



Holistic model for social inclusion of target group representatives through employment, entrepreneurship, volunteering and networking

1. Executive summary

Objective of this document is to provide a description of a holistic model for social inclusion of women who stay at home with their pre-school-age children, do not participate in labour market and belong to Latvia's and Estonia's largest ethnic minorities, such as the Russians, Belarusians, Ukrainians and Poles (TGRs) through employment, entrepreneurship and networking, as well as volunteering and mentoring activity.

At the initial stage of the "ActiveMoms" project implementation, its partners – Latvia University of Life Sciences and Technologies and TTK University of Applied Sciences (Estonia) – developed a baseline model for social inclusion that was piloted during the project life-time: 13 events were carried out locally or internationally in Latvia and Estonia. Mentoring and volunteering services were also provided by partners.

Based on the experience and knowledge gained during the implementation of the project and feedback received from events' participants, the partners have prepared this document, which can be used by all interested parties both to prepare and conduct one of the events presented, and their whole cycle, as well as to organize of mentoring and volunteering activities.

The partners are convinced that the created model can be used in their work by organizations that interact with representatives of the project's target audience, such as social services, municipalities, business support and development organizations, educational institutions, incubators, life-long learning centres, NGOs, etc.

In addition, it can be applied not only with mothers belonging to the largest national minorities in Latvia and Estonia, but also with other vulnerable groups, for example mothers from Latvia, Estonia and other countries with similar economic structure, seniors and NEETS.

2. Holistic model for social inclusion / Overall concept

The holistic model provides a detailed vision of how to facilitate social inclusion of moms through employment, entrepreneurship and networking, as well as mentoring and volunteering activity.

The model developed by project partners contains both informative and analytical parts. It serves as a practical guide on how to prepare and conduct a complex of 3 types of events aimed

at social inclusion of TGRs: Round-table discussions on employment, Entrepreneurship Days “Running own business is an option!” and Networking people-to-people events.

The document includes a comprehensive description of principles, rules and concrete practical solutions on how to hold events of all types. Specifically, it covers necessary actions that must be performed during the planning phase, approach that must be followed when developing an agenda, ways of selecting speakers and interacting with them, including provision of support and guidance during preparation for the events, requirements for a moderator and his/her assistants, and effective communication methods with various event participants.

Concrete recommendations on how to provide mentoring and volunteering services to TGRs are also outlined in the model. In this case, mentor attraction methods are described, principles of creation of mentor-mentee pairs are explained, innovative techniques used in Entrepreneurship and Employment Marathons are documented, including their usage on a modern ICT Platform. Additionally, the model describes principles of search and attraction of companies able to provide volunteering options to TGRs, schemes of organization of volunteer placements and assessment of their results, as well as relevant labour legislation issues in Latvia and Estonia.

Results of a survey conducted among moms by the partners in Latvia and Estonia at the beginning of the project serve as an important input into the model. During the interviews, experiences, needs, difficulties, problems, perceptions and beliefs of TGRs were aggregated. 128 questionnaires consisting of 30 questions were gathered. After the analysis, the respondents' answers helped both in determining the topics of events or areas of activity, and in selecting speakers and concretizing the content of their speeches. Reports on survey with questionnaire in Annex in English, Latvian and Estonian are provided on the links: <https://www.llu.lv/lv/projekti/apstiprinatie-projekti/2019/activemoms-sieviesu-sociala-ieklausanas-uzturoties-majas-ar> (LV, Annex), <https://www.ttkk.ee/collaboration/international-projects/moms/?lang=en> (ENG, EST)

During the implementation of the project, the partners prepared and carried out 13 events: 4 Round-table discussions on employment (local level), 4 Entrepreneurship Days “Running own business is an option!” (International level) and 5 Networking people-to-people events (international level). Upon conduction of each event, a report including step-by-step description, as well as conclusions and recommendations was prepared. The reports were united by type and analyzed as a whole. Basic recommendations on how to organize mentoring and volunteering activities were updated on the basis of the partner reports too. Reports are also available for all stakeholders.

3. Round-table discussions on employment

Introduction

During project implementation, 4 Round-table discussions on employment (alternative name: Employment forums) were held by the project partners. 2 of them were organized in Latvia: in Riga and Jelgava (online format) and 2 – in Estonia: in Rakvere and Narva.

Each event was held at a local level and lasted 6.5 hours. 20 moms from Latvia or Estonia were invited to each round table.

The aim of the round tables was to facilitate social inclusion of TGRs through their involvement in the labour market by elaborating on all aspects that lead to a successful employment, showing TGRs how to overcome existing barriers and informing them about opportunities they can take advantage of. Additionally, participation in the events gave possibilities to stakeholders to better understand moms needs, problems, expectations and perceptions and, therefore, take them into consideration when planning future activities.

Main inputs

The inputs into preparation and conduction of round tables are results of a survey carried out among TGRs in Latvia and Estonia by project partners on the basis of a developed questionnaire consisting of 30 questions (see Overall concept).

Particular attention should be paid to the answers to questions No. 9-13 of the Employment Section (Hired Work), namely:

- ✓ Question 9: What currently prevents you from returning to labour market?
- ✓ Question 10: What, in the first instance, could help you return to labour market?
- ✓ Question 11: What knowledge and skills do you lack to participate in labour market?
- ✓ Question 12: Have you come across employers' unwillingness to hire women with small children?
- ✓ Question 13: What information do you need to make a decision on going back to work?

In response to Question 10 (*Diagram 3.1 below*), mothers with pre-school-age children from two countries indicated that flexible work schedule as the most important factor that could help them return to the labor market. At the same time, the answers of Latvian and Estonian respondents are different: 68% and 48% of mothers from Latvia and Estonia put emphasis on this answer option respectively.

What, in the first instance, could help you return to the labour market?

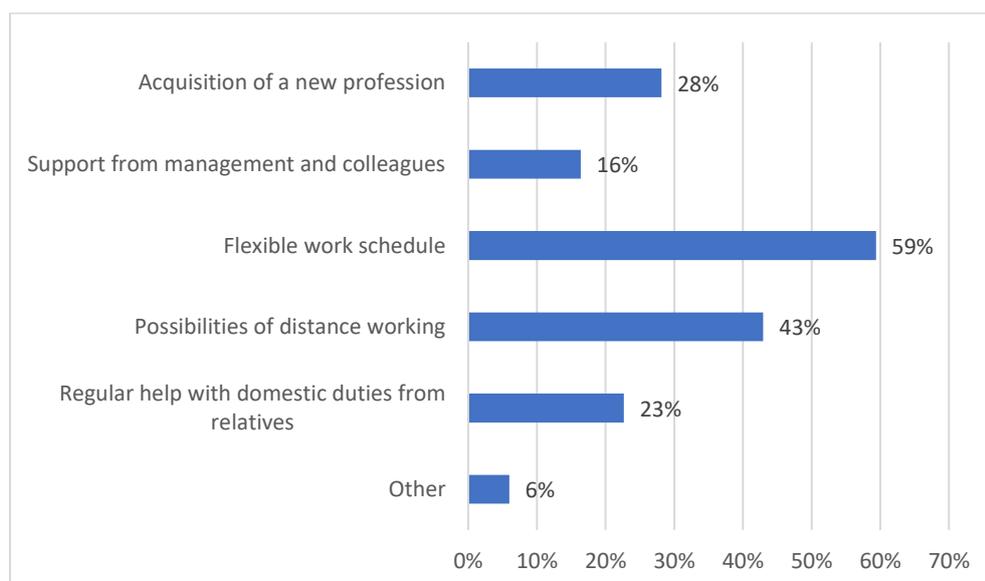


Diagram 3.1. Latvian and Estonian respondents together: preconditions for returning to the labour market (percentage)

The second factor that is mentioned by 43% of respondents is possibilities of distance working. However, such a high value is reached mostly due to Latvian respondents: 57% of them believe that distance working would facilitate their participation in the labour market, while only 25% in Estonia think so. Almost every third respondent in Latvia and Estonia – 28% – considers acquisition of a new profession as a trigger for their further employment. In this case, the answers of the representatives of the target audience help to determine the topics of the speakers' presentations at the round tables.

TGRs' answers to the question No. 13 (*Picture 3.1 below*) serve as a direct indication on which topics and speakers should be selected for the round tables.

13. What information do you need to make a decision on going back to work? (several answers are possible)

- Modern requirements to a CV
- The best ways to look for a new job
- Which recruitment agencies can help find a job and in what way
- Which benefits/perks are available to women who go back to work after a maternity leave
- How to obtain a new profession that is currently in high demand
- How to find effective courses of Latvian/Estonian language
- Which methods and techniques allow enhancing knowledge of foreign languages
- Where to apply for a psychological support
- I have all necessary information.
- Other:

Picture 3.1. Question No. 13 of the questionnaire and possible answers.

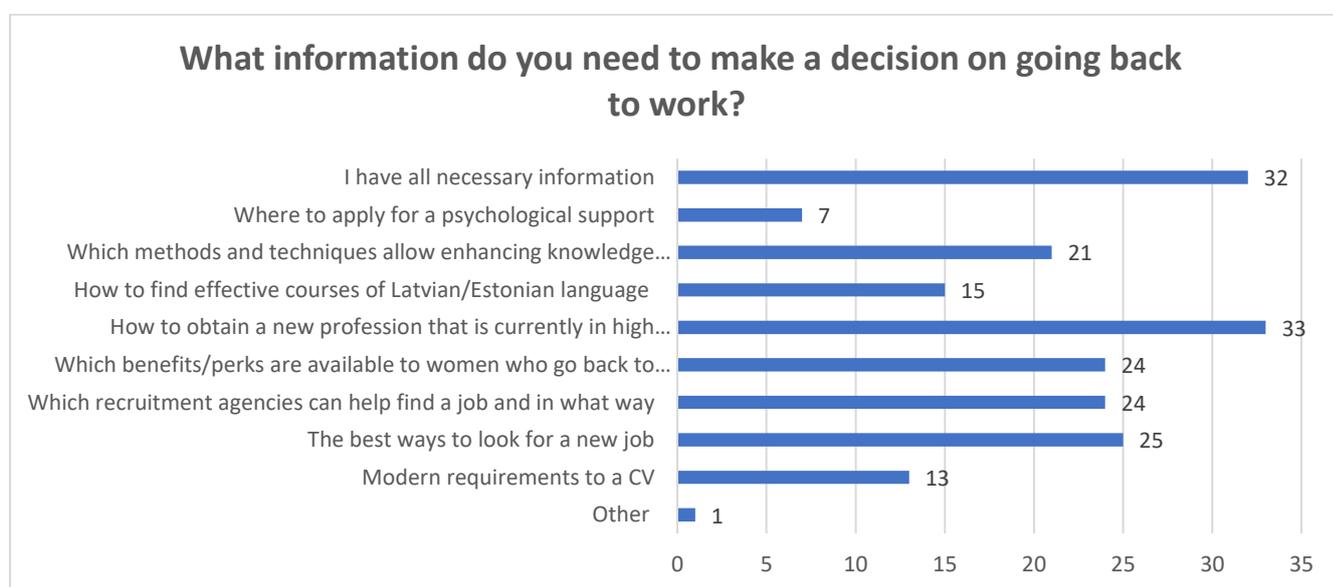


Diagram 3.2. Answers of Latvian TGRs to the question No. 13 (as a percentage of the total number of respondents from Latvia).

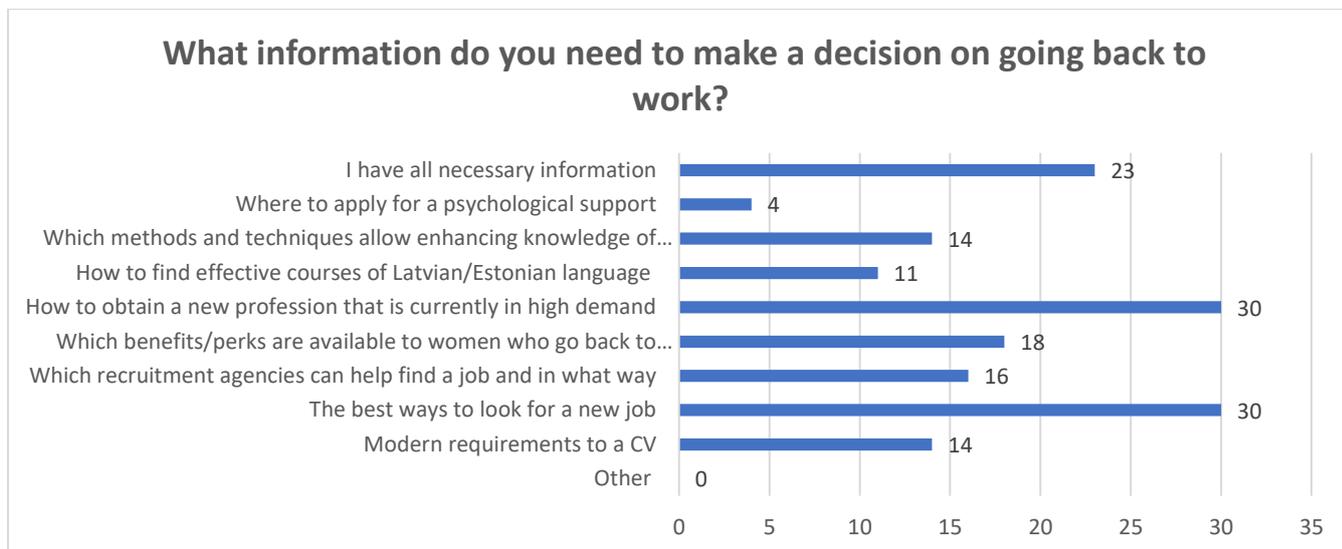


Diagram 3.3. Answers of Estonian TGRs to the question No. 13 (as a percentage of the total number of respondents from Estonia).

As can be seen from the diagrams 3.2 and 3.3 presented, almost a third of TGRs from both countries are interested in acquiring a new and highly-demanded profession (33% in Latvia and 30% in Estonia). A high percentage of interviewees in both Latvia and Estonia stated that they are interested to know about the most effective ways of finding a new job (25% in Latvia and 30% in Estonia). Latvian mothers additionally believe in the need to cooperate with recruitment agencies, as well as wish to expand their knowledge of benefits/perks that are available to women who go back to work after a maternity leave (24% of respondents in both cases).

Moreover, 21% of Latvian mothers indicated that they need information on modern methods and techniques to enhance knowledge of foreign languages. This result correlates with answers provided by TGRs to the question No. 11: “What knowledge and skills do you lack to participate in the labour market?”

In this case, 53% of Latvian respondents indicated that they lack knowledge of foreign languages to return to the labour market, and 36% of survey participants stated that they must improve their knowledge of the state language – Latvian. Almost a third of Estonian mothers (32%) also believe that the knowledge of foreign languages will contribute to their involvement in the labour market.

Event agenda and speakers

Based on the detailed analysis of the survey results, the following list of potential speakers is suggested for the round tables:

- ✓ Representatives of large businesses (owners and managers, including Human Resources Managers), heads of leading professional associations;
- ✓ Management / head-hunters from the leading recruitment agencies;

- ✓ Representatives of educational institutions that provide higher education and/or life-long learning opportunities, as well as offer professional development programmes and requalification possibilities;
- ✓ Representatives of municipalities, whose area of responsibility includes organization and implementation of continuous education and training programmes; representatives of organizations that are partners in EU co-funded projects aimed at requalification/training of adults;
- ✓ Representatives of language centres that teach both national and foreign languages;
- ✓ Professional psychologists who specialize in problems typical for TGRs;
- ✓ Representatives of state institutions that operate on state, regional or municipal level and are competent in the field of labor market development trends, its characteristics and needs, or well aware of mothers' rights and benefits during and after the maternity leave;
- ✓ Leaders/representatives of NGOs, whose activities cover TGRs' areas of interest;
- ✓ Target audience representatives who are willing to share their experience in overcoming obstacles to employment and successful inclusion in the labour market.

Recommended agenda for the Round-table discussions on employment is presented below in Figure 3.2:

A G E N D A

9:30 – 10:00	Registration, morning coffee
10:00 – 11:30	Session 1
	Speaker 1 Speaker 2
11:30 – 12:00	Coffee break
12:00 – 13:00	Session 2
	Speaker 3 Speaker 4
13:00 – 14:00	Lunch
14:00 – 15:30	Session 3
	Speaker 5 Speaker 6 Speaker 7
15:30 – 16:00	Discussions

Figure 3.2. Recommendedt agenda for the Round-table discussions on employment.

During the event preparation stage, it is crucial to pay attention both to a preliminary and a final list of speakers. On the one hand, there should not be more than 7 presenters in order to avoid information overload. On the other hand, TGRs should receive explicit information on topics relevant and important to them.



