement in the local community?
- To what extent does the organisation carry out the values of the E+/ESC programme, such as tolerance, mutual understanding, active citizenship, equity, intercultural understanding,... ?
- To what extent is the organisation a representative sample of the local community? Does the organisation take an active role to promote an inclusive and diverse community?
- To what extent does the organisation take an active role to give a place to young people to speak up in the local community?
- To what extent does the organisation have an impact in green practices in the local community, environmental protection and fight against climate change, sustainable development and climate action?

6. COOPERATION WITH OTHERS

QUALITY STANDARD

The organization maintains strategic relationships and cooperates with other organizations to achieve the intended goals more efficiently. The organisation works more effectively because it shares information and offers specific services and collaborations with other organisations. The cooperation has a positive influence on internal improvements. This cooperation is mutual, equally balanced, and bi-directional, and all parties benefit equally from the cooperation.

The cooperation has a positive influence on the quality of the outcomes and processes in the organisation and in the partner organisations, and it has a positive impact on the priorities of the E+/ESC programme.

What is the current state in your organization? Describe here to what extent your organization meets this description.

QUESTIONS FOR DISCUSSION

About cooperation with others in general

- To what extent does the organization have a view of its external partners?
- To what extent does the organization have a view of its potential external partners?
- To what extent does the organization have detailed information about the structure, activities, actions, projects, and impact of these external partners?
- To what extent does the organization have clear objectives when developing external relations and partnerships?
- To what extent do external relations and partnerships contribute to the realization of the objectives of your own organisation?
- To what extent does the organization have joint actions with other organizations? Have you a clear view about the impact of the collaboration and its effects in terms of measurable results?
- To what extent do the partnerships lead to improvements in terms of growth and increase of quality?
- To what extent are there official agreements with partners to exchange information that helps the organisation to grow?
- To what extent is this collaboration evaluated in terms of effective growth and increase of quality of the projects?

About cooperation with others in the E+/ESC network

- To what extent do you have a structural cooperation and communication with partner organisations, in a network of E+/ESC organisations?
- To what extent do you have a systematic approach for mutual learning from/to partner organisations?
- To what extent are your/youngsters' needs, your goal, objectives, methodology and approach, and activities complementary to the needs and objectives of your partners?
- To what extent is your partnership increasing the visibility of your projects, your organisation, and the E+/ESC programme in a structured way?
- To what extent are you cooperating with other partners to disseminate project results in a structural and structured way?
- To what extent do you have a system (e.g. regular meetings with structured agenda's) and a network of organisations that can use and multiply your project results? To which extent are you also using project results of other organisations in your own organisation?
- To what extent do your partnerships lead to improvements in terms of increased impact at the level of the E+/ESC priorities (green, inclusion & diversity, active participation, digitalization)?
- To what extent is the organisation working with partner organisations that promote (also) inclusion and/or work with young people with fewer opportunities?
- To what extent do your participants know the structure, activities, actions, projects and impact of partner organisation? To what extent are volunteers from your organisation and partner organisations sharing and caring?
- To what extent is the organisation using digital tools to get the maximum out of the partnership?

7. PEOPLE MANAGEMENT

QUALITY STANDARD

The organisation recruits the right professional and voluntary collaborators. The organisation encourages and appreciates volunteers to realize its objectives. The organization wants satisfied employees and volunteers therefore it measures the satisfaction of employees, free-lance collaborators and volunteers. The professional and voluntary collaborators are involved in the continuous process of improvement and growth.

The HR-management and volunteer management supports the principles of the E+ and the ESC, by having an inclusive approach, appreciating diversity, stimulating and appreciating active participation and valorising ideas and proposals of professional, free-lance and volunteer collaborators.

What is the current state in your organization? Describe here to what extent your organization meets this description.

QUESTIONS FOR DISCUSSION

About HR and volunteer management in general:

- To what extent does the organization have written agreements that describe the rights and duties of the volunteers?
- To what extent do the employees know their task (function), do they know what is expected of them and do they know their responsibilities and authorities?
- To what extent does the organization support, stimulate and evaluate (measure) the functioning of its collaborators?
- To what extent does the organization prepare the recruitment of new volunteers?
- To what extent does the organization take the volunteers into account when drawing up the policy plan and the annual / year plans?
- To what extent are the opinions of the volunteers and employees asked and appreciated about the strategy and the general functioning of the organization?
- To what extent does the organization measure whether the volunteers and employees are satisfied?

