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UNRUHE  
PRIVAT  
STIFTUNG

# TRAINING ON SOCIAL INNOVATION

## #4-COMMUNITY LEARNING

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Based on Hobby Lobby, Austria, Vienna

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# MODULE #1

Introducing the program and social  
innovation concept

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# INTRODUCING TRIC

**Proposal:** Erasmus + Small Scale Program

**Project:** TRIC – Transferring social Innovation into Competencies

**Implementation period:** 01/02/2023– 31/01/2024.

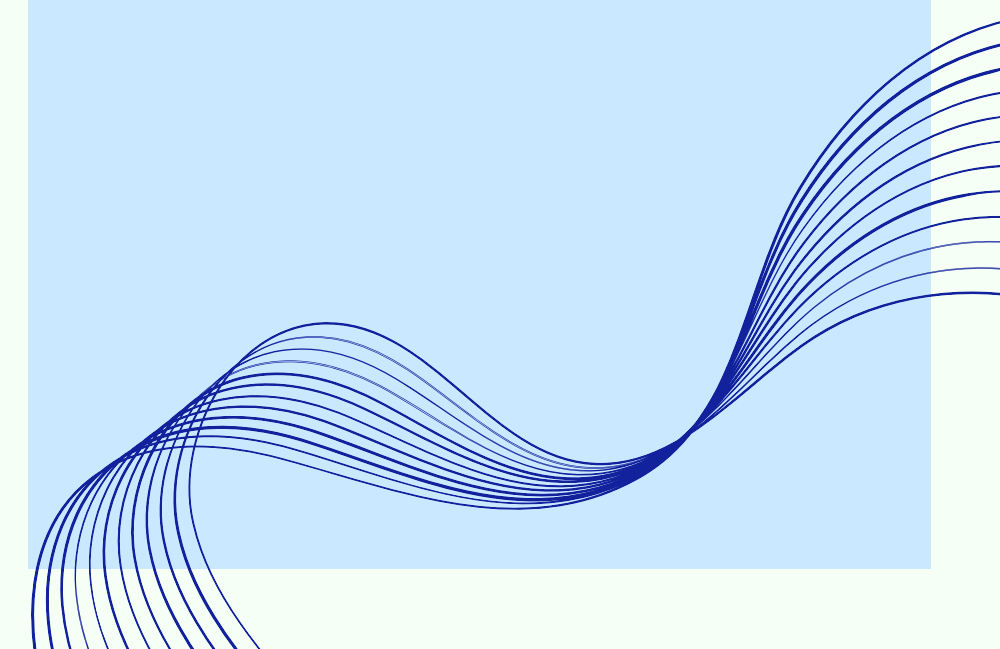
In the TRIC project, we looked for social innovation competencies by analyzing already proven and successful social initiatives.

## **Our goals:**

- Strengthening social innovation competencies among adults with non-formal education methods.
- Supporting the transferability of effective social innovation methods by transforming projects into training materials.
- Identifying the competences inherent in social innovations that can be adapted for the labor market and teaching them to adults.



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# TRIC ACTIVITIES

01

RESEARCH AND METHODOLOGY ON THE POSSIBILITIES OF TRANSFERRING SOCIAL INNOVATION INTO EDUCATIONAL MATERIALS

02

QUERY AND PROCESSING OF SOZIALMARIE WINNING AND NOMINATED PROJECTS

03

TRANSFORMING METHODOLOGIES THAT CAN BE EXTRACTED FROM SOCIAL INNOVATIONS INTO THE KEY COMPETENCE

04

5 TRAINING PACKAGES BASED ON SOCIAL INNOVATION CASE STUDIES

05

20 ADULT STUDENTS DEVELOP THEIR SOCIAL INNOVATION COMPETENCIES

06

VIENNA EVENT TO PRESENT THE RESULTS

The logo for Unruhe Privat Stiftung features the word 'UNRUHE' in large green letters, 'PRIVAT' in smaller blue letters, and 'STIFTUNG' in large green letters.

Unruhe Private Foundation's main project is SozialMarie - Prize for Social Innovation. Launched in 2005, it is the first social innovation prize in Europe. Each year, 15 outstanding social innovations are selected through a multi-stage evaluation process involving regional experts and an international jury. The winners are presented to the public at an award ceremony in Vienna. Unruhe organises workshops and events to mentor the winning projects and promote dialogue on social innovation in the Central and Eastern European region.

<https://sozialmarie.org/en>

Cromo Foundation was established in 2002 in order to contribute to the local and regional cooperation of non-governmental, business and governmental actors and thus to strengthen a participatory, active and democratic society in Hungary and Europe.

Core values of our organization are credibility, accountability, professionalism and innovation. Cromo wishes to see local organizations well managed and effective; local citizens active and committed to participation; local communities vibrant and sustainable; society inclusive and tolerant.

<https://www.cromofoundation.org/>

# ABOUT SOZIALMARIE

**Social innovation drafts solutions to pressing social challenges. It provides room for new approaches, gives innovative answers and lays new paths. Social innovation either reacts to a new social question or it solves a known problem by a new practice. The effected group (target group) acts by itself or at least the action has to involve the effected group. In this manner, social innovation creates sustainable, exemplary solutions that inspire others.**

