

M&M Business Plan

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Mission and Vision

M&M is striving for a world in which civil society is active and the culture of care is reintegrated into public life, in which grassroots knowledge is acknowledged, supported and influential. A world that places social cohesion and community at the base of development. A world in which cities are women, child and family friendly.

We envision a future where community and family values have been redefined and integrated into contemporary settings and contexts and urban planning establishes its authority and authenticity through new approaches derived from grassroots participation and knowledge.

We see our vision held in three points of an equal legged triangle.

- 1) Grassroots activation and participation,
- 2) supported by new forms of knowledge management of grassroots competencies and expertise and
- 3) a continuous implementation into the areas of community development, urban planning and local governance, through new forms of partnerships and governance.

We aim at contributing to grassroots activation and participation by providing coaching and consultancy. Contributing to the vision of new forms of knowledge management of grassroots competencies and expertise is achieved by developing such methodologies and doing research and evaluations.

Through our overall service of developing concepts for social innovation we strive to enhance new forms of partnerships and governance that lead to the implementation of grassroots knowledge and participation into the areas of community development, urban planning and local governance.

Management Team

M&M consists of Monika Jaeckel- van Geldermalsen , MA in sociology, and Marieke van Geldermalsen-Jaeckel, MSc in architecture/ building engineering. ¹

The management team equally shares the conceptual work of developing visions, ideas and concepts as well as documenting and writing the reports and giving presentations and lectures.

Marieke van Geldermalsen-Jaeckel's strengths:

- Concept development
- Program management (including proposal writing)
- Background research (literature research, reading documents, looking up websites),.
- Visual documenting, DTP

Monika Jaeckel van Geldermalsen's strengths:

- Concept development
- Field research (designing studies, questionnaires, research and evaluation tools and methodologies, interviewing, data analysis),
- Coaching, mentoring and process monitoring
- Developing and giving workshops and trainings

¹ See Bio's in annex

Issues/Field of Work

Modern societies today face major social challenges: the population is increasingly multicultural, more and more individualized and society is aging. This puts an increasing burden on family, kin and neighborhood networks. However, such networks are thinning out. Therefore, the question of social cohesion and social values needs to be re-framed under contemporary conditions.

How to live together in social peace and harmony, how to generate social care and responsibility and to rebuild the social fabric in a diverse and pluralistic society is a key issue underlying current governance concerns. Without a reframing of social values into a contemporary setting major social problems can be foreseen, including the increase of violence, the re-emergence of fundamentalism, the non-engagement of youth, the lack of a pro-active civil society, the deterioration of traditional care networks and the increase of isolation, social exclusion, alienation and anonymity.²

Need for new forms of social cohesion and community self help

The social fabric of modern societies cannot be taken for granted anymore as family, kin and community networks are decreasing. Fundamentalist movements often generate their support by addressing the uneasiness many are feeling about the falling apart of social units and social norms. They often stay unchallenged in their claim of being the sole representatives of family values and social responsibility.

Conscious efforts need to be undertaken to link the values of social responsibility and care, to contemporary life styles. Modern conditions need to be created for social cohesion and reliable social networks to develop, based on freedom, diversity and choice and on contemporary forms of family and social units. Urban planning and governance can support the development of community. Urban spaces need to be provided where inhabitants are able to meet, connect and build up social (care) networks.

Long traditions of welfare policy in Europe have weakened the capacities of civil society for self initiative and self organization. Professional concepts and cultures often impede civic participation and empowerment. New structures and concepts that support the development of community self help and self organisation need to be developed and applied to counter this challenge.

Need to bridge the democratic deficit and institutional knowledge gap

Political analysts report an increasing legitimacy gap between elected governments and their constituencies in established democracies. Social service providers often are faced with great difficulties in reaching their target groups. Political and social programs developed in professional cultures often lack the informal knowledge from the ground, needed to make them effective and recognizable to their target population.

Decision making and knowledge management structures need to be opened up to access and integrate informal knowledge and civic participation. There is a need for new approaches where “target groups” define their issues themselves and design solutions that include their own problem solving capacities and resources. Learning from life experience needs to be socially and professionally validated and decision making needs to be informed by the knowledge and perspectives of the people they concern. This revitalization of democracy and civic participation needs to begin at local level..³

² The Council of Europe reflects these developments by setting up the “Directorate of Social Cohesion” (DG III) in 1998, to analyze and counteract societies’ transformation and its consequences on social cohesion.

³ “We think that the crisis of political representation facing many of our countries, which can be seen especially in high abstention rates at elections, a continuing extremist vote and a growing disaffection with politics, can and must be fought primarily at the local level. We, European local elected representatives, believe that urban democracy ... can revive the public spirit of our citizens and their appetite for democracy.” (European Urban Charter II, Resolution 269, 2008)

Company Services and Subjects

The range and focus of M&M services can be summed up as design and implementation of social innovation.

M&M develops projects and tools to activate civil society and to foster neighborhood development. We create an approach to urban development where building community is a core value. The answers we offer are designed in line with sustainable development, productivity and profitability.

We develop concepts as well as practical applications and provide concrete products and methodologies.

The models developed by M&M work because we tap into the first hand knowledge and expertise of those experiencing as well as dealing with the issues. We support the creation of physical and mental spaces for encounter, exchange, informal learning and intercultural integration. We identify grassroots knowledge, make it visible and enter it into governance. We bridge the knowledge gap between institutional and grassroots knowledge.

M&M offers know how on:

- Generation of self-help and civic engagement (examples 1, 2, 3, 10 & 12)
- Urban development (example 7)
- Community building (examples 1, 2, 3, 6, 7 & 11)
- Family Policy (examples 1, 8, & 12)
- Diversity management and integration (examples 2, 4, 9 & 10)
- Access to informal knowledge and talent reserves (examples 4 & 5)
- Women’s empowerment (examples 5, 10 & 11)
- Governance (examples 1, 2, 7, 8 & 11)
- Poverty reduction (examples 1, 6, 11 & 13)

Company Approach

Problems cannot be solved by the same thinking that created them. Solving Problems often requires a fresh look and innovative thinking. M&M supports clients in becoming part of the solution by designing an innovative approach and resolution to their issues.

M&M applies the following four approaches to do this:

- **Widening the perspective:**
M&M broadens the way an issue is perceived by reframing the terms of reference and the questions asked.
- **Accessing and naming the knowledge of the people concerned:**
People who have and/or deal with the problems most often also hold the key to the resolution, often without knowing it. M&M makes visible, creates a language for and integrates the perspectives, know how and problem solving potential of the “target group” itself.
- **Designing creative solutions:**
M&M analyses the information generated to design creative and innovative solutions.
- **Generating involvement and ownership:**
M&M conducts its research and development in a way that generates involvement, activation and ownership of the target group.