Your assessment :

Score



Interest /
Importance



Gap



About HR and volunteer management related to the E+ and ESC programme

- Does the organisation have a system for a sustainable use of volunteers throughout the organization?
- Does the organisation configure a good complementary and coherent combination of working with local volunteers and international volunteers?
- To what extent is the engagement of volunteers not just on an ad hoc basis but on a structural basis in the organisation?
- To what extent has the organization a policy of motivation, recognition, appreciation, rewarding of volunteers?
- Does the organisation have for all volunteers, as well international volunteers as local volunteers, agreements with rights and duties of the each party, including stipulating necessary details about insurances and financial arrangements, tasks, support and including learning agreements?
- To what extent is there a positive working atmosphere among all staff, volunteers and professionals?
- To what extent does the organisation involves volunteers, as well local ones as international volunteers, in all branches of the organization? To what extent are all staff, professionals and volunteers encouraged to be involved in all aspects of the organisation? To what extent is it also a requirement and expectation that all staff, also volunteers are undertaking active engagement in all aspects of the organisation, also broader then their own specific tasks?
- To what extent is there an authentic and genuine inclusive recruitment of volunteers (local, regional, national, international) and HR management?
- To what extent does the organisation provides opportunities for volunteers to grow further into paid staff positions?
- To what extent does the organisation also provides opportunities for staff to grow further in the organisation?
- To what extent is the organisation adhering to the quality standards of the E+/ESC programme?
- Does the organisation have clear and written policies and procedures that ensures the prevention of discrimination based on sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation?
 - Does the organisation also have clear and written policies and procedures when maybe not the organisation and staff, but members and participants violate the policy?
 - Does the organisation also have clear and written policies and procedures when maybe not the organisation, nor members and participants but external parties such as partner organisations, participants from other organisations, external people,... violate this policy?
- Does the organisation register each complaint? How does it address also safety? Which policies and procedures are in place? Does the theory match the reality?

8. CAPACITY BUILDING

QUALITY STANDARD

Volunteers, officers and staff are supported in their education / training to do their work well to do. Training and education are seen as important for the individual and organizational development. The organization values the available expertise. The organisation has a culture of constant capacity building of all the people that take responsibilities within the organisation.

It is expected from all people in the organisation that they have a learning attitude, and from the organisation itself that it develops and gains more expertise and professionalism.

QUESTIONS FOR DISCUSSION

Capacity building and competence management

- To what extent does the organization determine which knowledge, skills and attitudes the volunteers, officers and staff need to be able to work properly?
- To what extent do the officers and staff have an individual training plan according to their own needs and the needs of the organization?
- To what extent are the officers and staff encouraged to follow training?
- To what extent are the officers, staff and volunteers discharged from their daily tasks in order to be able to follow certain trainings? To what extent has the organisation policies and procedures and a systematic approach to learning and development?
- To what extent does the organization ensure that all volunteers, officers and staff can participate in training initiatives?
- To what extent are the officers and staff coached in the performance of their tasks and responsibilities?
- To what extent are the training opportunities for officers and staff part of the policy plan and of the annual budgets?
- To what extent does the organisation measures the effect of the training initiatives, and ensures improvement of the quality?
- To what extent does the organisation takes initiatives other than training (libraries, availability of online resources,...) that raise the capacity of the officers and staff?
- To what extent does the organisation has a competence handbook, and a handbook with standards about the constant improvement of competences in the organisation?
- To what extent does the organisation investigates research to understand its market, including your industry, regions, customers, competitors?
- To what extent does the organisation investigates its unique selling point, to raise capacity to address its full potential from this unique selling point?

Your assessment :

Score

Interest /
Importance

Gap

What is the current state in your organization? Describe here to what extent your organization meets this description.

Learning and support in E+/ESC

- To what extent do new volunteers, officers and staff receive information to do their work in the organization?
- To what extent is information about training and education initiatives passed on to volunteers, officers and staff?
- To what extent has the organisation a support and learning/training structure and system with mentors, coaches, supervisors,...? How sustainable is this training system?
- To what extent is the organisation articulating competences and gained competencies throughout activities and projects?
- To what extent is the organisation valorising the learning and development of staff and volunteers in terms of rewarding the learning path (e.g. by getting better working conditions, better salary, better positions, positioning people that gained expertise in coaching positions,...)
- To what extent are the EU's, E+/ESC's objectives and priorities as themes embedded in the capacity building plan of the organisation?
 - Does the organisation provides updates to all staff about the developments of the E+/ESC programmes and its opportunities?
 - Does the organisation provides info and training about the EU Youth strategy (engage, connect, empower) and the EU Youth goals to all staff and volunteers, and does it builds with all people from the organisation a plan on how to contribute to that, including how all staff can provide to the realization of the youth goals?
 - Does the organisation provides training about tolerance, mutual learning, intercultural learning, active participation, non-formal education, European citizenship, civic engagement,...?
 - Does the organisation organise knowledge building about inclusion and (hyper-) diversity?
 - Does the organisation raise awareness about green practices and environmental sustainability?
 - Does the organisation integrate virtual components and/or maximize the use of digital technology? Does it train all people to get more knowledgeable about digital tools?





