

The Forum of Examples of Good Practice, an accompanying event of the Ministerial Conference on Social Services

23 April 2009, Diplomat Hotel, Vienna conference room

Annotations

FORMIKA, o. s. – “Supported employment in Capital Prague and Central Bohemia regions” (social rehabilitation, field type service and ambulance type service)

Mgr. Petra Vitáková, the Executive Director of FORMIKA, o. s., Board Member of the Czech Union of Supported Employment

Supported employment started in the USA in 1970 as an alternative to the traditional services for the mentally ill, which were not effective to socially integrate them.

In the Czech Republic the first organisation of this service started in Prague in 1995 with the aid of finances from the US government agency for international development. The effectiveness of this service also proved useful for **other user groups** that lack the competences needed to find a job in an open labour market. These are persons with mental, physical or sensorial disabilities, people returning from prison or other detention institutions, ethnical minorities and drug addicts.

Supported employment focuses on reaching these **two objectives**:

- 1) Provide the target group with an opportunity to get and keep a suitable job in an open labour market,
- 2) Improve the level of their independence and improve the skills they need to get and keep a job, to improve their work habits and motivation for further professional development.

Within the service the user first makes it clear what types of job are suitable for him or her, depending on various aspects (activity, full-time or part-time, locality, environment, wage etc.). This is done through interviews with the person and people around them, visits to work places, short-term study stays in the jobs or cooperation with a psychologist. In the second phase the person gets a suitable job in a normal company. Then we provide help to the person right in the work place (work assistance) so the person is able to keep the job. During all the phases we carry out systematic training for the skills needed to get and keep a job, this is done in a support group (job club) and through individual training under the supervision of an employment consultant. During the process of supported employment we systematically monitor the development of new skills learned by every user. A specific job consultant is responsible for the

services provided to every user. This consultant cooperates with the family of the user, the providers of related services, doctors and job office staff and people from other institutions.

Since 2000 this service has **become available in other regions of the Czech Republic**, especially due to many projects financed by the EU and the Czech government. As of 31 December 2008 there were 39 providers of this service in the Czech Republic. They were in all regions except the Karlovy Vary, Hradec Králové and Pilsen regions.

The **quality has improved** along with growing capacities: since 2005 this service has been using a thorough methodology for providing the service, including the method of assessing the skills necessary to get and keep a job. The providers use specialised Support Employment software to keep records and to monitor the effectiveness. The service quality is assessed through inspections carried out by an independent institution.

The service providers are part of an umbrella organisation, the Czech Union for Supported Employment, which is a member of the European Union for Supported Employment. The union provides the service staff with elementary as well as advanced training and organises thematic conferences. It is an organiser of the 9th conference of the European Union for Supported Employment in 2009.

In spite of the high quality services and setting an example for other types of social services, supported employment was not included in the present typology of social services, so its providers must register in some of the unsuitable categories, which often lack a precise definition, so the specific service is registered under the fuzzy name of "social rehabilitation".

NGO FORMIKA, o. s. provides "Supported Employment in the Capital Prague and the Central Bohemia regions" (social rehabilitation). Seven permanent employees carry out the programme. Over the last 5 years the service has been used by more than 250 people, mostly with physical disabilities, out of this 90 people received the services under a written contract. In almost all cases the level of the needed skills improved. More than 30 users of the service (1/3 of the users under a contract) obtained a stable job in a normal company, with an adequate wage. The NGO FORMIKA, o. s. holds a "first class quality" certificate provided by the independent institution "Quality Award" and from its very start has been providing methodical and supervisory help to new providers of supported employment, organised study stays and took part in lecturing at the education events organised by the Czech Union for Supported Education.

European Platform for Rehabilitation (EPR)

Jan Spooren, General Secretary of European Platform for Rehabilitation

The European Platform for Rehabilitation (EPR) is an NGO network of leading European providers of rehabilitation services to people with disabilities and other groups experiencing disadvantage. These services include vocational training and reintegration in the open labour market, as well as medical rehabilitation and health and social care. All EPR members are committed to the values of equality, equal opportunities and human rights for their clients. Under the motto "*learning, developing and producing together*", the EPR membership has continued to grow and today numbers 28 organisations from 17 European countries.

EPR's members are leading organisations in their country, referring to the high quality of the service provision, the capacity in terms of expertise and experience, and regarding the influence they have on the sector in their own country. All EPR members strive to achieve full inclusion of people with disabilities to the best of their abilities and other socially disadvantaged groups through access to efficient and outcome-driven personal services.

The primary objective of EPR is to serve the interests of the members, helping them to be successful, competitive and sustainable social service providers. Impacting on the social services sector at large is an important secondary objective, with the specification that EPR only wants to focus on policy issues that are directly related to every day activities and experiences of the members, and in which we have expertise and good practices. The missions of EPR members are focused on promoting the rights of people with disabilities and their quality of life. The role and external recognition of EPR as a key actor at the European level is essential in order to impact on policy-making, but also allows the EPR to provide better services to its members.

