



Co-funded by the
Erasmus+ Programme
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LEADERSHIFT

**TOWARDS SHARED GOVERNANCE WITHIN
YOUTH AND SOCIAL ORGANIZATIONS**



DOMAINE DE MATENS 81 600 GAILLAC - OCCITANIE, FRANCE

STEP 1: OCTOBER, THE 16TH TO THE 22ND 2019

STEP 2: NOVEMBER, THE 26TH TO DECEMBER, THE 5TH 2019.

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Association VIA BRACHY : Voyages Interculturels Solidarité Autoformation
3, Place des Avions - 31 400 Toulouse – France - www.viabrachy.org

SUMMARY OF THE PROJECT

"The stone has no hope of being anything else than a stone, but when collaborating, it assembles and becomes a temple".

Antoine de St Exupéry

Since its creation, our association, Via Brachy, is dealing with **group dynamics** and **cooperation issues**. We believe that **living** and **working together** offers to whoever experiences it an opportunity to **grow as a person** and at the same time to **solve complex issues** and to **do things** he/she would never have been able to do alone.

But understanding each other, getting together and finally designing, setting up and sustaining a collective project are not easy jobs! As persons or as organizations, we often failed in our attempt to make it happen.

Why? Probably because we are used to compete with each other, to impose our point of view, to talk without really listening to the others, to lead a project our way or to follow a charismatic person. Most of us were not taught how to work with others, to be creative together, to get organized and take decisions without a chief and most of the time we don't know how to deal with power issues within the group(s) we belong to.

This leads to the harmful divisions of lovely groups, to the collapse of brilliant projects, and eventually to the feeling that horizontality and shared governance are nice utopias that don't fit reality.

Hopefully, all around us, pioneers shows that there might be ways to reach this dream of us. They offer us models and concepts to better understand group dynamics and develop methods and tools to better **design collaborative projects**, **debate**, **take decision together**, **get organized** for taking action, **share tasks and responsibilities**, **avoid power grab** and **address tensions** when they occur.

The "**LEADERSHIFT**" training course is designed in order to share some of this emerging knowledge. It aims at **developing participants' ability to overcome power issues** in the groups they belong to, **design, lead and monitor collective projects** and **tend towards shared governance**.

The training course will be held in **2 complementary steps**:

- the first from the **16th to the 22nd of October**;
- the second from **November, the 26th to December, the 5th**.

Both stages will take place in a cottage near Gaillac (Tarn, France), which will create the proper atmosphere for an optimal learning experience and a deeper connection between the participants. Each will gather **30 youth and social workers and people involved in collective projects** coming from France, Spain, Italy, Germany and Portugal.

The first stage will focus on teaching the participants how to carry out an analysis of the current practices and governance models in their organizations/teams. Extracting knowledge from their past experiences, they will closely examine the notions of **power**, **leadership**, **participation**, **involvement** and **responsibility**, and explore specific arrangements to **avoid abusive power grab**, **ease self-expression** and **participation** in collaborative projects and **improve the division of work** and responsibility within a group/team.

During the second stage the participant will get a chance to **experience shared governance** first-hand, **put their knowledge to the test** and strengthen their ability to **coordinate** collaborative projects and their facilitation, communication and mediation skills. The group will be assigned **practical goals** in order to get the participants to practice the concepts and tools on their own and to step up the intensity of the sessions.

The training course will eventually be an opportunity to **create/strengthen links** between the participants and the organizations they belong to, which will hopefully leads to future **cooperation**.

PREVISIONAL PROGRAM – STEP 1

DAY 1 - 16/10/2019

Getting to know each other, setting up a framework, building trust.

DAY 2 - 17/10/2019

Defining our organizational models and structures, examining our practices (roles and attitudes), detecting the facilitating factors in order to reach a better redistribution of power and responsibilities.

DAY 3 - 18/10/2019

Developing a typology for the different shapes of Power and Leadership, analyzing each of them critically, assessing our situation and defining strategies to improve working practices.

DAY 4 - 19/10/2019

Exploring the potential of a group thanks to the « Asset-Based Community Development » (ABCD) approach. Expressing how we feel, taking a break.

DAY 5 - 20/10/2019

Understanding Governance and the importance of mandates, defining the requirements and red flags to look for when striving for horizontality, discovering out and setting up tools in order to reach it.

DAY 6 - 21/10/2019

Considering the Past and learning from it, taking a step back from our actions, trying out new assessment methods

DAY 7 - 22/10/2019: Assessing our learning achievements, preparing for what comes next, tidying up the venue.