Participants of the first Round-table discussion on employment in Riga (Latvia), December 2019. We start!

When holding this type of event, the following types of speeches for speakers are expected: a presentation, preferably prepared in the Power Point format with the involvement of illustrative material, a “Fireplace Chat”, a “Live Library”. A “Fireside Chat” is a type of interview by the organizer (several organizers) of the speaker, in which the moderator asks his/her questions in a free format, which may or may not be known to the speaker in advance. Various formats of such interviews are allowed. For example, the moderator can take it from only one person or from 2-3 in parallel, asking the same question in turn.

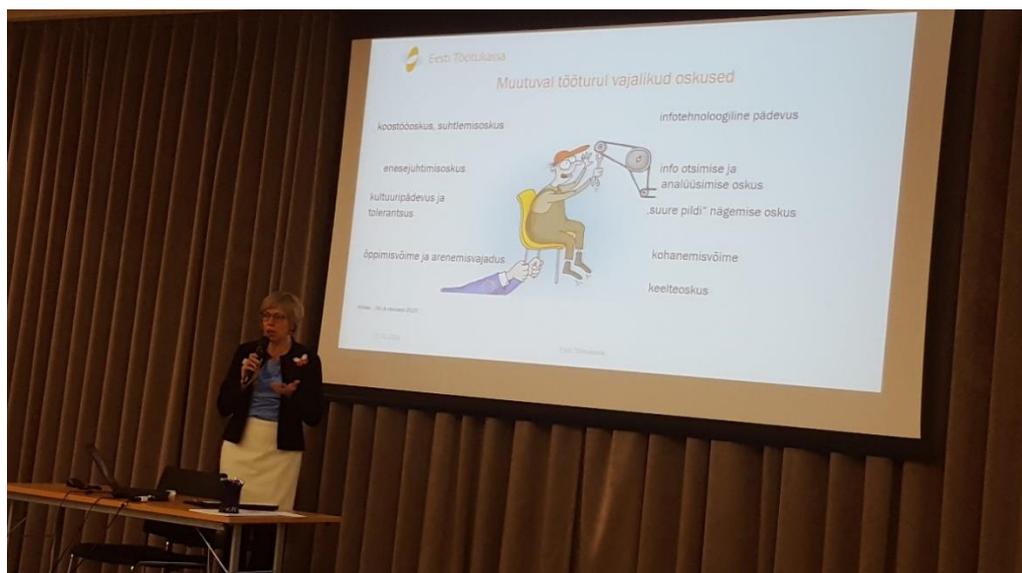
A “Live library” is a conceptually innovative approach to communications, in which an “open book” is a person who is ready to openly tell the audience about his/her experience and life path, and answer questions.

Optimal duration of each presentation/speech is 30 minutes, excluding first session ones. It should be noted that when compiling the list of speakers, it is necessary to plan time for questions from the event participants and discussion.

The project partners believe that to participate in the *first session* of the event, it is advisable to invite representatives of big business (owners, general or human resource managers), representatives of state institutions who can give a detailed picture of the labor market in the country, compare it with the labor market of other countries of the European Union, talk about actual trends and problems, present the specialties in demand today and in the future, as well as representatives of government agencies who specialize in legal issues of the target audience.

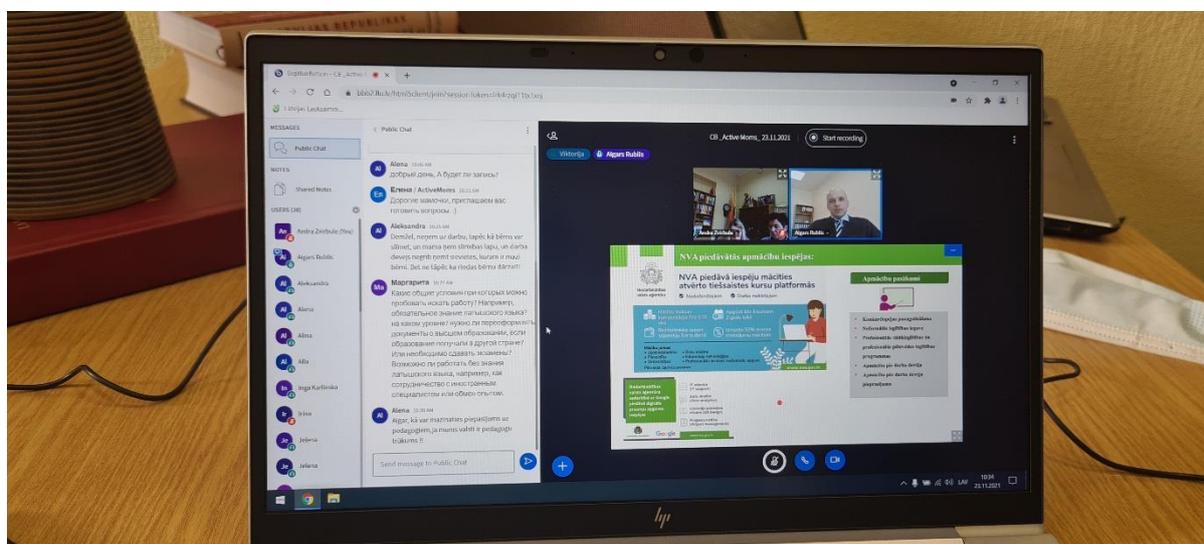
These speakers usually prepare presentations that contain extensive statistical material. It is recommended that the organizers familiarize themselves with the presentations in advance in

order to successfully engage the event participants in the discussion and provide them with the opportunity to get answers to their questions.



Representative of Estonian Unemployment Insurance Fund made a presentation "How to find a suitable job in Estonia", Rakvere (Estonia), February 2020.

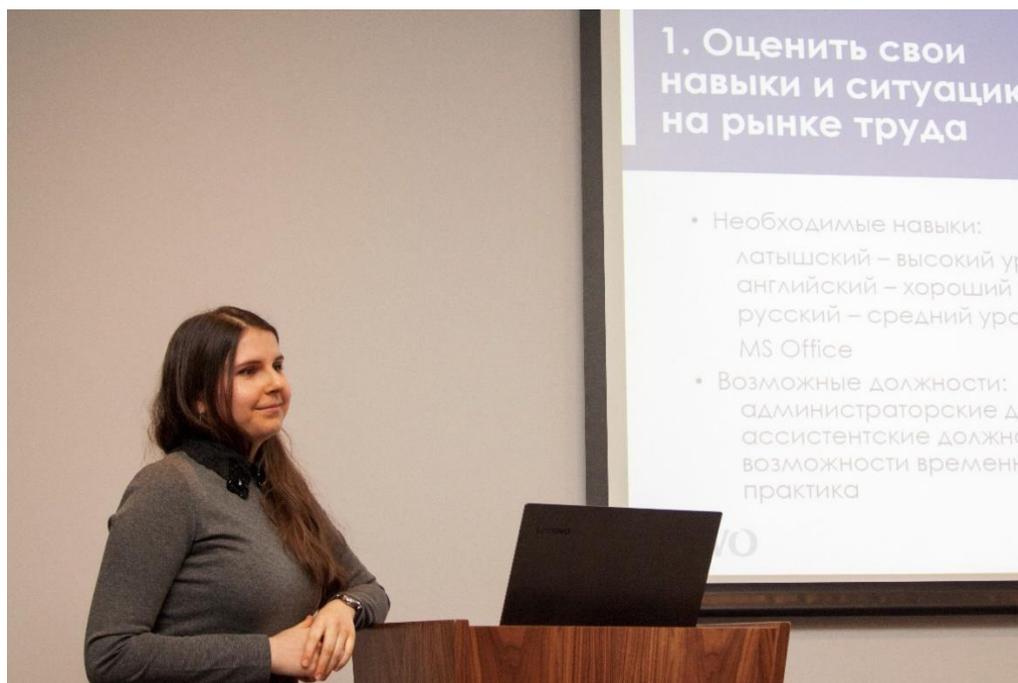
For example. Project partners involved in the first session of the round table the representatives from State Employment Agency, Personnel Management Association of Latvia, Estonian Unemployment Insurance Fund, State Labour Inspectorate (Latvia), Labour Inspectorate (Estonia).



Head of the Jelgava branch of the State Employment Agency made a presentation 'Labour market in Latvia, promising professions, career planning and training opportunities' during the event, which was held online in November 2021.

To participate in the *second session* of the round table, partners recommend inviting two speakers. It is desirable that at the beginning of this part of the event, a representative of a well-known recruitment company should present his vision of the labor market today and in the future, talk about the necessary steps in order to be successful in finding a suitable job, namely, assess own skills and the situation on the labor market, bring the order of profiles in social networks, compose a CV and a motivation letter, analyze possible channels to promote information about person and how to prepare for an interview. It is also desirable to reflect in

the presentation the most frequently asked questions during the interview and the common mistakes of job applicants.



Specialist from well-known company “CVO Recruitment Latvia & Simplika” presented in detail the path to a successful job search, Riga (Latvia), December 2019.

As a second speaker, partners recommend inviting a representative of an authoritative language center that successfully conducts training in both foreign and state languages. The speaker can emphasize the importance of knowing languages, present possible training schemes, and also point out bonuses and guarantees that the center can additionally provide for representatives of the target audience.

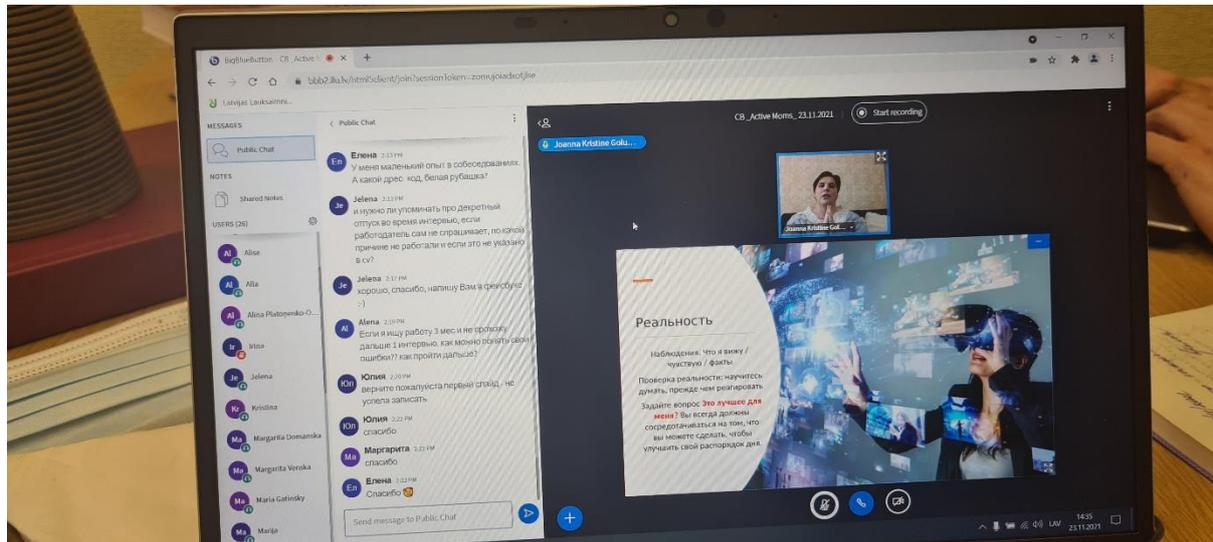


During the event, which took place in Narva (Estonia) in October 2020, representatives of 3 companies were simultaneously invited to participate in an interview (Fireplace Chat) on the topic "Improvement of language and professional competences".

As an alternative, the second speaker may be a representative of the municipality department, whose area of responsibility includes continuing education and training programs.

For example. The project partners invited a career consultant and head of the educational and information expertise center from the Riga City Council to participate in the second session of the event.

Representatives of educational institutions that provide higher education, as well as educational, professional and training centers, a psychologist or integral coach can be invited to participate in the *third session* of the event.



The audience was very active in asking questions to a professional psychologist and an integral coach during the closing event in Latvia, November 2021

It is acceptable to conduct “Fireside Chat” style interviews with several representatives of such centers at the same time.



Representatives of the target audience of the event in Narva (Estonia, October 2020) actively participated in the “Live Library” communications with one of the mothers who was ready to tell about herself.

In addition, it is advisable to reserve time for representatives of the target audience who could talk about their experience in finding a job and successfully entering the labor market. In this case, a few mothers could be invited to interact with groups of participants in a “Live Library” style. At the end, a representative of each group could present its summary.

The event ends with a general discussion of its participants. The organizer guides it and highlights the important moments of the day.

It is advisable to contact potential speakers with an invitation to participate in an event at least one month before its date (preferably 2 months in advance). Representatives of government organizations and large enterprises plan their time well in advance. In addition, all speakers need a reasonable time to prepare a presentation or adapt an existing one to the needs of TGRs.

Event organizers are encouraged to meet with the speakers in person in order to provide them with a necessary guidance on how to prepare an informative and to the point presentation, i.e. help them determine an overall goal and objectives of the speech, select relevant topics and create a presentation layout, as well as elaborate on the needs and characteristics of TGRs. Communication by phone or online is also possible.

If necessary, the project partners are ready to provide the coordinates of the speakers of the event.

Target group representatives / attraction and registration

Attraction of TGRs to a round-table discussion is an extremely important element that defines an overall success of the event. It is necessary to publish an announcement of the event approximately one month before a planned date. An organizer should describe the event in an interesting and easy-to-understand manner, clearly explain benefits from attending it and outline what kind of knowledge participants will get at the end of the day.

All relevant details must be included in the announcement: place and time of the event, language of the event, participation fee (If the event is free, it must also be indicated.), approximate number of participants, contact person and registration conditions. It is recommended to request both emails and phone numbers from potential participants.

It is essential to answer all questions that may appear in a timely way. Given the specifics of the target audience, it is advisable to contact potential participants 5-7 days before the event to make certain that their plans have not changed.

NGOs focused on solving problems typical for TGRs, municipalities, educational institutions and labour exchanges can be used as excellent communication channels to reach unemployed mothers.

Other effective communication channels are social networks (in particular, specialized groups on Facebook) and thematic websites targeted at TGRs. For example, in Latvia a very active organization that brings together Russian-speaking mothers is Mamin Klub (<https://maminklub.lv>).

It is recommended to create a database of unemployed mothers interested in project events and update it regularly.

Event organization

Taking into account a relatively large number of participants, including speakers, it is recommended to arrange seats according to a “theatre” or “classroom” layout. In the foreground of the room, it is desirable to place 2-3 small tables for speakers in each session of the event, a moderator and his/her assistant and, if necessary, an interpreter.



The event in Riga (Latvia), December 2021, seats according “theatre” layout, 3 small tables.

An appropriate announcement showing directions to an event room must be placed at the entrance to a building. It is required to prepare a list of event participants, where everybody can put a signature. It is suggest to prepare an agenda and provide it to all participants at a registration counter. In addition, it is also a good practice to provide note paper and pens.



Photos from the event were actively used to disseminate information about the project (Narva, Estonia, October 2020).

Throughout the event, it is recommended to take pictures of both the speakers and moms. Photos can be actively used during dissemination of information about the event. It is obligatory to get the consent of the audience about being photographed.

Moderator

A right choice of a moderator and, if necessary, his/her assistant is essential for a successful conduction of round-table discussions. The moderator should be familiar with the format of the event, topics discussed, as well as with speakers and their presentations. He/she also has to understand psychological profiles of TGRs, including their needs, perceptions, problems, fears, etc.

The moderator should conduct the event in line with a drawn up agenda, control time limits allocated to each speaker, actively communicate with both the speakers and the audience, involving them in discussions, observe compliance with general etiquette rules, and carry out the event in a dynamic, exciting and memorable way with a sense of humour.

Assessment forms

Upon completion of round-table discussions, the organizers should distribute assessment forms among the participants in order to better understand strengths and weaknesses of the events and better adapt them to the needs of TGRs' in the future. It is suggested to include the following criteria in the assessment forms: overall opinion about the event, information before the event, agenda and presentations, organization of the event, conference room and catering. Every criterion can be evaluated on a scale from 1 to 5 (1 being the lowest score and 5 – the highest). It is advisable to include at least one open-ended question so that participants could express their opinion in writing.

Activities after an event

After an event, it is important to post information in social networks and/or on an organizer's website written in a fascinating style. Moreover, it is recommended to send thank you letters and photographs to the speakers, as well as provide their presentations to all interested parties.

4. Entrepreneurship Days “Running own business is an option!”

Introduction

During the implementation of the project, the partners prepared and conducted 4 Entrepreneurship Days. 2 events were held in Estonia: in Rakvere and Narva and 2 ones in Latvia: Riga and Jelgava (online format).