EPR is most renowned for its activities in the field of European quality systems for social services (EQUASS). Besides, the EPR has actively engaged over the years in employment for people with disabilities, user-involvement in all its aspects, and modelling of disability policies at national level. Through its European Rehabilitation Academy, the EPR provides professional development opportunities that enhance the capacity of individual workers, service providers and the entire rehabilitation sector. The Academy provides a systematic approach to human resources development within the rehabilitation sector. It offers a comprehensive range of customised development programmes, which are designed to ensure professional excellence at all levels within service providing organisations.

EQUASS

The European Quality in Social Services (EQUASS) is an initiative of the European Platform for Rehabilitation (EPR). EQUASS provides a range of comprehensive services in the area of approval and certification of quality, all of which comply with the European requirements for quality in the provision of Social Services. The certification programmes are complementary to existing quality certification programmes at the national level and are overseen by an independent International Awarding Committee that includes representatives from key European stakeholders.

The mission of EQUASS is to enhance the social services sector by engaging service providers in quality and continuous improvement, and by guaranteeing service-users quality of services throughout Europe.

A European quality system for social services has to respond to legal, socio-economic and cultural differences in the different EU Member States. Therefore EQUASS certification is based on universal principles, key values, rather than on a prescriptive set of standards. This value-based approach ensures compatibility and complementarity of the EQUASS certification scheme with existing national quality systems. Through national systems these values can be translated into national criteria and indicators, and adapted to the national context.

The EQUASS certification programmes fully comply with the European requirements for quality in the social sector expressed in the principles for quality in service provision defined by the High Level group on Disability and the core criteria of the Common Quality Assurance Framework (CQAF) of the Vocational Education and Training (VET) Sector.

Both EQUASS Excellence and EQUASS Assurance were extensively tested on various sites throughout Europe, and evaluated by independent scientific organisations. Systems, procedures and materials have been validated and continuously improved. Up to now, 42 auditors from 12 European countries have been trained. Over the last five years, 22 organisations in 8 European countries have been awarded with the EQUASS Excellence. Moreover, some countries have used the Principles for Quality as a framework and source of inspiration to introduce national quality standards for social services.

Dědina - Residential rehabilitation and re-qualification centre for the blind

Marie Schifferová, director, in her presentation informs about the centre, its history, founder and capacity, services provided in the centre (Social rehabilitation, Social therapy workshops etc.), Trade licences, Social rehabilitation programmes, Re-qualification programmes). Social rehabilitation includes spatial orientation, self-service operations, braille writing, keyboard training, compensating senses training, physical condition, communication with family etc.

Presentation focuses on work rehabilitation (perfecting the skills learned in the social rehabilitation course, work in ergo-therapy workshops, learning to operate electronic compensation aids, tests of residual work potential, estimating the most suitable work specialisation), re-qualification (weak eyesight or blind masseur, weaver production, ceramics, basket making, telephone operator in a call centre, operation of a personal computer with special modification for people with weak eyesight in intellectual professions), search for vacant jobs (counselling, cooperation with the employers, modifying the work space).

Presentation concludes with explanation of reasons why the centre is an example of good practice, emphasizing importance of the centre for the community of people with weak eyesight and issues of financing and sustainability.

Ateliér Alf: Supported education is the way to integration

Dušan Dvořák, director

Currently, there are very few opportunities in the Czech Republic for education of unemployed persons at risk of social exclusion, which would contribute to their occupational and social integration. Regular requalification agencies are commercial organizations primarily focusing on profit: they have barriers not only in terms of buildings where they operated but also in terms of the teaching pace, lack of assistance, lack of individual approach and lack of tutoring and they fail to provide to the "students" psychosocial support and help. Although there are specialized programs available from social-oriented non-profit organizations, they are limited to particular target groups, with all risks of resulting "ghettoization" (e.g. for Romanies, paraplegics etc.). Still, the supported education of adults at risk of social exclusion in open educational programs has been successful and, particularly in Scandinavia, it has been a long-proven method of social and occupational integration. In the Czech Republic it has been an innovative type of social – socially activating service. In our lecture we will present an example of good practice: barrier-free school Atelier ALF in Prague - Žižkov.

Labour supply in care services

Robert Anderson, European Foundation for the Improvement of Living and Working Conditions (EUROFOUND)

Care work is increasingly debated on the EU agenda, as a key element of social protection. Care is provided on paid and unpaid bases, by formal providers and family carers – the future of care work will be determined by the extent to which formal services and family support can be developed to reinforce each other. Both care services and family care face difficult challenges and risks. Many countries have difficulties in retaining workers in care services and in recruiting new staff. The presentation concludes with some proposals for improving the image and attractiveness of care work.