Product Groups/ Service areas

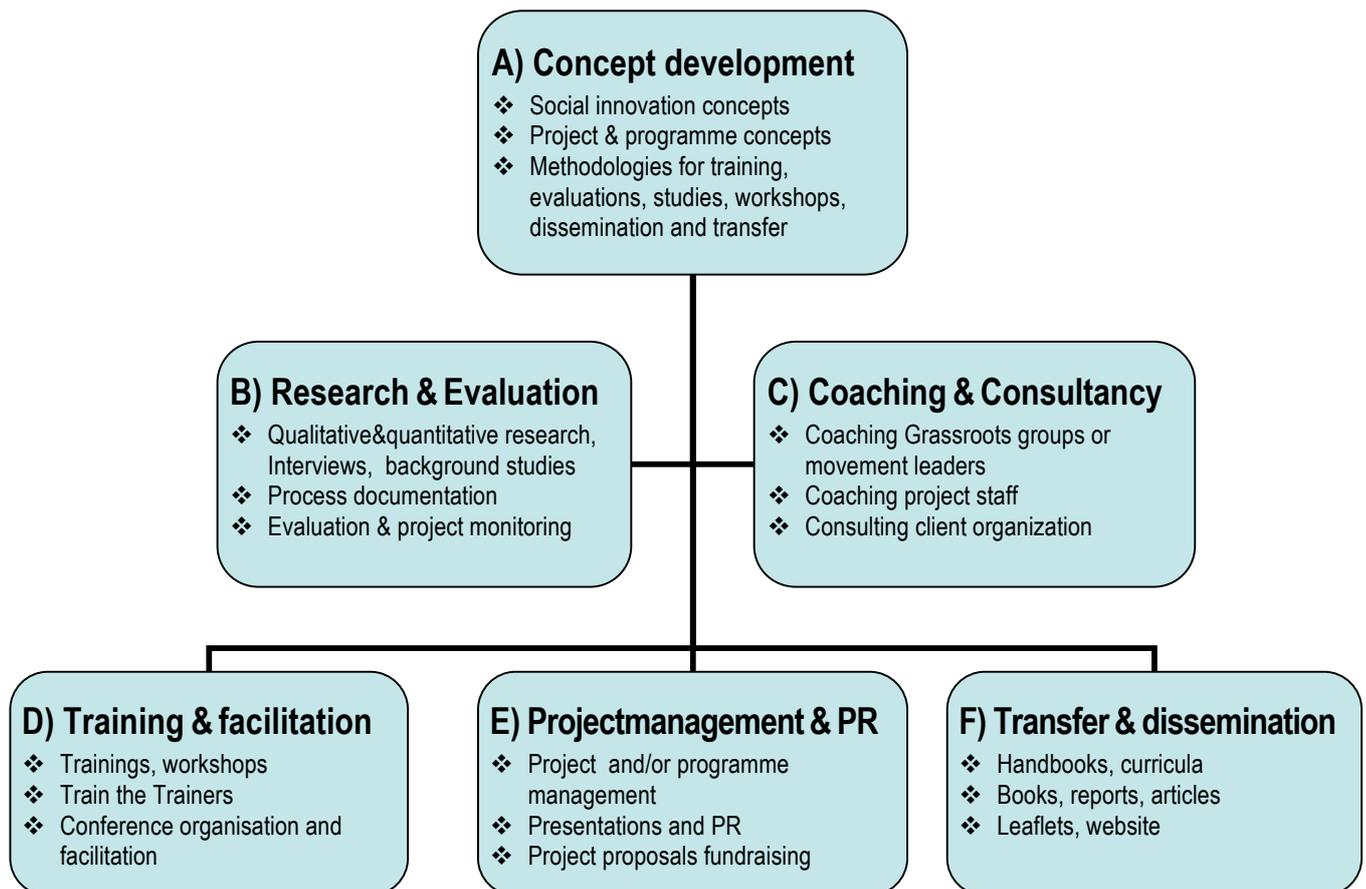
By using this process M&M delivers the following products and services:

- Concepts and Model Projects for Social Innovation (A)
- Research Background Studies and Evaluations resulting in Methodologies for Knowledge Management of grassroots competencies and expertise (B)
- Coaching and Consultancy targeted at Grassroots activation and participation (C)
- Training and facilitation of workshops, conferences and training of Trainers courses (D)
- Project Management for Implementation, (E)
- Transfer and Dissemination of Process Monitoring Results and Lessons learned through Handbooks, curricula, Books, reports, Articles, leaflets and websites (F)

These products can be grouped into service areas with a systematical order as shown in the graph below.

The three lower Product Groups, Training & Facilitation(D), Project Management & PR (E) and Transfer & dissemination (F) all constitute concrete outputs. These are the most tangible products: a book, a workshop, a project-plan, project implementation and coordination. These are products that not made for their own sake but they are derived products, made in support of the core products. The core products are Coaching / Consultancy (C) and Research/Evaluation (B). The core products contribute directly to M&M's mission.

These core products in turn are developed in support of the overall product: Concept Development for Social Innovation (A).



Product groups and products of M&M																			
Product group	A) Concept development		B) Research & Evaluation		C) Coaching & Consultancy		D) Training and facilitation		E) Projectmanagement & PR		F) Transfer, Publication & dissemination								
	Social innovation concepts	Project & programme concepts	Methodologies for training, evaluations, workshops	Qualitative research, interviews, background studies	Process documentation	Evaluation and project monitoring	Coaching Grassroots groups or movement leaders	Coaching project staff	Consulting client organisation	Trainings, workshops	Train the Trainers	Conference organisation and facilitation	Project and/or programme management	Presentations and PR	Projectproposals fundraising	Handbooks, curricula	Books, reports, articles	Leaflets, website	
Products (right)	Project or proces(below):																		
Projects done by Monika from inside of DJI																			
1	Development of the Mother Center Model		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
	Kompetenzbilanz für Migranten/Innen		X		X							X				X	X	X	
Projects with/for the Mother Centers movement																			
	Mother Center movement (mine)		X	X		X			X	X		X	X	X		X	X		
4	Competentiebalans (voor Moedercentra)		X	X			X				X	X	X	X				X	
6	Mother Centers in Bosnia		X						X	X	X			X					
10	Start up of Mother Centers in Roma communities		X	X		X			X	X		X		X				X	
12	Dissemination Study		X	X		X	X		X				X	X				X	
8	The Mother Center Impact Study				X	X			X				X						
7	The Nest! Study		X	X				X	X				X	X	X		X	X	
Projects by Nest! foundation in collaboration with mine																			
5	Grassroots Women's International Academy (GWIA)		X			X	X		X	X		X	X	X	X	X	X		
	2 Grundtvig learning partnership projects		X	X					X	X	X	X	X	X	X	X			
11	Start up Training for Mother Centers in Nepal			X		X			X	X								X	
Subcontracted from anakonde Gbr www.anakonde.de																			
9	Evaluation Netzwerk IQ: Integration durch Qualifizierung		X	X				X				X			X	X		X	X
Projects initiated by M&M																			
3	Circles of Change Amsterdam		X			X												X	
	Circles of Change Amhem		X	X					X	X									

Steps and Phases

M&M Services involve the following Steps:

- We begin with an exploratory meeting to understand the goals and expectations of the customer and to define the services M&M can offer to these ends.
- Based on this meeting we develop a proposal including a time frame and costs.
- The proposal includes all or a selection of the following elements:
 - M&M designs a research or evaluation plan as well as customised instruments to study an issue or evaluate a project and gather direct data. (Product Group A)
 - M&M conducts interviews (qualitative interviews as well as quantitative surveys as appropriate) with the target group to understand the problem as well as to capture and explore their perspectives and potential to contribute to solutions. (Product Group B)
 - M&M analyses the qualitative and/or quantitative data gathered and writes a research/evaluation report that deepens and sharpens the identification and analysis of the problems and issues involved and gives recommendations. (Product Groups C & F)
 - M&M consults on the interpretation and potential consequences of the data gathered. (Product Group C)
 - M&M develops a customised concept/model or a tool/instrument to address and solve the issues identified. (Product Group A)
 - M&M designs and evaluates a pilot phase to test the model/tool (Product Group A)
 - M&M monitors the implementation of the model/tool/ or the process of the project to be evaluated. (Product Group E)
 - M&M documents the experiences and lessons learned with the model/instrument or the evaluation project. (Product Group B & F)
 - M&M evaluates the (short and/or long term) results and effects of the model/instrument or the evaluation project and develops recommendations (Product Groups B & C)
 - M&M designs and conducts trainings (including training materials) for the application and quality control of the model/instrument or the evaluation project. (Product Groups A & D)
 - M&M designs instruments, trainings and strategies for the transfer, dissemination and up-scaling of the model/instrument or the evaluation project. (Product Group A).

Examples

A SOCIAL INNOVATION

Example 1

Project: Mother Centers

Time Frame: 1976 – ongoing

Priority Areas: Civic Engagement/Family Policy/Community Development/Poverty Reduction/Governance

Customer: Bundesministerium für Jugend und Familie (Family Department of Federal German Government)

Country: International

Languages: German, English, Dutch, Czech, Slovak, Bosnian, Albanian, Bulgarian, Turkish, Nepalese,

Target Group: Low income families

Name of Coordinating Organisations: Deutsches Jugendinstitut, (DJI), Munich and Mother Centers International Network for Empowerment (**mine**)

Websites: www.dji.de and www.mine.cc

The concept of Mother Centers was designed as an innovative solution to the issue why parent education programs do not reach low income families. The German family ministry commissioned a research project to answer this question.

The research team of which Monika Jaeckel was a member designed a qualitative study of low income families, but widened the research question in the process to: What do low income families consider as supportive in their family situation with small children? This was in order not to presume that parent education was what low income families themselves perceived as their priority. Parents were not asked what they thought about parent education, or why they did not make use of parent education programs. They were asked to define themselves what they considered as most needed in their situation. Indeed parent education **did not** come up as a priority. What low income families perceived as supportive to their situation were things like meeting other parents (peer learning), having a place to go to in the company of their children, (claiming public space), being recognised as parents (everyday life experts), hands on support and relief in family tasks (close to home services), economic support (income generation and affordable prices), and being able to contribute their talents (resource based approach).

These elements were analysed and put together to create the Mother Center model, an innovative family policy program. The concept was explained to the ministry and funding to implement 3 model Mother Centers in Germany was negotiated. Grassroots initiators were recruited and coached to start up the first 3 Mother Centers. The process implied identification of welfare organisations that supported the concept of self help as well as of members of the target group (mothers with small children) who identified with the idea, wanted the project for themselves and were willing to initiate it in their community.

In addition to putting together a scientific report and evaluation of the first 3 years the research team coached the women involved in setting up the first three model Mother Centers to reflect and write down their experiences. These reports were edited and compiled into a story book and a popular publisher was found to publish it under the title: “Mothers in the Center – Mother Centers.” The book created a self help movement. It inspired mothers in other communities to set up their own Mother Centers. A movement was born. Currently there are over 850 Mother Centers worldwide. They have spread to 20 countries.

M&M continues to provide start up consultation for the creation of new Mother Centers and to coach and train existing Mother Centers and their networks on local, national and international level.

Results: Depending on their size and local context Mother Centers serve between 50 and 2000 families in their local communities. World-wide an estimated number of over 260 000 families benefit from the centers. According to impact studies conducted in Germany, Canada, the Czech Republic, and Slovakia MC benefit mothers, fathers and children as well as local communities by contributing to a new culture of care in communities, especially concerning flexible and quality care for children and the elderly as well as creating employment and income generation opportunities for low income families. The main effects of Mother Centers are summed up in the following list:

Mother Centers:

- Support the parenting skills of families with young children
- Create opportunities for children below kindergarten age to meet
- Offer direct and non bureaucratic assistance in crisis situations and emergencies
- Create a safety net for families at risk
- Empower women and contribute to gender equality
- Increase the domestic involvement and participation of fathers
- Support the reintegration of women into further education and the labor market
- Support the balance of work and family life
- Expand the range of close to home services
- Create alternatives to institutional eldercare
- Support the social integration of youth
- Promote children's' and family health
- Counteract demographic trends
- Strengthen tolerance and democratic attitudes in civil society
- Improve the quality of urban living spaces
- Enhance social cohesion and community development
- Revitalise neighbourhoods and local culture
- Bring together citizens of diverse class and ethnic backgrounds
- Create a platform for unused talents and skills to enter society
- Bring marginalised and excluded groups into social participation
- Develop leadership potential in the community
- Create income generating opportunities and alleviate poverty
- Create a rich reservoir for informal learning
- Make the knowledge and expertise of everyday life operational for development
- Develop institutional literacy among grassroots groups
- Generate innovations in professional and institutional programs
- Are incubators for new ideas and local problem solving

Conclusion/Recommendation: Mother Centers have proven a valid and successful model for preventive family policy as well as for community and urban development and should be set up as municipal program.

Example 2

Project: "Burundi pakt de draad weer op: Weven aan samenleven"
Peace & reconstruction program submitted to the Dutch MFS Co-financing System 2007-10

Timeframe: Mid 2005 – mid 2006

Priority Areas: Development cooperation, self-help, community building, integration of refugees, governance

Customer: Stichting Nederlands Comité Burundi (Dutch Burundi Committee)

Country: Burundi

Language: Dutch/French

Target Group: 120 communities in Burundi with special focus on women and returning refugees

Name of Coordinating Organisation: M&M

To implement its development cooperation policy, the Dutch Ministry of Foreign Affairs in 2005 changed the system of co-financing. For the period 2007-2010 all Dutch development NGO's could submit a programme, whereas before this possibility was restricted to just a handful large organizations. The Dutch Burundi Committee decided to submit a program aimed at the application of a range of innovations in Burundi in order to contribute to an integrated process of reconstruction and reconciliation to enhance peace in 120 communities.

M&M coordinated the process of putting together the program dossier. This constituted activities both in Burundi and the Netherlands. In Burundi partnerships were build with several groups and organizations and a series of workshops was held to get input from grassroots communities as well as key actors in civil society. This input was coordinated by M&M and combined with the Dutch financial, administrative and background data.

An analytical research was done both on the development system in general and the situation in Burundi in particular. Based on the outcome of this analysis and the fieldwork, a peace and reconstruction program was proposed that combined concepts previously developed by M&M (like Mother Centers and GWIA) with the particular situation in Burundi.