9. FINANCIAL MANAGEMENT

QUALITY STANDARD

The organization generates sufficient income to enable the activities, actions, project and to realise the objectives. The organisation manages its finances effectively.

The policy plan (strategical plan) is linked with the budget in a coherent and consistent way.

The organization conducts also a strict internal control.

Financial stewardship is following the leading principles of good financial governance.

What is the current state in your organization? Describe here to what extent your organization meets this description.



QUESTIONS FOR DISCUSSION

About financial management

- To what extent does the organization generates financial resources to safeguard the organization's activities, actions, projects, governance,... and to achieve the objectives of the organisation?
- To what extent does the organization make use of other sources of income in addition to the traditional income?
- To what extent does the organization have transparent accounting system?
- To what extent budgets are allocated in line with the objectives?
- To what extent are budgets monitored?
- To what extent do the different sections / departments in the organisation have their own budget to realize their objectives?
- To what extent are the officers and staff involved in the allocation of budgets?
- To what extent does the organization have an internal control on the accounts?
- To what extent does the organization have a financial plan that is based on the objectives of the policy plan and the year plans?

About implementing financial principles of E+/ESC

- To what extent is the organisation co-financing international activities? To what extent is the organisation allocating own budget to the grants it receives, to increase quality and support to participants?
- To what extent is the organisation allocating budgets to the E+/ESC priorities;
 - to become a greener organisation (e.g. with greener travels),
 - to have additional efforts to be more inclusive,
 - to allocate budget for digitalization,
 - to allocate budget to the organisation of virtual cooperation, virtual mobility and blended mobility,
 - to actively participate in the E+/ESC network of organisations
- Does the organisation have mechanism in place to ensure fairness and transparency with budgeting and financial administration?
- Does the organisation have mechanism in place to ensure a good monitoring and control over the budget, with clear links and coherence with the set objectives?

10. MANAGEMENT OF RESOURCES

QUALITY STANDARD

The organization uses the necessary resources (equipment, goods, IT, materials,...) to carry out its activities effectively and efficiently. The resources are managed in such a way that they keep as much as possible the actual value. The resources are of added value to the core activities of the organization. The resources are made available to the responsible people that need it.

Safety from and by using the available resources (equipment, goods, IT,...) is being strictly monitored and guaranteed.

What is the current state in your organization? Describe here to what extent your organization meets this description.

Your assessment :

Score

Interest /
Importance

Gap

QUESTIONS FOR DISCUSSION

Equipment / material management

- To what extent is the accommodation suitable for the tasks of the organization and does it meet the safety standards?
- To what extent does the organization have the required insurance (third liability, personal incidents,...) for staff, officers, volunteers, vehicles, buildings,...?
- To what extent are resources managed and maintained?
- To what extent is the IT infrastructure available for all officers, staff and volunteers?
- To what extent is the organisation reflecting about which expertise is/should be outsourced and which should be managed internally, in order to maintain the best practices for websites, mailservers, social media, mailinglists, etc.?
- To what extent is cybersecurity ensured?
- To what extent are resources and equipment used based on the objectives of the policy plan/strategic plan?

Related to E+/ESC priorities

- To what extent does the organization use environmentally friendly or recyclable products?
- To what extent does the organization supervise the use of materials to avoid waste of products and goods?
- To what extent are volunteers, officers, staff able to use information technology and apply new developments?
- To what extent is the information archived (digitally) and to what extent is paper archive protected against deterioration?
- To what extent are databases constantly updated? To what extent is the organisation in line with the GDPR (General Data Protection Regulations)?
- To what extent are digital tools embedded in the working, in a modern way? To what extent does the organisation keep itself updated about new technologies?

11. ORGANISATION OF THE WORK

QUALITY STANDARD

The organization identifies its core activities and develops processes, flow charts of processes and standards to improve the activities or to renew the activities. The organisation organizes its activities in the most efficient and effective way. The organisation improves constantly the way of working. The organisation has a quality handbook in which the different processes how work processes are organized, are described in flow charts. This handbook is constantly being improved. The organisation has an evaluative practice in improving the quality and effectiveness of its working processes.

In the working processes, the organisation takes into account the principles of the E+/ESC programme, and takes care of an environmental friendly way of organising the work, and the organisation has an inclusive approach with active participation of staff and volunteers.

What is the current state in your organization? Describe here to what extent your organization meets this description.



