

ENTREPRENEURS FOR SOCIAL CHANGE

Application Guidelines

www.e4sc.org

Deadline: Tuesday 31st of July, 9 pm CEST time

E4SC Bootcamp (10 day training in Turin): 23rd November – 2nd December 2018

Executive Mentoring, 360 Empowerment and E4SCPedia: for 1 year remotely after the Bootcamp”

A partnership between the United Nations and Fondazione CRT

FIFTH EDITION

Do you have a social enterprise or are you in the process of establishing one?

Do you want to create social and economic opportunities for you and for others around you?

Do you want to improve social issues in your community and across the Mediterranean?

Are you between 18 and 35 years old?

Do you have the courage to challenge yourself?

We are looking for you!

Read the application guidelines and...

[...Apply now!](#)

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1. Background information

1.1 The United Nations Industrial Development Organization

UNIDO is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The mission of the United Nations Industrial Development Organization (UNIDO), as described in the Lima Declaration adopted at the fifteenth session of the UNIDO General Conference in 2013, is to promote and accelerate inclusive and sustainable industrial development (ISID) in developing countries and economies in transition.

The relevance of ISID as an integrated approach to all three pillars of sustainable development is recognized by the recently adopted 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will frame United Nations and country efforts towards sustainable development in the next fifteen years. UNIDO's mandate is fully recognized in SDG-9, which calls to "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". The relevance of ISID, however, applies in greater or lesser extent to all SDGs.

Accordingly, the Organization's programmatic focus is structured in three thematic priorities, each of which represents different aspects of ISID: Creating shared prosperity, Advancing economic competitiveness and Safeguarding the environment.

1.2 Fondazione CRT

Fondazione CRT-Cassa di Risparmio di Torino is a private non-profit organization founded in 1991. For 25 years, it has been one of the "engines" of development and growth in Piedmont and the Aosta Valley in three main areas: Art and Culture, Research & Education, Welfare and Territory. It implements projects and resources in the promotion of the arts and cultural activities, the promotion of scientific research and training for young people, support for innovation and social entrepreneurship, assistance to people in need, the preservation of the environment, and the civil protection and first response systems. Particular attention is paid to internationalization, with the dual aim of strengthening local non-profit organizations through the opening to Europe and the world and, at the same time, attracting new projects and resources to the area. Fondazione CRT also embraces an active philanthropy approach, including venture philanthropy and impact investing.

In 25 years of activity, Fondazione CRT has distributed resources totalling around 1.5 billion euro, which has permitted the realisation of over 37,000 interventions. Some detailed numbers: 2,500 historical, artistic and architectural assets have been restored, all of the cathedrals in Piedmont and Valle d'Aosta have been valued and connected, more than 5,000 scholarships made available to as many young talents to study and improve themselves in Italy and abroad, 650,000 students between 6 and 20 years old have been involved in free training activities, 460 ambulances made available to First Aid associations, and more than 1,800 interventions in favour of people with disabilities.

Fondazione CRT is present in European networks of philanthropy, including the EFC-European Foundation Centre and the EVPA-European Venture Philanthropy

Association, and it implements projects in collaboration with international organisations including the United Nations.

2. Entrepreneurs for Social Change

2.1 Context

Thanks to the growing recognition of the employment challenge facing the “youth bulge” or “youth dividend”, governments and other stakeholders are turning their attention to alternative ways to ensure youth are engaged at an economic and social level. Most governments understand that failing to empower youth with meaningful employment can lead to disenfranchisement and marginalization, which, in turn, are factors in increasing social tensions and overall discontent. Such a reality can also lead to mass migration toward countries possibly offering better employment opportunities, which, again, has the potential to create social strains and economic pressures within the receiving communities.

Over the last decade, there has been an impressive growth in the number of countries recognizing that traditional job creation does not meet the growing needs of the youth bulge anymore. They now understand that young people and small and medium enterprises are crucial vectors for social and economic development. With most of today’s economies unable to produce sufficient employment opportunities for the growing number of youth entering the labor market, entrepreneurship or self-employment become a strategic and necessary solution. Not only are youth enterprises allowing an entire generation to significantly improve their livelihoods, they can also play a crucial role in helping address a wide array of pressing social issues.