Kaňka o.s. NGO for leisure and therapy activities,

Irena Heřmánková, director

Seven years of Kaňka o.s.

2002 – Kaňka o.s. founded

According to the professional and life experience of the founding members of the association, the basic life needs of disabled children and youth in Tábor and its environs were monitored. The families were especially isolated and there was an absolute lack of information about how to bring up a child born with a disability.

In the 1st phase Kaňka o.s. helped the panicking parents of small babies with a disability. They helped by providing music therapy, logo therapy and alternative communication. They tried to provide information about the rights to social welfare and related legislation. They contacted experts in institutions all over the Czech Republic and provided the contacts to the parents of disabled children or they invited the experts to Tábor.

The people from Kaňka created integrated leisure activities – for most of them this was the first contact between non-disabled and disabled children and also the first contact among the parents. This formed a collective of 40 children (of which nine were disabled) who regularly took part in the activities of Kaňka o.s.

We saw great interest among the families of disabled children as well as the non-disabled ones. The situation we were trying to solve started to come together and so we were able to form a clear image of how Kaňka o.w. should work in the future. We saw that we must emphasise early care for disabled babies and their families right after the birth, introducing therapy methods unavailable in Tábor, using an individual approach to every client, promoting integration and introducing it to all the activities of Kaňka o.s. and making sure there was intensive and close cooperation with the family. Kaňka o.s. started intensive work to make sure finances

were available for its operation and also started to cooperate with the Tábor Municipality to get additional space on the site where it worked.

STŘEP – Czech centre for family help

A family with children facing the institutions and the role of social activation services for families with children

Věra Bechyňová, director

Introduction of the organisation

STŘEP – Czech centre for family help has been in existence since 1997 to provide professional aid to socially disadvantaged families with children, to introduce and develop innovative services by starting centres, methodical coaching of other organisations and accredited education programmes. It promotes the ideas of help and support to socially disadvantaged families with children to implement them into law. It participates in preparing methodologies and introducing them into practice. It is a founder of the Centres for help to families and children in Prague, Kladno and Beroun that provide social activation services for families with children.

Social activation services for children and an example of good practice

The objective of the social activation services for families with children is to prevent a child from a family being removed and detained in a detention institute (ÚV), to support a meaningful contact of a child with the family throughout the detention, to enable it to return from the ÚV and to work on the sustainability of qualitative changes in a family.

The families using the activation services have a lot of features in common, which often repeat across the generations – the parents have a damaged or non-existent contact with their own family or their foster family, they were detained in ÚV during their childhood, they cannot handle their parental role, they cannot handle the parent-child relationship, they do not trust institutions including those that are there to help. Also due to their parental behaviour and unsatisfactory social situation their child is endangered and there is a real risk that the child will be or already has been detained in ÚV.

Nobody wants to be seen as a “bad parent”, so the parents tend to place a taboo on the hardships, which can lead to further social decay of the family. Yet it is necessary for the users of the activation services to cooperate in forming the goals of the service, a plan leading to this, and step by step they should move towards the goal, or they must know why they want to change the plan and go another way.

It is good practice when the providers of the social activation services can perceive the initial distrust of the users as a source for getting information about the level of distrust towards the service and towards the world as a whole. This can be used to map the trends of the family to place a taboo on the hardships of the family, to take it as a challenge to discover the

situations in the family life where the people can handle it. Their diverting attention from the important things can be taken as a sign that they need to be carefully explained the meaning of the important things. Trust is not a matter of course, so we cannot expect it automatically. Through the activation services parents can learn to trust the key service staff and themselves as well. They must realise that they are becoming "better parents" – only then can they communicate constructively – perhaps with the help of the activation service staff – with the institutions that are now in charge of the family, and they can solve the problems, which would otherwise lead to a domino effect of social decay.

The civil association Sluneční zahrada (Sun Garden)

Gabriela Zdražilová, parent - expert

The Sun Garden was established in 1998 from an informal parents' club and now it provides two registered services - daycare for children with special needs and social therapeutic workshop with complementary facultative services.

The association seeks to provide not only material and mental support to people with disabilities but also assistance to families, which take care of their disabled members and are often isolated as a result. **Our target group** is children and youngsters with disabilities, particularly those attending the integration daycare Zahrada in Žižkov, Prague and the sheltered workshop (Sv. Prokop U červeného javoru, Dolní Počernice), their siblings and their families.

The first implemented **projects**, such as Rehabilitation Aids and Hračkotéka (Toy-theke), have helped us to furnish the daycare premises and homes of our children with technical aids and multifunctional senses-developing toys; our integration camps and weekends for parents offer relaxation in nature and support integration of disabled children into society.