PREVISIONAL PROGRAM – STEP 2

DAY 1 - 26/11/2019

Group bonding, sharing learning goals, laying out expectations.

DAY 2 - 27/11/2019

Describing our relationship with the collective, understanding key factors of Shared Governance, defining the purpose of the group.

DAY 3 - 28/11/2019

Co-creating a safe framework and executive, working on our attitude, splitting into committees, getting familiar with working circles.

DAY 4 - 29/11/2019: Experiencing collective intelligence, developing a “strategic Circle”.

DAY 5 - 30/11/2019: Practicing “Dynamic Piloting”, exploring Consent-based leadership.

DAY 6 - 01/12/2019: Overcoming tensions, assessing, feeling and readapting.

DAY 7 - 02/12/2019: Getting organized, working in coordination, cooperating

DAY 8 - 03/12/2019: Getting down to work, dealing with stress while taking action.

DAY 9 - 04/12/2019: Expressing the way we feel, assessing our achievements (concrete results) and the process (the progress made), consolidating the learning achievements, suggesting improvements

DAY 10 - 05/12/2019: Closing a cycle. Tidying up the venue.

(Important: Be aware modifications can occur in the programs. It is part of the process.)



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Training course LEADERSHIFT - 16/10-22/10/2019 & 26/11-05/12/2019 - Gaillac, FRANCE

WHO IS PARTICIPATING?

The training course is geared towards **30 persons** who:

- **are members of collectives** or **working with groups**, as youth or social workers or social entrepreneurs ;
- want to acquire new skills in the fields of: **group management** and **facilitation**, **collective project design**, **collective decision making**, **group coordination**, **conflicts prevention** and **mediation**;
- believe in **experience sharing** and are interested in **European networking**;
- are **available for the whole duration** of each training (7 to 10 days for each, travel days excluded).



Priority will be given to **people with responsibilities** within their organizations (project leaders, coordinators...) and to people that can access both steps of the training course.

Participants have to be adults (**at least 18 years old**).

A **good level in English** will be required (level **B2**, meaning being able to express yourself and to debate in English).

WHAT YOU WILL BE ASKED FOR, AS A PARTICIPANT?

We expect you to participate on the whole program (it means **coming later or leaving earlier is not allowed**).

As a participant, you **commit yourself to actively participate in the whole process**, including:

- to read all the information carefully (especially this info-pack and all the emails we will send you before your coming) and **communicate timely** with the organizers;
- to **reflect on your learning objectives** regarding the training course;
- to think about your past experiences regarding team working, group dynamics, power issues and the way you deal with groups in order to make the most out of the training course;
- to **take actively part** in the full duration of the activities;
Besides your **active participation in the workshops**, you will be responsible of your group's dynamic and will be invited to **take initiatives** and **responsibilities** regarding the every-day life;
- to **give all the necessary documents to your sending organizations** (invoices, boarding passes,...) for the reimbursement of your travel costs;
- to **participate in the evaluation process** after the course and to share your experience in your community through articles writing, internal training courses, workshops or any other dissemination activities you will find relevant.

Be aware that pictures, videos and images taken at the course, as well as the materials produced during the activities, can be used to document the activity in reports or websites or social networks, or for promotional material.

We will decide together during the training course **how we will share and spread the training course' results** towards a wide audience, but consider already that your contribution will be decisive to make it more comprehensive and representative of our joint experience.

Our Facebook group "**Out of the Box**" will help you to get in touch with the other participants, prepare adequately and share contents: <https://www.facebook.com/groups/1113159448710274/>.

HOW TO APPLY?

The training course gathers 5 European organizations active in the fields of non-formal education, social inclusion and sustainable development:



To attend the training course, you have to **contact the organization** from the country you live in (link URL on the map to their website and contact address below).

They will tell you about the procedure to follow, based on the previously said criteria, including an online form that will allow us to better know you, your experience and expectations.

Country	Sending Organization	E-mail address of the contact person	Nb of participants
France	Via Brachy	Cecilia RETREPO cecilia.restrepo@viabrachy.org	7
Italy	Forme	Dora DEAK forme.palermo@gmail.com	5
Portugal	NEW LOOPS	Joana DE MELO SAMPAIO joana@newloops.org	5
Germany	Arbeit und Leben DGB/VHS NRW e.V.	Gabriela SCHMITT schmitt@aulnrw.de	4
Spain	Viaje a la Sostenibilidad	Carlos BUJ carlos@viajealasostenibilidad.org	5



HOW MUCH DOES IT COST?

THE TRAINING COURSE IS FUNDED THROUGH ERASMUS+ PROGRAMME.