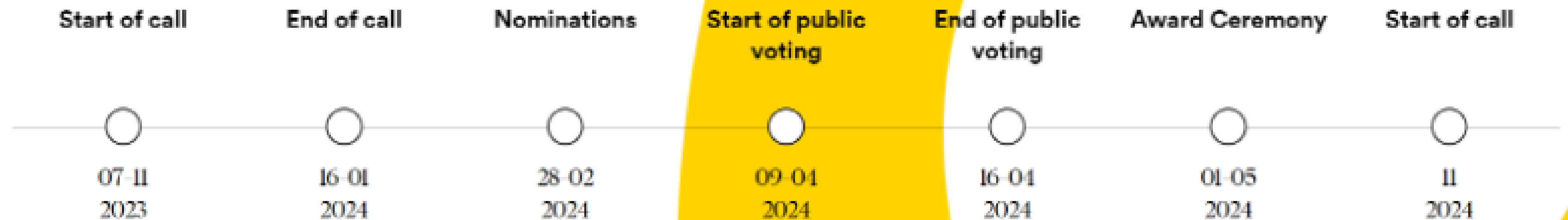
**Definition of social innovation,  
Unruhe Privatstiftung**

**SozialMarie is a prize for social innovation awarded to 15 outstanding projects every year. With its first call for applications in 2004 and awarding in 2005 it has been the first prize for social innovation in Europe. Beyond a financial recognition adding up to €55,000, SozialMarie primarily offers a public platform for social innovative projects in Central and Eastern Europe.**

**Projects run by private individuals, commercial companies, the social economy (civil society initiatives, NGOs, NPOs, associations) and the public administration are eligible. Projects implemented in Austria, Croatia, Czech Republic, Hungary, Slovakia and Slovenia are invited to apply.**

# ABOUT SOZIALMARIE (PART 2)

## Timeline





# INTRODUCING HOBBY LOBBY, AUSTRIA - 2ND PRIZE 2022

**2nd Prize 2022**

**Country:**Austria

**Region:**Vienna

**Sector:**Civil Society / Social Economy

**Fields of action:**Poverty, Non-formal education, Mental health

**Project owner:**Vienna Hobby Lobby - leisure association for children and young people

**Responsible person:**Rosa Bergmann, Caroline Loudon, Magdalena Zak

## APPRECIATION OF THE JURY

Financial privilege should not determine access to afterschool and informal education. Hobby Lobby offers various high-quality courses in low-income districts in Vienna, free of charge. Through their cooperation with local schools, the project directly addresses the needs of low-income children and families. The project is socially conscious and empathetic; it enables exchange between marginalised communities and allows them to follow their passions. We are also impressed by the project's young leaders programme, which enables pupils to step out of the role of participants and become co-leaders of the courses.



# Social Innovation

## MISSION



### What is social innovation?

Social innovation refers to the process of developing and implementing new, effective solutions to solve social or environmental issues.

Social innovation is meant to have long term impact at large scale. Social innovation is traditionally advanced through non-profit endeavours, but the business community is also open to address society's challenges too.

