



divein

SOCIAL ENTREPRENEURSHIP

# GUIDE FOR YOUNG PEOPLE WITH BUSINESS IDEAS FOR POSITIVE SOCIAL CHANGE

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Erasmus+ Programme  
of the European Union



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# INTRODUCTION

**Today's generation of young people are the most powerful generation in the human history. Young people should think differently - to create a job, not to look for job**

*prof. Muhammad Yunus*

In the world today, there is a number of social enterprises named differently, with different tendencies, shapes and sizes; from small local cafes to major international foundations. Regardless of their concept, profit or non-profit associations, what is common to them is that they are founded by individuals or groups with special values. Social problems are all around us and for any problem that will come to your mind - probably somewhere in the world there is already an enterprise whose focus is the solution to this problem. On the other hand, there are more and more young people who want to join the world of small and medium-sized enterprises by establishing their own business, while at the same time aspiring to make positive changes in their community as well as for the people around them. If you recognize yourself as one of these young people, solving social problems with the help of business, then social entrepreneurship is an opportunity for you!

Perhaps more than ever, the true potential of social entrepreneurship, which is still not fully recognized, is an opportunity for less developed regions and countries to tackle the global scourge of youth unemployment.

At a time when youth unemployment leads to mass migration of young people out of the country also called a “brain drain”, leading to challenges we have never faced before, the innovative concepts of entrepreneurship are not only desirable, but also indispensable. More than ever, we need innovative and alternative approaches to solving social and economic problems, on the basis of which cross-sectoral cooperation and the use of business tools, techniques and models that have already proven to be effective, this time with a new goal: **for positive social change**.

All of these conclusions are outcomes of the project “Dive in Social Entrepreneurship” which is an Erasmus plus project, Capacity Building Key Action 2 area. This 17 month project includes partners coming from the following countries: Macedonia (Youth Alliance – Krusevo), Bulgaria (National Youth Forum – Bulgaria), Turkey (IBC), Greece (OENEF), Romania (EuroDemos), Costa Rica (ACI Costa Rica), Brazil (Art 22) and South Africa (Belle & Co.). The main aim of the project is to provide a way for active development of human capital, practical encouragement of social entrepreneurial activities and establishment of effective pathways to youth employment in strategic cooperation with different stakeholders. During the project we have implemented numerous mobility activities - seminars, training courses, study visit and job shadowing). Through implementation of the activities we tackled various aspects of social entrepreneurship and developed competencies of all involved actors to effectively fight youth unemployment.

As result of this project, we have devised this ‘Guide for Future Entrepreneurs’ which contains lessons learnt through project and practical tips that can be applied by different stakeholders in the communities for developing the social business eco-system.

Finally, we, the project partners in “Dive in Social Entrepreneurship” are deeply convinced that social enterprises are the future key element that will contribute to international, regional and local development. We also believe that together we can improve our societies through various social business ideas, on the basis of which are true values such as solidarity, respect and inclusion. We hope this guide will help you with knowledge, information and courage to both **TRY AND SUCCEED**.



# ABOUT THE AUTHORS



## BILJANA STOJCESKA

**B**eliever in the real values for change of the world

**I**dentifying herself as creative, stubborn and demanding

**L**over of books

**J**oyful and happy

**A**ble to invest in the youth work 12 hours daily

**N**eighbor to Ana, Angela, Alek and Anastasija

**A**bsolute supporter of the social entrepreneurship

**S**triving towards better world for all

**T**hrilled from the energy and creativity of young people

**O**pen for constructive critics and suggestions

**J**ustice is her life moto

**C**alculations are her worst side

**E**ager for new innovative social solutions

**S**weets are her addiction

**K**rusevo is her hometown

**A**lliances of young people are her motivation

## BELISA RODRIGUES

**B**old.

**E**agle is her totem, graceful yet determined.

**L**earning constantly.

**I**nnovative.

**S**outh African by birth and very proud!

**A**rtistic.

**R**unning keeps her fit.

**O**wns her own business.

**D**own to earth.

**R**earing to go and impatient.

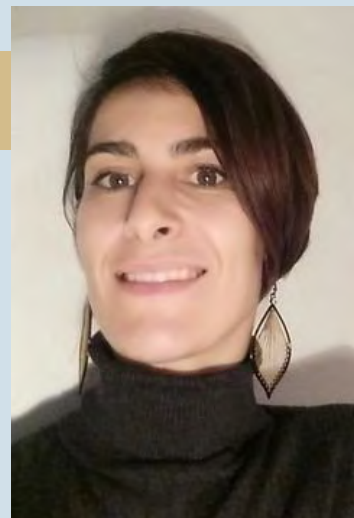
**I**s motivated by the creativity of others.