As part of our social and cultural activities we also started a project for teenagers "Velké prádlo" (Big Laundry), which led to establishment of a sheltered workshop in Dolní Počernice. The workshop has been in operation for 7 years as a daycare service, which offers the opportunity to be involved in work activities, vocational rehabilitation and ergo therapeutic activities. The workshop, however, also organizes free time events, such as dance parties and the successful film festival Mental Power, its clients practice for dance shows and act in movies.

As taking care of a disabled person at home is very demanding and the place where such people live is central to their development and independence, the association is now working on the project called Všude

dobře (There is No Place like Home) which is supposed to provide respite care and sheltered housing for people with combined disabilities. Come with your laundry to the workshop in Dolní Počernice or just relax in the garden of our daycare facility (Trnkova zahrada, IC Zahrada) to learn more about the services and activities of the civil association Sluneční zahrada.

Children's High Level Group - Transforming social care institutions in EU

From seclusion to inclusion

Jan Pfeiffer, expert (Georgette Mulheir, Petra Kačírková, Tereza Kloučková)

In our paper we will in general describe the situation in the field of care in large social care institutions across the EU. There are still millions of human beings of all ages in such institutions across the EU. We will demonstrate how in these cases social /or health/ care paradoxically actively contributes to exclusion of people from society or social life. We will demonstrate how such arrangement of care is harming in some cases healthy physical and mental development of clients, especially babies and children. We will bring arguments to show that such type of care is the mental heritage of the paternalistic culture – a model of paternalistic family of the 19th century, which is not relevant to the culture of individual human rights of the 21st century.

In our paper we will present a difference between approaches to improve /humanize/ conditions in long term care institutions and approach to transform them into new, more community based care. We will show what role /positive or negative/ money can play in this process /finances from structural funds or from other resources/. In our paper we will mention successful and unsuccessful model of the transformation of the mentioned type of care, we will generalize what are basic principles of successful process of transformation on the national and the local level. We also suggest what to do in order to achieve accessible and efficient social services supporting inclusion of clients into the normal community. We will also show what positive effect transformation of social care institutions can have in the process of finding a job, in the field of job opportunities and in the field of increasing of professional qualification. We will summarize how the process of transformation of care institutions can be supported on both national level and the EU level.

We will demonstrate our theses on different examples including the pilot project CHLG in which the Czech Republic is involved /Pilot project of humanization and transformation of social care homes, process of transforming care for children at risk/. In our paper we will concentrate

especially on children and adolescents as the most vulnerable group of institutionalized human beings.

ROSA: Interdisciplinary co-operation in cases of domestic violence

Zdeňka Prokopová, expert

ROSA has launched a project of interdisciplinary cooperation on a local level in Prague 4 already in 2006. A long term work with victims of domestic violence as well as experience from an international project Bridging Gaps (focused on interdisciplinary teams) were a motivation to launch the cooperation with other institutions. Within the framework of the interdisciplinary team in Prague 4, representatives of these institutions had regular meetings: Rosa's workers, representatives of the Police of the Czech Republic – Municipal headquarters Prague 4, Municipal office of Prague 4 – department of offences, Municipal office of Prague 4 – department of social-legal protection of children (OSPOD), Municipal office of Prague 12 - department of social-legal protection of children (OSPOD), Municipal office of Prague 4 – Municipal Police, Municipal police, Grammar School Mendíků Prague 4, Thomayer's hospital - Prague 4, a psychiatrist and a lawyer. During a two-year cooperation, many professionals were trained on domestic violence, among them 40 members of the Police of the Czech Republic, policemen, social workers from the department of social-legal protection of children of Prague 4, department of offences of the Municipal Office of Prague 4 and chosen nurses. The effective aid to victims of domestic violence has to include well timed identification of the case and cooperation of all key institutions, from the police and health care professionals to institutions of social-legal protection of children, counselling centres for victims, prosecutors, courts, etc. First contact is the most important for the effective help to victims of domestic violence. Uncommitted, individual interventions of individual institutions dealing with victims of domestic violence are not sufficiently effective and they do not provide a victim with maximum safety. During the project a manual was created for an effective interdisciplinary co-operation in cases of domestic violence From Good Intentions to Good Co-Operations.

Civic society ROSA – centre for battered and lonely women is non-profit and non-governmental organization, focused on direct and complex help to women – victims of domestic violence and their children , as well as on prevention of the phenomenon. ROSA has celebrated 15 years of providing aid to women in the year 2008. ROSA has registered 3 social services: Information and counselling centre for women – victims of domestic violence, Asylum shelter with secret address and phone crisis SOS line.

Vzájemné soužití o.s.