Co-financing was foreseen in the program through an innovative system of new and direct web-based contact between businesses and organizations like schools and churches in the Netherlands and NGO's in Burundi. Micro-investment from individuals rather than donations, would directly finance the micro businesses proposed by the communities in Burundi. The MFS money would only be used to support communities to organize in Mother Centers elaborate development plans and put those up for investment. In total the program proposed a method for development that instead of a dependent target group of recipients of help , created a an equal partnership based on an entrepreneurial spirit of grassroots communities and urban intermediaries.

Results: The program received a mixed score from the reviewing auditors of Berenschot and the Ministry. Some content elements, like the relevance to policy such as the MDG's, scored well above average. The content of the programme as a whole scored similar to that submitted by Cordaid. Still the program did not receive funding because NCB as an organisation was considered too small and weak to be funded.

Example 3

Project: Circles of Change

Time Frame: 2008 on going
Priority Areas: Civic Participation/Community Development
Customer: Amsterdam Steunpunt Wonen, Amsterdam
Country: Netherlands
Language: Dutch
Target Group: Low income neighborhoods
Name of Coordinating Organisation: Steunpunt Wonen, Amsterdam

This project was initiated by M&M in cooperation with the director of the Amsterdam Steunpunt Wonen as a response to the need to introduce new forms of civic participation with a strong focus on women and the immigrant population in the Netherlands. A network was set up representing different stakeholders in the field to reflect on what innovations are needed in the Netherlands and how to create change.

M&M conducted interviews with the participants and put together a report that analyses the elements needed to go beyond current practice to create more bottom up participation in focus neighborhoods that serves as basis for the work of the network.

Results: This project is on going. Results so far include a publication, van Geldermalsen/Jaeckel: "De eerste steen in de vijver" (The first stone in the pond) as well as a network on social innovation of stakeholders from different areas of society.

B. KNOWLEDGE MANAGEMENT

Example 4

Learning Tool: Competentie Balans voor Moedercentra (Competence Audit)

Time Frame: 2006-2007

Priority Areas: Informal Learning/Diversity management/Integration

Customer: Landelijke Centrum Opbouwerk (LCO)

Country: Netherlands

Language: Dutch

Target Group: Immigrant women

Name of Coordinating Organisation: LCO

M&M was involved in the development of a skills audit to make visible and certify the skills immigrants have developed (often informally) in their biographies. LCO commissioned the transfer of this instrument for use in the Dutch Mother Centers. M&M translated and adapted the instrument for the new target group and set up and coached a pilot project in 3 Dutch Mother Centers, including a train the trainers training on how to use the instrument and work with it individually and in groups. On the basis of the results of this pilot project M&M developed a training manual as instrument for further train the trainer programs and applications of the tool.

Results: The competence audit produces a personal portfolio as documentation of the formal and informal skills profile of the person. This leads to raised awareness of and confidence in own skills as well as providing evidence for the outside world. On this basis participants took more active roles in the Mother Center, engaged in activities in the community and found themselves a job. All participants felt a stronger sense of integration into Dutch society.

Conclusion/Recommendation: Immigrants often end up working way under their skills and qualifications as well as their potentials and aspirations. The skills audit is a resource- orientated method which helps to recognize and validate their skills and to tap into unused human resources.

Example 5

Learning Tool: Grassroots Women's International Academy (GWIA)

Time Frame: 2000 on going

Priority Areas: Informal Learning/Grassroots Women's empowerment

Customer: Federal Ministries, EU Programs and International Agencies

Country: International

Language: English

Target Group: Grassroots Women's Groups

Name of Coordinating Organisation: Nest! Foundation

Website: www.gwia.net

Monika Jaeckel is founder of the Grassroots Women's International Academy (GWIA), a methodology for harvesting and replicating the knowledge and best practices of grassroots women's groups in improving everyday life conditions for their families and communities. GWIA provides targeted spaces to grassroots innovators, particularly women, who often lack opportunities to articulate and share their experiences and develop the tools to disseminate them. GWIA aims at making the work of grassroots women both visible and influential in public policy and practice. It does so by enabling the creation and reproduction of a body of knowledge that is owned, nurtured and replenished by grassroots women.

GWIA was first implemented during the Expo 2000 in Germany as a series of 4 week long events . A hand book outlining the GWIA format was published in 2004. The GWIA learning format has since been transferred and replicated several times by different organisations in different countries. GWIA is a UN accredited Best Practice and won the 2006 Dubai International Award for the Improvement of the Environment in the category Transfer of Best Practices. Currently M&M is involved in conducting a 8 country learning partnership in the EU Grundtvig program which uses the GWIA format as a peer learning strategy.

Results: GWIA has led to the transfer of several best practices between groups, countries and continents. It has also proven a valid format to create a process whereby grassroots groups learn to name and claim their knowledge and as an effective methodology to create partnership dialogs between institutional and grassroots stakeholders.

C RESEARCH AND EVALUATION

Example 6

Project: Mother Centers in Bosnia

Time Frame: 2003 -2005

Priority Areas: Social Cohesion/Poverty Reduction/Post War Reconstruction and Development

Customer: Robert Bosch Foundation

Country: Bosnia

Language: German

Target Group: Women and children

Name of Coordinating Organisation: Mütterforum Baden Württemberg

The Robert Bosch Foundation supported the start up of 3 Mother Centers for a period of 3 years as a development approach to rebuild social cohesion and reduce poverty in post war Bosnia. M&M was assigned the task of documenting and evaluating the process. M&M conducted several on site consultation visits in each Mother Center during the 3 year start up process and qualitative and quantitative interviews were conducted with participating mothers, fathers, as well as local authorities and stakeholders in the community. A report including recommendations was compiled at the end of the project period.

Results: The study validated the Mother Center model as a reconstruction and developmental tool for post war societies. It confirmed that just as the physical structures of cities are destroyed through wars, also the social tissue of a society is torn apart and needs rebuilding. Mother Centers prove a good approach for rebuilding social cohesion and community. After ethnic conflicts and internal displacements this is a very hard process. Often it is the children, who make the first connections and soften the atmosphere. The women and then the whole families follow. The study also made clear, that in a country like Bosnia outside support is needed yet for a long time. This concerns for instance the issue of providing physical space as community encounter opportunities, which is crucial for the rebuilding of social ties and community. Space in Bosnia, however, is an expensive economic commodity and is not provided to the community by local governments. This has important implications for the development of civil society in post war countries as well as for the support and funding strategies of international aid programs and foundations.

Conclusion/Recommendation: Foundations and donor programs operating in Bosnia and other post war countries should consider providing access to and control over physical space to community groups as a funding priority as it proves a basic condition for the (re)development of civil society.

Example 7

Project: The Nest! Study

Time Frame: 2003 - 2005

Priority Areas: Urban Planning/Community Development/Governance

Customer: VROM (Federal department for Housing and Urban Planning in the Netherlands)

Country: Netherlands

Language: Dutch and English

Target Group: Municipalities, Housing Corporations, Developers

Name of Coordinating Organisation: M&M

Website: www.nest.cc

M&M undertook a feasibility study called: "Not the chicken, not the egg, but the Nest" for the Dutch department for Housing and Urban Planning (VROM) to develop innovative approaches to town extension programs. The focus was on how to combine the physical, economic and social aspects of urban planning in a way that creates more social cohesion and life quality in newly constructed neighbourhoods. In this study M&M developed the innovative model of integrating temporary settlements into urban planning as a way to jump start social processes in new neighbourhoods. The model up-scales lessons learned from the Mother Center movement to the level of urban planning.

