



European Union
European Regional
Development Fund



Transfer Guide

Social Participative Model
using Volunteerism



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Introduction

The network “**Volunteering Cities**” has decided to develop this Transfer Guide with the objective of giving support to other cities that need/wish to re-visit their Social Policy Governance Model in order to set-up:

- Co-creation policy making and
- Action Plans design processes

by incorporating the Volunteers directly and more intensively in these processes.

The advantages of this participative Model is to increase the distributed responsibility, important to overcome the continuously shortcomings in social budgets as well as to bring the solutions closer to the problems.

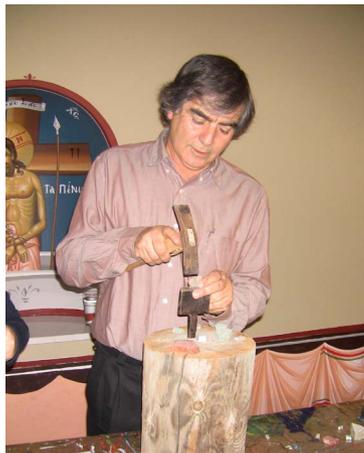
This Guide was a collective work of Lead Partner, Lead Expert and all city Partners and respective ULGs which work was high committed.

Lead Partner

Lead Expert







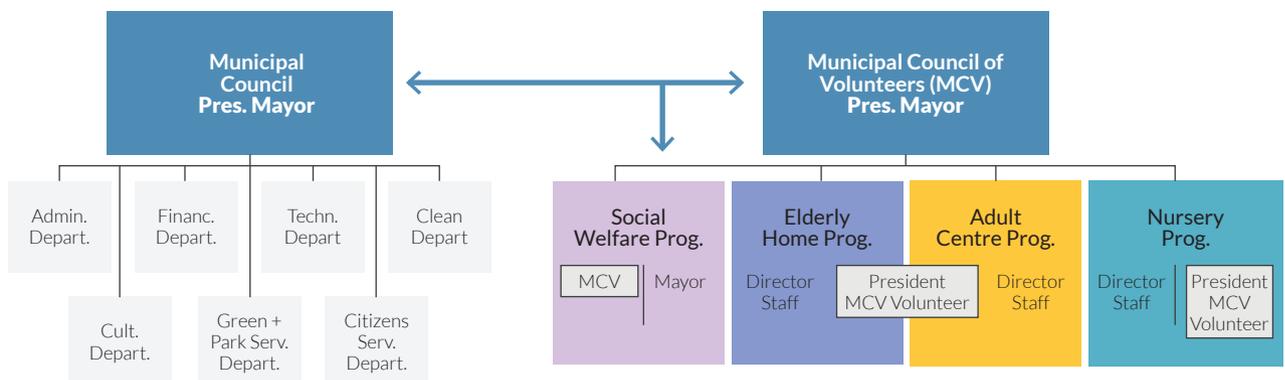
1 | Athienou Good Practice

The Good Practice (GP) of the city of Athienou makes use of Volunteerism to approach social exclusion and poverty at the community level. Focus is given to an **inter-generational collaboration** where different age groups of both volunteers and individuals facing social problems work towards a sustainable evolution of the quality of life within local society. The network aims at structuring the volunteering activity giving validity to a bottom up approach, where volunteers can decide and implement actions.

The **governance model** used in this GP of the MCV follows a bottom up approach achieving the goals of Horizontal and Vertical Integration. In particular, it brings institutional cohesion between different levels of local/national government and the citizens. The practise of volunteerism is integrated in the local and state institutions, in a bottom up fashion, that is expected to provide the necessary validity for the actions of the volunteers.

This resulting Social cohesion leads to opportunities for sustainability and ultimately it creates a highly functioning society strengthened by the Corporate Citizenship. Involved and supported individuals devote everyday resources in their personal development as citizens and as professionals.

One of the key success factors is based on the direct interaction between the Municipal Volunteering Council and the structure of the Social Policy Department in the Municipality and the common leadership of the Mayor in both structures, as illustrated below.