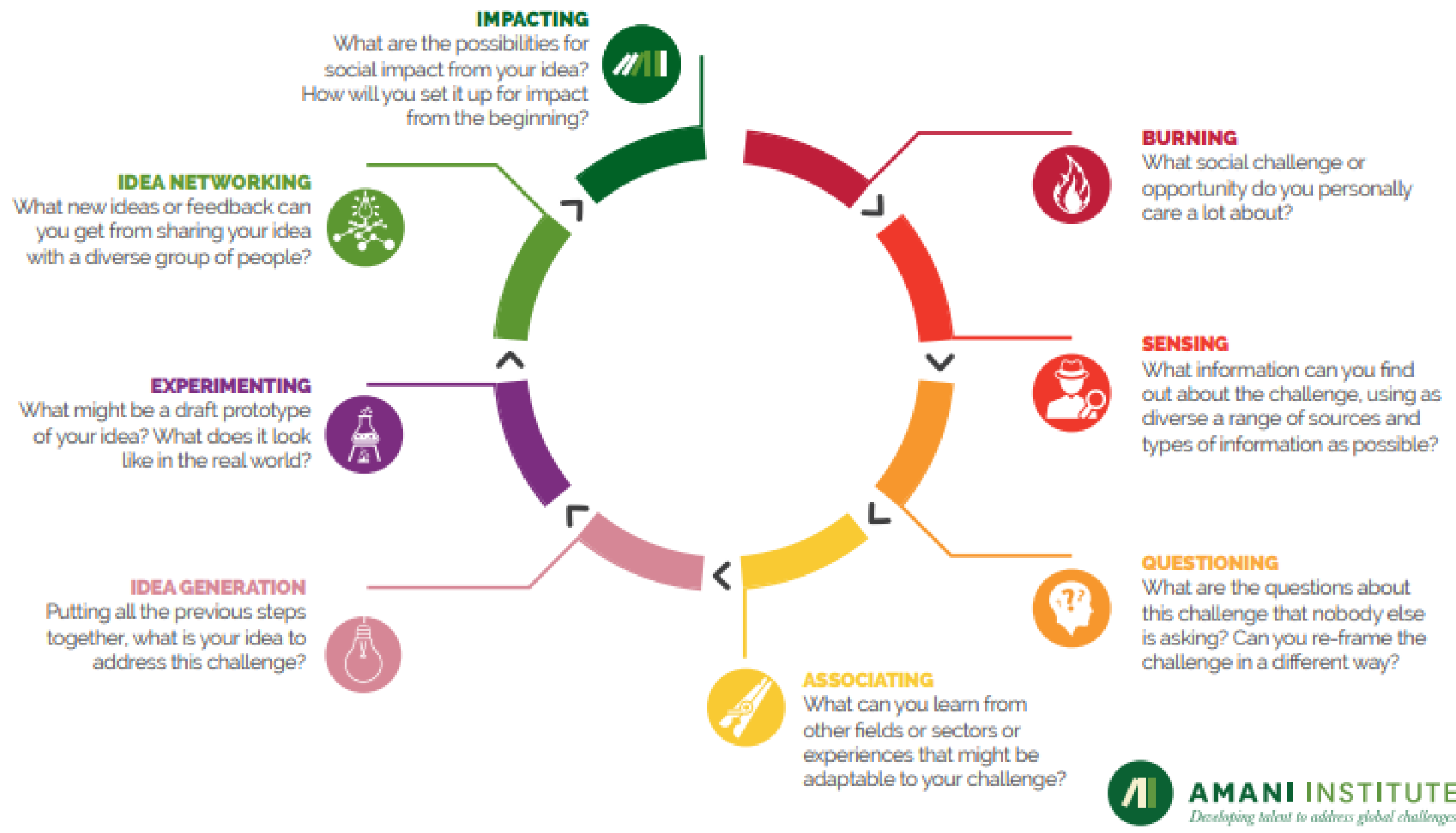
## VISION



# Model/Tool #1 - Social Innovation Framework

## AMANI SOCIAL INNOVATION FRAMEWORK

### 8 Steps to Creating a New Idea





# MODULE #2

Getting to the idea, vision and mission

# EXERCISE #1

Think about your idea

**What communities do you live in?**

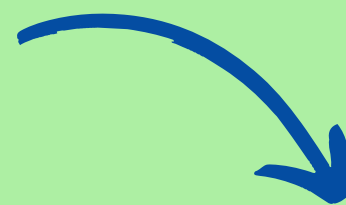
**QUESTION 1**

**What are the needs and challenges in your society/neighborhood/community?**

**QUESTION 2**

**What are your personal interest in this respect?**

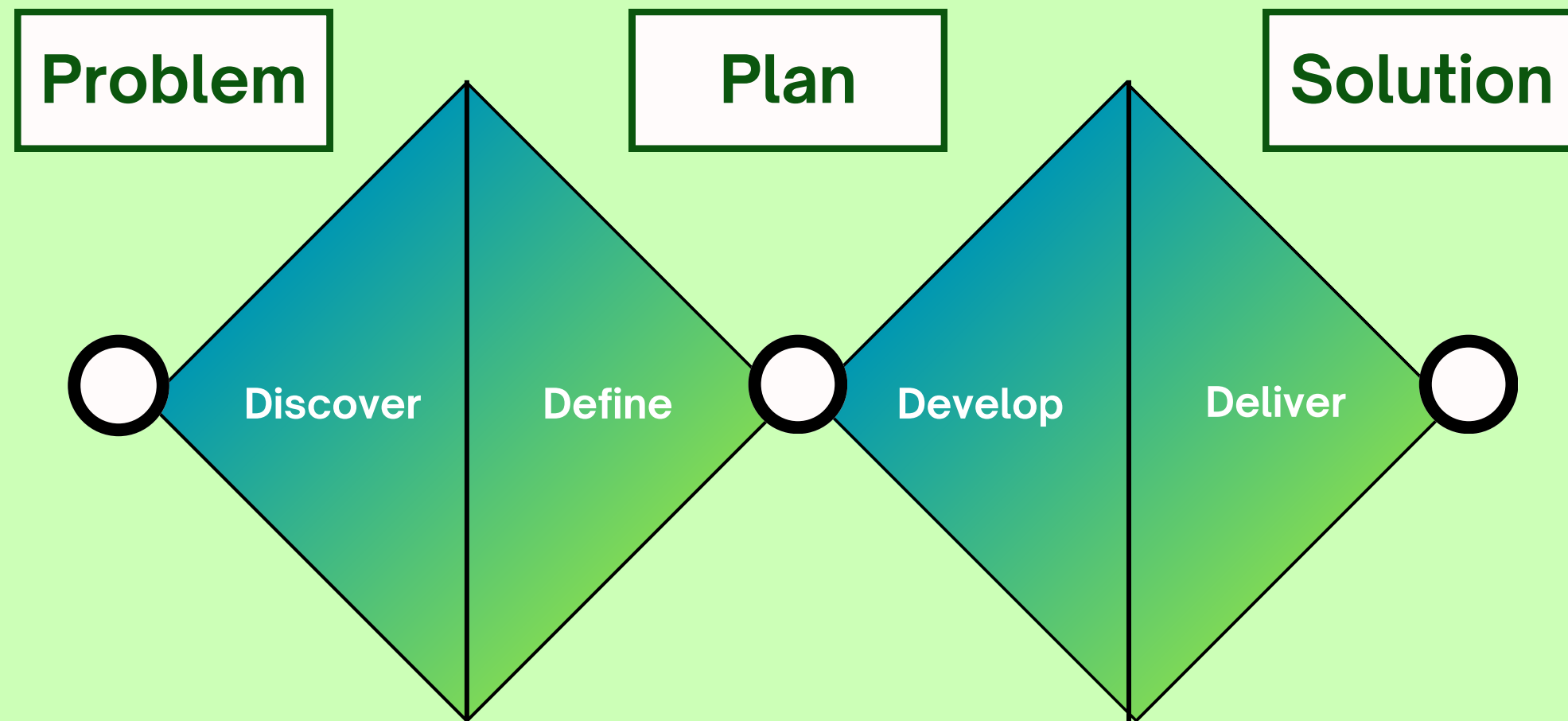
**QUESTION 3**





# Model/Tool #2 – Idea Challenge

- What is the core problem?
- How to define it?
- Problem centric vs solution centric approach
- Generating several ideas – Brainstroming
- Choose the best – Idea Ranking





# Showcase #1 - *Hobby Lobby-Idea*

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350,000 children and young people in Austria are at risk of poverty. Due to unaffordable afterschool activities, these children are excluded from leisure activities and extracurricular education. Educational programmes outside the classroom are vital for children and young people to develop social skills, discover new interests, and broaden their horizons.

Hobby Lobby provides free leisure courses taught by volunteer instructors for children living in low-income districts in Vienna. Hobby Lobby creates a space for young people to meet, discover new talents, and learn new skills. Through our cooperation with local schools, our programme directly addresses the needs of low-income children and families.