Results: The importance of the Nest! study lies in the fact that it presents an innovative and entrepreneurial approach to urban development in which community building and participation are key. It provides new perspectives to existing debates on issues like, urban livability and security, the stagnation in the housing market, new perspectives on the welfare state, integration of immigrants, issues of an aging society, social cohesion and economic revitalization.

Example 8

Project: The Mother Center Impact Study

Time Frame: 2007-2006

Priority Areas: Family Policy /Governance

Customer: Bernard van Leer Foundation

Country: Slovakia

Language: Slovak and English

Target Group: Municipalities, State and National Governments, Family and Child Welfare Professionals

Name of Coordinating Organisation: Union of Slovak Mother Centers

The Bernard van Leer Foundation supported the national network of Slovak Mother Centers for a period of 6 years. Conducting a research on how Mother Centers impact parents and children was seen as an important step to gain local political support of the centers.

In this project M&M consulted a local research company in the conducting of the study. M&M developed the outline of the study as well as the research tools and consulted on the interpretation of the data.

Results: The impact study raised public awareness in Slovakia of the benefits of Mother Centers for mothers, children, the family and the local communities. The results met with great interest and were widely spread in the media.

Example 9

Project: Evaluation of Netzwerk IQ: Integration durch Qualifizierung
Time Frame: 2005 on going
Priority Area: Integration of immigrants
Customer: Bundesministerium für Arbeit und Soziales (Federal Social & Labour Ministry) and EU Equal Program
Country: Germany
Language: German
Target Group: Immigrants
Name of Coordinating Organisation: anakonde GbR
Website: www.anakonde.de

M&M is involved in the evaluation of a national German network comprised of over 30 projects from different parts of the country to improve the integration of immigrants into the labour market (Netzwerk Integration durch Qualifizierung). The evaluation is commissioned by the labour department of the German government

Steps and tools involved in this project include the design of evaluation instruments, process monitoring and consultation, the generation and analysis of qualitative and quantitative data on process and results of the projects, as well as the compilation of evaluation reports and recommendations.

Results: The evaluation has helped profile and establish the national network IQ “Integration through Qualification” as an expert policy advising entity for national, regional and local policies on the integration of immigrants. It has shown the need to develop interculturally sensitive programs and has compiled a list of tools and approaches as best practices to achieve a stronger integration of the immigrant population into the labour market.

D. IMPLEMENTATION, TRANSFER AND DISSEMINATION

Example 10

Project: Start up of Mother Centers in Roma communities
Time Frame: 2006-2007
Priority Areas: Anti-discrimination/Women’s Empowerment/Civic Participation
Customer: Spolu International and Cordaid
Countries: Albania, Bulgaria, Serbia and Slovakia
Language: English, Albanian, Bulgarian, Serbian and Slovak
Target Group: Roma Communities
Name of Coordinating Organisation: Spolu International www.spolu.nl

Spolu International is an NGO with the goal of strengthening the voice and self organisation of Roma communities in Europe. Spolu approached M&M to introduce the Mother Center concept to their network of Roma organisations to see if it was an approach useful for activating and mobilising women in the Roma community. In a first step M&M introduced the Mother Center concept to leaders of Roma organisations from Albania, Serbia, Bulgaria, Slovakia, and Macedonia, who in the process became convinced of the usefulness of the Mother Center model for their movements.

In a second step M&M designed and set up a pilot project to initiate Mother Centers in Roma communities, which was co-funded by Spolu and Cordaid. In the pilot project M&M took on the following tasks:

- Coordination of the project
- Train the trainers trainings for trainers from existing Mother Centers from Bosnia, Germany, and Slovakia
- Conducting of MC start up trainings for Roma delegations from Albania, Bulgaria and Serbia
- Creation of MC start up materials
- Creation of monitoring instruments for the consultation of the start up process of MC
- Analysis of results of the pilot project and compilation of report

Results: The pilot project resulted in the setting up of 7 sustainable Roma Mother Centers in Albania, Bulgaria and Slovakia. The Mother Center approach is seen by Roma organisations as a way to activate Roma women to speak up on behalf of the community. They are also a way to bring a positive image of Roma into society, because not only Roma women participate and benefit from a Mother Center, the whole community and municipality participate and benefit. Through the MC the Roma groups became more attractive for local authorities. MC support Roma to integrate themselves into regular social structures of society. In fact the MC approach goes further and creates a new social structure, one that is attractive to Non Roma as well. This gives a chance for Roma to be part of the community, and part of society. Being part of a wider and international Mother Center movement and participating in international Mother Center exchanges has also boosted the self esteem and confidence of the Roma Mother Centers.

Example 11

Project: Start up Training for Mother Centers in Nepal

Time Frame: 2008

Priority Areas: Poverty Reduction/ Women's Empowerment/Social Cohesion/Local Governance

Customer: Practical Action UK and Lumanti Nepal

Country: Nepal

Language: English

Target Group: Nepalese Women's Community Groups

Name of Coordinating Organisation: Practical Action Nepal

Mother Centers have been started in Nepal by the local NGO Lumanti, after hearing about them at the Grassroots Women's International Academy (GWIA) during the 2004 World Urban Forum in Barcelona. After starting up 2 Mother Centers in Kathmandu Lumanti asked M&M for a consulting visit to their centers. Parallely the NGO Practical Action UK approached M&M to give an introduction workshop of the concept of Mother Centers to community groups they work with in Nepal.

To realise both objectives M&M took the following steps:

- Organisation of a visit to a Dutch MC for a delegation of NGO s working together with Practical Action from Nepal and Sri Lanka, during a study visit to the Netherlands
- Conducting of a MC start up training for women from 15 Nepali communities in Kathmandu
- Compilation of a report of this training
- Connecting Lumanti to possible funders and funding programs for sustainability of their Mother Centers
- Consulting of implementation plan of a pilot MC in the communities of Practical Action Nepal

Results: Mother Centers were seen as a good way to serve the group of internally displaced persons from Nepalese conflict regions as well as a way to give women more influence in shaping local governance. As a result of the training the existing Mother Centers in Kathmandu received and implemented new ideas for activities and programs inside their centers, and 2 new Mother Centers were started up in the Nepalese communities of Bake and Butwal.

Example 12

Project: Dissemination Study

Time Frame: 2006-2007

Priority Areas: Family Policy/Civic Participation

Customer: Bernard van Leer Foundation

Country: International

Language: English

Target Group: Foundations, Family Policy Departments and International Agencies

Name of Coordinating Organisation: M&M

The Bernard van Leer Foundation was interested in studying successful methodologies for the transfer and up-scaling of best practices. They approached M&M out of interest in the way the Mother Center model has spread to meanwhile 20 countries to conduct a study on the transfer mechanisms involved in this process.

M&M designed a qualitative study involving interviews with Mother Centers and Mother Center networks in six countries (Bosnia, Canada, Czech Republic, Germany, Netherlands and Slovakia) and compiled a report called "Spreading like Wildfire – the Development of Mother Centers into a global movement".