QUESTIONS FOR DISCUSSION

About the working processes and work flows in the whole organisation

- To what extent are the working processes described?
 - To what extent are the steering processes (policy, governance,...), operations (core activities) and supporting processes (administration, logistical activities,...) known and described?
 - To what extent are the core activities of the organization aligned with the general objectives of the policy plan?
 - To what extent does the organization monitor if the logistical processes serve the core activities and steering processes and don't take the lead over them? (for example that bookkeeping and logistics determinate the goals and activities rather than the other way around).
 - To what extent are the work flows from the logistical/support processes aligned with the steering processes and core activities? (for example: to what extent is your network drive, google drive or dropbox following the same structure as the structure of your organisation or the structured according your goals or core activities?)
- To what extent does the organisation have work flow charts of the work processes and are they being evaluated to improve the efficiency and effectiveness?
- To what extent have the core activities been described with clear records of individual tasks, responsibilities and authorities?
- To what extent do the officers, staff and volunteers know what they have to do and how?
- To what extent are thieves of time and other loss of quality inventoried in the working processes and to what extent are there evaluative practices?

About the working processes and work flows in the E+/ESC related activities

- To what extent are the core activities organised according the principles of non-formal education (NFE)?
- To what extent is the organisation applying the NFE experiential learning methodology, not only in the core-activities in the international projects, but also in the other domains, such for example as competence building of staff and volunteers?
- To what extent are all process in the organisation, going from steering processes (board meetings, general assemblies), core activities (such as international projects), and supporting activities (from the copy machine to the waste in the office) organised with a green(er) approach?
- To what extent are as well the steering processes, operations as supporting processes consciousness organised with an inclusive approach?
- To what extent does the organisation integrate an active participatory approach in all the work processes?
- To what extent does the organisation integrate a participant centered approach in all the work processes?

12. AUDIT AND EVALUATION

QUALITY STANDARD

The organization collects data and analyzes in a systematic way all useful information.

It works on data-mining of hard and soft indicators, to plan, implement, evaluate the improvement of the organization and its growth and quality.

What is the current state in your organization? Describe here to what extent your organization meets this description.

QUESTIONS FOR DISCUSSION

Self-control and external control, audit and evaluation

- To what extent does the organisation organise audit and evaluations?
- To what extent do the directors / managers, the staff and the professional and voluntary collaborators recognize why audit and 360° evaluation are necessary for the proper functioning?
- To what extent are the data about the target group used to work on growth and quality?
- To what extent are the data on the participation of the target group used to improve the efficiency and effectiveness of the activities, projects and their impact?
- To what extent are the wishes and complaints of professional and voluntary collaborators used to improve the efficiency and effectiveness of management of the organisation, the actions and activities, and the impact of the projects?
- To what extent are the opinion, suggestions, conclusions of the professional staff communicated to the volunteers?
- To what extent does the organization have a culture of planning, implementing, evaluating improvement and change management?
- To what extent does the organization have a culture of evaluative practice?

Related to the E+/ESC programmes

- To what extent does the organisation involve everyone in evaluations (not only the person writing grant applications and final reports)?
- To what extent are reports built together as team work and not by a few persons in the organisation?
- To what extent does the organisation evaluate the projects at the level of reaching goals, objectives, at the level of different processes (team work, intercultural learning,...) and at the level of impact on the E+/ESC priorities?
- To what extent does the organisation articulate indicators, as well quality as quantity indicators to evaluate progress?
- To what extent does the organisation measure the learning development of participants in projects?
- To what extent does the organisation monitor and evaluate if the activities and projects have achieved their objectives and results?
- To what extent does the organisation evaluate
 - if needs have been met?
 - if objectives have been reached?
 - if the approach was consistent and coherent with the E+/ESC principles and priorities?
 - if methods and activities were appropriate and efficient for reaching the goals?
 - if the implementation was according the quality standards of E+/ESC?
 - if the impact has been described, measured, and spread further?
- To what extent are projects and activities audited by externals and to what extent are volunteers from within the organisation also involved in the auditing and evaluation of the whole organisation, as well as of its projects?
- To what extent does the organisation communicate the results of audits and evaluations, as well internally as externally ?

13. FINAL RESULTS

Outputs

Outputs are the direct products of your activities, services and projects. Counting them helps quantify your outcomes and impact.

Examples include the running of events or the number of people undertaking a training course.

Outcomes

Outcomes are the changes, benefits, learning or other effects that occur as a result of your activities, services, projects and outputs.

Short-term outcomes should occur within 1-3 years and longer-term outcomes in 4-6 years.

Examples include people improving their communication skills or organisations improving their training provision.

Impact

Impact is the fundamental change that happens as a result of an activity, a project or a service you provide.

It will generally occur in the long term, often after the activity, project, service has finished.

"THE" RELEVANCE QUESTION:

What are the final results that your organisation, your projects, activities and services have achieved and are achieving?

- What social change did you realise with your organisation so far?
- What social change are you realising now?
- What social change will you effectively realise in the short term and long term future ?

Learners' impact

What change has occurred for learners as a result of your projects and core activities?

- What new skills or competences have they gained?
- How have their attitudes, opinions or aspirations changed as a result of the projects and activities?

Impact on staff

How did your core activities and projects affect staff working on the project?