Children and young people from socio-economically disadvantaged backgrounds are offered free leisure courses in 4 Hobby Lobby sites in Vienna. Courses on different hobbies are taught by volunteer instructors who work with local site managers and connect to the children and young people.

# Vision and mission

## VISION



Visioning is a process by which a community/members of organization defines the future it/they wants. „The vision is like a lighthouse which illuminates rather than limits, giving direction, rather than destination” (James J. Mapes, Foresight First)

A mission statement is used by a community/organization to explain, in simple and concise terms, its purpose(s) for being. The statement is generally short, either a single sentence or a short paragraph.

## MISSION



# MODEL/TOOL #3

## CREATE VISION AND MISSION

01

HOW DO YOU IMAGINE THE IDEAL FUTURE?

02

WHY DO YOU WANT TO WORK FOR IT?

03

HOW DO YOU WANT TO MAKE IT?  
PROGRAMS/SERVICES/SOLUTIONS

04

WHERE DO YOU WANT TO WORK? GEOGRAPHICAL SCOPE

05

WHO DO YOU WANT TO WORK FOR? TARGET  
GROUPS/BENEFICIARIES

# Exercise #2

## *Create a vision*

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HOW DO YOU SEE THE  
IDEAL FUTURE? SHORT  
TERM? LONG TERM?

WHAT DO YOU  
WANT TO DO?

WHAT  
COMMUNITY/SOCIETY/  
NEIGHBORHOOD DO  
YOU WANT LIVE IN?

WHAT ARE YOUR  
PERSONAL INTEREST  
IN THIS RESPECT?

HOW DO YOU  
WANT TO  
CONTRIBUTE?



# EXERCISE #3

Think about your idea

**What do you want to do for this ideal future?**

QUESTION 1

**Why do you want to contribute?**

QUESTION 2

**How do you want to achieve it?**

QUESTION 3

**For whom?**

QUESTION 5

**Where?**

QUESTION 4

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# Showcase #2-Hobby Lobby-

## Vision and mission

### VISION



Our vision is a world, in which education takes place at any given time and place. Every child has equal opportunities to discover and realize his or her potential.

Meaningful leisure time activities must not remain a privilege in our society. That is why we offer free and low-threshold leisure activities - with a focus on physical and mental health.

