

Minutes - Project Steering Committee 7 **Thursday, June 2nd and Friday, June 3rd**

Eindhoven

Participants present on Thursday

- Sabrina Alfano (BEP)
- Carole Anne (Moussy-le-Neuf)
- Carmen Baumann (LTA)
- Claude Bertemes (Forum pour l'emploi)
- Victor Damulot (Association Action et Transition)
- Anne Dirkse (LTA)
- Liza Disselhorst (Phood Farm)
- Quentin Gianella (Palme)
- Jos Hakkennes (Phood Farm)
- Christian Hengen (LTA)
- Camille Marenne (BDO)
- Bernard Rigault (Moussy-le-Neuf)
- Corine Roland (BEP)

Participants present on Friday

- Sabrina Alfano (BEP)
- Carole Anne (Moussy-le-Neuf)
- Carmen Baumann (LTA)
- Claude Bertemes (Forum pour l'emploi)
- Victor Damulot (Association Action et Transition)
- Anne Dirkse (LTA)
- Liza Disselhorst (Phood Farm)
- Timothy Elfring (Phood Farm)
- Quentin Gianella (Palme)
- Jos Hakkennes (Phood Farm)
- Christian Hengen (LTA)
- Bernard Rigault (Moussy-le-Neuf)
- Corine Roland (BEP)

Excused

- Irma Botic (Joint Secretariat)
- Djamilla Boukercha (Association Action et transition)
- Joël Monti (Palme)
- Vincent O'Connell (Surrey County Council)
- Clément Poulain (BDO)

Agenda

1. WP Communication
 - a. C2.2 – Promotional videos
 - b. C3.1 – “Portrait” book
 - c. C4.2 – Final EU conference
 2. WP T3 Transnational tools
 - a. T3.2.2 – Toolkits
 3. WP T2 Co-implementation
 - a. T2.1.4 – Roadmap to organise transnational mobilities
 4. WP T3 Transnational tools
 - a. T3.3.1 – Benchmark of the existing networks
 - b. T3.3.2 – Legal status of the association and edition of an act
 - c. T3.3.3 – List of the 1st members
 5. WP LT Long Term
 - a. LT2.2 – Interactive tools to disseminate the guidance documents
 - b. LT3.2 – “Social EMAS” label
 - c. LT3.1 – Business model for Social Enterprise
 6. Various reminders on the risk matrix, the next report and the next deliverables
- The PowerPoints and the risk matrix regarding these 2 days of PSC#7 are also available and complete these minutes.

1. WP Communication

a. C2.2 - Promotional videos

Palme has produced and published on the different websites and social networks of the project 11 videos of young people that were filmed last year. For Phood Farm, they will be filmed on June 3rd here in Eindhoven. In Surrey, the team will be filming the NEETs (or the NEETs between themselves) and then they will send the videos to Palme. For Moussy-le-Neuf, the videos will be filmed in September during the roadshow. Quentin will come back to them during summer. The interviews in stock will be edited as soon as possible to be broadcasted soon.

b. C3.1 - Portrait book

We worked on the portrait book framework during the previous steering committee. The idea is to present the career paths of some of the young people trained during the Imagine project. The front cover is not yet finalised. The book is inspired by the promotional videos. There will be between 8 and 10 portraits. It will be distributed in French and in English. It remains to be seen whether it will be in Dutch. It will be available digitally but also in material to be distributed at the final conference. Six

portraits are finished so far. They still need to be translated. An introduction in the book is still missing. Maybe the lead partner should write it, it needs to be discussed again. The aim of the book is to show the result of the project. The result of the programme is to showcase the young people. It can also be used for other young people as proof of experience. Every partner can print copies of the portrait book and distribute it in their area. It would also be important to give a copy to the young people, at least to those who testified in this book.

c. C4.2 - Final conference

It will take place in Namur. It would perhaps be better to organise it in winter, around December or January. We have to build the programme quickly. We put forward the project and we try to spread it by putting forward all the people who participated in it. We have a preference for the end of January, but we need Vincent and Djamilla to agree too (see with Irma Botic too). The duration will depend on the content. We will have to build a programme and to know how many people would be present. The programme must be ready for September-October.