Lucie Mastná, head of social services unit

1. Introduction of the NGO "Vzájemné soužití" (Living Together) – history, objectives, organisation structure, Czech-Roma work teams
2. Introduction of Social-Legal Counselling – history of professional social counselling in the o.s. Vzájemné soužití, objectives, target group, work positions, location
3. Statistic indicators for 2008
4. Description of the most frequent problems – housing problems – brief description of the situation in Ostrava, an example of good practice – casuistic of a specific example – representation in court for eviction due to ailing neighbour relations fabricated by co-op members (latent discrimination from co-op members),
5. Description of the most frequent problems – over indebtedness and executions – brief description of the situation in the socially excluded localities in Ostrava, reasons of over indebtedness, samples of good practice – casuistic of a specific example – debt counselling, family economy case of Mr. K.
6. Description of the most frequent problems – unemployment – brief description of the situation in Ostrava, an example of good practice – provision of employment counselling, support during employment – statistic data about the users involved in this activity in 2008, measurability of the success, success rate of this activity – case of Mrs. M.
7. Comprehensive solution of user problems, example of good practice – permanence of housing – social housing with auxiliary social programme – description of activity, experiences, barriers.
8. Acknowledgments, question time, contacts.

Ledax o.p.s. – an active and dignified life for senior citizens in the Czech Republic

Marcela Vítová, expert

The problem of the ageing of the Czech Republic population deserves comprehensive solutions and a professional approach. Among the many measures to solve this problem, the setting of the social services system and diverse activities for the elderly also matter. Our text presents the good work of the company Ledax o.p.s., which has been studying deeply the problem of the elderly for many years. The mission of the company is to support an active and dignified life for the elderly in the Czech Republic by providing residential, ambulatory and field social services and counselling. When preparing its programme, the company also used foreign experience, especially from Austria, Germany and Switzerland. As a registered provider of social services the company is now carrying out a

project to develop field social services in the South Bohemia region. It is a large project focusing on providing field social services to senior citizens, as well as developing and improving them. The objective is to form a service model that provides the elderly with a combination of social, medical and facultative services while respecting the individual needs and personal needs of the individuals. The company also intensively deals with educational activities, organises conferences, seminars and provides accredited training to social workers and workers in social services. The company offers special education programmes to the elderly. Ledax o.p.s. is also a clinical office of the Medical Social Faculty of the South Bohemia University in České Budějovice and cooperates with a number of other partners and experts. The company participates in creating and carrying out the mid-term plan for developing social services in the South Bohemia region and community planning for social services of towns and municipalities. The company's team of experts strives to improve its services through other projects co-financed by European, national and regional assets. The objective of the company is to improve the quality of life of the elderly in the Czech Republic through a comprehensive and professional approach.

Community Work Centre in Ústí nad Labem and Centre Focus in Ústí nad Labem, a centre for the care of the long term mentally ill

Lenka Krbcová Mašínová, director

This is a presentation of the **community planning** method, which ensures the development of a social market and social services through collaboration between the users, the non-profit sector, providers, Job Offices and municipalities.

The presentation will introduce the methodology "**Ten steps of the community planning process**", which leads to the preparation of community plans in Ústí nad Labem and in the Czech Republic and to generating new job opportunities for disadvantaged clients on the labour market. As an example we will present the new work programmes for long-term mentally ill clients – i.e. the mid-way cafe "Bárka" (Boat) in Ústí nad Labem and the catering workshop in Ústí nad Labem, which have already been employing 25 long-term mentally ill clients for three years. These processes help to gradually transform the status of the mentally ill and disabled people on the labour market, so they are no longer just "those who manufacture bead strings", but who are now fully valuable personalities, who can handle a full value job.

EASPD: Stakeholder Approach – the next level of involvement

The role of providers

Luk Zelderloo, Secretary General of European Association of Service Providers for Persons with Disabilities

(Miriana Giraldi)

EASPD, the European Association of Service Providers for Persons with Disabilities, promotes the equalisation of opportunities for people with disabilities through effective and high quality service systems in Europe. EASPD represents over 8,000 service provider organisations across Europe and across disability.

Background

EASPD thinks that efficient policies in the health, social and educational sectors can be developed effectively only through effective co-operation among all relevant stakeholders. When discussing stakeholder cooperation the concepts used must be very clear. Stakeholder cooperation brings us beyond being listened to; it's about shared responsibilities and the recognition of different roles actors might have. In this brief introduction clarification with regard to the definitions and approaches used will be given. The society of today is complex and multidimensional. There are no actors able to implement health and social policies on their own. Only a constructive and extensive collaboration and the right balance between all different perspectives can bring sustainable solutions. All over Europe, social and health authorities are under pressure. In many countries, the government is abdicating from its role of health and social service provider. More and more authorities focus on regulating, financing and monitoring (the quality of) service provision while they outsource the services' delivery. They delegate the responsibility of the development and provision of services to third parties, including NGOs. Good governance principles (openness, participation, accountability, coherence and effectiveness) are at the heart of effective and efficient stakeholder cooperation. After a presentation of the theoretical framework of the stakeholder approach, EASPD will introduce one or two cases studies, describing examples of the stakeholder approach in practice. For example, the Stakeholder approach has been successfully used to carry out a Needs Assessment Analysis of people with disabilities in Bulgaria, so as to then build a sustainable and adequate network of service providers. It has also been successfully implemented in the Czech Republic: an Employment Stakeholder Forum was organized in the Parliament premises in Prague, to identify barriers and opportunities within the Czech legal framework to the employment of people with disabilities in the open labour market.