Results: The dissemination study identified the common mechanisms that supported the transfer of the Mother Center model into different countries with different economical, cultural and historical settings as well as the challenges the Mother Centers face as an international grassroots movement.

Example 13

Project: Documentation of "Hot Money" – Women`s Savings and Credit Group

Time Frame: 2002

Priority Areas: Poverty Reduction/Financial Awareness and Literacy

Customer: Bundesministerium für Familie, Senioren, Frauen und Jugend (German Federal Department of Family, Seniors, Women and Youth)

Country: Germany

Language: German

Target Group: Women`s Groups, Local and National Governments, International Agencies

Name of Coordinating Organisation: Mother Center International Network (**mine**)

Savings and Credit Groups are an empowerment and poverty reduction tool successfully applied by many NGO`s and grassroots women`s organisations in developing countries of the South. At the Grassroots Women`s International Academy (GWIA) during the Expo 2000 in Germany the German Mother Center movement learned about this method and invited a representative from an experienced NGO from India to give a training on Savings and Credit Groups for a group of low income women from the Mother Center Stuttgart. The training

resulted in the start up of the Savings and Credit Group “Hot money” in 2001. The department of poverty reduction of the German Family Ministry was interested in this approach as a way of creating financial literacy and financial independence among the group of single parent welfare recipients and approached Monika Jaeckel to conduct an evaluation study of “Hot Money” with the aim of understanding how this approach was transferred from the conditions of developing countries in the South to the situation of poor families in the North. On the basis of qualitative interviews with members of the group a report was compiled focussing on the effects of the Savings and Credit group on the financial situation and behaviour of the participants.

Results: The study showed that the methodology of women’s savings and credit groups improves the financial awareness and financial management skills of welfare recipients. Many members of the group were able to stabilise their financial situation and in some instances get out of the welfare status and into the labour market. The effects of the method, however, go beyond the financial aspects. Savings and Credit groups prove to be a very effective empowerment tool as well as a tool in creating stable social relationships and long term social bonding.

Company History & Profile

M&M has been involved in the creation of several best practices and has also gathered experience in the methodology of dissemination and transfer of Best Practices. ⁴

Together the management team of M&M has more than 50 years of experience in research and development as well as the implementation of innovative projects . We have been doing this in academic institutions as well as in governmental (municipal and national) and international agencies (UN) before the creation of our business. We hold and have held leadership roles in local and international social movements. The uniqueness of M&M is that we combine academic as well as grassroots expertise, social science as well engineering skills, that we have worked inside and outside of institutions and can link both perspectives. We look at urban planning and community development both from the perspective of housing and urban infrastructure as well as from the perspective of creating social cohesion and lively neighborhoods. We look at the issue of strengthening civil society both from the perspective of activating the potential for community involvement and self-help as well as from the perspective of optimizing governance structures.

We are the founders of the Nest! concept (www.nest.cc , a model that integrates temporary settlements as an integral part of urban planning and develops strategies to overcome the stagnation on the housing market.

We are the leading force behind the development of the Mother Center concept and the international Mother Center network (www.mine.cc), a community based grassroots movement that has spread to 20 countries, and award winner of the UN-Habitat Dubai award for Best Practices to Improve the Living Environment.

We have co-authored the skills audit for immigrants, (www.dji.de) an instrument to document and validate the wide range of skills, including skills from informal learning settings, immigrants bring to host countries

We are the founders of GWIA, the Grassroots Women’s International Academy (www.gwia.net), a concept to bridge the gap between knowledge on the ground and institutional decision making.

We have developed the concept of Community Academies, a strategy to organise neighborhoods as learning organisations.

We have conducted studies on subjects such as International Gardens, Privately Commissioned Housing, Savings and Credit Groups, Corporate Family Policy, Close to Home Services, Self-help Movements, Work Family Balance, Local Governance.

⁴ Two of these Best Practices have been accredited by the UN Habitat Best Practices Program and awarded the Dubai International Award for the Improvement of the Living Environment. See www.mine.cc and www.gwia.net .

We consult on subjects such as:

- How to create social programs under conditions of decreasing social welfare funds
- Resource oriented approaches to migration and integration policies
- How to generate pioneer energy, inhabitant investment and social and cultural entrepreneurs
- Knowledge transfer from global to local and local to global

We create an approach to urban development where building community is a core value.

We offer expertise on:

- Urban livability and security/ quality of urban environments
- community building
- diversity management and integration
- generation of self-help and civic engagement
- development of inclusive cities
- interface and exchange systems between social, cultural and economic capital
- networking governance
- accessing informal knowledge and talent reserves
- Gender Equality and Family Policy
- Contemporary solutions to eldercare

The answers we offer are compatible with sustainable development, productivity and profitability. Our products include tested best practices as well as innovative new ideas and projects. We connect the social with the physical and economical in urban planning and development. We do so both conceptually as well as in the development of practical applications:

Business Structure

M&M is registered since 2005 as a two person business (V.o.f.) at the Central Gelderland Kamer van Koophandel (Chamber of Commerce) under number 09149923.

Current Focus

The overall service we want to focus on is concept development. This breaks down into three priority services:

- A) Concept development for accessing grassroots knowledge
- B) movement building
- C) Linking grassroots knowledge and movement to mainstream thinking and politics

Breakdown in Geography/ Demographic/ Customer

Each of the three priority services are further specified into several more tangible products. Each of these is broken down by geography (where is this service or product located) demography (what are the specifics of the users, target group) and customer (who is interested in paying M&M to provide this service)

A) Concept development for accessing grassroots knowledge

A1) Permanent GWIA

(Content see also the GWIA Handbook) M&M would be involved in developing the concept and work programme of the permanent GWIA, coaching staff members and coordinating campaigns as well as the production of outputs like curricula.

Geography: Because of its international nature, the GWIA can be based anywhere, though for practical reasons the Netherlands is easy. The first Neighborhood Academy might be a good location.

Demographic: Target group are primarily women with care-giving responsibilities who are struggling with either poverty, discrimination, isolation or being overburdened.

Customer: In theory the same as the target group, but because of the financial constraints in practice bodies (organisations, individuals, businesses, foundations, states) interested in serving or empowering the target group. The Grundtvig programme fits well, but is with 8500 Euro per year (from which travel and activities need to be paid) not very substantive.

A2) Neighbourhood Academy

Content see chapter 4 of the Nest study (www.nest.cc). Services M&M would be providing in the establishment of the Neighbourhood Academy involve (further) developing the concept, writing funding proposals and project documents; developing curricula and methods to be used; coaching the start-up phase of the Academy.

Geography: It could be housed anywhere, but most logical is where funding could be available which is likely to be Rotterdam or Amsterdam

Demographic: Inhabitants, living in the “Vogelaarwijk” where the Academy is located

Customer: To be identified by Rob Weteling

A3) Documenting mine campaigns

(Content of the **mine** campaigns see below under B2) M&M would provide documentation of mine campaigns that go beyond putting down in writing and image “what happened”. The documentation pulls out the richness of the know-how of non-academic people who are action oriented. The outputs of M&M translate grassroots doing into mainstream thinking.

Geography: Anywhere **mine** campaigns have activities.