Indeed, young people are increasingly moving toward developing enterprises with a clear purpose, i.e. enterprises that contribute to economic development and progress in their communities, and catalyze social transformation by meeting social needs. Success and profit are not measured in purely economic terms, but also the impact these enterprises have on their communities’ and their countries’ quality of life is accounted for. Because profit necessarily includes the benefits observed at a social level, social enterprises harbor great potential for creating employment opportunities and improve social and economic participation of marginalized and vulnerable groups of society, for fostering local development, as well as generating innovation through increased entrepreneurship.

Particularly, the potential for social entrepreneurship to address the challenges faced by youth and women is unmatched. Given the obstacles youth and women have had to, and still have to, surpass, existing and aspiring entrepreneurs are very responsive to new economic opportunities and trends, and tend to be more socially aware of the challenges faced by those marginalized or excluded from social and economic participation. Therefore, if fostered and supported properly, social enterprises are the solution to several challenges linked to the youth bulge, and can contribute to improving the resilience of communities by addressing major social and economic challenges.

However, youth entrepreneurs, including social entrepreneurs, still face considerable obstacles to pursuing entrepreneurial activities. There are several parts of the world where there is a dire lack of support for youth social enterprises. Some of these regions are facing employment crises, increased tensions and continuous risk of

conflict, mass migration (both economically and non-economically driven migration) and forced displacement within and across borders, resurgence of radicalization and extremism, etc. This is especially true for the Euro-Mediterranean region.

On the Northern shore of the Mediterranean Sea, several countries are struggling with high levels of unemployment, especially among young adults. This difficult economic context has vast social implications, which sometimes include increasing tensions related to cultural and religious identity. On the Southern shore of the Mediterranean Sea, conflicts have generated very high numbers of displaced people who are at high risk of economic and social marginalization. Given unprecedented levels of mass human movement in the Euro-Med region, people from all walks of life find themselves in increasingly diverse communities, which can give rise to identity-based tensions between groups and aggravate already existing challenges in the receiving communities, including marginalization, which in turn may lead to radicalization and extremism, and other culturally and religiously charged tensions.

Young people represent the majority of the population in almost all Euro-Med countries. Therefore, when opportunities for economic inclusion and social participation are sufficiently available for young people, they can become agents of change and contribute to curbing the abovementioned challenges.

However, the Euro-Med region cannot currently offer the level of support needed by young social entrepreneurs for these to successfully engage in the entrepreneurial activities, which will provide the catalytic momentum for social change. These include challenging political dynamics, including the consequences of the Arab Spring; weak capacities at the institutional and national levels to provide adequate support and services; or lack of access to knowledge, skills development opportunities, and financial resources.

2.2 Rationale

The United Nations has recently started to work on youth issues in a more consistent and coordinated manner. In April 2013, the United Nations System Chief Executives Board for Coordination (CEB) endorsed the System-wide Action Plan on Youth (Youth-SWAP) as a framework to guide youth programming for the UN system. The same year the United Nations Secretary General appointed the first Envoy on Youth, who has been largely promoting the role of youth within the UN system and in the international community, and the importance of harnessing their economic and innovative potential as catalysts of positive change.

More recently, the United Nations Security Council unanimously adopted a resolution (2250 in 2015) urging Member States to increase representation of youth in decision-making at all levels, especially when it comes to preventing conflicts, fostering peace and advancing reconciliation. With the adoption of this resolution, it is clear that the United Nations stands ready to support its Member States in properly empowering youth in their efforts to build a peaceful and inclusive world.

Meanwhile, the social entrepreneurship sector has been continuously growing worldwide in the last 20 years. One of the first comprehensive studies on social entrepreneurship, in 2006¹, showed that “employment rates in social sector

¹ Alex Nicholls, Mohammad Yunus and others in *Social Entrepreneurship: New Models of Sustainable Change*, Oxford University Press, 2006

ventures are significantly outstripping those in conventional businesses” and the then “not-for-profit sector is the seventh largest global economy, ahead of Italy, with 40 million full-time workers and close to 200 million volunteers”.

Furthermore, social entrepreneurship shows to be on the verge of hitting a tipping point. The rise of the so-called Generation Y, the Millennials born from 1980 onwards, makes social entrepreneurship one of the most interesting ways of self-fulfilment. This generation is a new, connected, socially conscious, energized global cohort who finds this concept very appealing.

This context has raised the attention of the funding community both at the public and at the private level towards social entrepreneurship, who are more intrigued in investing in ventures that have the potential to induce social change and have a measurable social impact, rather than only in traditional charitable activities.