**G**od is great.

**U**nderstanding people is a lifelong pursuit

**E**ngaged and committed to community.

**S**ocial Entrepreneurship advocate.





# BASIC ELEMENTS OF SOCIAL ENTREPRENEURSHIP

## III/1 WHAT IS SOCIAL ENTREPRENEURSHIP?

There is no one global definition of social entrepreneurship. In fact, every country will have a slightly different understanding of this concept depending on political, cultural and environmental points of view. In addition social enterprises can take on many different legal forms, therefore, the structure does not define a social enterprise (yet).\*

This is why it is important to understand social entrepreneurship as a movement or way of thinking, where the intention or purpose of the enterprise becomes paramount.

**Social Entrepreneurship  
is an evolving global movement.**

*(Rodrigues, Belle and Co.)*

### **Social Entrepreneurship**

**Compensation for the common people to give an extraordinary contribution to the society.**

**Doing something which is good for the society whereupon that something consists of a business component or taking enterprising activities in order to achieve higher values is social entrepreneurship.**

*“A number of hybrid structures have emerged in the U.K. and the U.S.: the “Community Interest Company” (“CIC”) in the U.K.; and the low-profit, limited liability corporation (“L3C”) and the “Benefit Corporation” (“B Corporation” or “B Corp”) in the U.S., the latter of which has expanded to Canada”. (marsdd.com)*



## III/2 PRINCIPLES & VALUES OF SOCIAL BUSINESS

In developing the principles of social business in their countries the project partners of “Dive in Social Entrepreneurship” has been guided by the agreed Social Enterprise Code (Available [www.se-code.net](http://www.se-code.net)):

Enshrined in this code are agreed values and behaviours expected of those working in the field of SE:

**Values: SE's are business founded on fundamental core values.**





# BASIC ELEMENTS OF SOCIAL ENTREPRENEURSHIP

After learning about the different approaches to defining social business around the world, the most adequate for us in the project were the **“7 principles of social business”** of the Nobel Prize-winning professor Muhammad Yunus, who is globally regarded as one of the creators of the concept of social entrepreneurship.

We hope that these principles will be a framework for all future interventions in the legislation and tax framework in our countries.



**Social Entrepreneurship represents a business created for resolving certain social problem. According to prof. Mohamed Yunus, the donated dollar has just one life, but the dollar from the social business can be renewed many times.**

### III/3 WHAT IS NOT SOCIAL ENTREPRENEURSHIP?

**A business focused purely on profit.**

**A non-profit or non-governmental organisation reliant solely on donations.**



**A business without values or principles**  
**A business that does not have a social purpose**

**A business that does not first and foremost focus on social goals**  
**A business that does not reinvest its profits back into the enterprise**  
**A business that distributes its profits to shareholders**

### III/4 WHY START A SOCIAL ENTERPRISE?

**“Business – the main cause for the social, ecological and economic problems?”**

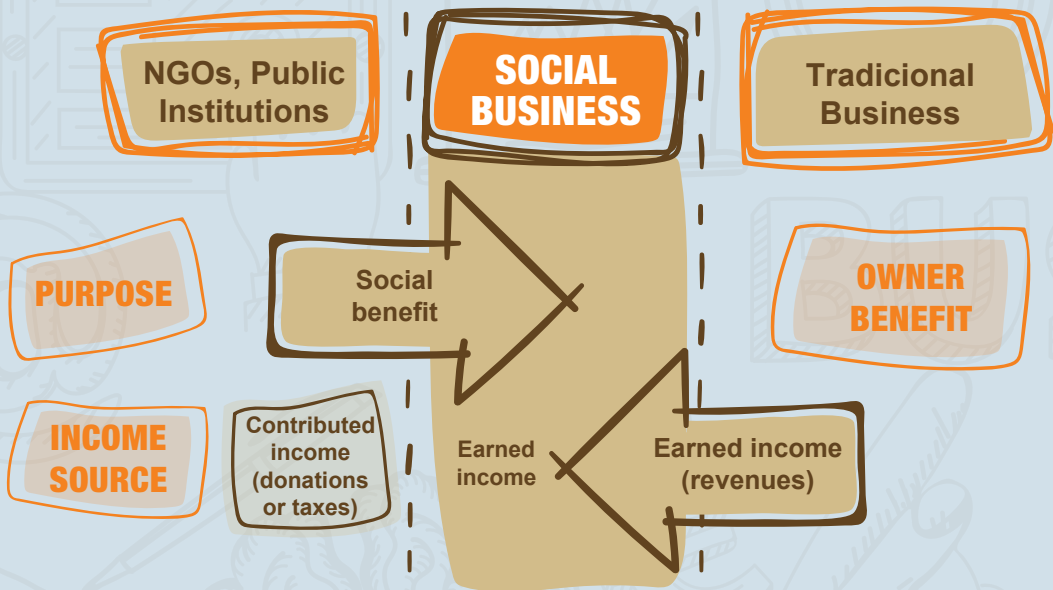
*(Biljana Stojceska, Youth Alliance Krusevo)*