- What new experience, skills and competences have they developed?
- How did involvement in the projects and activities support staff in their continuing professional development?

Impact on organisations

What changes have occurred in partner organisations as a result of the activities and projects?

- What new or improved partnerships, activities, projects, products or services have been generated?
- How were policies or procedures changed or improved?

Systemic impact

What changes to legislation or public policy have occurred in your sector and/or the youth (work) field?

- What contribution have you made to improvements in professional practice or methods of learning?
- What new or improved qualifications or learning modules have you produced?
- What benefits have your projects and activities delivered for sector or professional networks?

QUALITY STANDARD

The organization is realizing and achieving its financial and non-financial (operational) objectives and the planned results. The organization learns from experiences. The results show a positive evolution towards the mission and growth. The organization strives for overall satisfaction.

It measures its impact and communicates it to other organisations. It is proud on the results, and it shares its outcomes and outputs. Intellectual outcomes and outputs are shared with other organisations.

The organisation has a culture of seeking for more, deeper, pro-longed and multiplied impact, articulates this, organises this, measures this, and makes this available to the public as final results.

What is the current state in your organization? Describe here to what extent your organization meets this description.



QUESTIONS FOR DISCUSSION

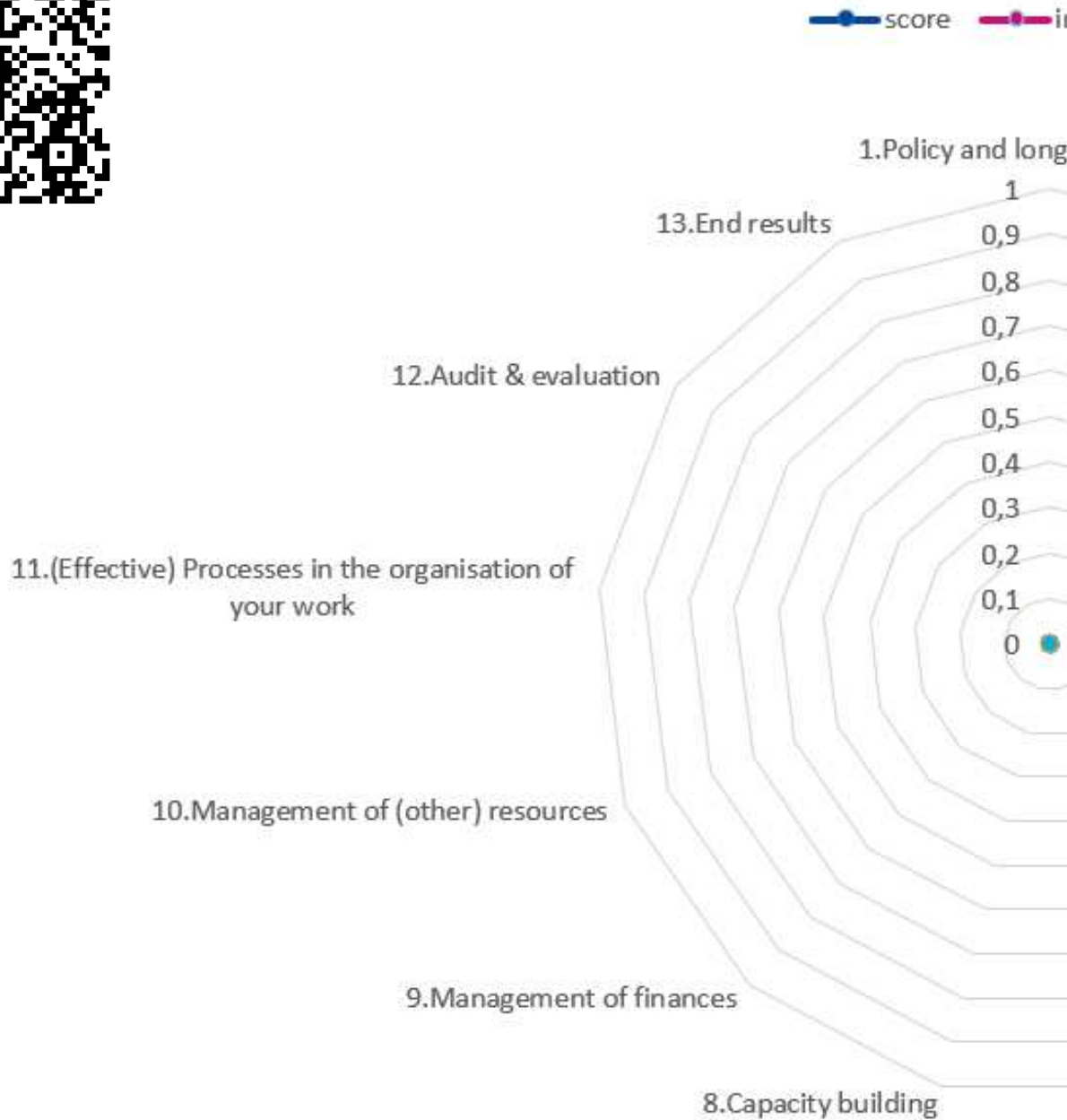
Final results

- To what extent are the objectives from the policy plan realized?
- To what extent are improvement actions realized?
- To what extent has the target group of the organization been reached?
- What are the concrete end results in terms of outputs, outcomes, results and impact?
- To what extent does the organisation count and communicate result indicators such as number of participants, number of activities, number of volunteer hours of work, number of volunteers involved, number of people reached,...
- To what extent does the organization measure effort indicators such as informing, sensitizing, raising awareness,... at thematic level?
- To what extent do comments and suggestions from the target group lead to a better services, activities and projects?
- To what extent do the volunteers feel appreciated and are they satisfied with the state of art of the organization, its actions, its projects, its impact?
- To what extent is the financial situation of the organization (more) healthy?
- To what extent can the organization compare itself with similar organizations?

E+/ESC results and impact

- To what extent can the organisation demonstrate change at the level of
 - becoming more interculturally savvy?
 - having a better sense of European belonging?
 - understanding better the EU programmes, its goals and intended impact?