In terms of the programme, Palme would present the network, the results per pilot will have to be presented (qualitative and quantitative results). Palme wants to put more emphasis on young people and bring in some of them, to have a round table between the young people of the different pilots to make them stand out. For Luxembourg this seems complicated. Corine explains that we have already had conversations about this with some partners and that it is complicated to set this up. Vincent also mentioned in the past that his trainees cannot travel and they do not want to be seen. Liza wonders what the benefit would be for them. If there is a possibility to share or have a work opportunity abroad, then it could be interesting.

In terms of quality and quantity, we would present BDO's findings with our own inputs and bridge to social public policy. We have to invite the Joint Secretariat, public authorities, politicians... To increase the employment rate, we recommend this or that. Either we alternate "fun" moments and recommendations, or we do something else. Anne would like to invite producers who are interested in the project and its results, employment agencies, our own local partners. Jos thinks of the delegates of the Dutch farmers and horticulture. Victor said that the day should be divided into more formal and more convivial moments. Anne suggests looking at the list of people contacted that we put in our eMS reports as they might be interested. Jos asked if we could also have a final national conference as it is more important to make awareness at a national or regional level.

Bernard Rigault said that there were two objectives: a "European" meeting and a national or regional meeting, which were not compatible on the same day. A compromise must be found. During the launching event, there was a report on Duurzame Kost and on Moussy-le-Neuf. According to Anne, a digital broadcast should be planned. Perhaps we should think about a hybrid event.

Quentin will send an email to agree on a date and content. Everyone should take this into account and add their own ideas. We can talk about it again at the roadshow in Luxembourg. Anne will make sure we have time to talk about it again.

2. WP T3 Transnational tools

Evaluation report BDO

- a. Methodological approach
- Toolkits:

The objectives are to build a toolkit to understand and replicate the different social incubation models tested and to develop the methodology necessary to monitor and evaluate these projects through the construction of an indicator guide and the study of currently used indicators.

This phase has been completed when Camille and BDO had their interviews with every partners.

- Recommendation factsheets:

The objective is to evaluate the effectiveness of the co-production model, including the division into three incubation models, the transferability of the approach and its impact on NEETs integration into the labor market.

Phase 4 is happening right now: qualitative survey with the NEETs, focus group with experts, identify how problems are solved and reach objectives.

- PVR :

The objective will be to carry out the evaluation in terms of effectiveness, efficiency and impact, allowing conclusions to be drawn on the knowledge acquired.

- b. Return on the first report

BDO conducted individual interviews to understand the pilots, how we work, the needs of the NEETs, our practices, and methodologies, ... They focused on inputs, governance, processes and partnerships. They wrote a final report on that. Here is a summary of what they found out:

- On the level of collaboration (locally):
 - Sharing information is systematic but there is no universal method or type of information shared (more strategic elements such as decision-making or communication processes are less shared);
 - Strong interdependence between partners in problem solving;
 - Local/regional partners consider mutual benefit with varying intensity;
 - Pooling of various functions and expertise: does not translate into a desire to set up common structures to manage the project, in the short or medium term.
- On the level of collaboration (at Imagine's level):
 - The habits and practices of each must still evolve to achieve a real collaboration (Covid not helping);
 - Pooling and sharing are not carried out systematically for all aspects of the projects (with a more limited sharing on the strategic elements, more administrative information are widely shared);

- There is unshared information about the NEETs (related mainly to the previous and current paths of the NEETs, their follow-up and the personal and confidential information on them).
 - On the level of collaboration (globally):
 - Partners modified
 - their internal activities compared to the way they were thought out at the start of the project
 - their functioning (reassignment of posts, recruitment, allocation of resources, adaptation of strategic priorities, etc.) with a view to achieve the common objectives set and meet the needs of partners.
- The project allows an increase in skills of institutions and mutual learning, whether at local or interregional level