 Kildare County Council
IRELAND

 Altea
GERMANY

 Radlin
POLAND

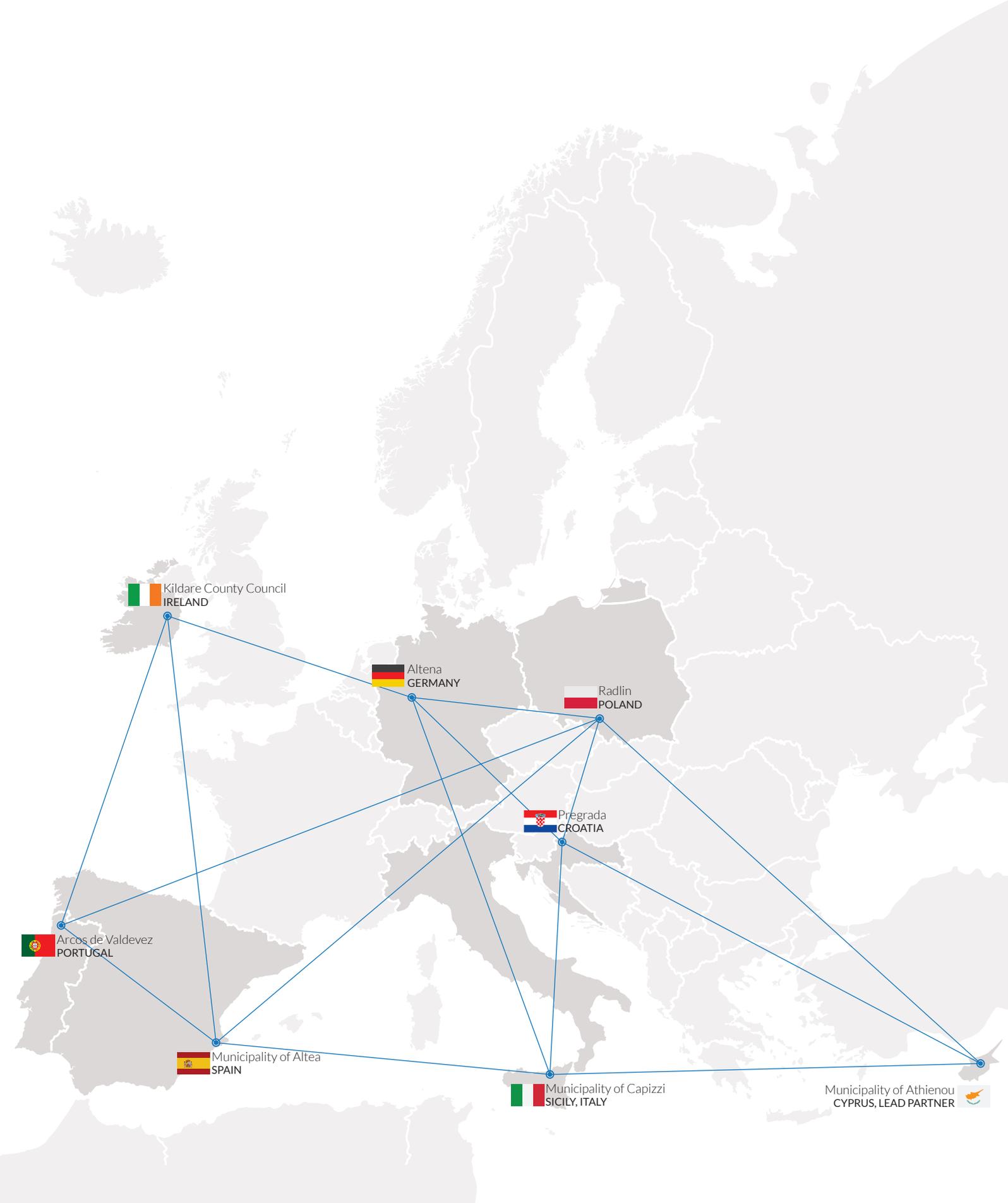
 Pregrada
CROATIA

 Arcos de Valdevez
PORTUGAL

 Municipality of Altea
SPAIN

 Municipality of Capizzi
SICILY, ITALY

Municipality of Athienou
CYPRUS, LEAD PARTNER 



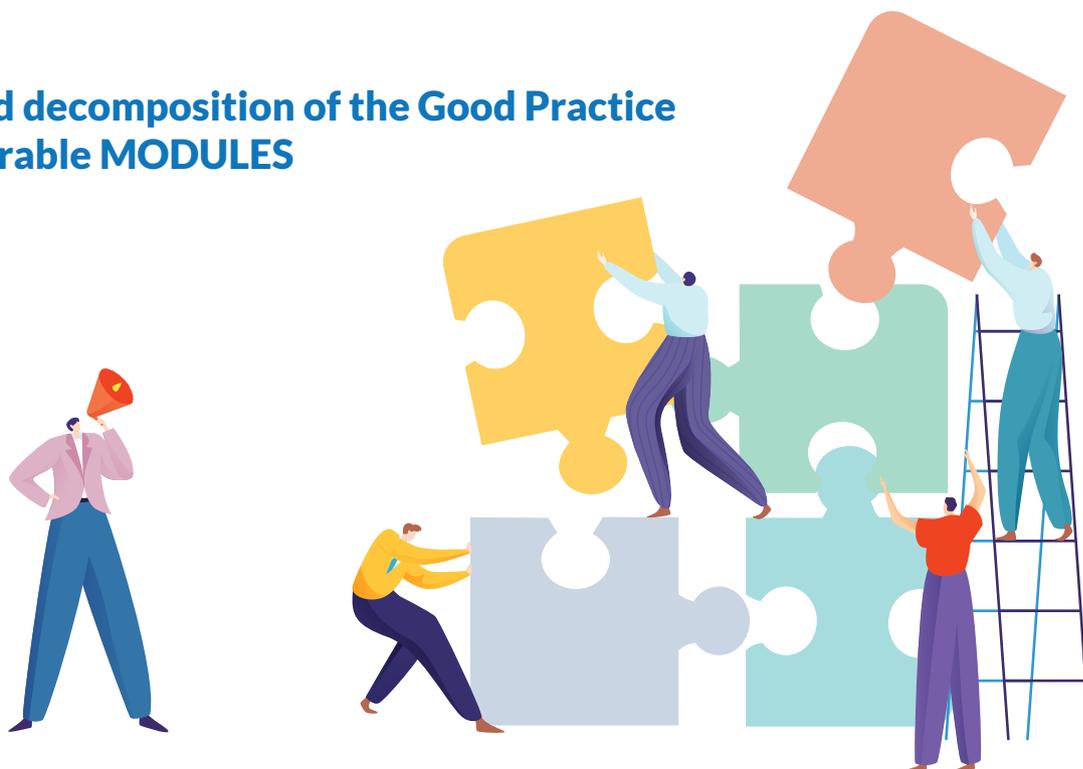
2 | The Transfer Network

The transfer network «Volunteering Cities» includes eight small or middle-sized cities (Fig. 5) covering a wide diversity of realities, geographical locations, dimension of the countries, degrees of development and of levels of education and employment. However, there is a common line to these cities: all need to promote more volunteerism activities, especially of young people, to face poverty and social exclusion of people in need.

This is the reason why all of them are interested in transferring elements of the Good Practice (GP) of Athienou to their own realities. And, on the other side Athienou needs to improve the own GP using the exchange and learning process to be implemented through the current project.