For a long time the capitalistic system is under siege. Business is being criticized more and more for exacerbating the main cause of the social, ecological and economic problems.

# BASIC ELEMENTS OF SOCIAL ENTREPRENEURSHIP

These are organizations who prosper on account of its communities, that stay captivated in an archaic and a narrow business approach, who focus on optimizing the short-dated financial performances over long term holistic sustainability of society, and those that do not perceive the importance of unanswered needs of the market thereby neglecting the influence that they can have on the long-term success and sustainability of the world.

Social entrepreneurship in Europe emerges as a result of the inability of various institutions and sectors to handle social problems. In global framework it is estimated that in social entrepreneurship about 40 million of people are employed and about 200 million are volunteering the world over. Over 30 universities in the world have introduced programs for learning social entrepreneurship including the most prestigious ones: Harvard, Stanford, Oxford.<sup>1</sup>



The society is confronting numerous problems on which sometimes the governments and the nongovernmental organizations cannot respond properly.

Peter Drucker says that the social entrepreneur changes the capacity of the performance of the society.

<sup>1</sup> Charles Leadbeater, "The rise of the social entrepreneur", Demos, <https://www.demos.co.uk/files/theriseofthesocialentrepreneur.pdf>, 24.11.2016

# SOCIAL BUSINESSES

create a **shared value** for the social entrepreneur as well as for the whole community



are established on social innovations, **adaptation and learning**, thereby not depleting resources which are available now, but creating a wider vision for social responsibility in the public sphere



should be instigators of **positive social change**



through social entrepreneurship, help the **marginalized population** (unemployed, beggars, poor people etc.) in being motivated to become self-employed, through which many serious social problems are being addressed



represent an **innovative concept** for creating economic and social value in society, encouraging its promotion and development





## III/5 TRIPLE BOTTOM LINE

### **(3P – Profit, People, Planet)**

For a long time there was the doctrine that the economic and social goals are completely different and adverse categories. This false dichotomy represents the archaic understanding of our contemporary economy and the competitively-based orientation of our capitalist society. However, organizations are not functioning if they are isolated from the society – they have to have a “license to operate”. This means, the community including consumers are becoming more aware of the impact of their choices and their consumer behavior is changing as a result toward more conscientious buying. On the other hand, according to Michael Porter, their competitiveness also depends on the circumstances and the conditions in the places where they work.<sup>2</sup>

For example, the improvement of the education, considered as a problem in many places, will contribute to creating qualified labor force among the locals, and that will influence the growth of the competitiveness of the organization. This is a virtuous cycle of being socially aware and working towards the long term sustainability of society as a whole to create a healthy functioning environment to live.

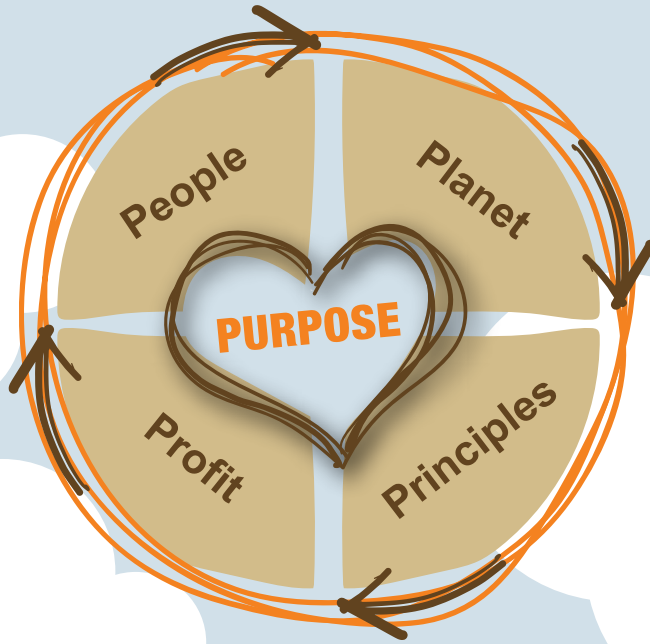
The contemporary organizations are now facing a new challenge – no longer “business as usual”. Slowly they become aware of their dependence and connection with the environment. Therefore the bottom line of sustainability or cost-effectiveness of the business, is not focused just on the earning capabilities i.e making the profit. The line of sustainability is enforced by two new elements: social and ecological. From there the concept of the triple bottom line - a business is sustainable if it fulfills the three conditions – profit, society and ecology. This concept is also known as 3P – Profit, People, Planet.