Each event was held on an international scale. It was intended for 25 TGRs: 15 of them were from the hosting country and 10 were from the country of the second partner. The duration of the event is 7 hours.

The aim of Entrepreneurship Days is to promote the socialization of the target audience through their inclusion in entrepreneurial activities. Mothers had the opportunity to get information about the institutions and tools that promote the development of entrepreneurship in Latvia and Estonia, get acquainted with the business cases of successful young women, learn about their doubts, first steps in business, whether they received family support, what obstacles they met on their business path and how they overcame them, what they achieved, what they plan to do next.

In addition, the participants were given the opportunity to introduce their business ideas to the audience and get feedback from associates and experts, meet mentors, and also take part in teams in a business simulation game.

Inspiration and motivation to become a businesswoman, communication with like-minded people and the formation of such skills as an entrepreneurial mindset, effective communication, problem-solving and analytical skills, a system thinking, the ability to generate business idea and assess it, to plan business development and create general and marketing strategies is also the goal of the Entrepreneurship Days.

Main inputs

The inputs into preparation and conduction of Entrepreneurship Day are results of two surveys conducted by the partners in Latvia and Estonia at the beginning of the project implementation (see Overall concept).

Survey of mothers allows making conclusions on TGRs' opinions on topics that are related to their social inclusion through entrepreneurship. In this case, special attention should be paid to the answers to the following questions in the Entrepreneurship (Own business) section, namely:

- Q15 What attracts you in running own business?
- Q16 Do you have a concrete business idea?
- Q17 What prevents you from starting a business?
- Q20 In what field would you like to run a business?
- Q21 In your opinion, what are the main difficulties women entrepreneurs deal with?
- Q25 Do you have a hobby?
- Q26 If yes, have you ever thought of turning a hobby into a business?

Survey participants in Latvia and Estonia together, answering question 15 (*Diagram 4.1. below*), consider entrepreneurship an advantageous career option: only 13% of respondents do not see anything attractive in running their own company. For those interested in becoming an entrepreneur, the most important arguments are: the possibility to work on a flexible schedule at their own pace, self-fulfilment, as well as independence and freedom in decision-making. A serious motive for starting their own business for moms is also the possibility of implementing their own business idea. In addition, almost a quarter of survey participants see their own business as an opportunity to earn a decent income.

What attracts you in running own business?

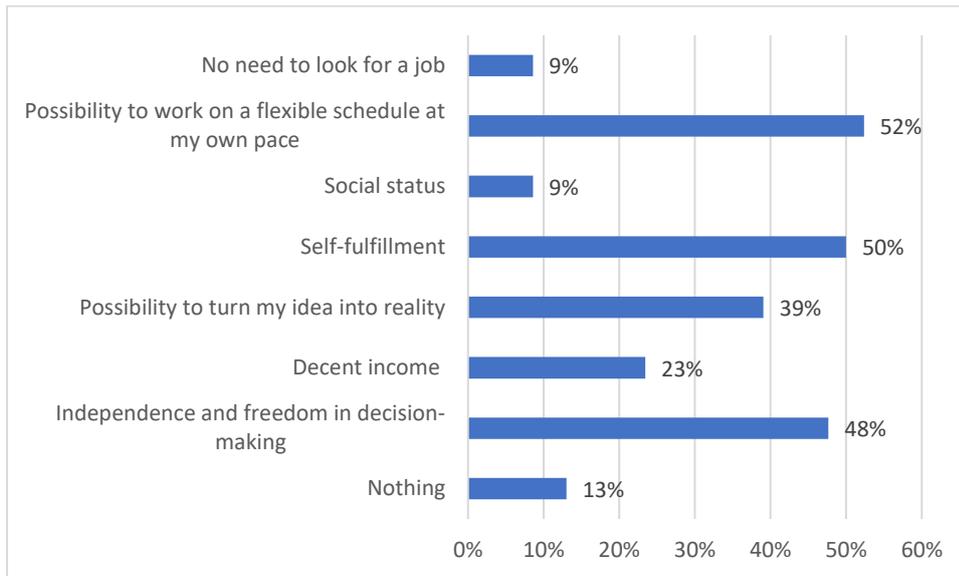


Diagram 4.1. Factors that make own business attractive for moms from Latvian and Estonian respondents together (percentage)

At the same time, the answers of respondents by country separately (Diagram 4.2. below) show a significantly greater interest in starting their own business among mothers from Latvia. In the three most important indicators (possibility to work on a flexible schedule at my own place, self-fulfillment, independence and freedom in decision-making), representatives of this country show significantly higher rates. At the same time, for respondents from Latvia, income is somewhat less important. These data can serve as a signal for the organizers of the event from Estonia to attract serious motivation to involve representatives of the target audience in entrepreneurship.

What attracts you in running own business?

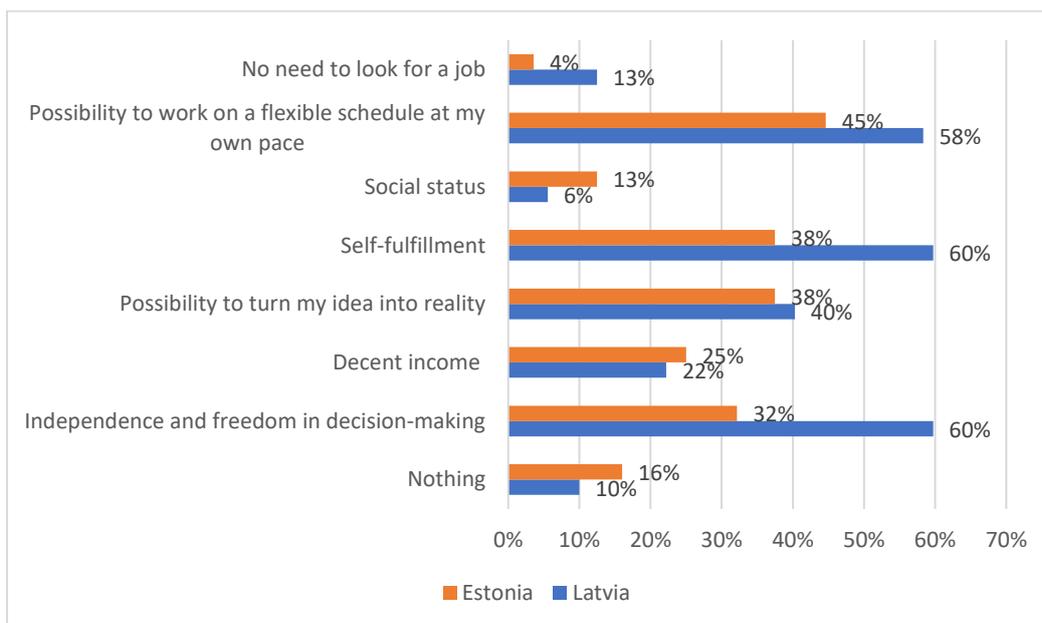


Diagram 4.2. Factors that make own business attractive by country (percentage)

Do you have a concrete business idea?

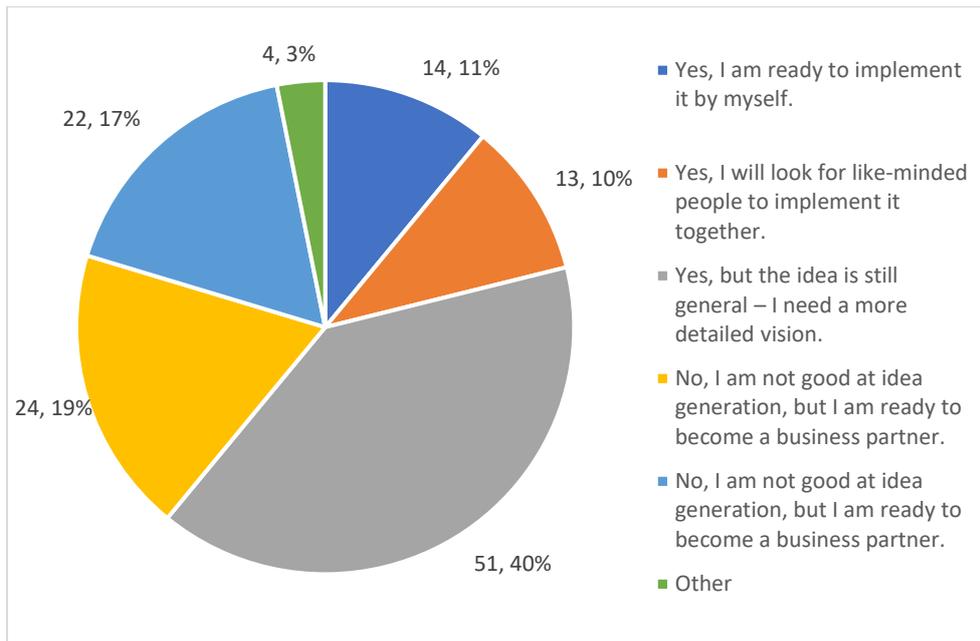


Diagram 4.3. Latvian and Estonian respondents together: business idea availability (value, percentage)

TGRs` answers to question No. 16 (*Diagram 4.3 above*) demonstrate that only 11% of interviewed moms are ready to implement their business idea and reflect the need to support mothers in creating a business idea, its evaluation and implementation.

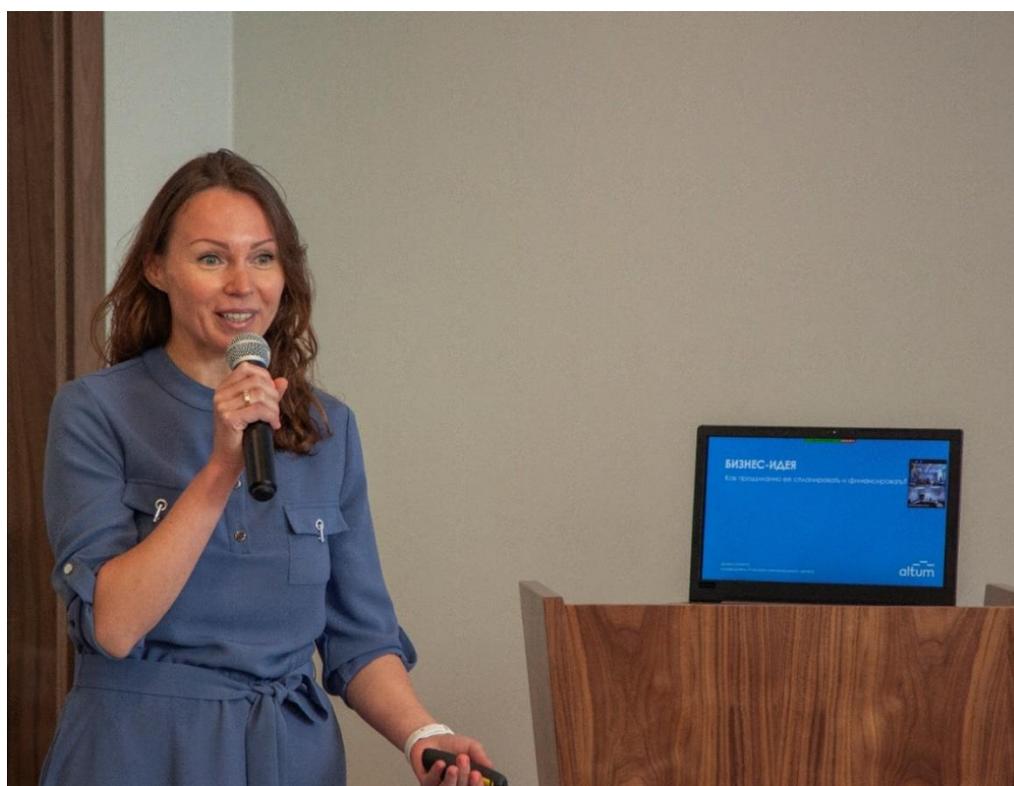


A well-known interior designer in Latvia openly shared her story about starting a business and developing it with the participants of the Entrepreneurship Day (Riga, Latvia, July 2020).

Preparation of Entrepreneurship Day topics should be taken into account that mothers need knowledge about existing tools for generating business ideas, evaluating them and preparation of business plans. In addition, it is also very important for them to get acquainted with the stories of other moms about going from a business idea to starting a successful business.

Based on question No. 17 answers (*Diagram 4.4 below*), the major factor that prevents mothers in Latvia and Estonia from starting a business is a lack of financial resources and a lack of self-confidence. Every third woman – 32% of all respondents (23% in Estonia and 39% in Latvia) – assumes that she does not have sufficient knowledge to run a company.

The data presented indicate that the set of topics for Entrepreneurship Day should include the assessment of the necessary financial resources and their breakdown over time, as well as the existing actual tools for their effective attracting and availability.



Representative of the Latvian Development Finance Institution “ALTUM” presented information about the possibilities of state financial support for starting and developing a business in Latvia (Riga, Latvia, July 2020).

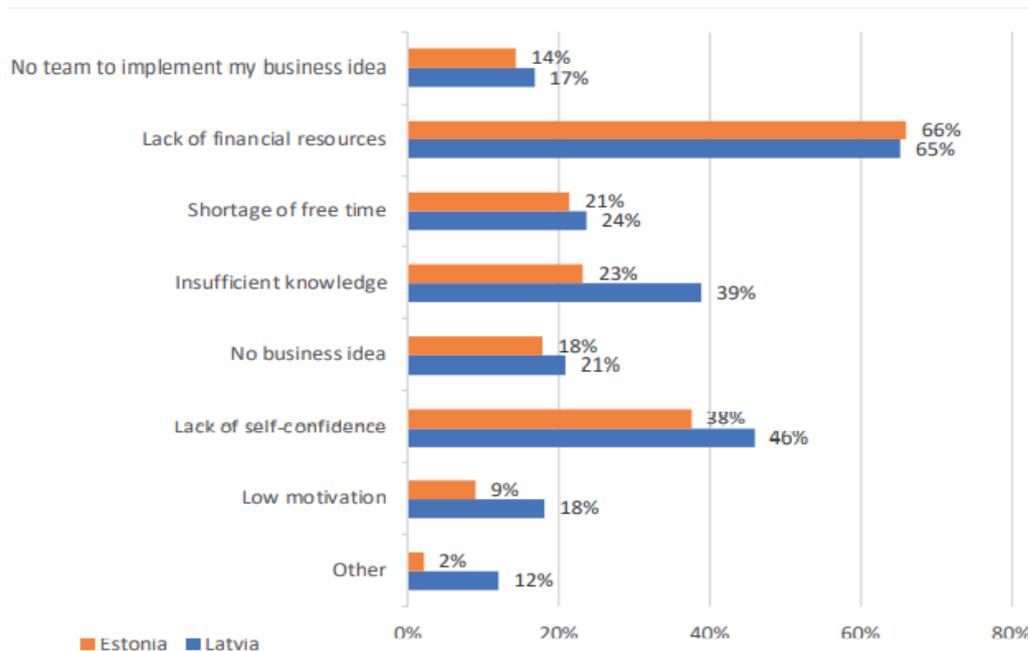
Building self-confidence, which is so important for future entrepreneurs, is possible with the help of business cases or ‘Storytelling’ of mothers who have already started their own business and are ready to talk about their journey at the event.

In addition, the topics of this event should provide representatives of the target audience with a map of knowledge that they need in order to launch their own business, and identify those positions where it is desirable to resort to the help of professionals (subcontractors).



A young entrepreneur from Estonia was involved in an event in a 'Storytelling' format to tell mothers about her journey in business (Rakvere, Estonia, January 2020).

What prevents you from starting a business?



4.

Diagram 4.4. Barriers to starting a business by country (percentage)

Target group representatives' answers to question No. 20 (Diagrams 4.5 below) suggest entrepreneurs from which areas are most interesting for moms during the Entrepreneurship Day. The most attractive field to run a business in both for Latvian and Estonian respondents is the beauty sector, which was mentioned by 19% of survey participants. However, Estonian interviewees demonstrated a greater interest in provision of beauty services than Latvian ones: 23% against 15%.

The second most popular business sphere, which was selected by 18% of respondents, is event organising. In this case, a significant difference between results obtained in Latvia and Estonia is observed (24% in Latvia vs 11% in Estonia).

18% of respondents mentioned event management as an attractive field to start their own business, including 24% of Latvian mothers and 11% of Estonian mothers.

The third most popular business area is consulting. It was mentioned by 16% of respondents.

In what field would you like to run a business?