While the sector has been growing fast, the United Nations has made timid efforts in approaching the topic and realizing its potential. However, applying innovative business solutions can help address challenges that are targeted by the Sustainable Development Goals.

Yet, social entrepreneurs continue to struggle to find a favourable ecosystem that supports their business ideas, the potential of their ventures, and the profitability and impact of their products and services. While social entrepreneurs play a growing role in many societies around the world, the legislative or regulatory framework has not been adapted accordingly to take their situation or needs into account, further exacerbated by lack of access to appropriate financial mechanisms that allow the social entrepreneurs to transform ideas into businesses and then to grow and scale.

As social entrepreneurs are oftentimes at the forefront of a number of issues, including social, environmental, economic and political challenges, they have the potential to provide solutions that can be scaled from local to national and then international levels. Particularly in light of the recent social, economic and political landscape, social entrepreneurship can prove to decisively complement efforts invested by national policy makers and the international community.

As the issues are not limited to one country or region but are felt worldwide in different forms, the United Nations and its leading agencies in entrepreneurial development have the potential to address the gap which currently disconnects the public and the private sector in a way that slows down economic growth and underuses viable solutions to societal problems, and promoting social entrepreneurs can greatly contribute in this endeavour.

Thus, promoting social entrepreneurship will not only improve the opportunities for employment for young people, but will contribute to address a number of challenges that are linked to social and economic issues, the burdens of which are predominantly felt by the most vulnerable.

This can also curb identity-based violence and conflicts, particularly when local youth entrepreneurs focus on intercultural collaboration that can support the creation of inclusive societies. At the same time, promoting social entrepreneurship can help ease pressures resulting from migratory movements in receiving communities, as an unsustainable influx of work-seeking migrants can result in increased tension due to scarcity of employment opportunities in the receiving countries.

Social change movements can be credited for the creation of new value systems shared by large social groups or, even better, mainstreamed in a society, a country, a region, etc. In numerous instances, the changes advocated by social movements have become laws, policies, or helped determine proper investments of resources at the local, national and international levels.

More recently, and especially in the Euro-Med region, youth have been advocating for an increased role in the economic and social development of their country, with the Arab Spring movement clearly expressing this. In several cases, in order for youth to have this stronger influence in the present and future of their society, issues affecting people outside of their generation need to be addressed. These issues include identity-based conflict, discrimination, xenophobia, lack of democracy or freedom of expression, etc.

The youth empowerment movement currently gathering strength around the world is deeply anchored in peace and development. Youth are known for connecting across all kinds of borders, and the networks they create are not only a tool for social change, but also a product of social change as they give a potent example of how collaboration across borders is the way forward when it comes to peace and development.

Youth social entrepreneurship initiatives such as Entrepreneurs for social change (E4SC) leverage this social change movement. Entrepreneurs like Steve Jobs and Richard Branson were able to inspire a generation of young entrepreneurs to apply innovative business models to achieve wide-scale positive change. Therefore, nourishing a community of social entrepreneurs can prove to be key to addressing some of the prevailing challenges in the Euro-Mediterranean region, and complement efforts by the UN and the international community to strengthen resilience, achieve lasting peace and foster social and economic development in the region.

2.3 Objective

The main objective of the project Entrepreneurs for social change is to strengthen the support provided to young entrepreneurs, which is foreseen to translate into positive social change in the communities of the region these youth and women entrepreneurs operate in. By providing viable and innovative solutions to economic and social issues at the local, national and regional levels and by showcasing the benefits and values of social entrepreneurship to policymakers and other relevant stakeholders, the ecosystem will be strengthened and innovative solutions to pressing social issues will be facilitated in a sustainable way.

Responses to the issues relating to increased violence and conflict, radicalization and forced migration oftentimes do not recognize the interconnected nature of the resulting social and economic pressures. Based on this, young social entrepreneurs have been identified as key agents of change, with the potential to transform social challenges into economic opportunities, and to contribute significantly to building sustainable and inclusive societies.

In order to achieve the objective of the project, the creation and development of social enterprises is supported by providing training, mentoring, and legal assistance to generate and foster long-term positive social impact.