All social businesses are founded on these three principle of triple bottom line of sustainability.

The Dive Programme Partners would, however, like to also add another two “P’s” - the concept of “Purpose” and “Principle” as mentioned earlier in this guide. Without a strong value system or organizational culture based on principles, and without a clear purpose or impact goal, the other 3 P’s are not viable. Together, these 5 Ps form the bedrock of a thriving Social Enterprise!

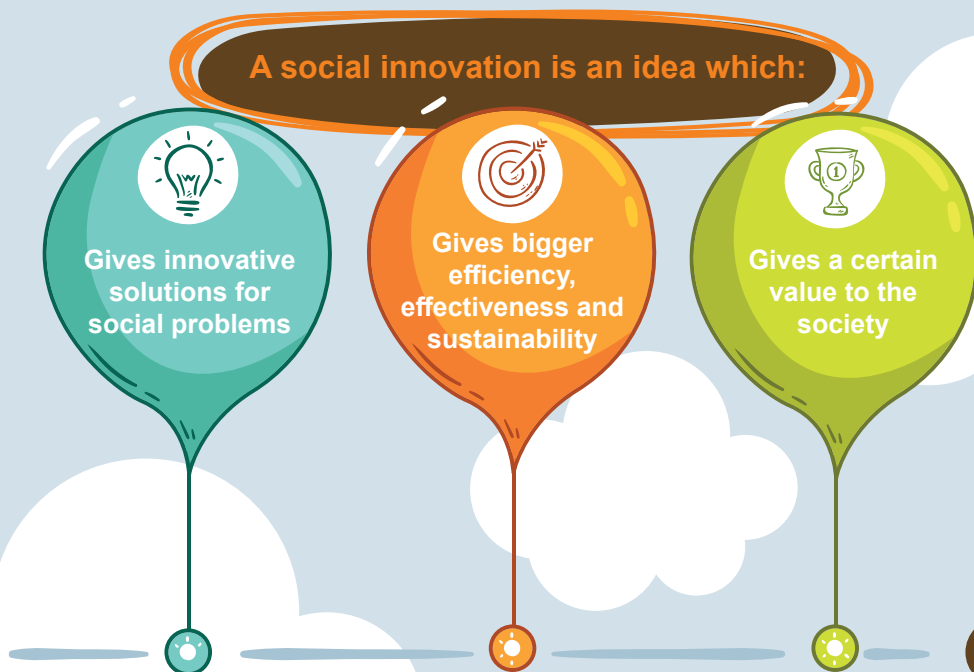
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<sup>2</sup> Michael E. Porter and Mark R. Kramer, “The competitive advantage of corporate philanthropy”, Harvard Business Review, December 2002



**Figure 1. DIVE in SE model**

## **III/6 SOCIAL INNOVATION – A CONDITION FOR SOCIAL BUSINESS**





# BASIC ELEMENTS OF SOCIAL ENTREPRENEURSHIP

## Human-Centred Design Approach to Social Innovation

Like Social Entrepreneurship, Human-Centred Design or Design Thinking is a global movement. It is a process that puts people at the core of its products and services.