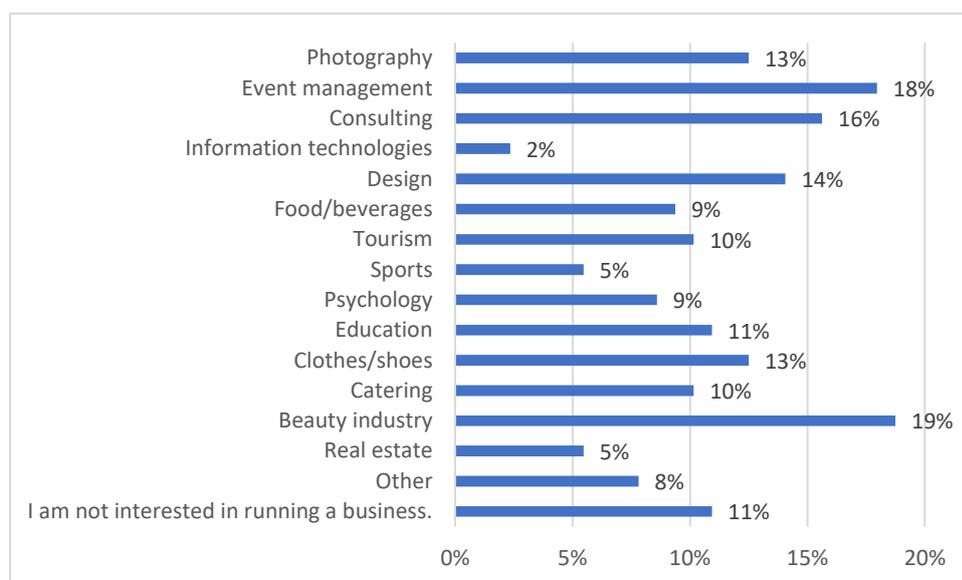


Diagram 4.5. Latvian and Estonian respondents together: attractiveness of fields to run a business in (percentage)

Such fields as catering, clothes/ shoes, education, tourism, design and photography were chosen by 10% – 15% of survey participants. Business domains that were selected by less than 10% of respondents are real estate, psychology, sports, food/beverages and information technologies. IT is the least attractive sector for survey participants, which was selected by only 2% of respondents.

As it is known, turning a hobby into a business is one of the options for becoming an entrepreneur. Answering question 20 “Do you have a hobby?”, 69% of mothers from Latvia and 26% of mothers from Estonia answered in the affirmative.

They named 22 activities they enjoy doing, starting with cooking and ending with intellectual games. Based on consolidated data on two countries, the most popular hobby is handicraft, which is mentioned by 15% of respondents (21% in Latvia and 7% in Estonia). Then, 9% of respondents named photography (11% in Latvia and 5% in Estonia) and 8% – cooking (7% in Latvia and 9% in Estonia). Following a current popular trend, 71% of respondents who have a hobby consider turning it into a business, which demonstrates that interviewees have an entrepreneurial mindset.

Overall and cross-country analyses demonstrate that stay-at-home mothers have an entrepreneurial spirit and they are business-oriented. Survey participants consider entrepreneurship an advantageous career option. Mothers value a possibility to work on a flexible schedule and they highly appreciate independence and freedom in decision-making

that are associated with entrepreneurship. Also respondents value a possibility to turn their ideas into reality thanks to involvement in entrepreneurship

Event agenda and speakers

The event agenda is recommended to be developed taking into account its goals, the results of a survey of representatives of the target audience in Latvia and Estonia, as well as the experience of holding Entrepreneurship Days during the implementation of the project and their evaluation by the participants.

The proposed agenda of The Entrepreneurship Day: "**Running your own business is an option!**" consists of the following parts:

- Speeches by accomplished businesswomen who are ready to openly tell how they got the idea of their business, how they implemented it, what were the motives for doing business, who helped them along the way, supported them and what difficulties they faced, what was possible to do and what didn't work out, how they see their business now, business opportunities and threats, etc. The speeches are real-life examples presented in business case or 'Storytelling' format. In the final part of the speech, it is highly desirable that the speakers express their recommendations and wishes to the participants of the event.

The speeches of businesswomen represented the following business fields during the project implementation:

- ✓ kid's furniture brand
- ✓ one-to-one and family meetings with horses, reboot retreats and horse hippo training
- ✓ interior design
- ✓ art studio
- ✓ web studio
- ✓ textile design
- ✓ pilates studio
- ✓ production and sale of national woollen clothes
- ✓ photo studio
- ✓ printing house
- ✓ organiser of weddings and seminars
- ✓ jewellery brand

Some more detailed examples of the presentations in described business areas :

Art studio & Textile design / *Reena Curphey, Oruveski Farm (Entrepreneurship Day No. 1, January 2021, Rakvere, Estonia)*

Reena Curphey is a textile artist and designer. She recently returned from the UK to Estonia and is now working as a handicraft teacher at Tamsalu Gymnasium.

Oruveski farm is their family business, where Reena is responsible for the events and her husband works in a 400-head sheep farm. In addition to working at the gymnasium, Reena is passionate about handicraft. The speaker shared with the participants of the event her story of transforming a hobby into a business, talked about what motivated her to start her own business, what additional knowledge she had to gain and what skills to develop in herself.



Reena's lessons: confidence and self-belief; self-development and networking; discipline. Everything happens for a reason!

The main product groups are felted items by the designer: clothes, scarves, jewelry, bags, home textiles. As commissioned works, Reena collaborates with other artists who have received orders through Instagram, Pinterest or Etsy e-shop. Just like most purchase requests from outside Estonia. In terms of sales and marketing, Reena emphasized the importance of social media, shared her experience and talked about her mistakes at the initial stage of working in social networks.

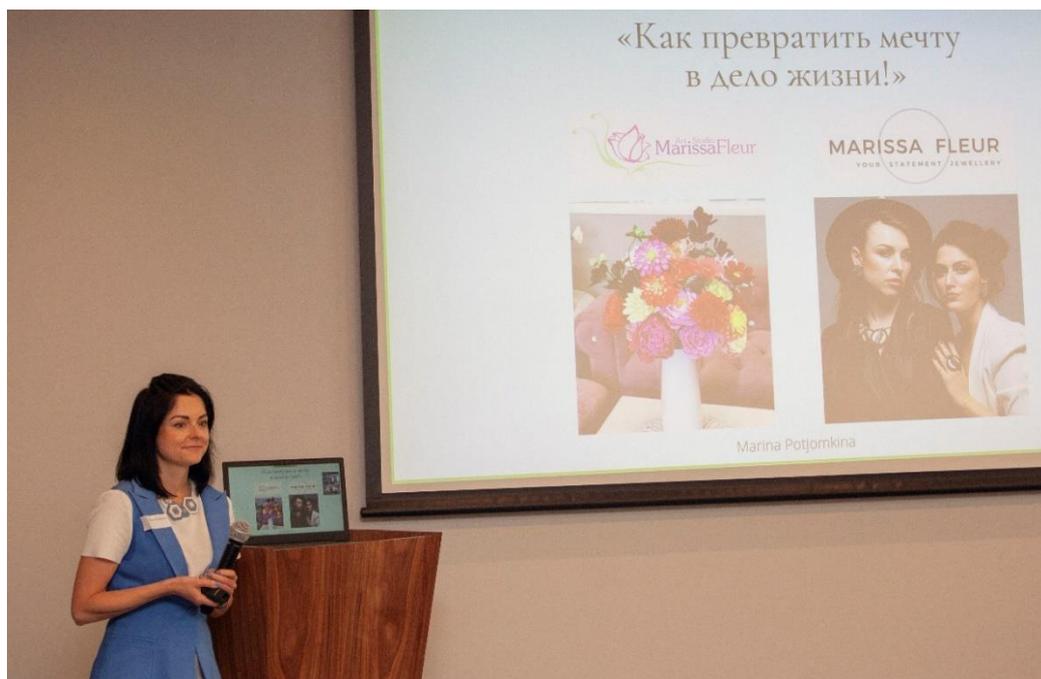
In Estonia, customers can visit Reena's boutique, which is located in the farmyard in an old help house, those interested can participate in courses and receive information via Facebook. Open farm days are popular in Estonia, both local and all-Estonian, open studio days, there are many group visits. Reena participates in exhibitions with products, which she says helps to keep in shape as an artist.

Art studio & jewellery brand / *Marina Potjomkina, founder of "Marissa Fleur" art studio and "Marissa Fleur Jewellery" brand owner (Entrepreneurship Day No. 2, July 2020, Riga, Latvia + Rakvere, Estonia + online communication).*

Marina Potjomkina called her presentation 'How to turn a dream into a lifework'.

The speaker told the moms about how she turned a dream into a work of life. Marina started her work in the art studio with the creation of beautiful flowers from Japanese polymer clay, which are often difficult to distinguish from real ones. She saw such flowers at the exhibition and was so inspired that decided to learn how to create the same ones and make it her business.

Marina's business way was preceded by a courageous step: taking a leave of absence from work, where she held the responsible position, woman went to study modeling in St. Petersburg. Returning to Riga, Marina realized that this was the right path for her, quit her job and opened art studio. The decision was not easy, only mother supported her, and husband and father strongly objected to her leaving work and did not believe in the success of her business.



Marina Potjomkina is ready to speak about her enterprise and her brand..

As time went on, Marina carefully learned the current trends in the market, studied a lot, both in Latvia and abroad, changed the manufactured products. She became a well-known entrepreneur in Latvia and is very proud that she stood at the start of her business, did not succumb to doubts, did not listen to skeptics, but moved and moved forward.

The First Baltic Channel filmed a report about Marina, her work and her photographs regularly appeared on the pages of Latvian magazines. In the final part of the presentation, Marina motivated moms to become an entrepreneur and gave advice to them who consider running their own business as an alternative to hired work.

Here are some of them:

- Look around in search of like-minded people. Perhaps the right people are around.
- Do not be afraid to delegate your responsibilities - it promotes growth.
- Regularly set aside part of the profit for the development of the company, advertising, force majeure.
- Don't put all your eggs in one basket: expand your business in different directions.

Pilates studio / *Katja Loide, founder of Katja Loide Pilates Studio, co-founder of Holiistikakeskus (Entrepreneurship Day No. 3, September 2021, Narva, Estonia).*

Katja, the owner of her own Pilates studio, called her presentation 'The power of small steps'. At her inception, the speaker, a fitness and pilates trainer, introduced the wide range of services that her center offers today, from classes for pregnant women and children to personal and group training.

Then Katja went back in her life schedule and talked about how she worked in trade for 10 years, and after maternity leave, for some time she could not understand what she was interested in life, what she would like to do. She discussed this issue with her friends and finally

a solution came to her. Fitness! Why doesn't she turn her hobby, which she is so passionate about, into her own business?



Katja shared her experience of starting a business with the participants of the event in great detail, spoke about her mistakes.

Katja turned to a specialized center for support, developed a business plan and began to develop her own business. She had to make important decisions in order for the business to start successfully in the following positions: offer to customers; pricing and break-even point; business process organization; business location; possible partners.



Mom from Latvia, a fitness trainer who also plans to launch her own business, listened to the speaker's speech with great attention.

The speaker shared her vision of what is needed to achieve a dream with the participants of the events:

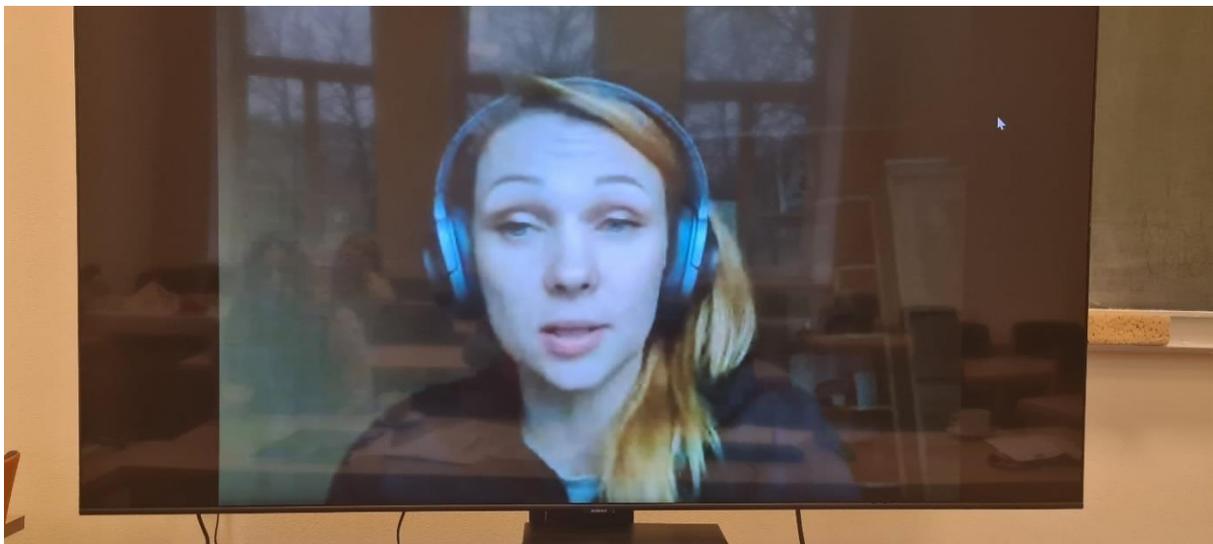
- ✓ "SAFETY BAG" - savings that will provide you with a quiet life for at least six months
- ✓ Understand what you want to do, your passion
- ✓ Study, study and study again!
- ✓ Define what "success" means to you?
- ✓ A clear plan with goals is a key tool on the road to a dream

Katja concluded her speech with advice to potential businesswomen on how to avoid mistakes. This part of the entrepreneur's speech found a very active response from the mothers, who joined the discussion.

Kid's furniture brand Ette Tette / *Linda Riekstina-Snore, co-owner of the Ette Tete kid's furniture brand (Entrepreneurship Day No. 4, November 2021, online format).*

Linda spoke about herself and her business in her presentation *'The path from the basement to international markets'*. First, the co-owner of the business, Linda demonstrated moms their most popular brand products. The earliest pieces were developed and produced by her husband in their basement, and sold primarily through Etsy.

After participation in international exhibitions the pair discovered the potential of their furniture design and they prepared a project to acquire CNC machinery with EU financing and employed staff. Soon after, in 2017, another identical idea was launched, and the company employed 10 people in 200 m² of manufacturing space.



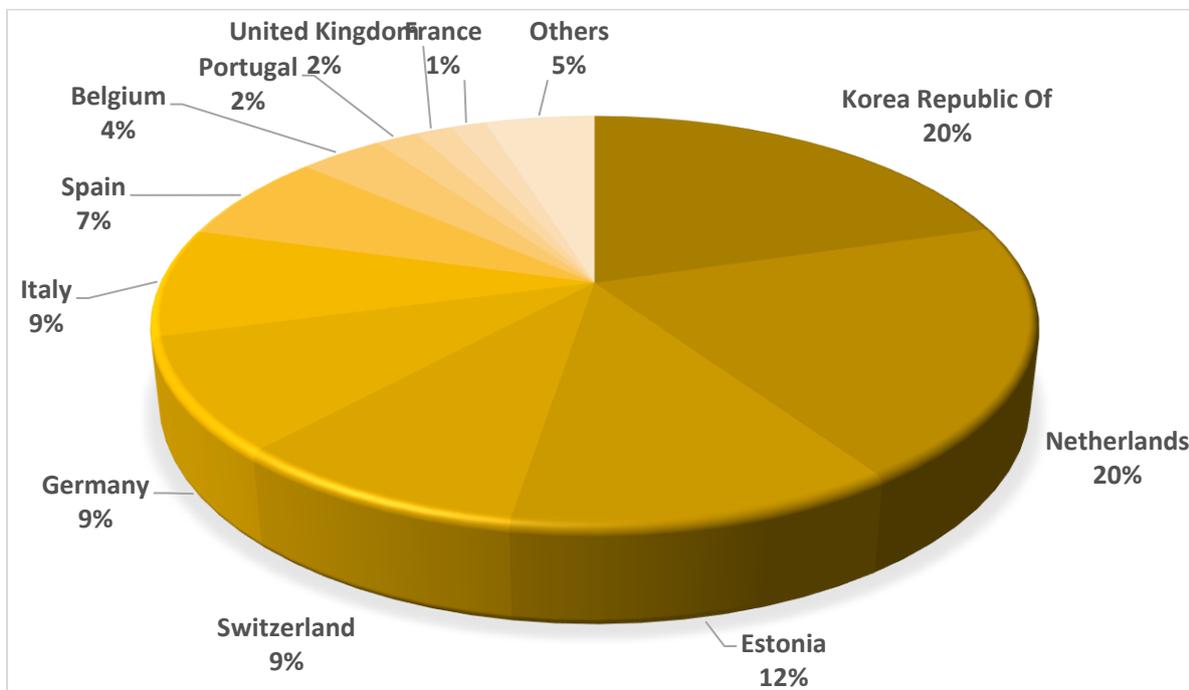
Linda told the participants of the event about what knowledge they needed at the initial stage of developing their business and how they got it.