What is a stakeholder?

There are multiple definitions of stakeholders, and these can differ between and even within organizations. Whilst acknowledging this difficulty, the definition used in this paper is that adopted by the World Bank (WB). The World Bank (1996) defines two types of stakeholders: primary stakeholders who are directly affected (positively or negatively) by proposed interventions/policies and secondary stakeholders who are indirectly affected by proposed interventions/policies. Secondary stakeholders include those who have technical expertise and/or links to primary stakeholders, e.g. non-governmental organizations (NGOs), various intermediary or representative organizations and technical and professional bodies. They often represent public interests. In the social and health field stakeholders are:

- o Persons concerned and / or their representatives;
- o Social and health service providers;
- o Authorities at all levels;
- o Research bodies;

Defining stakeholder cooperation

The emergence of stakeholder involvement in policy-making, planning and management has arisen out of a new general model, which seeks a different role for the states, and European institutions, which is based on pluralistic structures, political legitimacy and consensus. Stakeholder involvement in policy-making, planning and management is expected to lead to more realistic and effective policies and plans, as well as improve their implementation. The reasons for this are that greater information and broader experiences make it easier to develop and implement realistic policies and plans, new initiatives can be embedded into existing legitimate local institutions, there is less opposition and greater political support, local capacities will be developed and political interference minimized.

Stakeholder involvement can be classified into three types: i) instructive, ii) consultative and iii) cooperative. Instructive involvement is where government and institutions makes the decisions but mechanisms exist for information exchange. Consultative involvement is where government and institutions is the decision-maker but stakeholders have a degree of influence over the process and outcomes. Cooperative involvement is where primary stakeholders act as partners with governments and institutions in the decision-making processes. A high degree of shared responsibility is needed amongst the different actors. For effective and efficient policy development a 'cooperative involvement' amongst actors is what we prefer. Critical aspects of stakeholder involvement in policy-making, that have hampered our action until now include: the institutional capacity of the NGO's, legitimacy of the organizations and process, costs

of our involvement, degree of competition between different organisations and different actors, and level(s) at which we are involved. Policy-making based on a stakeholder approach should lead to more effective social, health and human rights policies and plans, as well as their improved implementation.

Effective stakeholder involvement

One of the most critical aspects influencing effective stakeholder involvement is that the stakeholder organizations have the capacity and aspirations to match the task they wish to do! Key elements when discussing stakeholder cooperation

1. There are different types of actors: NGO's representing advocacy groups, NGO's representing service providers, cultural actors, education providers, research institutions, knowledge building centres, local and national authorities. Each actor has developed its own expertise and knowhow and that should be valued and used in the decision making process.
2. It is crucial to develop a holistic and integrated approach with regard to health, social, cultural and educational issues. Such an approach would lead to more effective and coherent policies to meet the needs and challenges of our societies.
3. Conflicts of interest and/or competitions between different actors and stakeholders imply a loss in focus and effectiveness and undermine a meaningful participation. Identification and recognition of the diversity in roles is crucial.
4. Authorities are the basis of participatory democracy. All parties should be involved in the decision making, but in the end decision taking is the responsibility of governments: they are democratically chosen, exposed to control and to sanctions.

Conclusions

1. A meaningful and correctly implemented stakeholder approach is a must: it offers a fundamental contribution to policy development in health, social, cultural and educational fields. A stakeholder approach implies a realistic needs assessment and innovative policy development that will better reflect the needs and aspirations of people, local communities, families etc.
2. It is a clear added value to involve stakeholders in all phases of policy making and to recognize their different roles and responsibilities.
3. For sustainable policy making a genuine partnership between all different actors is needed.
4. The effectiveness and forcefulness of stakeholders as participants in policy-making, planning or management processes depends on the ability of their organization to speak with one voice.