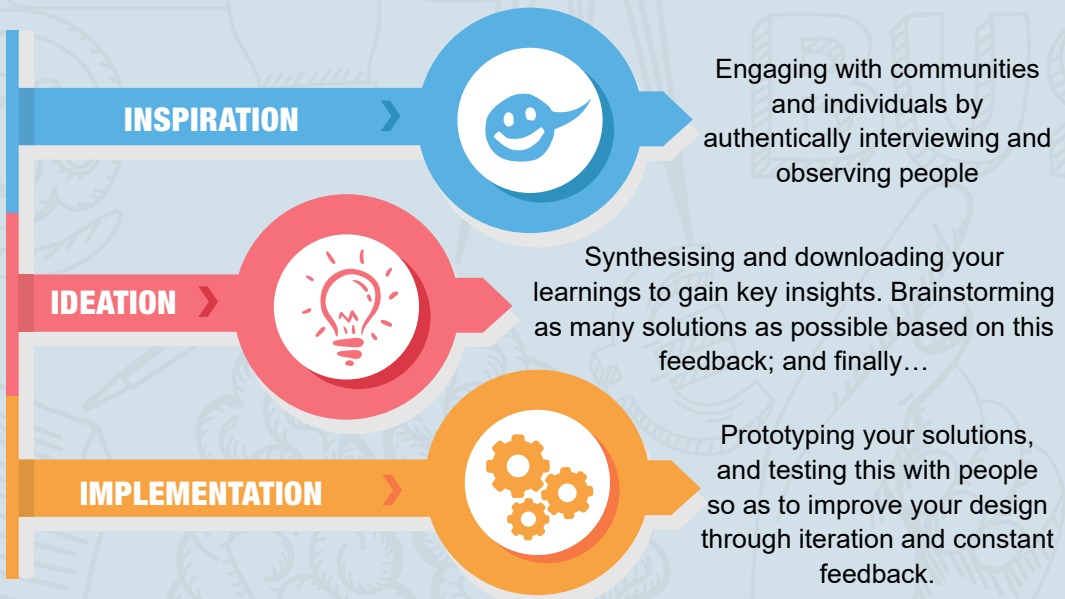


**It's about designing with - rather than - for people.**

*(globaltolocal.devex.com)*

It is increasingly understood, that more participatory approaches are needed to design solutions that respond to people's needs. Through understanding of the problem by spending time with people, listening to their concerns, understanding their beliefs, values and lives, that we are able to better design based on deep insights.

In summary, human-centred design follows these three phases according to ideo.org:



This process requires patience, empathy, deep engagement and a creative mindset!

You can learn more about human-centred design through downloadable kits at [www.ideo.org](http://www.ideo.org)



Talk to your neighbors.  
Go out and say "Hello".  
Try new experiences.  
Evoke your status quo.  
Have fun.

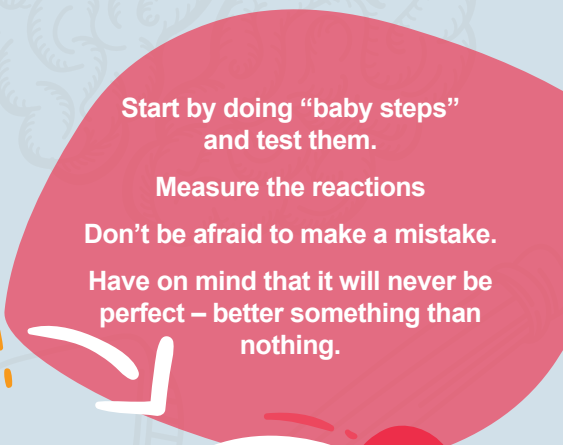


Start by doing "baby steps" and test them.

Measure the reactions

Don't be afraid to make a mistake.

Have on mind that it will never be perfect – better something than nothing.



Action – start to speak but begin with concrete actions



Identification of the "real problem"



Observe the local community intentionally and think over  
Stop/look/listen/learn  
You must know your surrounding/your local community

Cooperation "multistakeholder approach"



Search for diversity  
Search for common platforms.  
Focus on the multidisciplinary approach to the problems in the local community.  
Focus on positivism, believe you can do it.



# BASIC ELEMENTS OF SOCIAL ENTREPRENEURSHIP

## III/7 THE POSSIBILITIES OF SOCIAL ENTREPRENEURSHIP

The social entrepreneurship is trending and inspires excitement for various reasons:

The recent economic crisis –people start to search alternative ways for leading business founded on the principle of triple bottom line (people, planet, profit)

2

The possibility for sustainability

4

There is a huge number of social problems in society that need solutions!