### MISSION

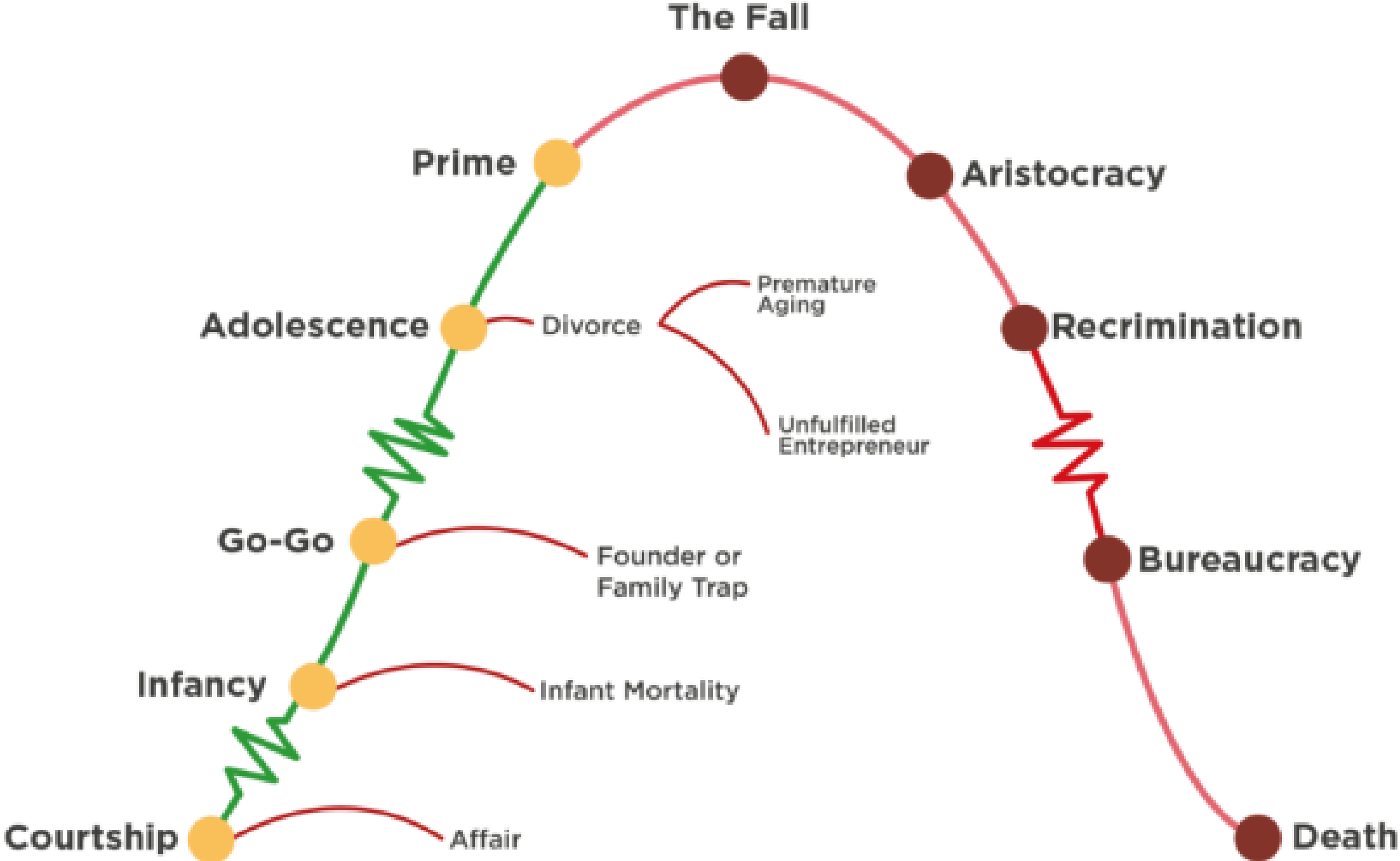




# MODULE #3

First steps

# Model/Tool #4 Project lifecycle



# MODEL/TOOL #4

## PROJECT LIFECYCLE – 10 STEPS (PART 1)

01

**COURTSHIP** -THE INITIAL PHASE IS THE DEVELOPMENT OF THE IDEA, RAISING CAPITAL, AND FORMING THE BUSINESS.

02

**INFANT** -AS THE NAME SUGGESTS, THIS PHASE IS THE START OF RUNNING PROJECTS. THE PARTICIPANTS MAY EXPERIENCE INFANT MORTALITY.

03

**GO-GO-THINGS** GET FRANTIC, PERHAPS CHAOTIC. IT MAY EXPERIENCE THE FOUNDER/FAMILY TRAP, WHERE THE PROJECT ACTIVITIES AND FAMILY LIFE COME INTO COMPETITION.

04

**ADOLESCENT**- DURING THE ADOLESCENT STAGE, THE PROJECT BEGINS TO DEFINE ITSELF AND ESTABLISH ITS PLACE. IT MAY EXPERIENCE DIVORCE, EITHER FROM PREMATURE AGING OR A DISAPPOINTED PARTICIPANTS/FOUNDERS.

05

**PRIME**-DURING ITS PRIME, THE PROJECT IS FIT, HEALTHY, AND PROFITABLE.



# MODEL/TOOL #4

## PROJECT LIFECYCLE – 10 STEPS (PART 2)

06

**THE FALL**– THE PRIME PHASE ENDS AS THE PROJECT PARTICIPANTS START TO LOSE ITS KEEN EDGE.

07

**ARISTOCRATIC**–THE PROJECT REMAINS STRONG BECAUSE OF ITS SUCCESSES AND PRESENCE BUT LOSES MARKET SHARE AS IT FALLS PREY TO TECHNOLOGY CHANGES AND MARKET TRENDS.

08

**RECRIMINATION**– DOUBT, PROBLEMS, AND INTERNAL ISSUES OVER THE DECLINE CAN CAUSE THE PROJECT TO LOSE ITS PURPOSE.

09

**BUREAUCRACY**–INTERNALLY FOCUSED ON PROCESS AND PROCEDURE, THE PROJECT SEEKS AN EXIT OR DIVESTMENT

10

**DEATH**– IF THE ORGANIZATION CAN'T RENEW ITSELF, IT CLOSES, SELLS OFF, GOES BANKRUPT, OR SELLS ITS ASSETS.



# Showcase #3 Hobby Lobby- First steps

In the beginning, Rosa (the founder) came up with the idea, noticing that this is something needed within Teach for Austria. There is a WhatsApp group for Teach for Austria, and it works well due to immediate trust because of the same background. They ended up with 5 co-founders.

It started without a lot of money, with 90 kids and 8 leisure courses. The turning point was the Social Impact Award (SIA), which brought visibility and money.

From the founding period only 2 people stayed in the advisory board, two co-founders wanted to stay as teachers, they were more like helpers. Rosa built up the paid team. Hobby Lobby would not exist if Teach for Austria didn't exist. It is still very connected to them. The new fellows get their initial training there. This is something needed to maintain Hobby Lobby.

Without SIA, the idea would have survived but less quickly.

# Showcase #3 Hobby Lobby- First steps



## CHALLENGES

Things change all the time

Covid - delayed start, no personal courses

Team is exhausted and underpaid

## ANSWERS

The project grew fast; both in terms of personnel and sites, the team more than doubled. There was a very short phase where we worked a lot, but we also received an award. We were effective in communicating our work and engaged in a lot of networking. Being super adaptable was crucial in the early stages; things changed, we tried different approaches, some didn't work, so we adapted. There were changes in directions, and funding often pushed us to go in another direction. The team needed to be adaptable as well.

The onset of COVID-19 was a challenge from the early days. We started with in-person activities, then shifted online, which initially didn't work well. We had 12-15 classes a week, but then changed to 1-2 hours a week for 150 children. When we reopened, we faced a delayed start, and there was always the need to adapt to the situation. Fortunately, the funders were understanding and not pressuring us.

In hindsight, we would allocate more time to the team next time. We were exhausted, working a lot without payment. After a year, we had a team-building workshop in our personal garden. We moderated it, focusing on personal motivation and compliments. In the future, we would schedule these workshops every half year, acknowledging and celebrating achievements.

# EXERCISE #4

Based on the project description, make a list on dos and don'ts

# CHECKLIST, DOS AND DON'TS

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# SKILL #1 - VOLUNTEER MANAGEMENT

Effectively managing volunteers requires proficiency in human resources practices, such as

- Identifying appropriate tasks for the volunteer
- Onboard/train the volunteer
- Inform volunteers, allow questions, concerns
- Keep volunteers interested and engaged with your organization/tasks
- Give feedback, ask for feedback
- Monitor volunteers' activities
- Supervise/mentor volunteers



# Model/Tool #5 Volunteer management

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## The Volunteer Management Cycle



1. Design a volunteer strategy
2. Define the volunteer roles in the organisation
3. Recruit volunteers
4. Onboarding volunteers
5. Provide comprehensive training
6. Schedule volunteer activities
7. Establish clear communication
8. Give feedback to volunteer
9. Recognise and reward volunteers
10. Think of new ways of involvement/Say goodbye to the volunteer
11. Report on the volunteer program

# SHOWCASE #4 HOBBY LOBBY

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## – VOLUNTEER MANAGEMENT

We maintain close collaboration with our volunteer course instructors, who enthusiastically share their hobbies with children and young people. Currently operating across 10 course sites, we typically have around 100–130 course instructors actively involved at any given time. While many instructors join through personal networks, our outreach also extends through social media, newspaper articles, and word-of-mouth referrals.