Linda told the participants about her doubts at the start of the business, that at the initial stage her brothers spoke negatively about the fact that she and her husband decided to develop production and resort to outside financing. But Linda and her husband brought in an outside specialist who helped them come up with a sound project and get EU co-financing.



According to the speaker, one of the necessary elements of a successful business is a properly selected and motivated team. This is her area of responsibility in the company.

The following year, the company's progress was hampered by the management's lack of financial knowledge. But Linda and her husband overcame the obstacles, even more, they prepared developed and ambitious business plan and received investments in the state finance institution Altum, acquired production facilities and equipment, and also increased the number of employees.

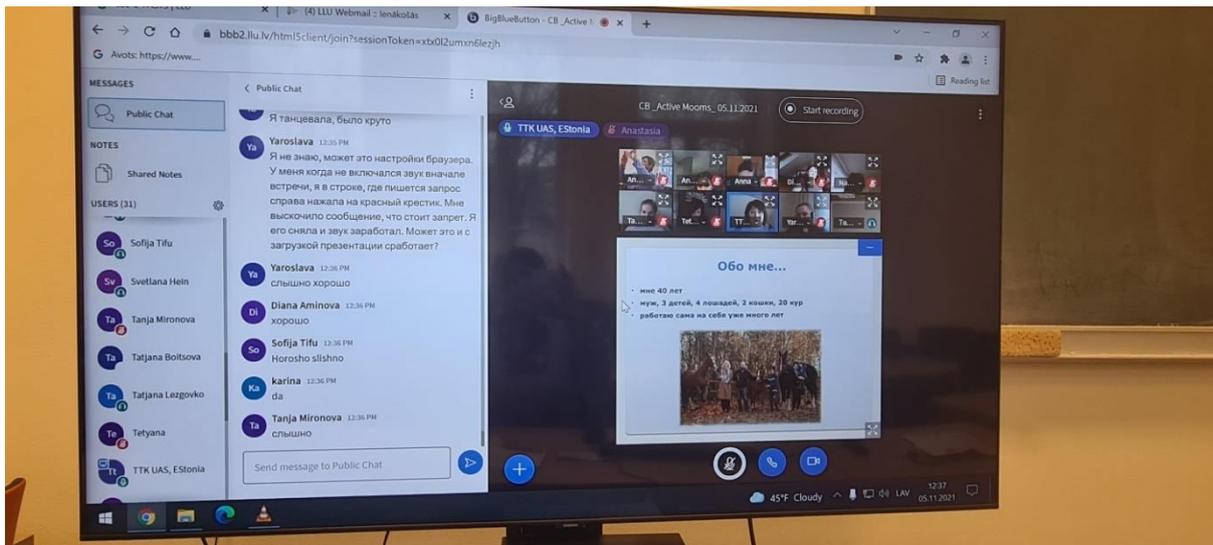


Linda spoke about the tastes of buyers in different countries using the example of their company's export structure.

At the end of her presentation, Linda showed a pie of exporting their products to countries around the world in 2021 and talked about the peculiarities of the tastes of customers in different countries.

Horse Team Estonia/ Anastasija Subbotina / The other side of the coin (Entrepreneurship Day No. 4, November 2021, online format).

Anastasija began her presentation by discussing a pivotal moment in her life when she quit distributing perfumes and cosmetics for a well-known brand in Estonia and Latvia and took a job as a plain worker in a stable.



Anastasija Subbotina started her presentation with a story about her family.



Anastasia is proud that all her family members and friends are happy to support her in business development.

Anastasija, who adored working with horses, developed the concept of establishing a Center for Informal Education and Human Development Through Horse Communication. Although it was a brave decision, family and friends helped her a lot with their advice and support. The family purchased a farm with a stable in Rakvere, and Anastasija designed the center's program after studying existing methods of communicating with horses and also developing her own.

Her Horse Team Estonia now offers the following services: private and family horse meets, recharge getaways, and horse hippo training. Which direction should I take next? - This was the question Anastasija addressed to the crowd. The Entrepreneurship Day online participants talked with Anastasija the potential for expanding her firm, highlighting the importance of identifying a larger target group and making specific offers for it.

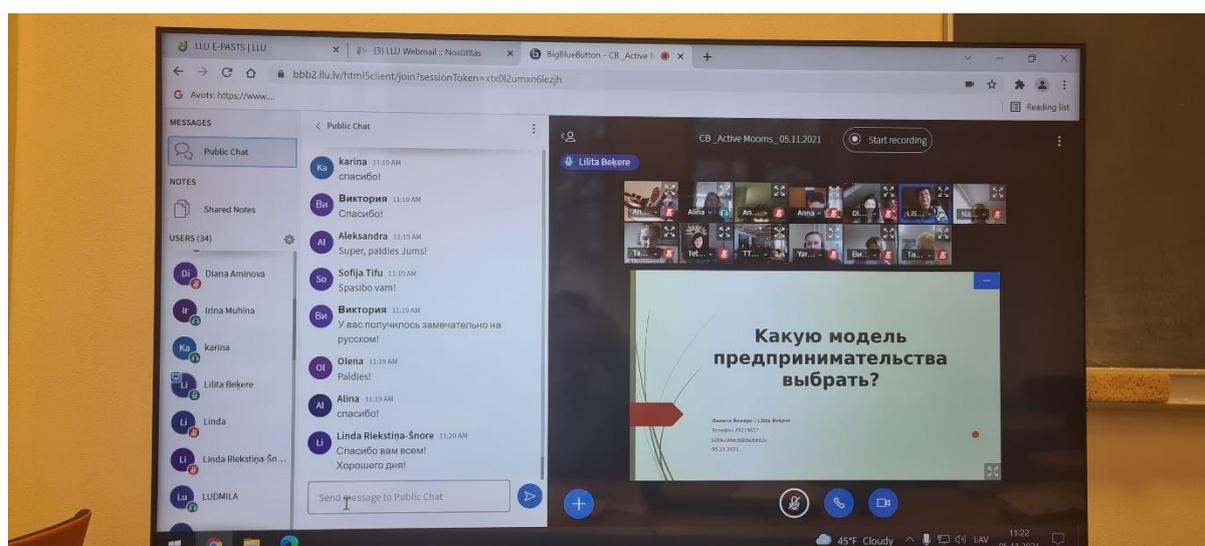
It is far more necessary for attendees at such events to hear specific stories, obtain practical examples, and learn about what company concepts are intriguing and relevant.

The experience after conducting 4 Entrepreneurship Days reinforced the importance for representatives of the target audience of practical examples, and stories of real women who started their own business, went through achievements, doubts, and problems in the process of business development, and are willing to share their experience with the audience also actively share information about oneself, respond to enquiries, and listen to feedback.

- Presentations by representatives of state institutions and non-government organisations on funding options for start-up businesses, entrepreneurial activity forms, accounting issues, tax concerns, and so on.

The following are some of the organisations from Latvia and Estonia participating in Entrepreneurship Day that provide the aforementioned services and information:

The Association of Accountants of the Republic of Latvia. Topics: forms of entrepreneurial activity that are currently accepted in Latvia. Step by step presentation of the activities of an individual merchant and a self-employed person (the most common forms of doing business for mothers) from the point of view of the country's tax legislation. Options for organising accounting.



Deputy chairman of the Board of the Association of Accountants of the Republic of Latvia presented possible forms of entrepreneurial activity in Latvia (Entrepreneurship Day No. 4, November 2021, online format).

Development Finance Institution “ALTUM”. Topics: financial assistance to those who start their own business, financial support for entrepreneurs who are already running their own businesses. Possible types of financing, principles of business planning, examples of companies that received financial support

Ida-Viru Entrepreneurship Centre (IVEK). Topics: crowdfunding, local funds and low interest loans. Consulting services for private individuals, start-ups and operating companies, investors, non-profit organisations and foundations, educational and research institutions. Part of their activities is also organisation of training and information days, mediation of a network of consultants and providing important information to businesses through mailing lists, Facebook and other social media channels. Consultation for start - ups includes: starting a business, creating a business plan, preparation of a marketing plan, preparation of an export plan, preparation of a financial plan, preparation of the project application. Mentoring club for start-ups. The activities of the club are primarily aimed at start-up entrepreneurs that have been operating for up to 3 years.



Entrepreneurship Consultant from Ida-Viru Entrepreneurship Center (IVEK) told about entrepreneurship development and support, as well as funding opportunities in Estonia (Entrepreneurship Day No. 3, September 2021, Narva, Estonia).

- Presentations of business ideas by target group representatives. The presented business ideas might either be new ones or moms already established their own business but are considering new directions and possibilities for growth. Speakers showcase their ideas to the audience, receive comments from other event participants as well as professional experts, and obtain an outside view on their business concept.



Moms from Latvia, presented their idea of a collection of clothes with a removable pattern (Entrepreneurship Day No. 2, July 2020, Riga, Latvia).

The speakers of the events present their company concept to the audience, outline a potential target audience, and determine the appeal of their products to that demographic. Then they explain the future production plan, the sources of funding for their company, and the members of their team.



The participant of the final Entrepreneurship Day showed the moms her creations and asked them for advice on how to promote their products. (Entrepreneurship Day No. 4, November 2021, online format).

The business idea presentations should be followed by audience questions and a lively discussion of additional options for developing business as well as expert assessment by experienced specialists, who give the possibility to observe their business initiative from the outside.

- Establishing relationships with mentors who can provide further help to moms.

In this part of the event, mentors can introduce themselves, talk about their education, work experience, competencies and the area in which they can provide services to both start-up entrepreneurs and those who have already launched their business and need help for its further development..

The following topics are the most popular for mentors:

- ✓ development and analysis of a business idea
- ✓ strategic planning and launchings of a business
- ✓ drawing up a business plan
- ✓ promoting a product or service
- ✓ raising funds and building a team
- ✓ effective advertising on Google, Facebook and other popular social media channels.

Mentor-mentee pairs can be formed directly during the event, or a potential mentee can contact a mentor later. The mentor provides his coordinates for the possibility of further communication.



Mentor told about herself to the participants of the event (Entrepreneurship Day No. 2, July 2020, Riga, Latvia).

- Business game, with the aim to assist in the development and practice of business skills such as business acumen, financial and market analysis, operations, decision making, problem solving, teamwork, communication, and leadership. It also helps to put theory into reality, raise participant involvement, provide a practical setting for the development of soft skills, improve entrepreneurial and enterprise capabilities, and improve information retention as compared to other teaching approaches.

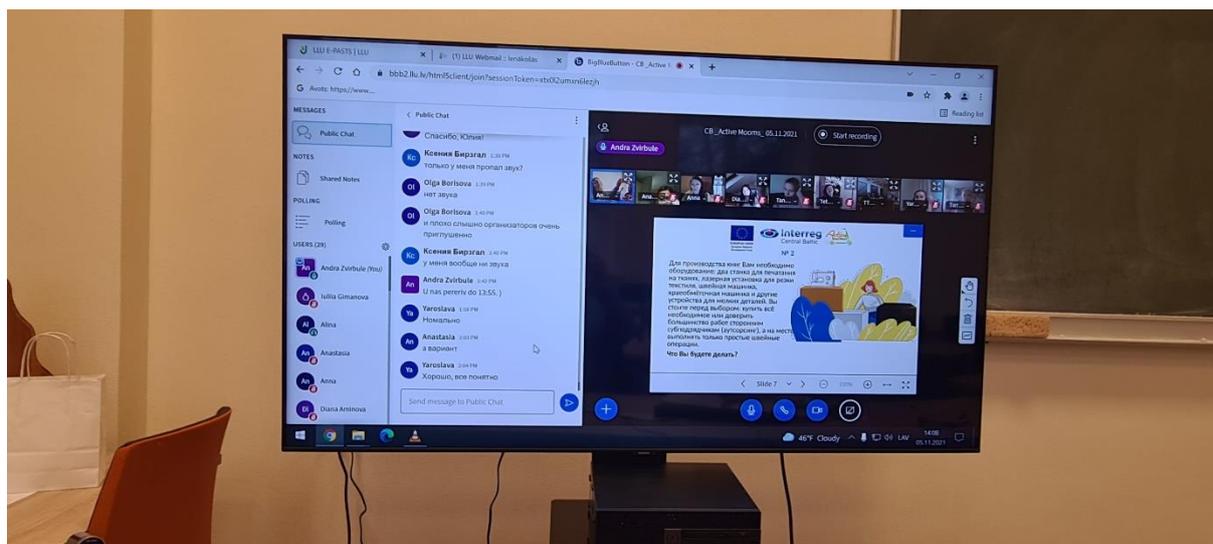
The business game was originally to take place on every Entrepreneurship Day. The intended business game was carried out only once since the moms' business idea discussions always took a long time. The organisers chose not to limit participation in the talks because it was so dynamic and vital for potential entrepreneurs. It is recommended to allocate enough time in agenda for an effective business simulation game.

The organizers of the Entrepreneurship Days can choose one of the existing business simulation games. At the same time, it is recommended to use the online business simulator provided by the link <https://www.reforbsimulator.eu/>.

The simulator was chosen as a business simulation game during online event in which the initial situation was discussed first, followed by a discussion of the company development situation. The participants were then given the option to vote in the chat for their favorite answer, and the game's host then displayed the comments on each of the answers as well as the points allotted to them. The function of the presenter in the game is to actively participate in the debate and provide comments during the game.

Another option is to play the game in person. In that case, the game's duration and number of scenarios addressed can be expanded. Additional time should be scheduled for participant comments at subsequent gatherings.

In partners' experience the business simulation game helps learners connect business concepts to gain a big picture understanding. This gives event participants an unique opportunity to apply their knowledge in a much more complex case than what they're able to in most other cases.

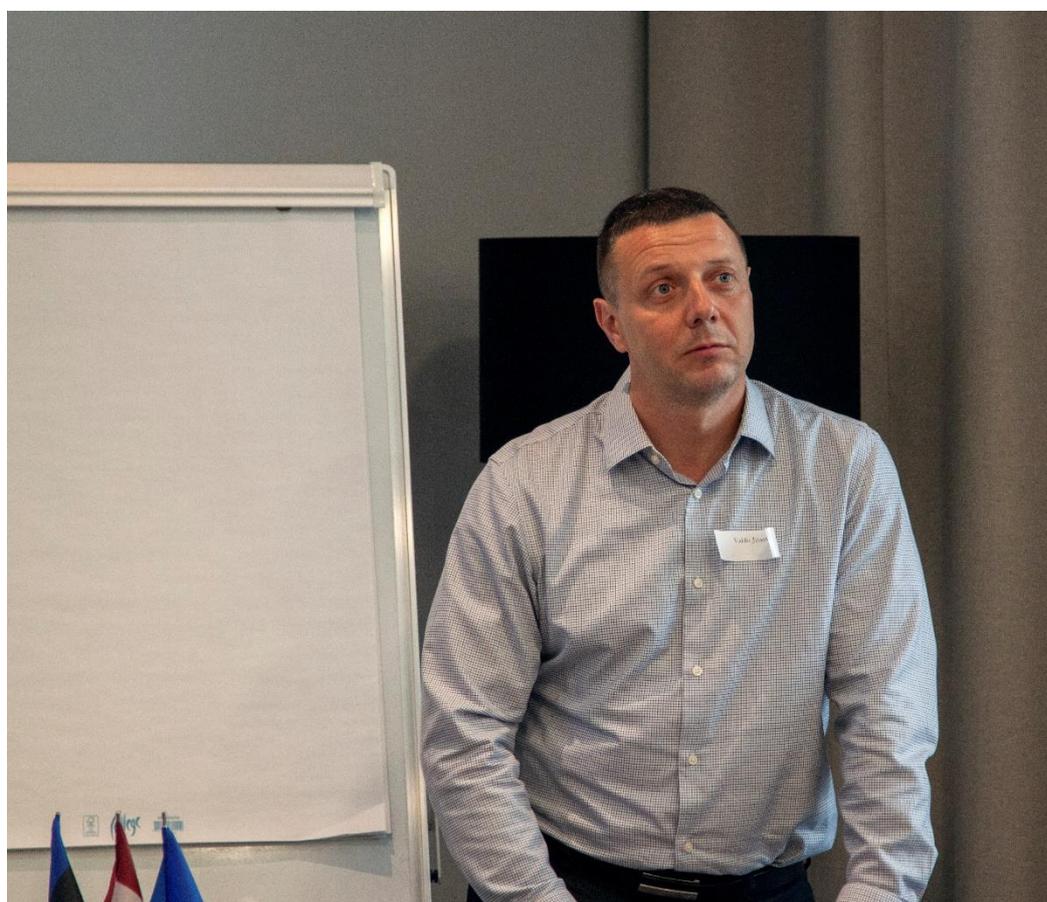


The participants of the event were very active in presenting their versions of the solution of the described situations of the online simulator (Entrepreneurship Day No. 4, November 2021, Riga, online format).