Finding a Way Back to Society – Social Rehabilitation for the Homeless

A project of the Regional Charity in Hradec Králové

Anna Maclová, director of the Regional Charity in Hradec Králové

Motto: ... we have to find a place for everyone, where they will be useful /Abbé Pierre

The regional charity in Hradec Králové is one of the important providers of social and health services in Hradec Králové city and the Hradec Králové region. At present it runs the Charity Nursing Care Service, Charity Care Service, Home for Single Mothers, "Sun" Early Baby Care Centre, Counselling Centre for People in Distress, Intervention Centre for People in Risk of Home Violence and a Circle of Volunteers. The organisation is a juristic person - a single purpose facility of the Roman-Catholic Church. It was established on 1 June 1992. Its activities correspond to the 2nd plan of the Hradec Králové City social services for 2007-2009 and the Social Service Development Plan of the Hradec Králové Region for 2007-2009. Its projects have the long-term support of the MPSV (the Ministry of Labour and Social Affairs), Hradec Králové regional authority, Hradec Králové city municipality and many others. The organisation has already realized five projects financed by European Union funds.

The homeless are quite a large target group for which the Regional Charity in Hradec Králové has been working since its establishment. We run two facilities – Home for Single Mothers (capacity 64 beds) and the House of Mother Theresa (capacity 68 beds). In both facilities we strive to provide comprehensive services to ensure that our help is as effective and successful as possible. We have developed a "step by step" programme – starting with the search for homeless people, then a low-threshold day care centre, a dormitory, an asylum house, and ending with social rehabilitation allowing the people to return to normal life.

Nowadays we are focusing on social rehabilitation and testing the options of businesses that can employ people from this target group. We try to encourage the users to acquire proper working habits and to develop their social skills, so that they can find their place on the labour market. We also try to find various activities for those whose chance on the labour market is minimal or almost zero. These are particularly the physically disabled, the mentally ill, people damaged by long-term homelessness, unemployment, imprisonment or various addictions. Often there is a combination of these disadvantages. Frequently it is impossible to handle these burdens (or others) without the help and support of other people. Not to speak of the personal motivation of these people, the feeling of being useful, finding a sense of one's own life.

In compliance with the quality standards we plan with individual users how they can achieve their personal objectives and we gradually guide them through the individual steps.

As part of social rehabilitation we offer several different work activities: selling *Nový Prostor* (New Space) magazine, producing and selling decorations – candles, glass saucers, teaching basic PC literacy, working in the social boutique, cleaning Piletický Brook, taking part in organising charity second-hand, moving, cleaning and many others. Now we are preparing to manufacture natural soaps. The field programme and social rehabilitation are possible thanks to the support of the European Union. In 2005 – 2006 we carried out the project “Preparation of the Homeless – Clients of the Asylum Houses in Hradec Králové – for Employment”, financed by the PHARE 2003 programme, in 2006 – 2007 the House of Mother Theresa project, co-financed by ESF EU (*European Social Fund of the European Union*) and the Czech government, we participated as partners in the project of the Diocese Charity in Hradec Kralove “Centre for an Active Approach of Disadvantaged Groups to Employment”.

Support for social integration of people with a health disabilities in the Deaconry of Silesia

Dagmar Siudová, expert

This text presents the activities of the Deaconry of Silesia, a non-governmental non-profit organisation for Christian social work that provides social and health services to clients in the Moravia-Silesia region, Olomouc region and Brno. The Deaconry of Silesia provides a wide range of services to various groups. Presentation focuses on the experiences with social integration of people with a health or social disadvantages. As an example of good practice we will mention the social rehabilitation service in the Ruth Centre in Český Těšín, with branch offices in Třinec and Frýdek-Místek. The centre offers services to those with disabilities (mental, physical or combined) and focuses on supporting the overall social integration of the users, both at the personal level (self-reliance, independence, social skills) and work level (supported employment method). The services are provided on a highly individual basis with emphasis on quality, thanks to the implementation of national standards of quality services. In relation to this service and to the needs of the users, in January 2009 we started an Empathy Café as social enterprise of the Deaconry of Silesia and which offers jobs to people with disabilities both in supported employment and open labour market.

Financing the asylum house in the Moravia-Silesia region – text by the Association of Asylum Houses in the Czech Republic, non-government non-profit organisation.

Jiří Drastík, chairman

The presentation informs about asylum houses financing for 2009-2011 in the Moravia-Silesia region within the "individual project". It describes the initial situation before the project, the key principles and the specifics of the setting of the individual project in the Moravia-Silesia region.

The presentation also touches upon the fears and feelings that the providers have about the new financing system. The presentation focuses also on the ways of finding a solution how to unify all asylum houses in the region under one umbrella organisation, the Association of Asylum Houses of the Czech Republic, as a professional organisation, and recognizes the benefits as well as risks of this solution.

The presentation addresses the present system of procedures and coordination of a public tender, including the administrative dimension.

Finally the presentation summarises the benefits and risks of the new financing systems from the providers' point of view in the Moravia-Silesia region, as well as the benefits and risks of the chosen solution.