2.4 Beneficiaries

Target direct beneficiaries of the project are young social entrepreneurs aged 18 to 35. For the current edition, the young social entrepreneurs will be selected among those whose social enterprise is headquartered in one of the following 26 countries: Albania, Algeria, Bosnia and Herzegovina, Croatia, Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Kosovo, Lebanon, Libya, Macedonia, Malta, Montenegro, Morocco, Palestinian territories, Portugal, Serbia, Slovenia, Spain, Syria, Tunisia, Turkey.

Entrepreneurs for social change specifically aims at supporting those participants who, through technological innovation, knowledge sharing, social inclusion and empowerment, community resilience building and international cooperation, can positively impact local communities. These entrepreneurs thus create opportunities at the local level, and thereby contribute to potentially curbing migration, reducing unemployment, decreasing social and cultural tensions, offering alternative positive role models to youth at risk of radicalization and violent extremism. Beneficiaries therefore need to have a social enterprise (or be in the process of establishing a social enterprise), which is either leveraging cultural and religious diversity or promoting broader social change and can potentially create economic opportunities and social inclusion for a specific community or across communities. The social enterprise can already be established or be in its initial stages, the applicant must demonstrate how its idea is grounded and sustainable.

The project will also have widespread effects on a number of indirect beneficiaries and it will facilitate:

- The entrepreneurial culture: awareness about the opportunities entrepreneurship holds for improved social and economic participation of youth and women will be increased; successful youth and women-led social businesses will also facilitate strengthening the entrepreneurial culture in the selected value chains;
- The intercultural and social dimension: social entrepreneurs work with local communities by definition, investing in developing human capital. Indirect beneficiaries will therefore be those touched by the expansion of products and services designed to serve a specific intercultural and social dimension.

3. Main Activities

The creation and development of social enterprises is supported to generate and foster positive social impact. This will be achieved by providing training, mentoring, and legal support to the participating social entrepreneurs and through the development of a social impact toolkit.

The details of the main activities are outlined below.

3.1 Training [Bootcamp]

An intensive 10-day training will strengthen the knowledge and skills of the participating social entrepreneurs, by training them on using business tool, legal tools as well as fundraising tools to successfully pitch their business ideas to potential investors and market it in major media. The training will also enhance their understanding of the cultural dynamics of the region and the challenges and opportunities arising therefrom. A number of interactive methods will allow participants to challenge themselves as individuals and as a group and to build long-term networks.

A Project Management Team will carry out the activities and sessions for the training and where necessary, these will be complemented by additional specialized trainers.

The methodology of the training will focus on applied work guided by experts and include peer-assist sessions where participants help fellow participants to generate solutions to shared problems.

At the end of the training, participants will each receive technical support from a network composed of:

- Successful **peers** (other young social entrepreneurs) who would make themselves *regularly available* – via email – to help address challenges related to day-to-day implementation of their social enterprise;
- International **mentors** from the corporate sector that would brainstorm with the participants helping them to follow the strategic plan, matching them with potential investors and following the development of their ideas;

The successful applicants will be asked to participate in different surveys to monitor and evaluate the outcomes of the project throughout the process of training, mentoring and incubation.

The working language of the training is English. Translation in other languages will not be provided.

The program for the training will only be provided to participants.

Training will happen in Torino, Italy late November 2018.

There is no participation fee, and all participants will be provided with round-trip tickets to Torino as well as accommodation, meals and visa support.

3.2 Executive Mentoring

Building on the skills acquired during the training, the mentoring foreseen by the project aims at developing and strengthening the individual business models, the fundraising and investment attraction skills, and the capacity to effectively generate social impact, such as creating employment opportunities.

The social entrepreneurs have the opportunity to benefit from both one-to-one and group mentoring sessions. Through these sessions, participants put the knowledge acquired in the training into practice; they have the opportunity to approach

potential investors, to strengthen their business plans, and to test the social impact of their enterprises.

Social entrepreneurs will benefit from UNIDO's as well as the impact-investing networks, and will thereby be joining an international community of practitioners. This will enable them to further develop and expand their start-ups, to learn how to turn intercultural challenges into opportunities, to stay in touch with and learn from their peers around the world, present their projects to potential investors and donors, and become mentors for future social entrepreneurs.

The individual mentoring sessions will be tailored based on the needs of each social entrepreneur. One mentor works with each trainee for a period of 12 months to help incubate or accelerate his/her social enterprise. The role of the mentor is therefore to provide support, guidance, brainstorm, help with problem solving, connect with and approach investors, and set monthly targets with the mentee, whereas the role of the mentee is to be the decision maker, prepare for meetings for maximum benefit, agree monthly targets, agree on a yearly achievable plan as well as on possible long-term goal at three and five years to be monitored during the alumni phase.