Thus accommodation, food and materials are fully covered from October, the 16th to the 22nd included and from November the 26th to December, the 5th. **Any expense incurred before or after these dates or linked to extra activities / leisure (as alcohol, tobacco or tourism) will be yours.**

Country	Organization	Max € reimbursed
France	Via Brachy	0 € (per participant)
Germany	Arbeit und Leben	275 € p/ participant
Italy	FORME	275 € p/ participant
Portugal	NEW LOOPS	275 € p/ participant
Spain	Viaje a la Sostenibilidad	180 € p/ participant

Likewise, your travel costs to reach the venue, up to the maximum allowed amount, are fully covered. According to the Erasmus+ Program regulations, the financial contributions to your travel costs will be as described in the adjacent table.

You can come either by plane, train, boat or bus, depending on your availability and ethics, but remember that we can reimburse only public transportation, 2nd class fares. Taxi is not refundable.

Coming by car is also possible but only if you ask for it in due time before coming, so that we can obtain an authorization for it from the French Agency of Erasmus+. There would be then a specific list of documents that we will require from you in order to pay you back for your travel costs (i.e. proof - gas ticket + toll - of the city of departure and the city of arrival, toll tickets of all the journey, photocopy of the certification of registration of the vehicle, itinerary of the trip, written testimony of the people travelling and declaration of honor from the driver...).

Whatever your mean of transportation, you are **allowed to arrive or depart max 2 days before and 2 days after the mobility**. In case you decide to use that extra time, bear in mind that **it will NOT be supported with food or accommodation**.

Should your stay be longer than 2 days, **we will NOT reimburse part of your travel costs**.

IMPORTANT: For the reimbursement, you will need to give to your sending organization:

1/ An **invoice** with the itinerary of your trip, the names of the passengers and, very important, the price of the ticket. Usually all this information is available on the e-tickets for flights, trains, boats or buses. If not, please ask the air/train/bus/boat company to edit you a proper invoice.

2/ **All your original travel tickets and receipts** (train, boat and bus tickets, with the price on it, boarding passes, etc.).

The **ticket/boarding pass** is a very important document, the only evidence that you took the flight / train / bus / boat, and is required by National Agency for reimbursement.

If you use your mobile phone (so you don't have to print the ticket/boarding pass) don't forget to print screen it, because the links expire and you won't be able to use it some weeks after the trip, and we will not be able to reimburse you.

Your sending organization needs to give us all the boarding passes, tickets and invoices of your travel costs. **It will be your responsibility to take good care of those documents and to give them on time to your sending organization** (cf. contact of the coordinators p.5).

Only when the sending organization has all the documents, money transfers will be done, from your sending organization to you. This can take from one to three months depending on how fast you are in providing the relevant documents.

Be aware that we cannot **provide reimbursement** if a document is missing.

ADDITIONAL FEES:

Your sending organization might ask you for a small financial contribution according to the administrative work it represents and to the support they will provide you before and after the training course. *(For example, Via Brachy will ask for a 50€/week contribution from the French participants).*

Please contact your sending organization to know about their policy.

WHERE WILL WE STAY?



Both steps of the training course will take place in **Gaillac**, South-West France.

All activities will take place in the lovely vineyard of Matens: *Domaine de Matens* (<http://matens.free.fr/>).

You will be accommodated *in situ* in **small dormitories**.

The house will be **self-managed by our group**, which will be responsible for living together during the course. It is a

normal part of our educational approach, as we believe it strongly encourages community spirit, responsibility and sharing.

Everyday tasks like cleaning, setting tables, sorting garbage and washing up will be shared by participants, as part of the "sustainable living" experience, making it feel as a good place for us.

WHAT SHOULD YOU BRING?



Consider the weather will most probably be cold and rainy and choose your clothes accordingly.

For your stay, you must also bring with you:

- a single **sheet** and a pillow cover
- your **sleeping bag**
- a **towel**, your soap, shampoo, toothpaste, etc.

The sleeping bag is not a substitute for a bed sheet. The hosting venue requires us to **use both**. **Please, take it into consideration and bring yours.**

At the same time, as we will exclusively use public transports and private cars to reach the venue, we advise you to **limit the size of your luggage**.

HOW TO REACH THE VENUE?

Both steps of the training course will take place in the countryside. To be able to attend them from beginning till the end is one of the basic conditions for participation, so **please arrange your travel to be there on time**. In case of any complications, please let us know as soon as possible.

As a participant in the 1st step, you may arrive **on the 15th of October or the 16th before 14:00 at Toulouse airport**, according to available transportation. The **meeting point** will be on the 16th at **Toulouse's train station** (Matabiau SCNF) in the departure hall **at 16:15 PM**.