Demographic: Communities worldwide involved in **mine** campaigns

Customer: To be identified; sponsor of the campaign or bodies interested in putting grassroots knowledge into the mainstream.

B) movement building

B1) Coaching mine

The obstacles to setting up a good mine office are not just financial, once that hurdle is taken the staff members (preferably a mix of women from the mine movement and interns) need to be coached. M&M can provide this coaching

Geography: Where the mine office is located, which is in one or preferably several of the countries with larger MC networks and or where funding possibilities exist: Austria, Slovakia, Germany, Netherlands and possibly Czech Republic, Bulgaria or Argentina

Demographic: Participants in Mother Centers; mainly low income women with small children

Customer: To be identified

B2) Developing mine projects and campaigns

Concept development by M&M is not a theoretical exercise, it gets translated at once into action and practical ideas for which women around the world get enthusiastic. M&M develops theoretical ideas into inspiring campaigns and action forms.

Geography: World wide, where Mother Centers are located or could be established

Demographic: Participants in Mother Centers

Customer: To be identified

B3) Coalition building to a wider Mothers Movement

Especially in the USA there are several non-fundamentalist groups that focus on the issues of contemporary motherhood. To such and like-minded NGO's that are sympathetic to the same issues coalitions and network-relations need to be formed. M&M can provide communication and content input.

Geography: world wide

Demographic: NGO's and grassroots groups

Customer: To be identified

C) Linking grassroots knowledge/movements to mainstream thinking/politics

C1) Indicators process

(in collaboration with EU Synergy and mine) M&M would provide thinking on the best indicators and a process that fits to the needs of grassroots groups.

Geography: International

Demographic: Mother Centers and their networks

Customer: to be identified

C2) "Caring Communities" as a guiding force in social thinking (theory) and development

This service can be described as "talk the walk and walk it further"; bridging the gap between grassroots practice and mainstream theory, by 'translating' the practices into forms understood by the mainstream.

Geography: International

Demographic: Mother Centers and their networks on the one hand, policy makers and academia on the other

Customer: to be identified

Annex

CV Monika Jaeckel - van Geldermalsen

M&M Coaching and Research in Social Innovation

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CURRICULUM VITAE

BORN: 31.5.1949 in Tokyo Japan

NATIONALITY: German

EDUCATION: 1974, M.A. in Sociology, Johann Wolfgang Goethe University Frankfurt, Germany

FINAL THESIS: The political awareness of female workers – Case Study in a west-German factory

WORK EXPERIENCE:

Since 2004 Senior Consultant at M&M, Coaching and Research in Social Innovation, Amsterdam, Netherlands

2005 ongoing Senior partner in **anakonde** GbR, Ulm, Germany: Evaluation of EU and German Federal Labour Department Projects (EQUAL II & BMAS) on the Integration of Immigrants into the labour market (www.anakonde.de)

2003 -2005 Senior Researcher in Town Extension Feasibility Study for Dutch Federal Department for Housing and Urban Planning (VROM) in Arnhem, Netherlands: Not the Chicken, not the Egg, but the Nest! (www.nest.cc)

1976 - 2006 Senior researcher in the department of Family Policy at the Deutsches Jugendinstitut (German Youth Institute) in Munich, Germany. The Deutsches Jugendinstitut (DJI) is a research institute funded by the German Federal Department for Youth, the Family, Women and Senior Citizens. It conducts application-oriented basic research on the living conditions of children, young people, women, communities and families, as well as initiating and scientifically evaluating model projects for youth, family and community services (www.dji).
Various empirical studies and extensive publications in gender, integration and family policy. Development and evaluation of innovative practices.

1992 -1996 Founding and free lance staff member of Kinderbüro, Research and Referral Office for Company Childcare in Munich, Germany,

LANGUAGES:	German & English	excellent
	French & Dutch	good
	Italian	moderate

AFFILIATIONS:

2003 – on going	Chair of the Nest! Foundation, winner of the 2006 Dubai International Award for the Transfer of Best Practices
2003 – on going	Member of Advisory Board of Intergenerational House Stuttgart West
2000 - on going	Founder of the Grassroots Women`s International Academy (GWIA) (www.gwia.net)
1980 – on going	Founder of Mother Center Concept and International Network (mine), winner of 2002 Dubai International Award for Best Practices (www.mine.cc)
1999 - on going	Representative for the Huairou Commission in the Steering Committee of the UN-Habitat Best Practices Program for the Thematic Area: Gender Equity and Grassroots Participation (www.unhabitat.org)
1997 – 2000	Member of Management Team (Geschäftsführung) of the 6th German Federal Governmental Report on Families with Focus on Immigrant Families
1986 – 1996	Representative for Germany in the EU Network on "Childcare and other Measures for the Reconciliation of Work and Family"

OTHER ACTIVITES AND VOLONTEER WORK:

1988 – on going:	Working Groups, Boards and Steering Committees of national and international Mother Centers Networks
1999 – 2003	Chair of Huairou Commission Our Best Practices Task Force
1993 – on going	Founding member of GROOTS (Grassroots Women Organising Together in Sisterhood)
1998 - 2000	Organisation of 6 Grassroots Women`s International Academies as part of the World Expo 2000 in Hanover, Germany
1996	Organisation of first Child Care Center at UN International Conference during Habitat II in Istanbul, Turkey
1995	Leader of German delegation of Mother Centers to UN International Conference on Women in Beijing, China
1974 – 2003	Member of various musical bands and recordings of various LPs, tapes and CDs
1973 - 1975	Founding member of First Women`s Center in Frankfurt, Germany

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- Monika Jaeckel: Feminist Catch-as-Catch-can in: Renate Duelli Klein (Editor): Women's Studies International Forum Vol 8, No. 1, Oxford 1985
- Birgit Cramon-Daiber, Gisela Erler, Monika Jaeckel u.a.: Was wollen Frauen lernen? Zur selbstbestimmten Entfaltung weiblicher Kompetenzen, Ffm 1984
- Monika Jaeckel: Frauen, Arbeitswelt und Familie in: Die Unternehmerin 3/84, Köln, 1984
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- Birgit Cramon-Daiber, Monika Jaeckel u.a.: Schwesternstreit, Reinbek bei Hamburg, 1983
- Anita Heiliger, Monika Jaeckel u.a.: Orientierungsmaterialien für die Elternarbeit mit sozial benachteiligten Familien, Schriftenreihe des BMJFG, Bd 94, Stuttgart, 1981
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- Monika Jaeckel: Feministische Tendenzen oder was so alles unter Feminismus verstanden wird -In: Frauenjahrbuch 76, München 1976

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Born: 25 july 1964, in Amersfoort, the Netherlands, Dutch nationality

EDUCATION

1976-1982: Secondary school: Scholengemeenschap de Amersfoortse Berg, the Netherlands.
1982-1983: Highschool: Kimball Highschool, Royal Oak, Michigan, USA.
1983-1989: University: Building engineering, Delft Technical University, the Netherlands.
MSc: Architecture, Building and planning in developing countries
Final thesis: Research into the construction change and functioning of rural hospitals in Ghana in the framework of the primary health care. The cum laude research was awarded the 1989 graduation prize and was published under the title *Hospitals on the move, an investigative study on hospital building in Ghana* (Delft 1990 ISBN 90 5269 059 6).
Languages: Dutch, English, German and French: good
Spanish and Bahasa Indonesia: moderate
Computers: Thorough knowledge of Word, Windows, Access, Excel, as well as several specialised (planning) programs.