Upon recruitment, course instructors undergo an onboarding talk and kick-off session. Throughout their engagement, they receive support from dedicated staff members, including community managers, site managers, and coaching personnel. Additionally, we provide voluntary workshops to further enhance their skills and enrich their teaching experiences.

# EXERCISE #5 – THINK ABOUT YOUR PROJECT

- How can you plan your volunteer strategy? Who would you like to involve in the planning phase?
- What are the tasks that you can offer to volunteers?
- Who are the volunteers you are looking for?
- What makes it appealing for volunteers to join your cause?
- How do you plan to recruit and onboard your volunteers?
- What types of trainings can you offer to your volunteers?
- How do you coordinate and mentor your volunteers?
- How do you want to monitor, evaluate and give/ask for feedback?
- How do you thank the volunteer?
- How do you say goodbye?

# SKILL #2 FUNDRAISING

Fundraising skills refer to the abilities and strategies used to secure financial support for a cause, organization, or project. These skills involve various aspects of relationship-building, communication, and strategic planning.





# Model/Tool #6 - ESG

- United Nations Report: Who Cares Wins (2004) initial mainstream reference to ESG
- This report advocated for all business stakeholders to adopt a long-term commitment to ESG principles.



# Model/Tool #6 - ESG

## Environmental, Social, and Governance

**ESG investors aim to support companies that demonstrate responsible environmental stewardship, uphold good corporate citizenship, and are led by accountable managers.**

Environmental considerations encompass corporate climate policies, energy consumption, waste management, pollution control, conservation of natural resources, and the treatment of animals. ESG criteria also play a crucial role in assessing a company's exposure to environmental risks and evaluating the effectiveness of its risk management strategies.

Social aspects involve examining the company's relationships with both internal and external stakeholders. As part of its community engagement, the company contributes a portion of its profits or encourages employee volunteerism in the local community. The workplace conditions reflect a strong commitment to the health and safety of employees. The company is evaluated to determine if it engages in unethical practices to exploit its customers.

ESG governance standards guarantee that a company employs precise and transparent accounting methods, prioritizes integrity and diversity in appointing its leadership, and remains accountable to its shareholders.

# MODEL/TOOL #6 ESG VS. CSR VS. SUSTAINABILITY

- CSR represents a qualitative, self-regulated strategy that is not directly tied to financial performance and business valuation. Its implementation involves corporate culture, values, and brand management, with the goal of providing a broader benefit to society.
- ESG is a quantitative, externally regulated strategy directly linked to financial performance and business valuation. Its implementation includes measurable goals and audits, influencing investors' decisions.
- Sustainability integrates both qualitative and quantitative approaches, being subject to both self and external regulation, and typically associated with financial performance and business valuation. It combines CSR and ESG practices to achieve resilient business operations and sustained long-term growth.

# Showcase #5 Hobby Lobby

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## Fundraising

Our funding is a mix of public and private funds. At the beginning most of our funding came from winning prize money and accelerator programmes, later we were supported by public and private foundations and now additionally and increasingly through public funds from the state of Austria. We are also a little bit supported by private donations and look to build on the private sector by starting to form corporate partnerships. However, we are at the very beginning of this journey ourselves and are learning as we go.





What value can you  
provide to a  
business while  
understanding their  
corporate approach  
to sustainability?

# EXERCISE #6

**tr>c**



# MODULE #4

Growth and Development

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# SKILL #3 FLEXIBILITY

**Build resilience, develop flexibility!**

**Successfully adjusting to changing situations and environments. Strategic planning with alternative options in case of unforeseen challenges. Rapid decision-making to address sudden changes. Demonstrating persistence in the presence of unexpected difficulties.**