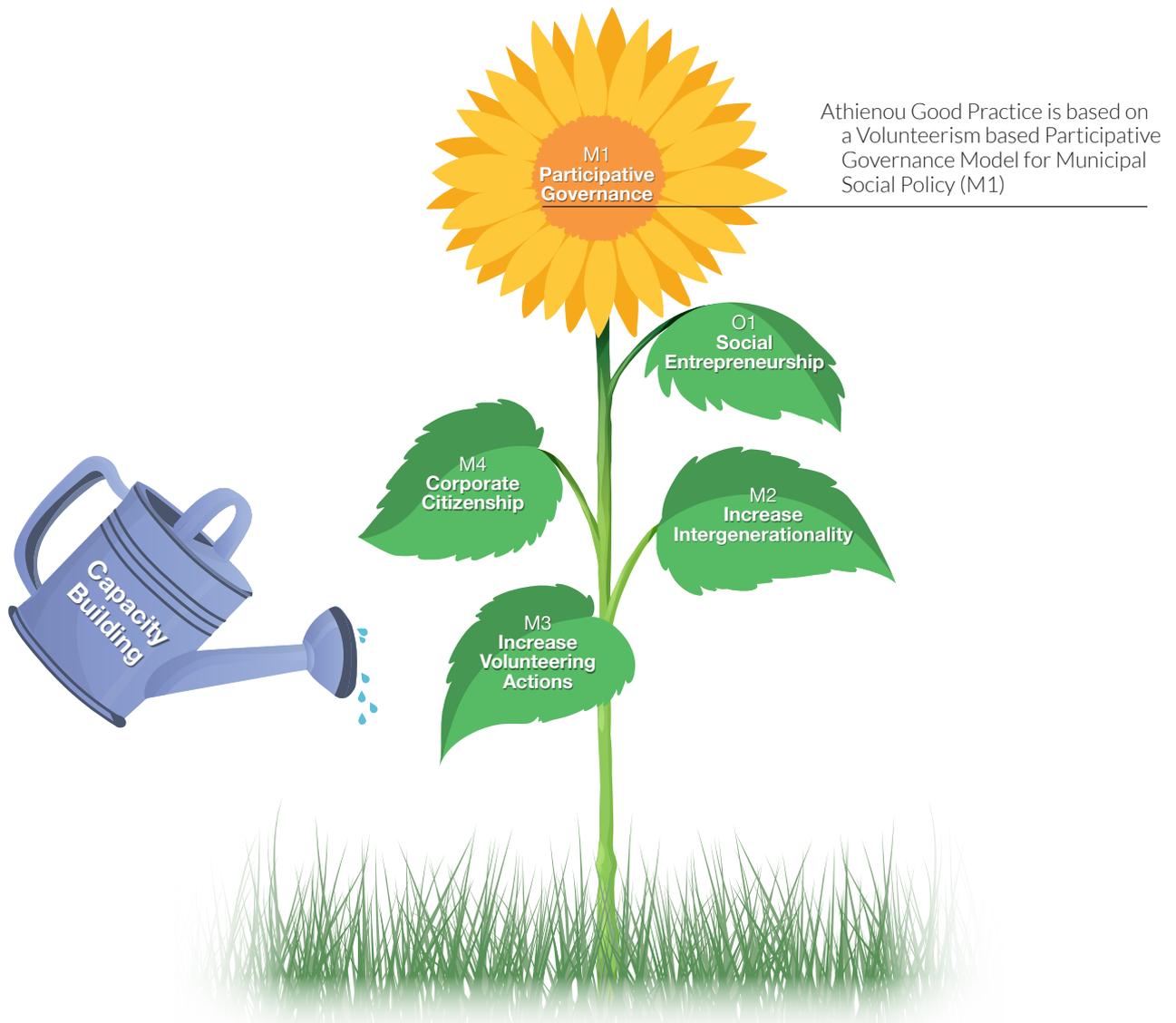


3 | Analysis and decomposition of the Good Practice into transferable MODULES



Thematic Modules	Name/Transfer Element	Objectives
 M1	Participative Governance	Achieve coordination of volunteering actions and increase participative mechanisms
 M2	Increase Intergenerationality	Increase the activities with young and elderly people
 M3	Mobilize Young volunteers	Attract young people to volunteerism and increase their community participation
 M4	Corporate Citizenship	Increase involvement of companies in volunteering through citizenship
 O1	Social Entrepreneurship	Tackle unemployment

MODULE 1 is the final Goal: to change the Municipal Social Policy Model of Governance. Modules 2,3,4 and O2 are the necessary intermediary objectives to reach the final Goal as illustrated in the Sun Flower diagram.



4 | Used Methodological Approach

UNDERSTAND



1

To analyse
the Model
to transfer

2

To select your
stakeholders
& partners

3

To decompose it
into Modules

ADAPT

RE-USE



4

5

TRANSFER

To evaluate which Module & how to transfer to your city

To Plan the Transfer (targets, partners & Process)

5 | Volunteering Cities Transfer Key Success Factors



MODULE 1 MODEL OF PARTICIPATIVE GOVERNANCE

Common Mobilisation Key Success Factors

- To have the best knowledge about the needs of the partners and to design activities to meet their needs.
- To create stand-up groups with young people
- The perception of a prestigious image of the MCV in the society supports the mobilisation and helps to face turn-over of members that are normal in these partnership structures.
- To analyse and involve the necessary stakeholders since the understanding of the Good Practice phase to get ownership and commitment (Urban Local Group) ULG.
- Mobilisation of volunteers must leave very clear that “volunteer work must not be an engagement for life”. People must feel that they are volunteers the time they want and in relation to which activities they wish to support. Flexibility must be highlighted.

Athienou Youth Council, Pregrada Children Council and Youth Council and Capizzi Mini-Council

Athienou

Arcos de Valdevez promotes volunteering as a tool for the NGO's to overcome the respective staff needs through rotation of services



Common Sustainability Key Success Factors

- One factor improving success is the introduction of a public/private funding scheme that increases the commitment and ownership of the stakeholders and reduces dependence of public funding.
- To ensure the strong link between the Municipality and the structure is important that this structure is involved in the identification of social needs and management of volunteerism activities. Real activities recognised as important in the community are recognised as a crucial factor success element.
- The sustainability of the structure is depending on the human and material resources that shall be based at some allocation of the Municipal budget (staff and material and core activities) and at funded projects (regional,national and european).