Definition of indicators:

- A working group has been run on the 9th of March with all the project leaders
 - Questioning the current indicators, considered as too quantitative and not reflecting daily activities
 - Proposing
 - An alternative and more qualitative set of indicators, reflecting social innovation
 - A set of indicators helping to develop a critical/constructive feedback on the project
- We exchanged on a set of indicators
 - Built as a 4 steps approach
 - Covering 4 themes, linked to the inputs: governance, networking, material factors and human factors
- The model can evolve, according to feedbacks and contributions
- BDO will use the model in the final work phase in order to evaluate the project's results

c. Next steps

- Qualitative survey among beneficiaries

The objectives are to explore further the co-construction dynamics with the NEETs and to understand the key elements of success or blockage of projects in each region.

They will run a set of interviews with the NEETs and discuss their interests and satisfaction levels, their perceptions of project contribution, their personal motivation and their feedback on their life after Imagine.

Liza says it would be easier to have a physical copy of a questionnaire for the trainees. She wants to go through it first and approve it. There is also the problem of language. Camille said that she could translate the questionnaire in Dutch. For Luxembourg, the telephone approach is not feasible. Anne thought that a questionnaire would be better and that the trainees should be accompanied by people they could trust to answer it.

In terms of numbers, there would be about 5 respondents per pilot.

Camille will send us the questions and we will have to approve them. We will also have to identify the trainees who will answer and send them the questionnaire ourselves. The questionnaire will be completely anonymous, but the pilot will be identified for each questionnaire.

- Focus group experts

At the end of June, a first focus groups regrouping experts on NEETs and/or training in “green/gardening” sector in Belgium will be held.

The aims are to validate the trends observed, obtain feedback on the various projects involving NEETs, and to identify and comment on the past and current shortcomings of the project and, more broadly, the dynamics of the social economy in Belgium (and then in North-West Europe) for the benefit of the NEETs.

3. WP T2 Co-implementation

a. T2.1.4 – Roadmap to organise transnational mobilities

Palme and Forem (Belgium) designed this deliverable. At the beginning, each pilot contributed with the mobility schemes available for young people in each country. They made 2 flyers in order to have an explanatory note on international mobility. On this flyer, there is a QR code that brings people to the corresponding application. We are waiting for the English translation of the documents. There is a male and female version of the flyer.

You can directly see the application by scanning the QR code or by the website (see PowerPoint).

The flyers will be sent digitally for digital or physical dissemination.

4. WP T3 Transnational tools

a. T3.3.1 – Benchmark of the existing networks

Palme hired a subcontractor to carry out a benchmark on existing networks in social market gardening at local and national level. The results of this study arrived last week. Quentin will transcribe this work and put it on the page (see adding elements) in the next few weeks. This study focuses on 6 European countries. Nearly 150 organisations were surveyed. For the moment only the French version of the report is available. There is an Excel table with all the different actors listed per country. The subcontractor said that she did not find anything for the Netherlands so we should look more into that.

Liza asked what the purpose of this document is. Quentin says that the idea is to have a basis to build the Imagine network. At the end of the programme, a network of actors must be created.

Quentin will send us this document so that we can read it and give our opinion on it.

IMAGINE NETWORK => MAGNET: <https://magnet.imagine-future.eu/>

This interactive tool would bring together people who are interested and working on the social integration of young people and horticultural professions. This would be evaluated so that it would be viable after the end of the project. The animation would be done directly by the network. The idea is to let the network come to life and to boost the creation of a network. Visually, we have an autonomous social network where everyone can register and share information, have access to Imagine's documentation, share dates of conferences or webinars... There is access to all members who are registered on this network. There is also a search function.

Liza asked if Quentin had thought of using Facebook as a sharing platform.