1

Enlargement of the number of the successful social businesses in the world

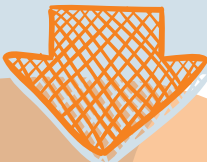
3

Bigger awareness of conscientious consumers and their interest in how the products and services affect the environment

5

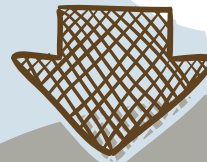
### SOCIAL PROBLEMS NOWADAYS... OR OPPORTUNITIES FOR SOCIAL BUSINESSES

#### Social Justice Issues:



- Homelessness
- Poverty
- Inequality
- Unemployment
- Aging population
- Children with special needs
- Disability
- Discrimination of minorities
- Peace and conflict management
- Education
- Digital Divide
- Women equality
- Gangsterism

#### Environmental Issues:



- No potable water
- Carbon Emissions / Climate Change
- Environmental pollution
- Production and distribution of energy
- Sustainable energy
- Wildlife conservation

And many other key issues that speak to specific local contexts.

## How can I become part of the social entrepreneurship movement?

There are many ways to become part of social entrepreneurship: shop in a social enterprise, work for them, invest in them, inform yourself more about social enterprises in your community etc. Whilst reading this guide, maybe you have already decided to found your own social enterprise?

### For people working in the private sector

If you are working or leading a private business, you can create a social enterprise within the same business. There are numerous activities within the same business which can take the shape of a social business. Here you can also create a hybrid business model that has both financial and social impacts.

### For people working in the public sector

If you work in the public sector, you can promote and support the social enterprises and initiatives in your local community. The possibility for founding a social enterprise is not excluded. You can also lobby for better policies and legal frameworks that will support social enterprise development and create a better ecosystem to support these initiatives.

### For unemployed people


If you are unemployed, the founding of the social enterprise represents an excellent opportunity for self – employment. Hereby there are numerous funds whose purpose is to stimulate social entrepreneurship through providing means for starting the social business. Often these funds or in-kind support are in the form of incubators, accelerators, pitch competitions etc.



## III/8 STARTING A SOCIAL BUSINESS

The social enterprises can be in all formats, from small cafés in the local community to big international organizations, but the common for them all is that they are usually created by a person or a team with special passion and for a social goal.

The **PASSION** comes often when we try to resolve some problem which concerns us personally and the business idea which resolves (or contributes to improve) a certain social problem – it represents a social goal.



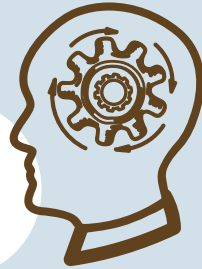
Starting and leading a personal social business will give you the satisfaction of the liberty in working, but more importantly – you will do something to change the **WORLD** for better.

At present there are many favorable **POSSIBILITIES** for ensuring means to start a personal business: funds supporting the social entrepreneurship, start – ups, microcredits, awards for social entrepreneurship etc.

Creating a shared value for the business and the communities which represents an additional motive for the customers to buy from the social enterprises.



**HEART**



**HEAD**

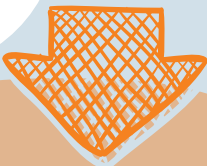


**HUSTLE**

**“This is it: Heart + Head = Hustle...There is no complex instruction manual to follow, nor a particular academic degree to earn. No targeted experience is required and certainly no specific suite of skills need to be developed immediately. It is a simple, powerful formula that can change not only your life but – if you dream big enough – the world around you.” (Galinsky and Nuxoll, 2011)**

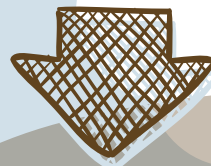
Join the movement for creating positive social changes – we believe that in future all businesses will include social dimensions in its work.

### **SOCIAL ENTERPRISE IS...**



- Sustainable - it generates income through selling products or services (trade)
- Going Concern - it covers all the costs through the realized incomes in the long term
- Non-profit distributing - the realized income returns to the investor the first time, every other income is re-invested in the same social enterprise
- Pays an equitable compensation/ salaries to its employees.

### **SOCIAL ENTERPRISE IS NOT....**



- Pure Profit – to exist just for making income
- An enterprise which will make its owners richer
- An enterprise whose work is only based on volunteering, grants and donations



# BASIC ELEMENTS OF SOCIAL ENTREPRENEURSHIP

## HOW TO START A SOCIAL ENTERPRISE



1

### EXPLORE

Meet your local community; find out what are the actual problems that the population is facing; which are the marginal groups in your communities; what can you do for them; who can be a potential buyer in your social enterprise; is there a similar product or service to the one you want to offer etc.

### CREATE A BUSINESS PLAN

Before starting a business, you must have a plan: what people do you need, which knowledge and skills, resources, means etc. The creation of a good and general plan requires a lot of time and adequate knowledge and skills. In addition we give an example which elements are essential for a good business plan.