Rotary and Lions Clubs in Athy

Pregrada Municipality supports Red Cross project "Mobilization for citizens" provides support for those who are in need (old, sick, or living alone) in order to provide them transportation (to the doctor, to the store, to the bank), or delivery of goods, or moral help through conversation,for three years now

SUCCESS FACTORS BY TYPES OF CITIES

ADAPT

Cities that have already a participative structure in the social area but with a different purpose (Arcos + Altea)

- To create a structure and the legal conditions or regulations enabling the implementation of the new Volunteering structure (called MCV in the Good Practice).
- One factor improving success is the introduction of a participative budget that increases the commitment and ownership of the stakeholders.
- The MCV (or with another designation) shall be deeply connected with the Municipality to ensure sustainability and overall coordination of the participative process.

Type 1

This can be done through a contract-Altea, Athy-the transformation of the ULG into an Advisory Body of the City Council with the same leader in both structures as in Athienou.

Type 2

BUILD UPON

Cities that have no structure but have a culture of participation (Altea + Pregrada + Athy)

- Existing structures have to be involved from the UNDERSTANDING Phase to identify what needs to be “transformed” in order to enable the transfer of the new participative Model.
- Cities with a legal Framework look better for improving regulations that can achieve the same principles as the MCV since to look for changes in the legal Framework result too complicated and too time consuming what can lead to demobilisation.
- Cities that decide to keep the existing regulations need to assess the new tasks and responsibilities in order to analyse the staff, materials needed and stakeholders involvement according to the ULG development.
- The MCV structure must be the facilitator of the dynamic and the “brokerage” platform between the Municipality and all the stakeholders.
- The availability of Municipal spaces to the civil society organisations is an important factor to increase their participation and, in this way, to improve the trustful relationships between them and them and the Municipality.
- Creation of a City Children Council and a Youth Council -structures through which children and youth can make decisions about what they want in their community to change or be done, to present their ideas and actions to local government.

(Mar de Associacoes in Altea)



Type 3

CREATION

Cities with no culture of participation and no structure (Radlin + Capizzi)

- The creation of the new participative structure is the main objective of the transfer process in which all the activities are centered. (In Radlin is a Municipal Centre of Social Support while in Capizzi is a MCV with adapted status from the Good Practice).
- To create the legal conditions or regulations enabling the implementation of the new Volunteering structure (called MCV in the Good Practice)
- To analyse and involve the necessary stakeholders since the understanding of the Good Practice phase to the respective transfer implementation to ensure ownership.

Type 4

REINFORCING LOCAL DEMOCRACY

Cities with constraints/resistance to the establishment of participative structures (Radlin)

- Relationship management - creating a strongly democratic society (according to democratic relations in organizations),
- Organization/Governance model- decisions and processes;
- Work organization (teams, flat structures, flow information),
- Information tools
- Access to information,
- Management style - leadership and strengthening,
- Training and development,
- Culture and values - empowerment, responsibility personal, open access to information, focus on customers, commitment to continuous improvement, work team.



MODULE 2 INCREASE INTERGENERATIONALITY

Mobilisation Key Success Factors

- 1) Organisation of activities that are of interest and benefit both age groups (Intergenerationality) by the ULG members individually or in cooperation with other members or other organisations.
- 2) Mobilisation has to happen face-to face with good examples and motivating “illustration”.
- 3) Fundamental partners in these activities are schools and nursing homes in order to get a higher sustainability potential (early involvement of children and youngsters with elderly people is supportive for both groups since it induces mutual learning and respect).
- 4) Co-Creation of intergenerational programs/services for the community with the participation of the different age groups responding to participative identified social needs.
- 5) Organised activities must harness the skills of one group to meet the needs of the other promoting mutual learning and provision of Services.
- 6) It is very important to choose the right channels of dissemination to reach the people, on one side, and to give visibility to the activities promoted on the other side.

Athy has used the Pregrada example to mobilise the interest of the people and provide inspiration on cooperative activities

Capizzi used the intergenerational activities to revive the old local traditions by re-discovering old trades and crafts.

Athy, in collaboration with the students, promoted a “adoption” program in which each student adopts a grand parent to walk with.

Pregrada have started Physiotherapy sessions by students for elderly people

Altena uses intensively Internet and Social Media for this purpose because it is important especially for the younger people.

Sustainability Success Factors

- To establish, in a collaborative way, clear objectives in the beginning with clear goals and responsibilities for all involved.
- To create a step by step evaluation scheme in which also the intermediary results are highlighted because these partial successes work as a permanent motivation for those involved.
- To ensure financial and political support to organisations involved in the intergenerational activities.
- The activities generated shall be as much as possible in line with existing policies and measures to enhance the sustainability potential.
- Committed believers with community recognition (people that are already in contact with the groups and are appreciated by them) are fundamental stones in the process.
- To put in practice a good communication campaign that keeps all the community informed about what is being done, the successes, the needs...
- To create rewarding systems for people to feel recognised.



Intergenerational Participation Successful Activities (Evidence in Treasure box)

- Sharing problems and ideas between elderly people and the Municipal Mini-Council.
- Intergenerational cultural animation, exhibitions and performances, starting from the most isolated neighbourhoods.

YOUNG SERVING OLD

- Kindergarten children visits to elderly house (mutual games, concerts).
- Kindergarten children helping with packing and Christmas package delivery to those in need_ in collaboration with Red Cross.
- Kindergarten children purchasing and decorating Christmas tree for elderly who are living alone.
- Kindergarten children being part of eco-action “Collective tree planting” with teachers, Music high school students play and sing at the elderly house.
- Yard landscaping and storing firewood for the winter for elderly in surrounding villages (kindergarten children and teachers).
- High school students providing Physiotherapy for elderly, sweets for those in need, Intergenerational extensive dialogue about customs, are also activities that are provided all along.
- Organization of workshop in order to pass History and Culture through extensive dialogue.