It is advisable to contact potential speakers with an invitation to participate in an event at least one month before its date (preferably 2 months in advance). State agencies' representatives and leaders of large enterprises often plan their time well in advance. In addition, all speakers need a reasonable time to prepare a presentation or adapt an existing one to the needs of target group representatives. If a business lady is supposed to speak in the 'Fireside Chat' format, it is advisable to send her questions in advance that will be discussed during the interview or indicate the details of topics for discussion. If the presentation is planned in a 'Storytelling' format, it is advisable to send the speaker questions in advance that can determine the sequence of the story.

Particular attention should be paid to preliminary work with a representative of the target audience who are ready to tell the event participants about their business idea. It is necessary to communicate with them in advance, get acquainted with their idea, help prepare a presentation and discuss its issues.

If presentations of mentors are planned during the Entrepreneurship Day, it is also necessary to communicate with them in advance, tell them about the target audience characteristics, its needs and the main issues in which they usually need help.



Expert and mentor is preparing to present his opinion about business idea of the potential entrepreneur (Entrepreneurship Day No. 2, July 2020, Riga, Latvia).

At the same time, the organizers of the event should not forget about the experts who can perform two functions during the event: express their opinion on the business ideas of potential entrepreneurs or evaluate the responses of the teams participating in the business game. Experts

need to provide information about the idea and content of the event, introduce them the target audience, give an idea about the business game and talk about its evaluation system.

Event organizers are encouraged to meet with the speakers in person in order to provide them with a necessary guidance, while communication by phone or online is also possible.

Recommended agenda for the Round-table discussions on employment is presented below in Figure 4.1.

Entrepreneurship Day “Running own business is an option!”

AGENDA

9:30 – 10:00	Registration, morning coffee
10:00 – 11:30	Session 1 Ice-breaking activity Speaker 1 Speaker 2
11:30 – 12:00	Coffee break
12:00 – 13:00	Session 2 Speaker 3 Business ideas of participants and their expert assessment
13:00 – 14:00	Lunch
14:00 – 16:00	Session 3 Business ideas of participants and their expert assessment Getting to know mentors / Business game
16:00 – 16:30	Discussions

Figure 4.1: Recommended agenda for the Entrepreneurship Day.

The topics of the presentations in the agenda were based on a previous study, in the course of which the business areas and bottlenecks of interest to mothers in starting their own business were identified.

At the beginning of the event, it is recommended to hold an *ice-breaking activity* in one of the widely used options, which allows the participants of the event to get to know each other so that in the future it would be easier for them to participate in both discussions and the business game.

As speakers for the *first session* of the event, it is proposed to invite businesswomen who are ready to share their story with the audience, talk about the emergence and development of their business idea, their doubts, problems, achievements and successes, support from loved ones

and family, financial aspects and others. The performance in this case can take place both in the presentation format PowerPoint and in the 'Fireside Chat' or 'Storytelling' format.



Ice-bearing activity in the beginning of the event was met with great pleasure by moms (Entrepreneurship Day No. 3, July 2021, Narva, Estonia).

It is advisable to start *the second session* with a presentation by a representative of a state institution or organization that can provide assistance or support to the entrepreneur both in obtaining financing and in developing a business plan, understanding possible forms of entrepreneurship, legislation and tax schemes. The *second session* ends with a speech by a representative /ves of the target audience who are ready to present their business idea, hear the opinion of both the participants of the event and experts.

If the event organizers have the opportunity to invite a few target group representatives who wish to speak with their business idea, *the third session* can begin with such a speech. Otherwise, during the *third session*, moderator can organize a presentation of mentors (in this case, it is recommended to first use a short presentation in a PowerPoint format that is further transformed into an interview) or invite the participants of the event to take part in a business game (use a business simulator).

The optimal time for each presentation (speech) is 30 minutes, including questions and discussion. If necessary, the project partners are ready to provide the coordinates of the speakers of the event.

Target group representatives / attraction and registration

Attraction of TGRs to a Entrepreneurship Day is an important element that defines an overall success of the event. It is necessary to publish an announcement of the event approximately one month before a planned date. An organizer should describe the event in an interesting and easy-to-understand manner, clearly explain benefits from attending it and outline what kind of knowledge participants will get at the end of the day.

For further details, please see Chapter ‘Round-table discussions on employment’ (page 11).

Event organisation

When planning the Entrepreneurship Day, it is recommended to arrange seats according to a “theatre” or “classroom” layout. If the number of participants is relatively small and the room allows, it is possible to place participants in the 'U' Shape Layout style. In this case, they can see each other and take part in discussions more actively.



Entrepreneurship Day participants placed in the 'U' Shape Layout style (Entrepreneurship Day No. 3, July 2021, Narva, Estonia).

If the final session of the event includes a business game, the organizers should be prepared to rearrange the tables during the lunch according to the Cluster scheme. Each group of combined tables will be designed for one team, the organizer puts the team number on it. When registering participants in the event, it is required to conduct a lottery, which will determine the team number for each person.

In the foreground of the room, it is desirable to place 2-3 small tables for speakers in each session of the event, a moderator and his/her assistant and, if necessary, an interpreter.

An appropriate announcement showing directions to an event room must be placed at the entrance to a building. It is required to prepare a list of event participants, where everybody can put a signature. It is suggest to prepare an agenda and provide it to all participants at a registration counter. In addition, it is also a good practice to provide note paper and pens.

Throughout the event, it is recommended to take pictures of both the speakers and moms. Photos can be actively used during dissemination of information about the event. It is obligatory to get the consent of the audience about being photographed.

Moderator

A right choice of a moderator and, if necessary, his/her assistant is essential for a successful conduction of a Entrepreneurship Day. The moderator should be familiar with the format of the event, topics discussed, as well as with speakers and their presentations. He/she also has to understand psychological profiles of TGRs, including their needs, perceptions, problems, fears, etc.

The moderator should greet the audience, introduce the sessions' theme and make a few observations about it, introduce speakers, lead interviews, conduct the event in line with a drawn up agenda, control time limits allocated to each speaker, actively communicate with both the speakers and the audience, involving them in discussions, observe compliance with general etiquette rules, and carry out the event in a dynamic, exciting and memorable way with a sense of humour.

If a business game is held during the event, the moderator explains its rules and key points to its participants, conducts the game in a positive manner, provides an opportunity for each team to express their opinion, invites experts to speak on the results of each round of the game, and sums up and announces the results.

Assessment forms

Upon completion of the event, the organizers should distribute assessment forms among the participants in order to better understand strengths and weaknesses of the events and better adapt them to the needs of TGRs' in the future. It is suggested to include the following criteria in the assessment forms: overall opinion about the event, information before the event, agenda and presentations, organization of the event, conference room and catering. Every criterion can be evaluated on a scale from 1 to 5 (1 being the lowest score and 5 – the highest). It is advisable to include at least one open-ended question so that participants could express their opinion in writing.

Activities after an event

After an event, it is important to post information in social networks and/or on an organizer's website written in a fascinating style. Moreover, it is recommended to send thank you letters and photographs to the speakers, as well as provide their presentations to all interested parties.

5. Networking events

Introduction

During the implementation of the Active Moms project, 5 Networking events were held – 2 in Estonia and 2 in Latvia and one in an online format where participants of both Estonian and Latvian participants remained in their respective countries.

Each event was held on an international scale. It was intended for 20 TGRs: 10 participants from each country. The duration of the event is 7 hours.

Networking events are held through practical days and collaboration with target group members and involved stakeholders. The goal of Networking events is to promote entrepreneurial mind-set and social inclusion among target group members. Its practical tasks are carried out with the aim:

- ❖ to decrease barriers for moms to make it easier for women to enter or return to the job market. Lack of knowledge and fear of the unknown are typically the first and most significant obstacles. Through the events, individuals can reflect on their own abilities and discover their passions. As interest is the most crucial aspect of success, the initial event should focus on it.
- ❖ to encourage stay-at-home mothers to start their own enterprises (as an alternative to employment) - during the events, participants will also acquire numerous business-related elements through experience, giving them a better starting point to contemplate becoming entrepreneurs.
- ❖ to encourage young mothers to cooperate and to grasp the necessity of cooperation and teamwork, the value of networking, and the advantages of receiving feedback from others. Taking them out of their routines.

Target group enhances social skills, including communication with multiple target groups, openness, understanding (including self-understanding), and the ability to better target future career and family reconciliation decisions. The event "injects" target group members with an entrepreneurial mindset and presents entrepreneurship as a viable option for future career paths.

Main inputs

Main inputs into preparation and conduction of Networking events are results of a survey carried out (during project *Active Moms*) among young moms. Particular attention is paid to questions 20, 21, 25 and 26:

Question 20: **In what field would you like to run a business?**

Question 21: **In your opinion, what are the main difficulties women entrepreneurs deal with?**

Question 25: **Do you have a hobby? Which one?**

Question 26: **If yes, have you ever thought of turning a hobby into a business?**

An analysis of respondents' responses on question 20 by country (*Diagram 5.1 below*) showed that for the survey participants from Latvia, the most preferred areas for developing their own business are event organization (the highest percentage, 24%), photography, consulting and services in the beauty sector, design, tailoring, education and tourism. Estonian mothers prioritize beauty services (23%), followed by catering and design, as well as consulting services and food production.

The option of transforming a hobby into a business is a well-known approach to becoming an entrepreneur. 69% of mothers from Latvia answered positively to question 25, while only 26% of such mothers in Estonia turned out to be. Survey participants identified 22 types of activities when talking about their hobbies (see page 19 of the document).

Following a current popular trend, 71% of respondents who have a hobby consider turning it into a business, which demonstrates that interviewees have an entrepreneurial mindset. Figures in Latvia and Estonia are quite similar: 68% and 80%, respectively (question 26).

In what field would you like to run a business?

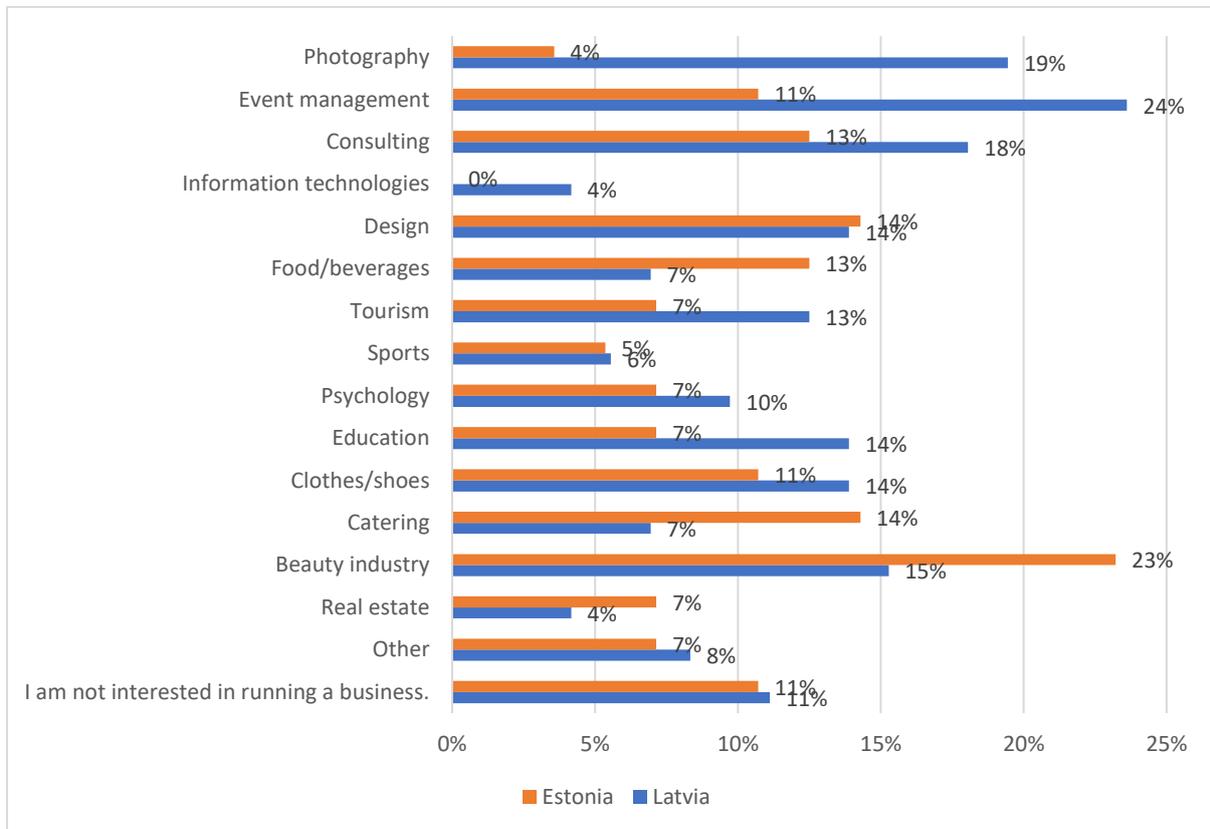


Diagram 5.1. Attractiveness of fields to run a business in by country (percentage)

Answering question 21, the respondents expressed their opinion, presented in Diagram 5.2

In your opinion, what are the main difficulties women entrepreneurs deal with?

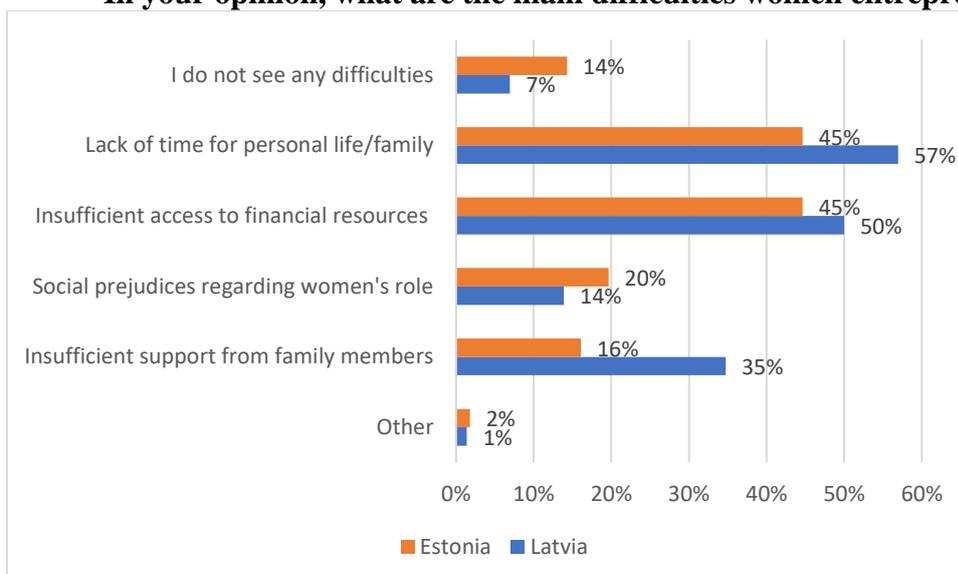


Diagram 5.2. Difficulties in business faced by women entrepreneurs by country (percentage)

TGRs state that in their opinion the biggest difficulty is related to time: more than half of survey participants – 52% (57% of Latvian respondents and 45% of Estonian respondents) – consider that business ladies generally lack time for personal life and family. Both Latvian and Estonian respondents agree that the other great obstacle is the lack of financial resources. More than a third of mothers from Latvia (35%) noted the lack of support from the family, while for respondents from Estonia this figure is half as much (16%). These points can be addressed in Networking events.

Event agenda and speakers

When planning the agenda and practical event, the day's appeal must be considered, particularly among the target audience. At the initial stage of the project implementation, the partners planned to hold an event on the following types of activities, based on the results of the survey (one activity per day, 1 and half our): photography, photo transfer technology - copying printed photos to different surfaces (wood, stone, cardboard, etc.), tourism, cooking, cake design, paper crafts, jewelry making, manufacture of organic cosmetics.

The work in the project demonstrated the needs of representatives of the target audience for more communicative and relevant activity. This was taken into account by the organizers when determining the topics of events and invited experts.

The proposed agenda of the Networking Event: "Turn a simple activity into a business" consists of the following parts divided into 3 sessions:

- **Practical activity on chosen topics where target group members participate and reflect on the possibility to transform the previous activity into a business.**

The following topics were addressed during the *first session* if 5 Networking Events conducted in the framework of the project. The following is a brief summary of how each topic was an introduction to generating business ideas:

Networking Event on tourism (*Networking Event No.1, July 2020, Riga, Latvia*)

During the morning indoor meeting, the participants of the event were divided into teams consisting of representatives from Latvia and Estonia, and went on an interactive tour of Old Riga. The event's organizers prepared an original itinerary for a short trip, which even the representatives of Latvia found interesting.