The individual mentoring plans and the allocation of mentors to mentees will be done during the training, and based on a matching of the entrepreneurs' interests and needs, and the skills and expertise of the available mentors. In parallel to the individual mentoring, monthly two-hour group mentoring sessions will be organized for all mentees by the alumni coordinator². These sessions will ensure the continuous cultivation of the intercultural dialogue to maintain the momentum generated for social change, and will facilitate a peer-to-peer learning process. The group mentoring sessions will be complemented with the opportunity for knowledge exchange with experts and role models, as every call will feature one or two guests to be selected by the alumni coordinator in coordination with the project coordinator. These sessions can foresee the involvement of previous alumni through the alumni coordinator. Summaries of each session will be made available both on Facebook as well as on the newsletter available to participants, trainers, mentors and the alumni community.

Clear monitoring parameters will be set together with the mentors, the project coordinator and the social impact coordinator in order to monitor progress on both the social and economic impact generated. The mentoring coordinator will provide quarterly feedback and updates to the project coordinator and the Project Steering Committee, and bi-annual comprehensive reports will be prepared by the project coordinator, and will be presented to the Project Steering Committee and to donors.

² The system used for the collective mentoring calls is <http://www.gotomeeting.com>

4. Application and selection process

4.1 Eligibility

In order to be considered for selection, candidates must meet the following minimum requirements:

- To have a social enterprise (or be in the process of establishing a social enterprise), which is either leveraging cultural and religious diversity or promoting broader social change and can potentially create economic opportunities and social inclusion for a specific community or across communities. The social enterprise can already be established or be in its initial stages, the applicant must demonstrate how its idea is grounded and sustainable.
- To be between 18 and 35 years by the deadline to apply.
- To hold a passport valid until at least 6 months after the expected date of entry into the country eventually issuing the visa.
- To have the social enterprise headquartered in a Euro-Med country.[\[1\]](#)
- To be fluent in spoken English.

4.2 Application process

A total of 25 young social entrepreneurs will be selected through a competitive call for applications. The application form (see online under APPLY) is composed of three phases.

Phase 1

Phase I consists of a preliminary questionnaire with a number of compulsory discriminatory questions.

Phase 2

Only pre-selected applicants will be invited to submit this part of the application.

Phase II of the application consists of two parts:

1. Video about Your Dream

All applicants are invited to shoot and upload a short video (ideally 1 min, no more than 2min) where they express their dream related to their social enterprise. The videos can be shot in a very informal way, with cell phones, laptop or any other video-recording device.

IMPORTANT: The level of professionalism of the videos does not matter as the goal of the video is for the social entrepreneur to be free to express the dream s/he has regarding the change to be brought to the world.

The only important criterion for the video is the inspiration you personally have to be a social entrepreneur and a social change-maker.

2. In depth social enterprise questions

The second part of this phase of the application will be more technical. Every social entrepreneur will be invited to respond to some questions summarizing the main strengths of their business.

In compiling this part, it is important to keep in mind that any section where you feel your social enterprise is not advanced enough to respond can anyway be filled with prospects of development within the next 1 to 3 years.

Phase 3

The best 50 to 60 applicants from phase 2 will be invited to an interview.

The interview will last about 30 minutes and it will be the opportunity for the applicant to dialogue with a selection panel comprising the project coordinator, one alumnus, and one or more experts in the field of social entrepreneurship.

The dialogue will have a structured part around 5 questions and it will then be an open discussion about the social enterprise and the benefits of participating in the program.

During the interview, part of the dialogue will be structured around your motivation; part of the dialogue around the [social business model canvas](#) and part of the dialogue will be structured around the sustainable development goals trying to understand:

- A – how the social enterprise is tackling SDGs;
- B – what the indicators are intended to be used to measure impact;
- C – how the selected indicators relate to the indicators established by the United Nations to monitor SDG progress [to this end check all the indicators under every goal either through the UN Statistics Division [here](#) or through the SDSN [here](#) on page 8].

Debrief

As the program is not necessarily intended to spot the best candidates, but to rather find those applicants who would be the best fit for the program at this stage of their social entrepreneurship experience, all interviewed applicants will receive a brief overview of their applications.