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- ULG/MCV met with GMK -Good Morning Kildare (elderly care) to explore their needs and to see how could assistance be given to their work around

CAPIZZI

PREGRADA

ATHY

the county. 250 Blank cards with were printed and distributed out to schools to decorate as they wish for the recipient.

- ULG got hundreds of GMK flyers printed with the project logo and they were delivered free by the post man to every elderly person door. These flyers present services to the older person where they would request a phone call every day to say hello and to ensure everything was ok with them reaching out directly to the community in need and addressing the issue of isolation. The phone line is manned by young people.
- ULG got the Get Started Kit around mobile phone usage for the older person delivered to over 800 households around the area. This supported the older person during the Covid Crisis.
- ULG Members visited the elderly and lonely along with carrying out shopping and delivery of prescriptions to the elderly.

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- Newspaper article – elderly people often have a subscription of the local newspaper.
 - Collaboration with the churches (a lot of elderly people go to the church).
 - Cooperation with the elderly house.
 - Cooperation with the Kindergarten teacher about teaching the importance of volunteerism.

-
- Neighbour's day.
 - Visits to children for activities with elderly people with disabilities.
 - Actions with the participation of schools and kindergartens.
 - Schools should participate in the CSO.
 - Group of active people - lighthouse keepers.

ALTENA

RADLIN

- Social gardens.
- Additional points or marks at schools for volunteering actions.
- Revitalisation in degraded areas (Day Rooms 'Koliba').
- Community Center for Social Services Centre of the Social Services working with volunteers and addressing children and young people with learning difficulties.

-
- Cooking Workshops.
 - Gastronomy Meetings with different nationalities participants.
 - Creation of intergenerational Teams to re-think activities together in order to increase mutual trust.
 - Promote interaction of ERASMUS students with the elderly foreign population.
 - Working with parents to channel solidarity of young people to Volunteerism.

-
- Active knowledge of the volunteering work.
 - Senior Festival dynamised by the young people with activities for the elderly people.
 - Mobilisation of young trainers for the Senior Gymnastic and for the Olympiades.
 - Activities interesting for young people centered on: popular culture, technology events and on environmental actions.

ALTEA

**ARCOS DE
VALDEVEZ**





MODULE 3

INCREASE VOLUNTEERISM (especially young volunteers)

Mobilisation Key Success Factors

- The youth should be actively involved in the planning of the volunteering activities for so they can be formed by their needs and expectations. Most of the volunteers are elderly people and youngsters are normally not interested. Their involvement in the planning and decision making processes gives the Municipality better knowledge of their interests allowing the proposal of activities that can motivate them and supports the building-up of a trustful relationship.
- Work methods should be adjusted to expectations of the youth, and enough space to openly state opinions should be secured. It should be kept in mind that the youth is a very heterogenic group, so the facilitators should be able to deal with various wishes and expectations
- When working in rural areas it is fundamental to ensure the accessibility of activities by youth covering the costs of transportation.
- To give visibility to the results achieved it is a crucial factor to keep mobilisation.
- Open and structured Communication with young generations has to be done in “their own language”.
- To find youth interests driven small activities, focused and limited to raise their engagement.
- To create awards to make volunteering visible

Pregrada and Athienou Youth Council

Capizzi has created “Ambassadors of Volunteering” to best trained kids and youngsters, as well as to young entrepreneurs

In Altena, during Corona lock down there was a huge number of young that engaged for: mask sewing, shopping and library service or now for packing backpacks for women in need..

RISKS:

- To overcome the fear of the elderly people that feel vulnerable and tend to isolate themselves.

To begin a step by step approach to give time for trust relationships building

Sustainability Success Factors

- To engage with Schools that show a good pro-activity in supporting students and whose staff are already engaged in community actions.

Pandemie was a good example of capacity of schools to engage in volunteering actions

Start volunteering mobilisation at a very young age → kindergarten children should learn how important volunteering is → start with small actions.

- To involve parents in mobilisation activities is a factor of sustainability.

Altea is promoting this kind of mobilisation and parents are asking associations to engage their children

Spending unneeded toys for children in need /Christmas presents for the one in need / paint pictures for eastern for the elderly house / visit the elderly house /Christmas cards to distribute by elderly people

- To invest in capacity building and Institutionalise “Education to solidarity and volunteerism” - special training at 3 school levels: kindergarten, primary and intermediate secondary schools.

Capizzi is trying to do it



Sunday walk - Volunteering activity of all generations

Increasing Volunteering Success Activities (Evidence in Treasure box)

- Youth redecorating Sports centre.
Holiday cakes - students of the programme confectioners prepared the cakes for the fellow citizens who are the users of social services of hot meals of the Red Cross of Pregrada.
 - High school students and Kindergarten children: gathering toys, hygiene supplies, clothes and sweets for children without adequate parental care activity (cooperation with LAG Zagorje-Sutla).
 - Children City Council members playing games with kindergarten children
 - Kindergarten Children collecting plastic bottle caps to raise funds for Association of Leukemia and Lymphoma Patients.
 - Kindergarten children organizing “Cheerful market in the Kindergarten” gathering of clothes, shoes, food and hygiene supplies for those in need.
 - Kindergarten children every year, in spring and autumn, provide help for those in need by helping them storing firewood for winter or growing plants in spring (children, parents, workers, teachers).
-
- To promote activities in the Nature, outdoors, and Heritage protection that can attract and mobilise the volunteers.
 - Big campaign of Mobilisation of Volunteers online based on simple but effective messages.
 - The COVID-19 has raised a higher sensitivity and availability to help others within a wave of solidarity.