As a participant in the 2nd step, you may arrive **on the 25th of November or on the 26th before 14:00 at Toulouse airport**. The **meeting point** will be on the 26th at **Toulouse's train station** (Matabiau SCNF) in the departure hall **at 16:15 PM**.

If you arrive the day before the training:

Unless you have friends in Toulouse who can welcome you, you will have to **find a hostel for yourself**; the fee can be covered by the EU travel cost amount if you haven't exceeded it with your flights.

We will send you few days before your arrival a **"Welcome pack"** with the phone numbers of our staff, the address of the meeting point, a map and some practical information so that you will easily reach the train station.

You will reach Toulouse's train station **by your own means**.

From the airport, the best (and cheapest) way is to take the tramway line T2 towards "Palais de Justice". You will stop at "Arènes" to take the subway line A towards "Balma Gramont" and will stop at "Marengo SNCF".

The transportation is about 1 hour long.



For the tickets, you will only need one single ticket (1,70€/unit) for the whole transportation (tram+metro). If you are more than 5, we encourage you to take a “Tribu ticket” (8€/unit) that you need to validate as many times as the number of people travelling.

Whatever the case, **ask for a receipt and keep the used tickets**. We will need them to pay you back.

If you arrive at the bus station, take it easy. The departure hall of the train station is 2-3 minutes walking from the bus station.

For more information on the itinerary and on the time schedule, please consult the transport company's website: <http://www.tisseo.fr/en/home>

OTHER IMPORTANT INFORMATION

DIET

Please inform your sending organization about your diet on the latest 1 month before the training course so that we can take it into consideration in the cooking.

HEALTH and SECURITY

Obtaining a full insurance (travel risks, medical, injuries) **is the participant's responsibility**. Providing information on special needs, does not remove the participant's personal responsibility for ensuring their own health and safety.

Therefore, we strongly recommend you to **subscribe to a European medical insurance** to cover your medical expenses if needed. We will contact skilled doctors if you get sick or wounded but we will not cover your fees.

NO WIREFIRE

Be aware that there won't be **any internet access in the place we will be**, except for emergency need. Please, make your arrangements and inform your colleagues, family and partners you would not be available for a week.



ANY OTHER QUESTION? CONTACT US!

Our team is available to answer any question you may have. Do not hesitate to contact:

- **Caroline FERRAFIAT** - @mail: caroline.ferrafiat@viabrachy.org for any question regarding the contents
- **Cecilia RESTREPO** - @mail: cecilia.restrepo@viabrachy.org for administrative matters

Tel: +33 6 89 44 48 20

We look forward to meeting you,

Best regards,

Via Brachy's team

A FEW WORDS ABOUT US



Via Brachy is a French non-profit organization. We aim to **empower people**, to enhance **social and ecological projects** run by citizens and to foster **knowledge exchange** and **cultural dialogue** between persons and organizations from various backgrounds and cultures.

We organize **mobility projects** and **non-formal educational activities** in order to encourage **social inclusion** and to help people find their way in society. We believe that traveling opens people's minds to new realities and encourages them to share ideas, knowledge and experiences. We promote **eco-friendly living**, **social economy** and we advocate for **social change**.

In practice:

- We organize youth exchanges, seminars, training courses and journeys as catalysts for people's empowerment and social change in France, Europe and Senegal;
- We support our partners' initiatives in Senegal: development of low energy cooking tools and solar dryers, settlement of income-generating activities based on local resources ;
- We organize public events on social issues in order to raise awareness and to promote alternative ways of living.

More info: www.viabrachy.org

La Volte

Collectif d'éducation populaire

La Volte is an informal French collective of **popular education**. It arose in 2014 from the common determination of 3 social workers to join forces to enhance people's commitment in the society by spreading useful knowledge and skills in the fields of **participation**, **community work**, **social inclusion**, **decision making process**...

The collective grew gradually these last 5 years with the involvement of youth and social workers from various fields, ages and background, who bring their experience and skills for the sake of the project. Its members advocate a more **inclusive**, **democratic** and **innovative society**. They organize public events, seminars and training courses and support social entrepreneurs and non-profit organisations in the development of their initiatives.

"La Volte is a beginning, a start, a hope, a bud about to bloom. It is a dull rage that shakes the belly, creates the movement and weaves the bonds of collective struggles.

La Volte is a space of experimentation, a place to produce and broadcast our weapons of political consciousness, collective intelligence and social transformation. It is an opportunity to re-find and re-empowering action, an attempt to change the world order, rather than our desires."

More on: <http://collectif-lavolte.org/>



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