During the tour a well prepared guide, spoke about the well-known monuments of mediaeval Riga and the rare discoveries, the Art Nouveau buildings of the early 20th century that have entered the annals of world architecture, the history of the city and the legends of its residents. The journey through the old city was accompanied by an interactive game in which the participants of the event were asked questions and offered options for answers. The first team to give the correct answer received a small prize.

During the walk, the organizers also drew the participants' attention to the related field of the tourism industry, including souvenir sales, cafes, photography, street musician performances, etc.



Participants of the Networking event listen to the story about the Powder Tower and the old chess cafe in Riga

Networking event “Where art meets business” (Networking event No. 2, July 2021, Riga, Latvia)

Participants divided into five teams and walked to the "Riga Bourse" Art Museum, which is renowned for its building in the style of an Italian palazzo and its extensive international collection.



Representative of the museum demonstrated her presentation about the building and museum collection

Representative of the museum, art critic and curator of museum educational programs introduced the project participants to the history of construction in 1870 and the renovation of the famous Riga Stock Exchange, as well as the art collection of the museum, its history of formation, and notable exhibitions held in the building. The mothers had the opportunity to

tour the museum in groups, examine its exhibits, and draw inspiration for their subsequent activity.



General photo of the participants of the event in the museum. After walking around the building and getting acquainted with his collection, the mothers have already managed to build communication

Networking event “Journey to myself” on subjects of self-discovery personal business model creation (Networking event No. 3, August 2021, Narva, Estonia)

A well-known event organizer and adult educator in Estonia directed the day. The practical portion of the day began with a self-discovery walk along the seashore and the development of a personal business model. During the leisurely stroll, the mothers had to gain a deeper understanding of themselves by identifying their hobbies and favorite activities, goals and aspirations, skills and abilities, sources of happiness and anxiety, and the roles they play.



The participants of the event are ready to talk about themselves during a walk along the seashore in Estonia.

The guest speaker directed the exercise and steered the participants in the right direction by posing leading questions. After answering these questions, the mothers were able to develop a personalized business plan.

Networking event „Rebirth of ghosts and much more“ on the subject of event management (*Networking event No. 4, September 2021, Narva, Estonia*)

After the event's opening and introductions, the day continued with an adventure tour of the Kreenholm Manufactory's restricted territory in the tranquil and desolate Narva district. The guide of the Narva Museum led the event participants on an excursion to Kreenholm. They could only see a small portion of this enormous complex.

Before the activity, the mothers were divided into pairs, so that during a walk around the Manufactory they had the opportunity to get to know each other better and prepare for further work in teams.



Participants of the event in Narva are happy to go on tour of its interesting object - Kreenholm Manufactory.

Kreenholm was the largest textile manufacturer in Europe, and its products shone brightly at international expositions. No longer do thousands of individuals work in the various Kreenholm mills. Currently, the territory is used insignificantly for holding city and international events, and most of the manufactory is mothballed or destroyed..

Networking event “The warmth of our hands” on scrapbooking (*Networking event No. 5, November 2021, Riga, Latvia + Rakvere, Estonia + online connection*)

This time, the event was conducted online between the two countries. The owner of a creative studio and online store Scrapbooking.lv from Latvia and the owner of a creative workshop from Estonia simultaneously held a master class for the assembled mothers. During the lesson, the mothers actively communicated with each other in the classroom, as well as with representatives of another country online, and demonstrated their products.

The presenters of the master class provided the participants with all necessary materials, devices, and tools. And if mothers in Latvia created a New Year's card in the shake style, mothers in Estonia were able to design their own unique postcard.



Participants of the event in Riga design their greeting cards and can watch the mothers in Rakvere work.

- **Preparation of team presentations “Our business idea and its development”**

During *the second session*, event participants are invited to develop in teams a business idea on the topic that was presented in the first session of the event. In this case, it may be an idea connected directly to the represented area of production or provision of services, or to related areas.



Estonian and Latvian moms in teams develop their business idea to provide an original service for tourists (Networking Event No.1, July 2020, Riga, Latvia).

- **Teams` presentations of business ideas and speeches by business representatives of respective fields.**

The *third session* is recommended to be devoted to presentations of business ideas by moms` teams, as well as speeches by experienced and successful representatives of the business area that was considered in *the first session* of the event.

The following are some examples of business ideas that the target group members generated on various topics during the five Networking events conducted:

Networking event No. 1, Tourism: Teams proposed several directions for the development of the tourism business at once: coworking for craftsmen, needlewomen, development of a mobile application and the creation of a "Rain Shop". The concept of the "Rain Shop", where everyone can buy or rent stylish raincoats, galoshes and umbrellas, received a very emotional response from the participants of the event.



Mixed moms` team tell audience about QR-Riga application (Networking event No. 2, July 2021, Riga, Latvia)

Networking event No. 2, "Where art meets business": The team members were very active in communicating with each other after the general visit to the museums and generated their ideas with great enthusiasm. Among them, for example, the creation of an art cafe, which will regularly delight visitors with new exhibitions of sketches and will almost certainly attract the creative community, as well as Studio "Magic", safely teaching right-hemispheric drawing even for those who have long lost hope of depicting anything on canvas.



Team members spoke about their idea with great enthusiasm.

Networking event No.4 „Rebirth of ghosts and much more“: After a tour of the Kremngol manufactory, the mothers presented the ideas of several projects to hold major international events on the territory of the former production, attract large investments for this, and also form a creative complex in the former workshops of the manufactory.



The moderator of the event in Narva and its participants meet with great interest the business ideas of their like-minded people.

The *third session* concluded with the presentations of a field representative who shared their professional experience.

Here are few instances:

Networking Event on tourism: three representatives of the tourism industry were invited: licensed guide Elena Lantsova, who recently moved to Riga from Moscow, social entrepreneur Marija Kozharina, who makes tourism accessible to blind people, and illustrator Diana Renzhina, who is working on an alternative travel guide with artistic slope. All speakers aroused genuine interest from the audience.



Marija Kozharina demonstrates a model of the Dome Cathedral, which she made for anyone with impaired vision.

Networking event “Where art meets business”: Julia Kornejeva from the Tallinn Russian Museum spoke to the participants of the event. They shared information about the international project "Agents of change: mediating minorities ", within the framework of which one can obtain an innovative specialty of an art mediator. The second speaker was a founder of the “Sin on the beach” brand, Anna Kustikova, who spoke about her journey as an artist and business woman. The mothers learned that Anna creates her products - and there are a great many of them - on the basis of her own paintings.

Networking event “Journey to myself”: Svetlana Smirnova, Director of the Development and Training Center Novucenter, an adult educator, educator psychologist, fairytale therapist, author and host of t-games, neurographic specialist, organizer and trainer of youth projects and children's camps presented her life path and talked about how she left her job as a human resources manager in a large company and began her journey to a completely new profession that fascinated her. In addition, today Svetlana is the co-author of the transformation game "9 steps" and writing the book "Notes of a Traveler or How NOT to Go Crazy with Adventures." Svetlana's abilities aid numerous individuals in discovering themselves.



The story of Svetlana Smirnova aroused great interest among the audience.

It is advisable to contact specialists of the event first session and speakers of the third session with an invitation to participate in an event at least one month before its date (preferably 2 months in advance). Speakers need a reasonable time to prepare a presentation aimed on needs and expectations of target group representatives. In addition, specialists who will lead the first session need to purchase materials for conducting their classes (scrapbooking, for example).

If a speaker of the third session is supposed to speak in the ‘Fireside Chat’ format, it is advisable to send him/her questions in advance that will be discussed during the interview or indicate the details of topics for discussion. If the presentation is planned in a ‘Storytelling’ format, it is advisable to send the speaker questions in advance that can determine the sequence of the story.

At the same time, the organizers of the event should not forget about the experts who will express their opinion on the business ideas of potential entrepreneurs. Experts need to provide information about the idea and content of the event describe them the target audience.

Event organizers are encouraged to meet with the speakers in person in order to provide them with a necessary guidance, while communication by phone or online is also possible.

Recommended agenda for the Networking event is presented below in Figure 5.1.

Networking day **'Turn a simple activity into a business'**

AGENDA

9:30 – 10:00	Registration, morning coffee
10:00 – 12:00	Session 1 Ice-breaking activity Creation of cross-border teams Practical activity on chosen topics
12:00 – 12:30	Coffee break
12:30 – 13:30	Session 2 Wake-up activity (15') Questions – Answers (10') Preparation of team presentations “Our business idea and its development”
13:30 – 14:30	Lunch
14:30 – 16:00	Session 3 Teams' presentations Speeches of industry representatives
16:00 – 16:30	Discussions

Figure 5.1. Recommended agenda for the Networking event.

At the beginning of the event, it is recommended to hold an *ice-breaking activity* in one of the widely used options, which allows the participants of the event to get to know each other so that in the future it would be easier for them to participate in both activities and work in teams. During *the registration* of participants or during the *ice-breaking activity* of the *first session*, teams are created (as an option, pairs).

As a specialist (moderator) for the *first session* of the event, it is proposed to invite businesswoman who is successful in the planned activity and ready to conduct a session for representatives of the target audience (for example, a guide, a museum art critic, an interpersonal relations specialist, a scrapbooking master, etc.). The performance can be held in any format that gives the most effective result for the target group representatives.

It is advisable to start the *second session* with a *wake-up activity* that help representatives of the target audience to tune in to further work in teams, and then provide them with the opportunity to ask questions about the lesson and the specifics of the business, within which they will further develop a business idea.

The final session of the event begins with the teams' presentation of their business ideas on the Networking event topic. In this case, it is recommended to allocate enough time for the teams' presentations so that they have the opportunity to calmly present their ideas, discuss them with like-minded people and hear the opinion of experts. The presentations of *third session* speakers – successful representatives of their respective fields, preferably from small

businesses – in a PowerPoint format that is further transformed into an interview, in ‘Fireside Chat’ or ‘Storytelling’ formats round off the events. It is desirable to determine the number of speakers based on the planned number of participants and teams. The optimal time for each presentation is 30 minutes, including questions and discussion. If necessary, the project partners are ready to provide the coordinates of the speakers of the event.

Target group representatives / attraction and registration

Attraction of TGRs to a Networking event is an important element that defines its overall success. It is necessary to publish an announcement of the event approximately one month before a planned date. An organizer should describe the event in an interesting and easy-to-understand manner, clearly explain benefits from attending it and outline what kind of knowledge participants will get at the end of the day.

For further details, please see Chapter ‘Round-table discussions on employment’ (page 11).

Event organisation

When planning the Networking event, it is recommended to choose the best venue to hold the activity on the chosen topic. It can be either the main room for the event, or a special other room. In addition, outdoor activities may be provided. During the first session of the event, the seating of its participants is made depending on the content and scheme of activity.

The seating of participants in the second session is a ‘Cluster’, which allows them to work effectively in teams. During the third session, the tables remain in the same arrangement so that the participants can discuss the performances of other teams and representatives of the business area in question together.



After the scrapbooking activity, the organizers set up the tables in a cluster pattern so that the teams could develop and present their business ideas (Networking event No. 5, November 2021).

In the foreground of the room, it is desirable to place 2-3 small tables for speakers and experts in the third sessions of the event, a moderator and his/her assistant and, if necessary, an interpreter.

An appropriate announcement showing directions to an event room must be placed at the entrance to a building. It is required to prepare a list of event participants, where everybody can put a signature. It is suggested to prepare an agenda and provide it to all participants at a registration counter. In addition, it is also a good practice to provide note paper and pens.

Throughout the event, it is recommended to take pictures of both the speakers and moms. Photos can be actively used during dissemination of information about the event. It is obligatory to get the consent of the audience about being photographed.

Moderator

A right choice of a moderator and, if necessary, his/her assistant is essential for a successful conduction of a Networking event. The moderator should be familiar with the format of the event, topics discussed, as well as with specialist on cn chosen activity, speakers and their presentations. He/she also has to understand psychological profiles of TGRs, including their needs, perceptions, problems, fears, etc.

The moderator should greet the audience, introduce the sessions' theme and make a few observations about it, introduce specialist and activity, speakers, lead interviews, conduct the event in line with a drawn up agenda, control time limits allocated to activity and each speaker, actively communicate with both the speakers and the audience, involving them in discussions, observe compliance with general etiquette rules, and carry out the event in a dynamic, exciting and memorable way with a sense of humour.

Assessment forms

Upon completion of the event, the organizers should distribute assessment forms among the participants in order to better understand strengths and weaknesses of the events and better adapt them to the needs of TGRs' in the future. It is suggested to include the following criteria in the assessment forms: overall opinion about the event, information before the event, agenda and presentations, conducted activity, organization of the event, conference room and catering. Every criterion can be evaluated on a scale from 1 to 5 (1 being the lowest score and 5 – the highest). It is advisable to include at least one open-ended question so that participants could express their opinion in writing.

Activities after an event

After an event, it is important to post information in social networks and/or on an organizer's website written in a fascinating style. Moreover, it is recommended to send thank you letters and photographs to the activity specialist and speakers.

6. Mentoring

Introduction

The aim of the mentoring programme implemented in the framework of the ActiveMoms project was to provide assistance and support of mentors to target group representatives (TGRs) on their way to successful entrepreneurship and employment and, thus, social inclusion. Attracted mentors should possess knowledge, skills, experience and contacts in the areas of moms' interest and be ready to share them. Two types of mentoring were offered: individual and in a group.

Developed ICT Platform <https://www.activemoms.eu/> was distributed among stakeholders (educational institutions, municipalities, business support and development centres, incubators, life-long learning centres and NGOs) and, therefore, the mentoring programme will be further supported and developed.



Main inputs

Results of the survey on unemployed mothers conducted on the basis of the questionnaire developed at the initial stage of the project implementation serve as an important input into the mentoring programme.

Questions No. 23 and 24 presented in Figures 6.1 and 6.2 below directly related to mentoring.

23. Do you need a mentor(-s) to start your own business?

- | | |
|--|--|
| <input type="checkbox"/> Yes, certainly! | <input type="checkbox"/> No, I will be able to solve all issues by myself. |
| <input type="checkbox"/> Yes, but I still have not decided in which areas I need help. | <input type="checkbox"/> Other: |

Picture 6.1. Question No. 23 of the questionnaire and possible answers.

24. If yes, what kind of help would you like to receive from a mentor(-s)? (maximum 3 answers)

- | | |
|---|--|
| <input type="checkbox"/> Development of a business idea | <input type="checkbox"/> Promotion of an end product/service |
| <input type="checkbox"/> Preparation of a business plan | <input type="checkbox"/> Pricing policy |
| <input type="checkbox"/> Attraction of financing | <input type="checkbox"/> Work with personnel |
| <input type="checkbox"/> Creation of a product/service | <input type="checkbox"/> Work with state institutions |
| <input type="checkbox"/> Analysis of competitors | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Market analysis | |

Picture 6.2. Question No. 24 of the questionnaire and possible answers.

The answers of separate mothers from Latvia and Estonia to question 23 can be seen in Diagrams 6.1 and 6.2.

Do you need a mentor(-s) to start your own business?

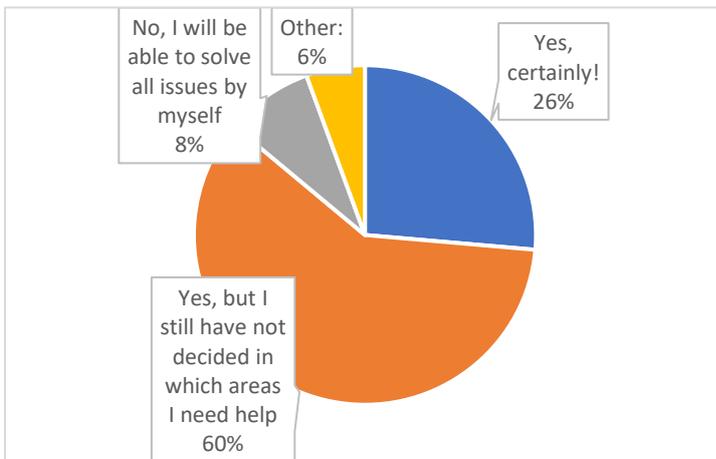


Diagram 6.1. Answers of Latvian TGRs to the question No. 23 (as a percentage of the total number of mothers from Latvia).

Do you need a mentor(-s) to start your own business?