PREGRADA

**ARCOS DE
VALDEVEZ**





MODULE 4 CORPORATE CITIZENSHIP

Mobilisation Key Success Factors

- In volvement of business community shall be ensured since the beginning looking for a respected business personnality with a social vision of the society. This personality will mobilise the other businesses.This involvement brings also a different perspective on the local reality and supports mobilisation.
- To co-design with the stakeholders an Action Plan with a Road Map and choose the best ways to communicate with businesses in order to make clear the added value brought to them by the activities.
- To create and promote a visible and recognizable identity in the form of logo for SRC to show businesses that their resources (not only financial) will make a difference and that is visible and positive for the recognised reputation. Especially in difficult times like this one it is important for the businesses to feel that also them are getting help from the community
- To build a strong relationship through the development of common activities that encourages mutual working and learning

Pregrada, Athy, Capizzi have already business representatives in the "MCV"

In Athy the businesses showed high level of solidarity with the community and the Shop Local Campaign is promoting local businesses and appealing to "use" only local shops and products

Athy says that in the beginning they were ceptical about businesses engagement but now there is a clearer picture emerging on the synergies that are at play between the businesses and community. Covid has created some restrictions to the expansion of these interactions

Sustainability Success Factors

- Capacity Building can be an important factor since soft skills are getting increasing importance for companies and these can be acquired in practice though volunteering. On the other side, joint actions can also improve technical skills of the community.

- To create good and frequent communication channels through which information flows and keep everybody updated.
- To build a strong relationship through the development of common activities that encourages mutual working and learning.

Athy says that in the beginning they were sceptical about businesses engagement but now there is a clearer picture emerging on the synergies that are at play between the businesses and community. Covid has created some restrictions to the expansion of these interactions.

Businesses Participation Success Activities (Evidence in Treasure box)

- Companies' staff as volunteers in projects.
 - Companies donations for equipping kindergarten: air conditioners, TVs, visors and face masks for self- protection during pandemic, financial donations from members of City Council.
 - Entrepreneurs donations for building tennis courts in Pregrada.
 - entrepreneurs donations for baking sweets for those in need (ingredience)
 - Companies donations during the pandemic; face masks, disinfectant, visors transportation for those in need
 - Every year for holidays City of Pregrada together with Red Cross and local entrepreneurs organize packages and their delivery for those in need
-
- Businesses have supported the NGO's through the Covid 19 period in which they missed their public support and had more needs.
 - Creation of a hotline to support the most vulnerable groups in which the local commerce and other businesses have actively participated: medicine and food distribution to those confined.
 - Creation of a shopping voucher for people with salary losses. These vouchers had a value between 100 and 250 Euro to be used in primary goods.

PREGRADA

ARCOS





6 | Successful Transfer Methods And Tools

A short survey to the city partners has enabled to identify which Methods and Tools were more crucial for the success of the transfer.

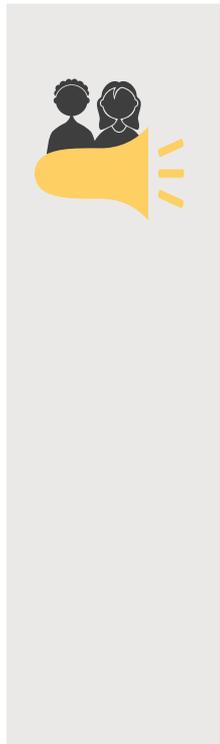
1) Please name the 3 more effective Tools used in the transfer process (Peer Review, Deep Dive, etc)

Deep Dive Visits	Transnational Meetings (TNM)	Transfer Plan	Peer Review	Transfer Diaries	ULG Meetings	Whole Transfer Methodology
7	6	1	6	1	4	1
-Active support of LE and LP were also key Factors. -Effective communication and regular meetings between the Partners and the LE -Collective problem solving through thinking out of the box to overcome obstacles. -The URBACT Campus in Spain was very useful						

2) Why were they effective?

- **PEER REVIEW:** Has allowed us, especially at the beginning, during the preparation of the "Transfer Plan / Action Plan" to evaluate the work, self-regulate by being able to share the work carried out out, as has happened during transnational meetings. In this sense, the organization of peer reviews to review the visits carried out. Also, after the meeting, the results and conclusions are presented in a simple benchmarking format, which helps the cooperative learning process between regions, in this case between project partners.

As a learning tool that helps to measure the quality of the performance of the actions carried out, it is highly recommended since it has allowed monitoring and above all knowing how to formulate the problems and relevant questions to facilitate the activity, especially with the ULG , since it has allowed the local working group to participate actively in the review sessions, exposing their concerns, problems, etc., it is a way of giving a new



approach to the problems that all municipalities, regardless of the size we have in common.

- **DEEP DIVE:** This tool, on the ground, in each of the transnational meetings has allowed us to ask ourselves questions, reflections, what works, what should be reviewed, in order to improve and perfect our transfer plan or local action plan, gives clarity and helps the municipality to improve. It has been thanks to this self-assessment that we have been aware that a large part of the data necessary for the analysis of our municipality already existed in the rest of the cities, but was not within our reach. It is here where you can deepen and analyze the issues raised during the meetings of the local work group (ULG), the goals and objectives and above all the vision and mission of our municipality together with the associations that make up the local work group materialize , especially if one takes into account the challenge of collaboration between the administration and the “Stakeholders” involved. However, this tool has made it possible to change the approach, thanks to the “Deep dive” we have learned to reflect on our way of working between stakeholders and decision-making processes, communication between associations, stakeholders and administration, and we have learned to share responsibilities.

Once the seminar was over, the level of motivation has increased. It has gone from the abstract to the concrete, that is, it is seen first-hand as the work of another municipality that was in a more advanced phase than ours presents not only the results but the way to reach those results, being very practical and useful when setting clear and concrete objectives. It is a very good practice to take into account, especially since the objective of helping to understand, reflect and test the methods that URBACT has developed to support the development of transfer networks is effectively achieved, these days gave us the key to why it is so important to work and plan in a comprehensive and participatory way.