The selected applicants will then be invited to submit the required documentation in order to be formally enrolled in the program. The documentation will include signing an ethical code of participation as well as a commitment to be part of the milestones of the program for its entire duration.

The non-selected applicants will be provided with experts' recommendations in order to anyway succeed with their social enterprise in the future.

4.3 Selection criteria

Organizers will adopt the following selection criteria:

- Applicant's background;
- Applicant's motivation and talent;
- Objectives of the social enterprise;
- Capacity to frame social context and diversity issues;
- Capacity to address social and economic challenges;
- Capacity of the social enterprise to generate employment;
- Financial sustainability of the social enterprise.

The Candidate's video and written application will be reviewed and scored by a selection panel. Each written application will be read and scored by at least two reviewers. Candidates with the highest cumulative scores will advance to Phase III.

The interview will be the opportunity for the candidate to dialogue with a selection panel comprising the project coordinator, one alumnus, and one or more experts in the field of social entrepreneurship.

Selected applicants will be notified about their selection results by 20th September 2018. The decision made by the selection committee is final, any appeals or requests to reconsider applications will not be accepted.

4.4 Terms & Conditions

All Applicants are requested to subscribe to the following Terms and Conditions:

"I hereby certify that the information contained in the application is correct to the best of my knowledge. I understand that to falsify information is ground for refusing to be selected. I authorize UNIDO, Fondazione CRT and third parties to use all the data collected during each phase of the application process in any form which is deemed useful by either UNIDO, Fondazione CRT and third parties. If selected, I also authorize UNIDO, Fondazione CRT and third parties to use any data, photos, pictures, videos, and any other visual content provided and collected during the program for any purpose which is required by UNIDO, Fondazione CRT and third parties. UNIDO's partners will always act in compliance of the national legislation of the country where they are headquartered.

I will accept the final results of the selection in accordance to the process established by Entrepreneurs for Social Change.

If selected, I agree to submit any required additional documentation in order to be formally enrolled in the program. I will agree to sign an ethical code of participation as well as a commitment to be part of the milestones of the program for its entire duration.

I also agree to all the clauses related to privacy policies as expressed in websites property of UNIDO.

It is possible to consult the disclaimer of the official UNIDO website here: www.unido.org/overview/disclaimer.html

It is possible to consult the privacy policy of the Statistical Division of UNIDO here: <https://stat.unido.org/content/legal/Privacy>"

4.5 Communication with applicants

The final results of the selection process will be shared with the successful applicants by [insert date] and will be published on the website www.e4sc.org. Please do not contact us to enquire about the results of the selection process before that date.

All other applicants will also be informed about final results of the selection process by September 2018.

4.6 Additional important information

The organizers of this training do not require payment of any participation fee. All selected participants will be provided with round-trip international tickets to Torino (most direct route, economy class) and accommodation once in Torino. Meals and coffee breaks will be provided during the training. Arrival and departure dates for participants are fixed: they cannot and will not be modified. Any modification to travel arrangements or accommodation will be at the expense of the participant.

Selected participants will be responsible for their transportation to and from the airport in their country of residence/departure.

Fondazione CRT will arrange transportation for all candidates from and to the airport in Italy.

Fondazione CRT will arrange accommodation for participants in three stars hotels or equivalent, in double/triple hotel rooms with fellow participants. Accommodation will be provided for the entirety of the training, any extension to this period will be at the expense of the participant.

All necessary details will be provided to selected participants.

Technical support will be provided to the selected participants to obtain the visa to Italy. However, selected participants are responsible to obtain any exit or transit visa needed to reach Italy and cover all related costs (fees, pictures, mailing, local transportation needed to obtain any of these visas, etc). If visa is not obtained in time to travel, the organizers might decide to select another participant.

Please note that an invitation letter from the organizers of the training *does not guarantee* the issue of a visa to Italy (or any exit or transit visa), because local authorities have the right to refuse to issue a visa even though all documentation has been submitted.

Selected participants must cooperate with the organizers and provide all necessary information on time in order to take part in the training. Failure to cooperate may result in disqualification from the program. Any decision will be made at the discretion of the organizers.

Participants are responsible for covering incidental expenses such as phone calls, meals outside of the training, souvenirs, local transportation for non-official portions of the program etc.

4.7 Questions

All questions related to this program should be sent to info@e4sc.org