 - having a real impact on its priorities of green, inclusion, diversity, digitalization, active participation?
- To what extent do you have a concrete impact on the EU's intention to engage, connect and empower young people?
- To what extent does your organisation have a real realization in the EU Youth goals?
- How many young people do you reach?
- How many concrete activities are you carrying out, working directly with the target group?
- How many volunteers are involved? How many local volunteers, how many international volunteers?
- How many intellectual outputs has the organisation realized? What's the scope? The quality? The impact?
- To what extent does the organisation carry out dissemination activities to spread the final results? To what extent does the organisation share the final results within and outside the organisation and the network of partners?

YOUR STRATEGY WHEEL



Interest  gap

term strategy

2. Good governance

3. Directors and staff

4. Client services

5. Added value to the society

6. Cooperation & partnerships

7. Volunteer management

FROM POLICY TO ACTION

ACTION PLANNING

For the 13 different domains, you can discuss different levels of quality:

- What are we doing now (not)?
- What is the basis that we should be doing?
- What would be better?
- What would be best.

Based on the evaluation, set an objective for the respective domain. Start with the 3 domains in which you have the biggest gap, so also the biggest opportunity to create more change and impact within your organisation.

For each objective, find possible actions to address the improvement issue
Bundle a number of actions or choose one action as an improvement project.



FROM POLICY TO ACTION

What do we
do now?

What would
be **good** /
the **best**?

What **can**
we do?

What do we
want to do?



Photo: Youth organisation Plusko, <https://plusko.net/en/>

HOW GENUINE IS YOUR PLAN ?

EVALUATE YOUR INTENTIONS & APPLICATION

After developing your NAOMMIE project plan for your E+ accreditation and/or ESC quality label, along with a strategic plan for your organisation, it's good to reflect how your goals are in line with the corporate identity of your organisation.

Here we provide you a kind of self-test to see how honest, how genuine your intentions are: we don't write just a plan to have it nice on the paper, but to have an impact in the whole organisation.

So... How serious are you about embedding some of the E+ /ESC priorities and bringing them into practise in the allover organisation?

Assessment of I&D in your application

We take "Inclusion and Diversity" as an example for checking how much you mean serious business with what you say you intent to do. You can replace I&D for each other priority like green practises to verify other priorities if you wish. You score the self-test and you can see if you can give your own plan some extra scoring for right intentions, and not just writing something on the paper for the sake of the reader.

Self-scoring



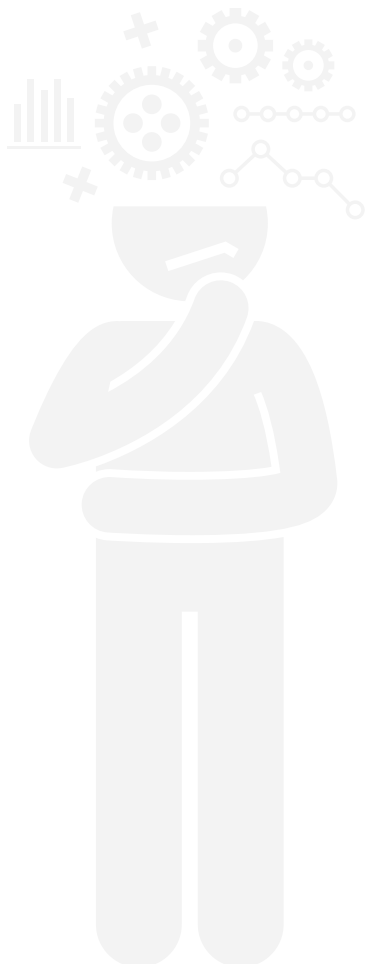
Scoring your own application form of the E+ Accreditation & QL application for Inclusion and Diversity, with following rating per indicator:

0	Not present at all, not mentioned in the application, no information about it.
1	Very little information, generic and general descriptions, not translated into the context of the organisation and the specific project. Paraphrasing buzz words from the Programme guide or European Inclusion strategy.
2	The intention is present, but the actions are not worked out in a S.M.A.R.T way. Concrete measures are basically worked out. Adequate quality.
3	Sufficient information with measures and actions that are tailored to the specific context, target group, local environment. There is concrete and specific details of how this element is organised in the project. SMART descriptions.
4	This is an example of good practice. Very high quality of the descriptions in the design, implementation and impact.

IS INCLUSION AND DIVERSITY PART OF THE CORPORATE IDENTITY OF THE ORGANISATION AND ITS PROJECT(S) ?

Take your own application form, and put yourself in the position of an external evaluator. How would you score your own application form and organisation on following questions? Fill in your own score in the blue square below each evaluation criterion.

Integrity / authenticity about inclusion



How **genuine** is the inclusive approach?

How **authentic** is the application about Inclusion & Diversity?

- How genuine is the application/applicant about inclusion?
- How authentic and reliable are the descriptions?

Vision of the organisation:

- Is the organisation making a special effort to include Young People with Fewer Opportunities (YPFO) as participants?
- Does the organisation have young people with fewer opportunities as target group, and is it connecting E+ / ESC pax with organisation's target groups facing obstacles?
- Does the organisation operate in environments or contexts that are facing challenges, for example in deprived or remote areas?
- Is the organisation/project lowering barriers for young people to participate in the E+ / ESC programme, and/or in the organisation's activities, and/or in the organisation's structures?
- Does the organisation make it easy for everyone to join the E+/ESC-project, the E+/ESC -programme and the organisation as such?
- Is the organisation as such open in all what they do and who they are as organisation, without even focussing especially or articulating it as inclusion?



Consistency

- Is what you can see and read from the applicant, application, and the project behind the (text of the) application consistent with the European Inclusion Strategy?
- How coherent are the objectives of the organisation and the project with the objectives of the programme and the European Inclusion Strategy?
- Does the organisation translates general aims and intentions about inclusion also into reality and the daily practise of the organisation and the project(s)?
- How consistent is the inclusive approach in the preparation, implementation and follow up of the project and the project activities?
- How consistent is the applicant and partners in different project elements, such as the requirements during the recruitment of participants, the profile of participants, the selection procedures, the requirements of tasks, the support,...



(Additional) Support

Which support is being provided, so that young people with fewer opportunities can participate?

- Which measures are specifically organised, so that the activity is open to all, and there are no barriers to active participation?
- Which additional measures are taken so that young people facing more obstacles than their peers, can take part in the activity and in the organisation (at all levels)?
- Which specific conditions are taken into consideration to ensure that (potential) barriers are removed or avoided, or measures that are taken to overcome these barriers?

Risk assessment/additional risk measures:

- Is the organisation aware about potential risks related to certain situations whilst working with young people with fewer opportunities?
- Has the organisation done a risk assessment?
- Does the organisation provides measures to avoid unacceptable risks?
- Does the organisation has a back-up plan in case something happens?



Growth / Innovation / Development

What's the growth path of the organisation in the field of inclusion & diversity?

- Which long term strategy does it have?
- How does it want to make it happen each day more and more, on the short and long term?
- What are new strategies, new approaches, new innovations that the organisation seeks for to make it happen?
- How much is the organisation up to date with new visions, new approaches, new insights?
- Does the organisation has a business plan (strategic plan) which include I&D goals that aspire great ambition? (growth plan)



Integration

How much is the inclusion vision also integrated

- in the overall organisation,
- its approach,
- in its management,
- in its activities,
- in its policies,
- in its financial management
- In its competence management of the organisation
 - E.g. Are competences available to work with PFO? Has the organisation a strategy to gain competencies in this field?
 - E.g. Has the organisation knowledge about the relevant sectors, policies,...
- in its staff and human capital,
 - E.g. Does it have HR policies that also support inclusion?
 - E.g. Does it have a staff composition that reflects an inclusive and divers HR recruitment?



Representative sample of the community

Has/gives the organisation and its project a representative picture of the society it acts and lives in?

- Does it serve the local community and does it reach a representative sample of the people of the local, regional, national and/or European society it lives in? ("all" the (young) people?)
- Are there specific actions to be taken to engage a specific group in the community, so that they can have equal chances to participate in the programmes? Which groups of the community are underrepresented in the participation in the programme?

(There are organisations that work directly with (young) people with fewer opportunities, there are organisations that employ an open approach to including all, there are organisations that focus on inclusion issues - all are relevant and acceptable.)