OTHERS

- The Transfer Plan enables to write down what we want to achieve and make the timelines and work on it, when it change.



- All ULG members got the chance to be in TNM and also in meetings with LE (not just representatives of local government). That was crucial for their motivation and their so-called "ownership" over the objectives. During the TNM we get more new motivation and new ideas because of seeing how the other partner do it
- Deep Dive, Peer Review and ULG Meetings proved to be efficient and effective because they gave the insights, the inspiring ideas, the exciting experiences, a fair exchange and a constructive confrontation.
- to build strong relationship between ULG members was important to keep everybody up-to- date on what is going on, to be always available for each other, to keep communication open all the time, to listen to their expectations and to meet them as much as possible.

“

...the right space was found to be able to conceive, design and in some cases implement and put into practice new activities in the service of solidarity and volunteering. Just to mention a few examples that were born also unexpectedly from the use of these tools: Pro Loco was born to provide information and free support for the use of the cultural, environmental and tourist heritage of the city, thanks to a passionate comparison and peer review in the ULG ; ...the NOIS association, linked to the national civil protection and helping the city and needy people, was born thanks to the examples provided by the deep-dive carried out in Pregrada and the peer review carried out in Altona. ”

“

In my opinion, main benefit of URBACT programme, and our Carousel Hybrid Transfer Model is that it gives opportunity for involvement of different stakeholders. ”



**Capizzi
Statement**

**Pregrada
Statement**

“

...When we entered a state of emergency involved in the COVID-19 pandemic issue, we were able to respond more efficiently with the creation of a support line for people with special needs, the distribution of food, medicines and other essential goods.

The great impact that existed was with the involvement of people, institutions and companies and the commitment of the whole society to the common good.”

**Arcos de
Valdevez
Statement**

3) Evidences of ULG as key success factor by city partners

- The ULG and the municipality worker are a success factor, in Altena special topics work, and it enables giving example to the community towards engaging and giving together.
- ULG allows: Sharing new goods and services at urban scale; Having a think-tank for reflection, common actions, cooperation and solidarity; Conceiving new ideas and creating new projects for the community.
- Favouring partnerships among citizens' generations, civil society organisations, schools, local businesses, single resource-persons and the city.
- Since ULG is composed of the entities receiving the volunteers, they were motivated to cooperate with the Municipality and to share good examples of the work done, what allowed more attention of the population and to engage more volunteers.
- The “core” of the transfer journey is the ULG. The ULG and the common reflection and work allowed to achieve improvements regarding the quality of mutual communication and cooperation between different stakeholders, which are essential for the further social and social development of the City.
- We had to start thinking out of the box and planning/imagining BIG. When you understood that you have to speak and meet with other people, especially your citizens from different organizations. That is why we used

ULG meetings. It is inspiring and it builds relationships.

- The ULG recognises the benefit of having collaborative working as it has the ability to deliver much more than on an individual basis.
- ULG Meetings built links and were a forum for transferring the learning out to the town. The collective problem solving helped as if we as a group could not solve the problem a joint effort was sure to deliver results through network meetings. Transfer diaries were proof of the learning and what the project was delivering on.
- The ULG is key to success:
 - Allowed the analysis of the different local challenges and to find solutions to address them put in the local action plan.
 - Made it possible to disseminate the actions learned and good practices to the community in general as a platform to develop a new communication and cooperation format with associations and NGOs , based on open debates, exchange of experiences and joint initiatives, especially at this time where COVID-19 has forced the pilot experiences / actions to be implemented in an accelerated manner.
 - A strong local network has been established / created leading to sustained future cooperation.



4) Mention evidences of future sustainability

The Stellwerk is already there for a lot of years, as long as there is a worker in the municipality who keep the project “volunteering” there will be no problem of sustainability.

Altena



Pregrada

- City Council has appointed Members of Board for questions of social inclusion and solidarity (ULG) on their last session this year (Dec2020) formalising the MCV.
- Our communication, involvement and motivation got even stronger. We are aware that only together we can make difference, and offer our citizens support and care that they need.
- We have set out activities that are important for our citizens- their continuation is important, and we will work on them to make them even better and accessible to everyone in need.
- We have political and financial support to continue our work and from civil society organization to provide.



Altea



Altea has already achieved:

1. Volunteering Council in Altea
2. Webpage for Volunteering in Altea
3. Agreement between the City Council and Associations about using municipal buildings and spaces

Moreover, the ULG/Municipality was awarded a prize as the best Spanish Practice for the work done under this transfer network.

Municipal Volunteering Council in Capizzi as a smart attempt in the direction of local sustainable development

The main goal of the ULG has been so far to establish the Municipal Council of Volunteerism in Capizzi and foster a sort of public-private control room that coordinates and feeds social and voluntary activities and services in the city, made of local stakeholders of the “quintuple helix”. The ULG of Capizzi has already elaborated and approved the Statute and the Internal regulation of its new MCV.



Development of the NOIS as a choral striving for local sustainable development

The NOIS (Nucleo Operativo Interforze Sicilia) group, Sicily's joint operational unit, is a volunteer group that is part of the civil protection at national level. It is a group recently born in our small community and is made up of 16 members; 11 carry out various tasks while 5 are active coordinating members of the group. Some of them are members of the ULG of Capizzi. The NOIS

group was born on the initiative of the Mayor, taking a cue from the URBACT transfer model of the new Municipal Council of Volunteering in course of establishment, to deal with both the absence of civil protection in Capizzi, and the emergency of the declaration of the territory of Capizzi as a red zone, outbreak of contagion of the Covid-19 pandemic.

Introducing teaching of “Education to solidarity and volunteering” in kindergartens, primary and middle schools in Capizzi as a milestone for local sustainable development

The aim is the one to promote and spread a true culture of solidarity and volunteering starting from childhood and up to adolescence, through concrete actions of collaboration with representatives of organised civil society, in particular voluntary associations, in order to promote human growth and the training of our pupils towards a more responsive, resilient and supportive model of society.