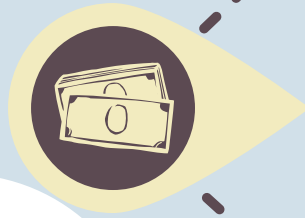
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### INITIAL CAPITAL

To start a social business, you need financial means to purchase the necessary resources, needed for every other business. Ensure start - up finances: there are specialized funds which can help you to do this.

3



### LEARNING BY DOING

If you are waiting for the "right time" it will never come. There will be always something missing or you will not feel enough prepared.

Take a deep breath and jump to get your dreams. Prototyping and getting feedback is important before you invest.

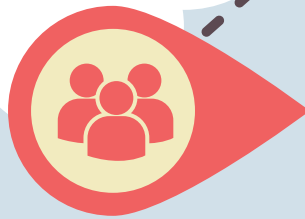
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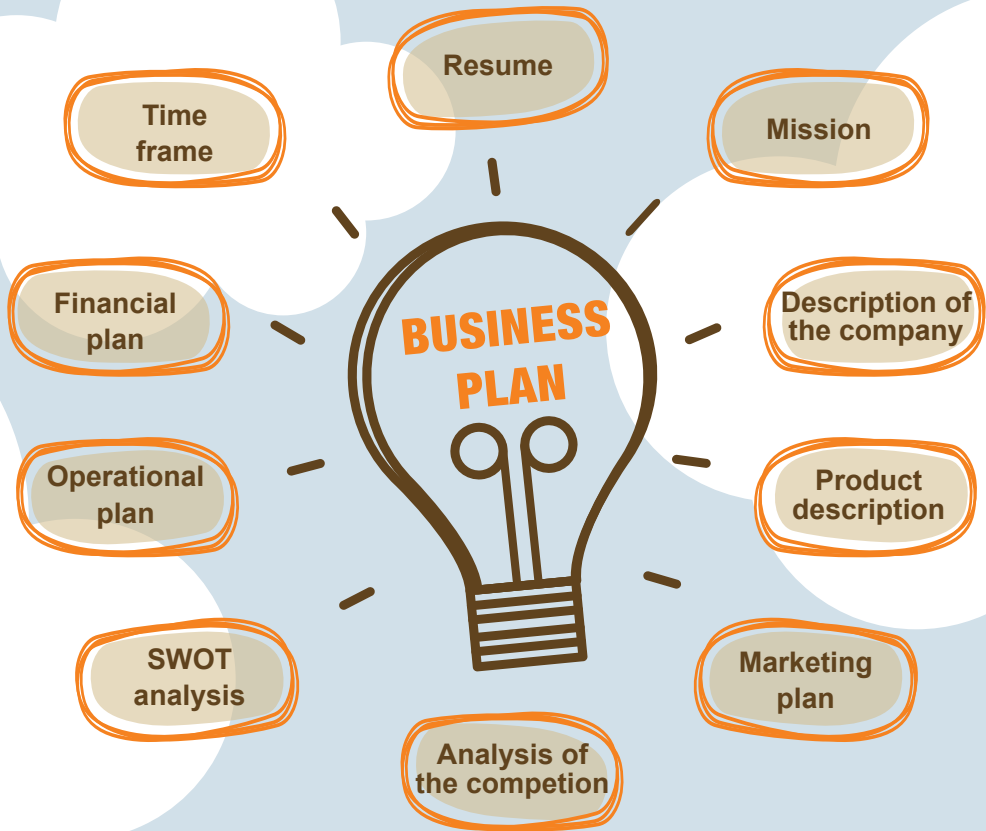
### MENTORSHIP

If you decide to take this courageous and human step and start the adventure by founding a social enterprise, you should know that you are not alone. In this guide you can find contacts of your potential mentors who can help you with different aspects in making the successful story for social business.

5



## WHAT SHOULD A GOOD BUSINESS PLAN CONSIST OF?



## SOCIAL BUSINESS FOR BEGINNERS

**Social problem:**

**Solution for the social problem/an idea for social business:**

**Positive change in the society (which will happen by starting the social business):**



## MAKING THE BUSINESS PLAN FOR THE SOCIAL BUSINESS

### IMPLEMENTATION OF YOUR SOCIAL BUSINESSES

#### LEGAL RESTRICTIONS

What is the legal frame and are there any legal restrictions for implementation of the idea?

#### NECESSARY RESOURCES

Which resources are needed to carry out the idea (human resources, materials, equipment etc.)

#### PRODUCT/SERVICE

Description of the product or the service of the social business.