Needs based

Does the organisation and the project take as a starting point the needs of people with fewer opportunities?

- Is the project based on concrete needs of young people with fewer opportunities and all young people in the local society?
- How are these being addressed in a concrete way? How are generic approaches and general strategies translated to the local situation? Which concrete information is given?
- Which specific approaches tailored to "this" project, "these" youngsters, "this" activity are described in a SMART way? (Specific, Measurable, Achievable, Realistic, Timed)

Are there a clear engagement and concrete actions described for the active involvement and engagement of young people with fewer opportunities?

- Are young people involved in all stages and phases, in the partnership approach? Do the young people have a say in the decision making processes?
- Are young people only "taking part" or do they also have a say in the steering processes of the project, the activities, in the organisation and its structures?



Inclusion as a priority

How serious is the organisation about inclusion & diversity?

- Does it reach further than the level of “intentions and good will”?
- Is it buzz wording about inclusion, or has it set clear feasible goals about it?
- How firm is the organisation about inclusion? Is the project (only) based on good will and voluntarily thoughts without reaching the level of implementing concrete actions, or does the organisation mean business (are they serious & firm) when talking about inclusion?
- Has the organisation past experiences with inclusion? Which lessons were taken on board? Are these integrated in the current working?
- How is inclusion being evaluated and improved throughout different projects?

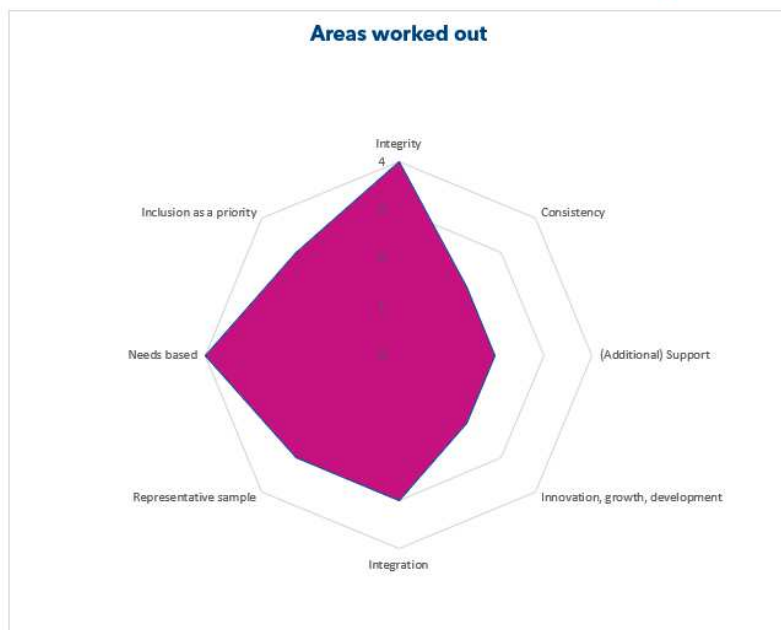


Sample of a self-evaluation

	score
Integrity	4
Consistency	2
(Additional) Support	2
Innovation, growth, development	2
Integration	3
Representative sample	3
Needs based	4
Inclusion as a priority	3



Do you deserve extra points for inclusion? 72%



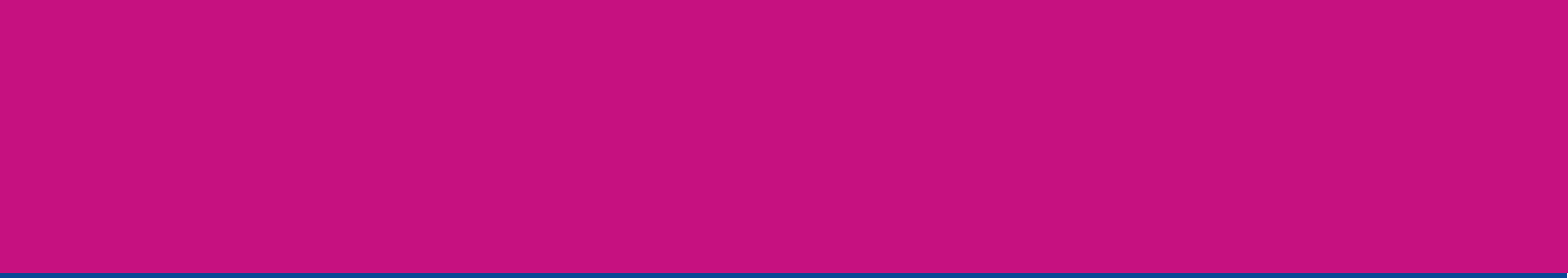






Photo: Lea Jevtić, <https://humanrightstheatre.wordpress.com>

GOOD THINGS
TAKE TIME



eupa