Radlin



Development of the Social Services Center to support sustainable development

The Social Services Center in Radlin, located and operating in such an area in the city, works with young people, teaching them to volunteer, work with others and for others. And through intergenerational cooperation - including with seniors - guarantees the transfer of cultural models, respect for others and care for the future.

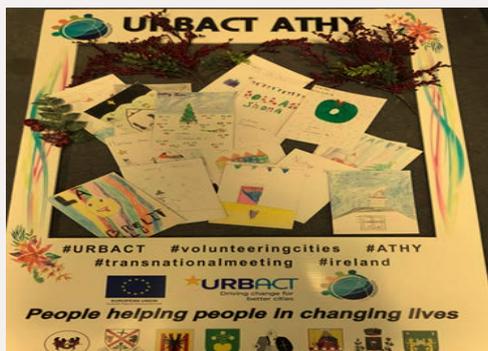
Volunteer Council in Radlin

Volunteer council in Radlin will consist in supporting those areas of social activity which, without this support, could prove to be at risk of disappearance - ordinary neighborhood help, responding to crisis situations in the city or support for seniors - a particularly important group in an aging society.

Support for local entrepreneurship

"IWspieram Lokalnych" (promotion of local enterprises operating in the city) or the establishment of a Business Council in the future, they may turn out to be of key importance for ensuring continuity of the local labor market for future generations.

Athy



Athy ULG before the end of the project will sign up to another 2 year project delivery. Due to the pandemic we did not reach on all action in transfer plan as other things became priority. The working relationship between the ULG is very good. Each member is interested in continued working to effect change for Athy. The Volunteer Centre are committed to deliver in Athy as members of Athy ULG participated in their new 5 year strategy which will be coming out soon. The

intergenerational piece is a body of work that will keep the ULG Busy for the next two years and it will build sustainability as it imbeds in society.

Key factors of success. Good working relationship. Listening to the community on the ground. Passionate about being there for those in need. Collective problem solving. Ability to source funding to help deliver actions.

ARCOS DE VALDEVEZ



- Involvement of entities in supporting the most disadvantaged population, especially in times of the COVID-19 pandemic. Some institutions prepared meals and others provided human resources or vehicles to distribute food, medicines and clothes of entities,
- The volunteer scholarship created on the International Volunteer Day of 2019 had the largest increase in enrollment in these last months. These volunteers were a great support of the support line created by the municipal council. At the moment, the scholarship has more than 50 applicants.
- Involvement of more young people because schools and universities were closed or in online classes, young people returned to Arcos de Valdevez and had more time available. Also as they were among the most resistant groups, they felt the need and obligation to get involved in supporting people who were in social isolation.
- Engage local companies that have been helped and supported by the various municipal support programs for the economy and entrepreneurship find themselves in the "obligation" to repay that support and that aid to the most disadvantaged or those who have been going through a worse time in this period of crisis .



7 | Good Practice Lessons Learned and Improvements in the Model

Module	Lessons Learned with Transfer
1	<p>Lessons learned from the structure of CLAS - Arcos De Valdevez</p> <p>Lessons learned from the operation of Stellwerk - Altena</p>
1	<p>Lessons learned from the communication requirements of the URBACT secretariat for Transfer Networks</p>
2	
2	<p>Volunteering activities fo involving schools: Pregrada</p>
2	<p>Lessons learned from the overall experience of the Transfer Process</p>
3	<p>Idea that was discussed in group dynamics session: Altena transnational meeting</p>
4	<p>Lessons learned from Ad-hoc Expert on social responsibility: Altena transnational meeting</p>

Improvement Introduced	Sustainability of Improved Model
Municipal Office of Active Citizenship and Volunteerism	<ol style="list-style-type: none"> 1. Integrate local government structure into volunteerism 2. Support from the Commissioner of Volunteerism 3. Organised based on a ULG bottom-up participatory approach 4. Part of the sustainability of the ULG
Update communication material and communication strategy	<ol style="list-style-type: none"> 1. Renew the communication material on a regular basis 2. Review the communication strategy on a regular basis
Develop new policies/programs: program for the engagement of people with disabilities	<ol style="list-style-type: none"> 1. Bottom-up participatory design of the program 2. Research on the interest within the community 3. Collaborate with government structures
Collaborate with schools	<ol style="list-style-type: none"> 1. Study the analytical programs of schools that operate in the community 2. Teachers to design volunteering activities in collaboration with ULG
Document intergenerational and other volunteering activities	<ol style="list-style-type: none"> 1. Issue a manual for volunteering activities 2. Distribute to schools, teachers, families, and the community
Volunteering Certification	<ol style="list-style-type: none"> 1. A need for students and young professionals to develop their CV 2. To support certified persons that want to continue volunteering activities
Branding of the Good Practice of Volunteerism	<ol style="list-style-type: none"> 1. Formal collaboration with companies/ entrepreneurs 2. Work with companies for their sustainable development through volunteerism

TIPS FROM THE GOOD PRACTICE CITY

- Proper communication between individuals.
 - Communication strategy.
 - Teamwork, participation, collaboration.
 - Onsite visits to and from Athienou as the Good Practice city.
 - Interaction between individuals for exchange of experiences.
 - In the case where onsite visits are not possible, digital tools/tours shall be used.
 - Personal motivation fostered by elected and appointed officials.
 - Creation and operation of small working groups to work on policies and actions.
 - Engage a dedicated person with organisational responsibilities.
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- 1 to 1 transfer of the practice. Use the principles of Understand-Adapt-Reuse.
 - Do not interfere with politics and do not use volunteering actions for promoting self-interest.
 - There should be no preference towards certain stakeholders/individuals.
 - Do not take decisions on a personal level.
 - Never stop to evolve and organise/act within the society.
 - Volunteering actions do not have an expiration date.

**BEST TOOLS
TO ACHIEVE
RESULTS**

DONT'S