WORK EXPERIENCE

2003 – on going: ***M&M, Coaching & Research in Social Innovation***
Consultant in a wide range of subjects related to urban planning and social innovation

2000 – 2007 ***Municipality of Arnhem, City development service Strategy unit***
Program manager, in charge of strategic policy planning en -monitoring, as well as program management

April 1998 – February 2000: ***Municipality of Amsterdam, Section Building Housing and Economy***
Senior Planner, in charge of coordinating all plannings for Amsterdam town centre. The work includes making time plannings for urban renewal projects, as well as systemising and coordinating data on time use and capacity input in the old town as a whole.

January 1997 - April 1998 ***Ministry of Defence - RMC West, Section Infrastructure & Environment***
Coordinator of infrastructure, responsible for project management in two provinces. The activities involve writing building programmes, assessing designs and tender documents, consultation with users, coordinating projects.

September 1994 - June 1996 ***UNCHS (Habitat), Women in Human Settlements Development Programme.***
Junior Professional Researcher responsible for among others the publication of 'Women construction workers: 4 case studies', assisting the coordinator in management, administration finance and general tasks of the programme.

Because gender is an aspect that is relevant to all activities of UNCHS (Habitat) and because the team was small, this function allowed me to obtain a large spectrum of experiences: Preparing, organizing, participation and input in workshops; participation in preparation for the Beijing and Istanbul conferences; writing of reports, articles, project documents, speeches, etc. Besides of this work I had several missions to (among others) Rwanda (2x), South-Africa, the USA and Turkey

- September 1992 - **UNCHS-Habitat, Ministère des Travaux Publics et de l'Équipement, Burundi**
September 1994 **Projet Aménagement des Centres Urbains.**
Associate Expert responsible for (amongst others) urban design, education of colleagues; research and data management; as well as participation in the general activities of the project. These activities included surveys, research, and planning for 7 secondary towns and execution of integrated urban development in 2 other towns.
- July 1991 *City of Leiden*, department of planning and urban design.
July 1992 Urban designer, in charge of planning and coordinating the reconstruction of a post-war neighbourhood in the framework of the national policy of social renewal.
- May - June 1991: *Uitzendburo Multec*, Utrecht.
Employee of a building contractor; calculation of prices, planning of work.
- November 1989: *de Boer van Megchelen bouwinformatiemanagement*, a dutch consultancy specializing in information, management and computer applications in the building sector. Employee, in charge of information analyses, production of documentation and information systems, production of several seminars and articles for professional magazines, writing of tender documents and other.
- May 1991
- August – Oct. 1989 *Spruit de Jong en Heringa* a dutch architects office with about 50 employees.
Drafter, several projects.
- June – Sept. 1986 *Atelier Enam* an indonesian architects/engineering office with about 200 employees. Assistant designer (hotel and beach resort) and drafter (school).

RECENT PUBLICATIONS:

Geldermalsen, M. van, Jaeckel, M. *Nesting Communities Temporality & Community Building as Integral Part of Urban Development*. www.nest.cc

Geldermalsen, M. van, Widow's association Duhozanye; a community beyond utopia in *Contemporary Utopian Struggles, Communities between modernism and postmodernism*, Amsterdam 2001 (uitgave van 6th International Communal Studies Conference)

Abankwa, V., Bapat, Chauvet-Urquidi, C., M., Geldermalsen, M. van, en Heron, A. *Women Constructing their Lives: Women Construction workers 4 case studies* Nijmegen: SSN, 144 p., 1997.

Hutjes, L. en Geldermalsen, M. van, Vrouwen en Habitat. Verslag uit Istanbul, in: *Derde Wereld* jrg. 15, nr. 2, pp. 113-125, 1996.

Geldermalsen, M. van, Istanbul: Habitat II, in: *Archis* nr. 8, pp. 3-4, 1996.

Geldermalsen, M. van, Women and Habitat, in: *Kuzien* pp. 16, zomer 1996.

Geldermalsen, M. van (camera en script) To Reconstruct = To Reconcile in: *Women in Human Settlements Development; a video* (film 9 about Rwanda, plus the booklet that accompanies the

video 32p.) 1995. This video was the input of UNCHS to the Fourth World Conference on Women.

Geldermalsen, M. van, Sleeping with the enemy: experiences of a UNCHS staff member, in: *Habitat Debate* Vol 1. No 2, p. 9, August 1995.

Geldermalsen, M. van, Women breaking the vicious circle: a gender perspective on cause and effect in the Burundese and Rwandese conflicts, in: *Habitat Debate* Vol 1. No 2, pp. 20-21, August 1995.

OTHER ACTIVITIES AND NGO WORK

- present Board member (in charge of finance) of the 'Nederlands Comité Burundi'
- present Board member of the Nest! foundation
- 1999 Delegation of the International Council of Women (ICW) during the seventeenth session of the Commission on Human Settlements.
- 1997 Attending the 16th session of the Commission on Human Settlements.
- 1996 Workshop on the "Compendium Women and Habitat' during the Second Conference on Human Settlements (Istanbul, Turkey 1996). This workshop was prepared in cooperation with the University of Nijmegen. Previously I had supervised the preparation of this book as part of my work at UNCHS (Habitat).
- 1993 - 1994 **CED Caritas Burundi** - fulltime volunteer work from 21/10/93 onwards.
- Activities: Programming and data base management; for the administration of the numbers of refugees and displaced persons, calculation of the required amounts of food and relief supplies, as well as the administration of the distribution of these goods.
- Some logistic support of Caritas proved useful because coordination of relief work between the Church and the WFP was difficult in the beginning of the crisis, due to different methods of work. Also, the Church administration was not computerised and based on an administrative partition of the country in parishes and dioceses rather than provinces. This made overview of data complicated and exchange impossible. I therefore developed a database that could easily be filled in and that could generate reports and totals in either of the two systems.
- 1992 - 1994 Cooperation with and advising to several NGO's and grassroots organisations, like:
- **Centre d'Alphabetisation de Kamenge.** This group gave literacy courses in Kamenge, when after a survey held by the group it appeared that 95% of the inhabitants of this neighbourhood of Bujumbura was illiterate. The group had to stop their activities after march 1995 due to the war that has destroyed Kamenge;
 - **Network of Rwandese women in Burundi.** The group had various activities such as organising income generating projects, humanitarian help to recent arrived refugees, education to elderly and children, conserving the own culture. Most Rwandese in Burundi returned after July 1994 to Rwanda and the key persons of this network are active in the reconstruction of Rwanda.
 - **ASBL Mzani,** a cooperative of three hundred fishing families in Uvira, Zaïre.
- 1988 - 1992 **NGO Remedi** supporting integrated health and development projects in Ghana in general and the Wenchi-district in Ghana in particular.
- 1986 - 1987 President of hockeyclub S.V.H.C. Dopie
- 1982 - 1983 Translation of a book.
- 1981 - 1982 Private teacher in physics.