NGO Ježek a čížek (Hedgehog & Siskin)

Jakub Balabán, director

The oldest project, a theatre company of the homeless "Ježek a čížek", has been operating since 2000, nevertheless it was officially registered in 2003. At the request of our clients, socially cultural projects were accompanied by two registered social services, i.e. social rehabilitation and social field work.

The target group is men and women aged 18 and over, who are either homeless or at risk of homeless. After the end of the economic recession we extended our target group to victims of human trafficking and people commercially abused, especially male foreigners working under slavish conditions. The objective of our social services is to support the independence of our clients by developing the skills necessary for an independent life.

A key social services project is the CESTA project (Centre of social and therapeutic activities), which runs the Job Club (a group of programmes to encourage people to get a job and improve their position in the labour market), organises art-therapy, drama-therapy and leisure activities, which are important for acknowledging one's own personality and improving the competences of users. The CESTA project also includes cooperation in preparing performances of the "Ježek a čížek" theatre and

a link to field social work that strives to involve also the homeless in the project.

Our services are complementary to residential and day centres, which provide material aid and accommodation to the target group. The focus of the organisation's activities is unique. We do not focus on providing for elementary living needs. From the very start, we focus on long-term individual work with the person to encourage creativity and personal development. From the theatre, training and education programmes to social enterprises. WE BRING PEOPLE BACK TO LIFE.

The Hope Integration Programme

Ilja Hradecký, director

The Hope integration programme, launched in 1990, is a complex programme of social integration of people in risk of social exclusion and those already socially excluded, especially the homeless. It is modular and the individual modules are linked to each other and create a continuum.

The zero degree is the first contact and first aid in acute distress. This is street work, correspondence and direct personal contact with people before their release from prison, a day centre, a General Practitioner's office or a low-threshold dormitory.

This is followed by first phase, which are short-term accommodation and at least an odd job with some income and work for the public. The second phase is mid-term accommodation and a job with an Employment Contract, a continued job for the public and help with searching for stable employment. The third degree is long-term accommodation for the old age homeless and invalid pensioners and supported accommodation for the ex-homeless.

This also includes accessory services: clothing, food aid from the food bank, counselling to a specific target group and in case of need also Christian spiritual aid depending on the denomination.

A modification for people in risk of becoming homeless, especially Roma people, is field programmes and socially activation services for families with children.

The objective of the integration programme is to prevent social exclusion of people in risk of becoming homeless and to socially integrate people who are already excluded on the edge of society.

Deaconry of the Czech Evangelical Church (ČCE) – centre BETLÉM

Petr Hejl, Dis., Director and Chairman of the Management Board of the Deaconry of ČCE – centre BETLÉM

Legal form of the centre BETLÉM

The Deaconry of ČCE – the centre BETLÉM (hereinafter the “BETLÉM centre”) was established on March 7, 1990 as facility of the seniorate of the Czech Brethren Church in Brno to provide social services to people with disabilities. Since 1.12.1991 BETLÉM has become one of the first centres of the ČCE Deaconry. There are now 34 of them in the Czech Republic. The ČCE Deaconry is an evangelical counterpart of the Czech Catholic Charity and it is the heir to the first Czech Republic’s Czech Deaconry. From the wider view, the BETLÉM centre is a non-governmental organisation (NGO, NNO) established to provide a public service.

The BETLÉM centre is a juristic person registered with the register of the Ministry of Culture of the Czech Republic. The statutory body of the centre is a management board consisting of the director and four vice directors. The board decides on all key issues of the centre and its economy and acts in its name.

The mission of the BETLÉM centre and its three Homes

The mission of the ČCE Deaconry - BETLÉM centre is to provide help and care to people in a difficult situation because of age or illness. One of the objectives of the centre is to create family-like units in all its work places. In these units common prayer has its place, as well as the Holy Scriptures and a belief in Jesus Christ as the Lord. However none of the users or staff of the BETLÉM centre is forced to become a Christian. We trust in the principles of tolerance and respect.

The care for people with disabilities focuses on the professionalism and quality of the provided service. We value good human relationships, brotherly love and the dedication of the staff above all. An important model and inspiration for the work of the centre is the international movement ARCHA for shared living of healthy and disabled people, founded by Jean Vanier.

BETLÉM carries out its mission in three small stations, i.e. integrated social service centres, in Betlém Home in Klobouky u Brna, Narnie Home in Morkůvky and in Arkénie Home in Brumovice. In these three Homes the BETLÉM centre provides five types of social services, registered since 2007 according to law No. 108/2006 Coll., on social services, for various target groups with severe disabilities.

Our joint vision is to provide all the users of the service in the BETLÉM centre care and support that will help them to lead a full and valuable life, as much as comparable to the life of other people as possible.