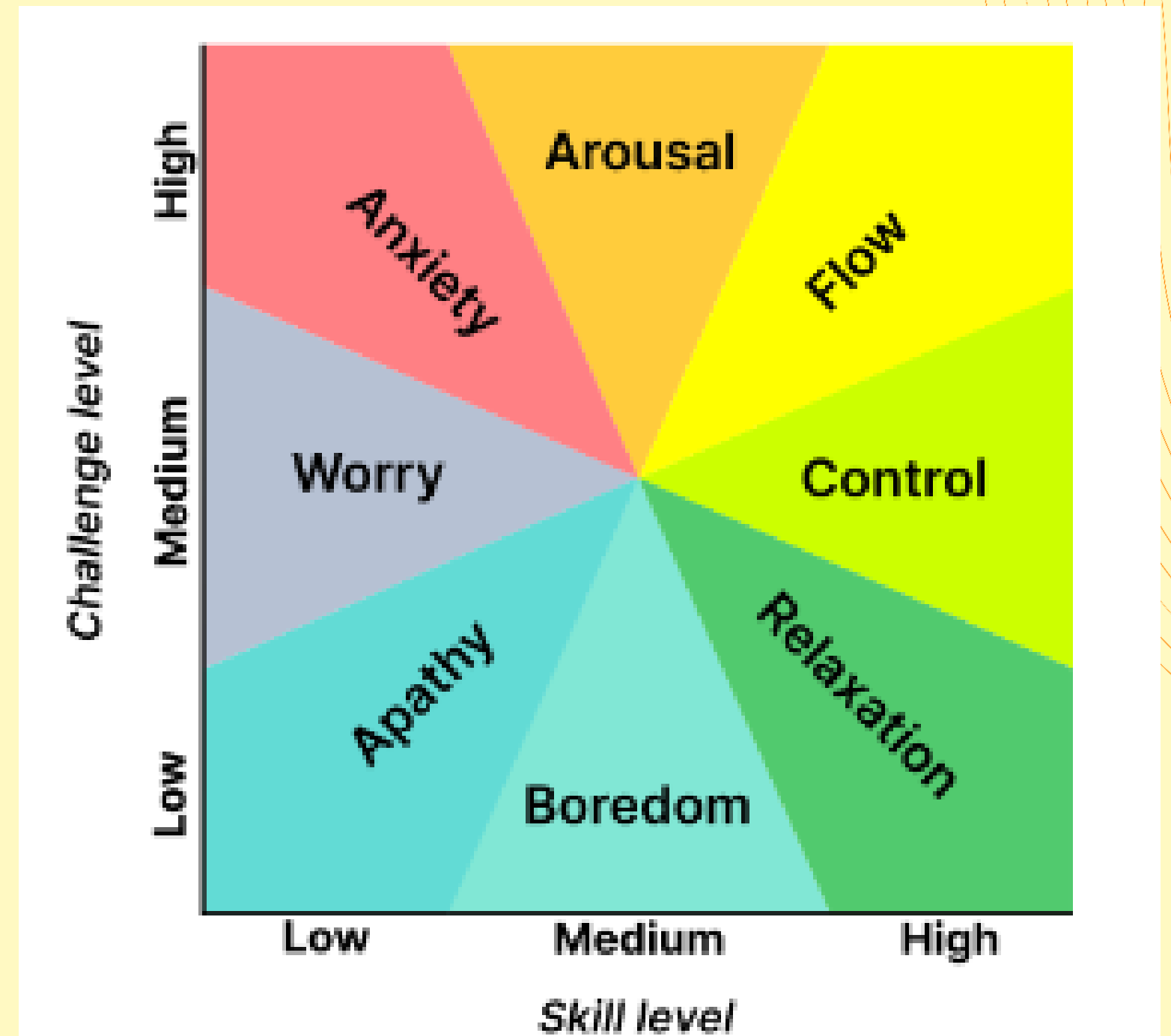
# MODEL/TOOL #7 - FLEXIBILITY

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Adapt to difficult situations by breaking down the complex problem before you into manageable tasks that align with your skills and are still attractive for you.

Flow theory postulates that three conditions must be met to achieve flow:

- The activity must have clear goals and progress. This establishes structure and direction.
- The task must provide clear and immediate feedback. This helps to negotiate any changing demands and allows adjusting performance to maintain the flow state.
- Good balance is required between the perceived challenges of the task and one's perceived skills. Confidence in the ability to complete the task is required. (Wikipedia)





# Showcase #6 - Flexibility

trio

Early adaptability was crucial, recognizing the need to navigate changes, experiment, and adjust directions as required by changing circumstances and donor's ideas. The impact of the COVID-19 pandemic was felt early on, prompting a shift from in-person to online activities, facing initial challenges in class frequency. The team successfully adapted to reduced hours, managing a considerable number of children. The reopening phase saw a delayed start, necessitating continual adaptation to the situation: Luckily donors were supportive.

Reflecting on the experience, the team acknowledged the need for more dedicated time for themselves, especially given the exhaustion from extensive unpaid work. After a year, a team-building workshop provided an opportunity for self-appreciation in a personal garden setting. Recognizing the value of such activities, they expressed a desire to schedule them more frequently, every half year, to celebrate achievements and set new goals.

# MODEL/TOOL #8

Institutionalisation

**Find volunteers and colleagues to work with**

**BUILDING STAFF**

**Design internal communication – use social media for external**

**COMMUNICATION**

**Create a budget, pricing and income generation plan**

**FINANCIAL ISSUES**

**Design structure and clarify roles and responsibilities**

**ROLES AND RESPONSIBILITIES**

**Design the most important task and process – describe them**

**MINIMUM PROCESS DEVELOPMENT**

# SHOWCASE #7-HOBBY LOBBY-EARLY INSTITUTIONALISATION OF THE PROJECT



## **Building staff**

Hobby Lobby was one person's idea, she gathered some other interested people from Teach for Austria, which is a trusted community communicating via WhatsApp. The initial founders were there at the beginning to start the initiative, but in the implementation only few stayed active. The founder started with building up a paid staff. To have a good team is the most important, at least some very trusted team members, cofounders.

## **Roles and responsibilities**

There are managers, site managers as paid staff and course leaders as volunteers in the team. The roles and responsibilities are clearly set and managed.

## **Minimum process development**

The organization development began organically, and it would have benefited from more professional support in the early stages.

## **Financial issues**

The funding is a mix of public and private funds. At the beginning most of our funding came from winning price money and accelerator programmes, now additionally and increasingly through public funds from the state of Austria. They also look to build on the private sector by starting to form corporate partnerships.

## **Communication**

The project is very successful in external communication. See: <https://www.hobbylobby.co.at/presse/>

# EXERCISE #7

Based on the project description, make a list on dos and don'ts

# CHECKLIST, DOS AND DON'TS

**tr>c**





# MODULE #5

Sustainability and future plans

Definition of social impact means any significant or positive changes that solve or at least address social injustice and challenges.