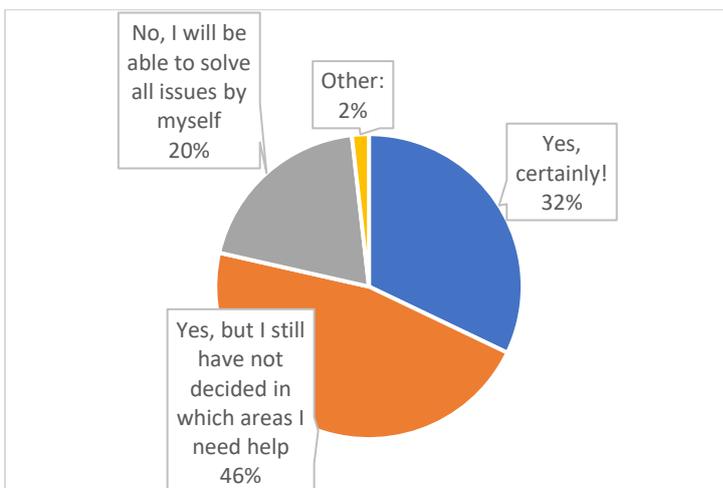


Diagram 6.2. Answers of Estonian TGRs to the question No. 23 (as a percentage of the total number of moms from Estonia).

As can be seen from the diagrams presented, more than ¾ of moms who filled out the questionnaires stated that they need a mentor: 86% in Latvia and 78% in Estonia. 26% of the Latvian survey participants and 32% of the Estonian ones clearly understand what kind of help they need. At the same time, 60% of Latvian mothers and 46% of Estonian ones have not yet formulated their requirements.

What kind of help would you like to receive from a mentor(-s)?

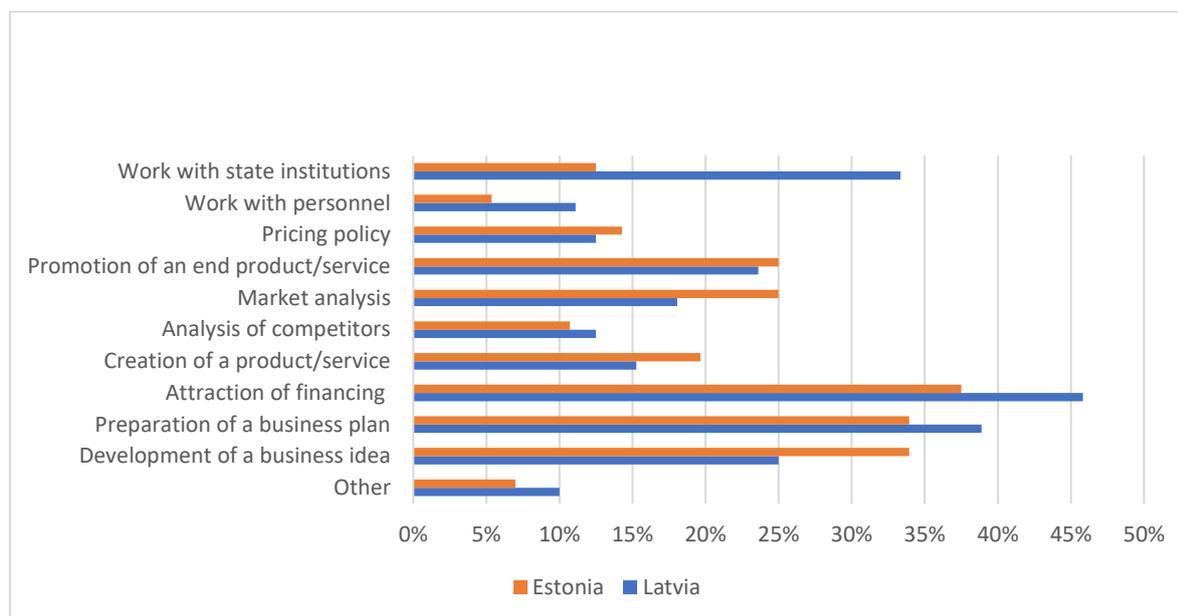


Diagram 6.3. Answers of Latvian and Estonian TGRs to question No. 24 (as a percentage of the total number of respondents from Latvia and Estonia).

The Diagram 6.3 above demonstrates what kind of help TGRs expect from the mentors. For the Latvian mothers, top three needs are attraction of financing (46%), preparation of a business plan (39%) and work with state institutions (33%). For Estonian mothers, the top two positions are the same as in Latvia (38% and 34%, respectively), but support in business idea development is more important for them (34%).

Attraction of mentors

During the preparatory stage, it is recommended to carefully analyze the data on the Diagram 6.3 in order to determine an overall package of competencies and experiences required from the mentors.

After identifying a pool of target group representatives' needs, a plan to contact relevant organizations with the aim of attracting mentors to be developed. Such organizations may be financial institutions (for example, Altum in Latvia), educational institutions, business incubators, business development and support centres, NGOs involved in the mentoring process (for example, Līdere and the Association of Large Employers in Latvia). In this case, existing contacts of the project partners with social partners are extremely relevant.

Instructions for mentors are developed during the project implementation. Partners got in touch with potential mentors (preference is given to face-to-face meetings) and present possible interaction schemes with mentees to them.

Organization of a mentoring process

2 types of mentoring could be provided: individual and group mentoring. Individual mentoring is carried out in mentor – mentee pairs.

The creation of pairs is done as follows:

1) During Entrepreneurship Days and another events when presentations of mentors are delivered.

TGRs who are present at the event are invited to participate in the mentoring programme. Each one can immediately register for the support of a particular mentor based on his/her profile. This can also be done later via the project partners.

2) Via the ICT Platform.

On the ICT Platform, there are 2 sections

(<https://www.activemoms.eu/ru/marathons/marafon-po-predprinimatelstvu/> and <https://www.activemoms.eu/ru/marathons/marafon-po-trudoustrojstvu/>)

where 18 mentors from Latvia and Estonia are presented and available for mentoring activities. TGRs can send a message directly to any mentor from any country, describe their needs and ask for support. The activity organizers keep databases of the created pairs, oversee the progress and provide guidance when necessary.

Active Moms

5 апреля 2021 г. · 🌐

...

Мамочки, знакомьтесь: наш бизнес-ментор Калле Аасамяе!
Дизайнер моды, стилист, журналист, преподаватель,
предприниматель – это лишь некоторые слова, характеризующие
его разностороннюю личность. Родившись в маленьком
эстонском городке Пылва, он отправился получать образование
в один из наиболее динамичных мегаполисов мира – Москву.
Калле окончил школу легендарного художника-модельера Славы
Зайцева и долгое время вращался в мире российской моды.
Созданные им коллекции выставля... Ещё

Information about mentors was also placed on the project Facebook page <https://www.facebook.com/ActiveMomsCentralBaltic>



Mentee from Latvia after cooperation with mentor started her own business: production of candied pumpkin.

Group mentoring can take place according to a marathon principle with innovative game-based learning elements. There are two types of marathons organized: “Employment Marathon” and “Entrepreneurship Marathon”. Several target group representatives can send a message and join a marathon after its start is announced. Afterwards, they will receive tasks reflecting real-life situations in entrepreneurship and employment on a weekly basis. Mentors will provide TGRs will feedback on their performance.

Additionally, TGRs are able to approach the mentors with a question via the “Ask a question” section on the ICT Platform. In such cases, questions and answers will be made visible to all Platform users.

The most common questions addressed to mentors

How to register a company, what documents are required for this?

How to become a self-employed person?

What tax scheme is expected for different types of entrepreneurship?

Where can I patent a brand name, how can I find out if it has already been registered?

How to open a store on Etsy?

How is the payment usually made by the client for handmade items (Paypall or do we need a separate bank account?)

How to attract business financing?

What grants are available for businesses operating in rural areas?

Which organizations provide financial support to enterprises? How can you get it?

What are the current market analysis opportunities?
Is it necessary to draw up a business plan and how to prepare it?
How to analyze business idea and business plan?
How to certify certain types of products?
Where is it possible to receive information about permissions, licenses for starting certain types of business?
How to prepare and conduct a pitch of a business idea?

7. Volunteering

Introduction

Volunteering is a great tool to inspire target group representatives and moms with children in particular to obtain employment, prepare them for the working world, provide with new experiences and knowledge, assist build and sustain work habits, and enhance TGR's employability. Volunteering activity participants must update and recollect their skills, knowledge, and experience through practical actions in businesses and organisations. Self-esteem is diminished by social isolation and absence from professional activity.

Volunteering was held as a part of the ActiveMoms project under the slogan "Tell an employer what should be done", that is, it was assumed that mothers would be ready to offer the entrepreneur their ideas for improving or developing his/her business.

Volunteering positions

In the course of organizing the volunteering activity, the following positions were developed for the successful conduct of volunteering activities.

- ✓ Preparation of methodology / legal environment

Opportunities to involve volunteers through practical activities in organizations were considered. It should be noted that the terms voluntary work and voluntary activity are not synonymous and must be distinguished within the meaning of the Estonian and Latvian taxation act. Voluntary work in the economic interests of a company or a self-employed person is an activity which requires registration in the employment register, as remuneration for such work is normally paid. Volunteering, on the other hand, is an activity that can be linked to the public interest and society and is not normally remunerated.

The following documents must be prepared by the host for volunteering: a written agreement on confidentiality and a contract of good will, etc., no entries are made in the register of employees.

Volunteering has three main characteristics:

- volunteer time
- offering energy or skills of one's own free will
- the volunteer does not receive financial or material remuneration.

At the same time, the volunteer can feel good, raise self-confidence, increase motivation and feel more self-esteem. As a token of gratitude, volunteers may receive recognition, possibly gifts or a letter of thanks.

- ✓ Communication with TGRs, *nindmapping* their skills to identify TGR sector of knowledge and experience, highlight strengths.

In order to most effectively organize volunteering and get the most benefit both for the representative of the target audience and for the organization / enterprise, it is recommended at the initial stage to assess the knowledge, skills, experience, special interests and wishes of potential volunteers. This can be done during individual interviews, during events, or through a short questionnaire. It is recommended to appoint a special person, a coordinator, who can carry out this work.

- ✓ Finding the target group needed to carry out the voluntary activity.

Information about volunteering can be disseminated during events, through social networks and social partners when planning such activities. The voluntary work coordinator will deal with this by sending out emails and calling the organisations if necessary.

In particular, educational institutions can involve in volunteering enterprises of students and former students, business incubators, business development centers, NGOs, local and regional structures, regional sectoral business organizations, business umbrella organizations.



A well-known Latvian artist and designer took part in the event and then asked to find a volunteer for her.

- ✓ Development of a questionnaire for entrepreneurs, NGOs, communications with potential participants.

To determine the goals, content and timing of the work that will be offered to volunteers, it is recommended to draw up a short questionnaire for enterprises,

organizations and NGOs. In this case, it can help to focus on specific activities in advance and make volunteering the most effective for both parties.

✓ Matching parties.

This process requires certain knowledge of the organization and planning of volunteering, involves combining the interests and needs of both those who want to become a volunteer and those who are ready to invite him to such work. If necessary, additional interviews with potential volunteers can be conducted or the wishes of the enterprise (organization) are clarified by the coordinator.



As an example, an invitation to volunteer was published on the project page. 4 mothers expressed their desire to work with a young interior designer. Test tasks were prepared, the result of which was determined by the volunteer.

✓ Organization of volunteering activity, drawing up a work plan, setting goals and deadlines.

A coordinator on a permanent basis communicates with representatives of organizations, enterprises and NGOs and helps them organize volunteering, draw up a work plan, determine the terms of activity and its goals. In this case, it is recommended to meet at the premises of the host and get to know the person who will deal with the volunteer directly. The coordinator also regularly asks for feedback from the volunteer and, if necessary, makes suggestions to the host for correcting the activity. The optimal period of volunteer activity for representatives of the target audience is 2-3 months, the weekly upload time can be planned depending on their capabilities. Partial work online is welcome.

At the same time, the activity of the volunteer is aimed at providing the host with specific proposals for improving their activities in the final part.

- ✓ Summing up, developing proposals for the employer, finalizing cooperation.

Upon completion of the volunteering, the coordinator, together with the volunteer and the host, sums up its results, discusses the prepared proposals and expresses gratitude for the cooperation of all participants in the process.

20 mothers from Latvia and Estonia took part in volunteer activity during the project ActiveMoms implementation.

The business where the activity of representatives of the target audience from Latvia took place can be classified as follows:

- ❖ Creating social media accounts (Facebook, Instagram), analyzing the target audience of the entrepreneur, preparing information and photos, coordinating them, posting and working with comments.
- ❖ Creating an online store on Etsy platform, analyzing competitors, selecting photos, developing hashtags, elaborating a product delivery scheme.
- ❖ Blogging of an interior designer: development of a general plan, as well as individual stages of its implementation, proposal of a publication scheme for 3 months, its coordination with the designer.
- ❖ Development of a marketing strategy and its detailing in a marketing plan for a well-known Latvian artist and designer (graphic works, production of scarves, bodysuits, clutches.
- ❖ Analysis of existing methods of application of therapy with the help of bees, development of specific proposals for its use in the city (Riga, Agenskalna district).
- ❖ Participation in the work of a translation agency, preparation of recommendations for expanding the offer to potential clients.
- ❖ Preparation for a photo shoot as part of a general event held by LLU, a photo session, processing of materials, a proposal for optimizing the process.
- ❖ Work in a company to create holiday decorations for individual and corporate clients, a proposal for the use of new materials and technologies in the process.
- ❖ Participation in the preparation of an event in Latvia within the framework of the project under the NORDPLUS program, preparation of a plan for the partners' visit.

The business where the activity of representatives of the target audience from Estonia took place can be classified as follows:

- ❖ Participation in the work of NGO, which deals with the development of small-scale enterprises in the regions: preparation for interviews, standardization of materials on microcredits, its translations, participation in the events of the organization.

- ❖ Organization of an event called ‘Night fishing’ held by a seasonal fish restaurant in the countryside: working with partners to support the event, providing advertising to attract fishing enthusiasts, setting tables for them.
- ❖ Development of the intensive course of closet organization and running 4 workshops for young people and adults at Adult Learning centre in Narva. Suggestions elaboration for improving the learning space of the organization.



The volunteer from Estonia conducts the event for adults in the Learning centre.

- ❖ Searching clients for a company that is located near Rakvere and produces knitwear. At the moment they are already exported to several European countries and the USA. The volunteer focused on developing more modern channels for selling the company's products through social media.
- ❖ Conducting a survey among employees of the municipality in order to determine the level of their motivation and job satisfaction. Participation in the preparation and holding of the Christmas event of the municipality for children, organization of a special workshop for them.
- ❖ Preparation of offers to customers of the social enterprise Sõbralt Sõbrale (From friend to friend), which has 18 recycling stores in Estonia (photographing the product and posting information about it on Facebook), as well as communication with customers.
- ❖ Work on the preparation of the annual community festival ‘Everyone is learning’ in the team of the non-formal learning center VitaTiim of Narva. Organization of workshops, search for speakers, as well as holding her own seminar "Stone Therapy".
- ❖ Participation in the work of the Valga Food Bank, which distributes overproduced products to deprived people: direct activity on the collection and distribution of products, communication by phone and zoom, translation of information on products into Russian, which was significant for the residents of Valga region, as well as the preparation and consolidation of descriptive information in Russian.

All participants of the volunteer program highly appreciated this idea and activity and expressed confidence that such practice, "training" of real work will help them to return to the labor market

more easily, to believe in their own strengths and assess the need to study or acquire a new profession.

Volunteering is a basis for greater target group representatives' self-esteem, besides:

- The social circle is increasing.
- Like-minded people have emerged.
- There are people with similar interests with whom to share costs.
- Forgotten competencies are freshly used again.
- Growing self-belief.
- Increased motivation.
- New skills received.
- New goals and directions ensured.
- The reason for rewriting your CV, adding new lines.

8. General summary

This document provides a detailed description of a holistic model for social inclusion of women who stay at home with their pre-school-age children, do not participate in labour market and belong to Latvia's and Estonia's largest ethnic minorities through employment, entrepreneurship and networking, as well as volunteering and mentoring.

The prepared materials explain the general concept of the model and serve as a guide for all stakeholders in preparation and conduction of Round-table discussions on employment, Entrepreneurship Days and Networking events as well as during implementation of volunteering and mentoring programmes. The model contains a large factual and illustrative material collected during the implementation of the ActiveMoms project. Project partners are ready to assist in the practical use of this model.

In addition, it can be applied not only with mothers belonging to the largest national minorities in Latvia and Estonia, but also with other vulnerable groups, for example mothers from Latvia, Estonia and other countries with similar economic structure, seniors and NEETS.



Closing conference of the project, participants from Latvia (November 2021, Riga, Latvia)