Quentin wants the platform to be independent in order to take advantage of what has already been done in the benchmark.

Quentin was inspired by the circular economy network in France for this site.

Carole said that we should make recommendations in several areas, to set up a sort of network by groups of structures to facilitate the implementation of actions. Operationally, it seems complicated.

Claude said that a ministry for NEETs should be created or at least proposed at the end of the project.

Liza agreed with Carole that links should be created at national and European levels.

It is complicated to know how to create all this. Anne suggests making a plan or a text to use it and show Europe that we are doing our best. Then we will try to promote this document so that it is used.

We can therefore start by seeing how much we use Quentin's site and then see what we do.

Victor proposes to make a forum by region and then to enlarge the network or not by theme.

b. T3.3.2 – Legal status of the association and edition of an act

The idea is also to create a charter which Palme has started to work on in order to frame what we want to put in the network.

c. T3.3.3 – List of the 1st members

The first members are the Imagine partners and the structures they represent. The networks identified in the benchmark will then have to be invited.

Anne asked when people could be invited to join the network. Quentin said that the tool should be operational in the autumn.

5. WP LT Long Term

a. LT2.2 – Interactive tools to disseminate the guidance documents

It should attract actors to the Imagine documentation in relation to their status. This tool was sent by Quentin several weeks ago: <https://www.imagine-future.eu/-interactive-tools->.

On the website, there is a questionnaire. The themes refer to the pilot, transnationality, market gardening, project function... After completing the questionnaire, you receive a series of resources linked to the answers that have been given. It guides the user to what is most suitable for him/her. The grid can always be adjusted. For each question, there is only one possible choice, otherwise at the end we would have all the deliverables proposed. To be more precise, more questions should be added.

The tool could also be added to the network website.

b. LT3.2 – “Social EMAS” label

How do you create something that is useful and works autonomously in the long term? A posteriori, isn't there also a need for something that will promote the network as a brand? How can we find an interest in creating a label or a brand?

This is the “+” that the members of the network can have.

Corine talks about exchanges we had with Paysans-Artisans to extend towards activities other than market gardening, production, transformation, and sale, and to move towards short circuits. This could be one of the recommendations. That said, we should not limit ourselves to what was described in the project sheet. We can also observe the profile of those who will join the network.

The notion of a label is directly linked to the network. Quentin will then send us the documents. We will have to promote this aspect at the end of the project.

c. LT3.1 – Business model for Social Enterprise

Anne and Jos had 6 meetings to prepare the document they are presenting.

A social enterprise is an operator in the social economy whose main objective is to have a social impact. It operates by providing goods and services for the market and it uses its profits primarily to achieve social objectives.

Social is an extra value you add to your model. It's a way of designing your business model. It offers values. It's about your customer, your infrastructure and how you make it sustainable.

A business plan (how you want to do it) is different than a business model (why you want to do it). A business model clearly articulates “the rationale” of how an organisation creates, delivers and captures values. In a social enterprise, it's all about creating social and financial values and the relationship between them.

Key partners: with what kind of partners you want to achieve your main goals?

Key activities: it's also good to decide what you want to do.

Customer relationships: what have your customers to do with your business? You have to involve them in your business by volunteering, by co-production, ...

Customer segment: what customers you want to aim.

Key resources: what you need as a local gardener.

Channels: once you have your products, you have to distribute it. Get the stuff to the people.

Cost structures: similar to the technical things you need. The support you need to coach the staff.

Revenue streams: where you get your money from to start.

6. Various reminders

a. Next report

For report 4.1, do not forget to complete your report by the end of July at the latest. Then your FLC will have one month to certify it. Then the BEP will send all reports to the Joint Secretariat.

b. Risk matrix

You will find the risk matrix in the attached documents with the remarks that were made during the meeting.

c. Next deliverables

Please, make sure to check the list of deliverables and especially the Long-Term ones. Keep in mind that we all have to achieve them.