Phases of SI:

- 1.formulating the overarching social problem
- 2.identifying resources and needs
- 3.setting objectives and strategies
- 4.monitoring results, analysing figures
- 5.development and innovation

## **MODEL/TOOL #9 SOCIAL IMPACT**

# Showcase #8-Hobby Lobby-Social impact and future plans

## SOCIAL IMPACT

We have focused very early on our impact measurement and will publish our third impact report in January 2024. We use the social reporting standards and are closely evaluating our impact chain. Participants are self evaluating their social and leadership skills at the beginning and the end of every course term and we evaluate any progress made. Additionally we work with a control group and observations by impartial observers, who don't know the children. For more detailed results please have a look at our current impact report on the year 2022 (<https://www.yumpu.com/de/document/read/67522411/wirkungsbericht-2022>).

## FUTURE PLANS

We are relying on a funding mix and looking to further diversify by collaborating more with companies and their CSR departments. Furthermore, we are scaling our impact and organisation through a Social Franchise system and have grown to 10 sites in 5 federal states of Austria since having been founded in 2019. Our plans are not only to consolidate the existing sites and to diversify our funding strategy but also to grow so that we can continue to work towards our vision of a world where every child has equal opportunities to discover and realize his or her potential.

# **EXERCISE #8 – ACTION PLAN**



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**How would you initiate the promotion of leisure activities within your community?**

**Who would be your target group?**

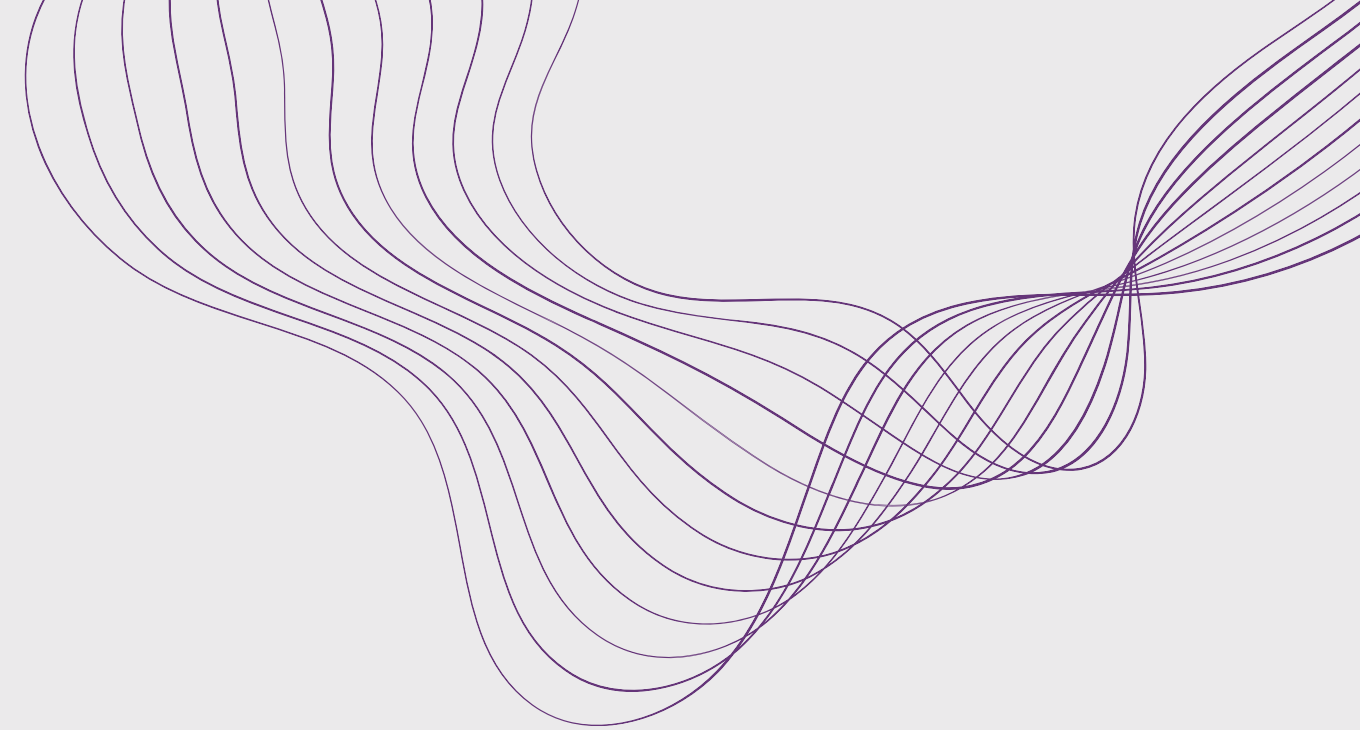
**How would you ensure the involvement of people with less opportunities?**

**How would you build your financial structure?**



# SOURCES

- <https://sozialmarie.org/en>
- <https://www.cromofoundation.org/>
- <https://www.viima.com/blog/social-innovation>
- <https://amaniinstitute.org/wp-content/uploads/2016/08/ASIF-Infographic-1.pdf>
- <https://www.viima.com/blog/the-complete-guide-to-idea-challenges>
- <https://www.sozialmarie.org/hu/projects/8675>
- <https://www.investopedia.com/terms/m/missionstatement.asp#toc-what-is-a-mission-statement>
- <https://www.adizes.com/organizational-lifecycle>
- <https://www.civicchamps.com/post/how-to-use-the-6-step-volunteer-management-cycle-to-make-your-program-soar>
- [https://issuu.com/britcham01/docs/bihk\\_2021\\_mar\\_apr-web/s/11940781](https://issuu.com/britcham01/docs/bihk_2021_mar_apr-web/s/11940781)
- <https://www.linkedin.com/pulse/whats-difference-esg-vs-sustainability-csr-greenstoneplus/>
- [Mental state in terms of challenge level and skill level, according to Csikszentmihalyi's flow model](#)
- <https://www.hobbylobby.co.at/presse/>
- <https://socialimpact.com/>



**tr>c**

**Thank You  
For Watching!**



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