#### PARTNERS AND COLLABORATORS

Is there any need of certain partners and collaborators to carry out your idea?

### ANALYSIS OF THE MARKET

#### MARKET

Describe which market/sector of market you will include with your business. Who will be your customers?

#### COMPETITIVENESS

What will your competitiveness consist of?  
Which characteristic or element make you better than the others present on the market?

#### COMPETITION

Who are the present and the potential competitors on the market?  
How will you position your business compared to the competition?

#### MARKETING AND SELLING

What is your plan for marketing and selling?  
How will you reach to the customers?

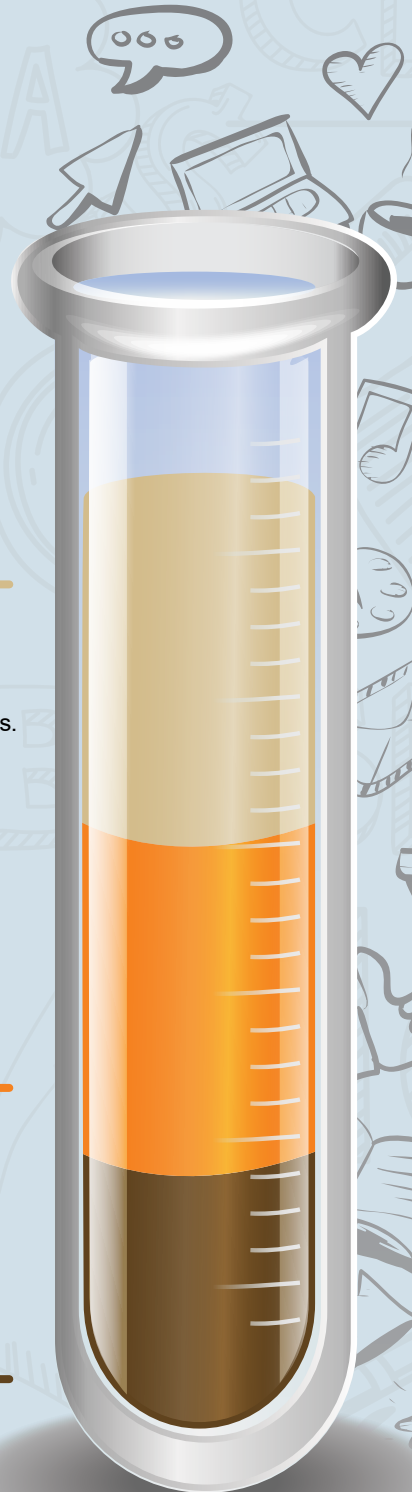
### FINANCES

#### COSTS

Rent, equipment, accountancy, wages, reparation and housekeeping, marketing, internet and phone costs, etc.

#### INCOMES

Projection of the incomes which will be generated by the business.





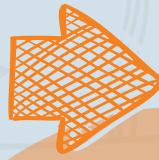


# IV

## “DIVE IN SOCIAL ENTREPRENEURSHIP” PROGRAM – COUNTRY EXAMPLES

Striving towards bringing the broad picture of the “Dive in” context, the authors are providing the connection and differences in the definition of the core terms, rates and recognition in the project with the geographical scope.

### YOUNG PEOPLE



### DEFINITION

#### MACEDONIA



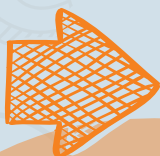
According to National Youth Strategy (2016 – 2025) the term youth refers to people aged between 15 to 29 years. It's a category which has enormous potential in itself, as well as a key resource for social progress, but also particular vulnerability to socio-economic changes in the society.

#### TURKEY



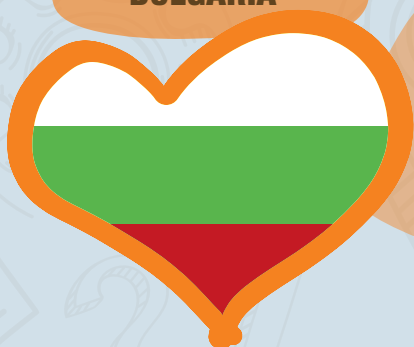
The national youth policy in Turkey is geared to young people aged 14 to 29. They are recognized as a heterogeneous group with different needs. A quarter of the Turkish population is aged 15-29 according to a 2011 census.

## YOUNG PEOPLE



## DEFINITION

### BULGARIA



Young people are aged between 15 to 29 years, according to international and European standards for youth work.

### GREECE



Youth in Greece is defined as between 15-35 years. In some cases this is extended to 40 years.

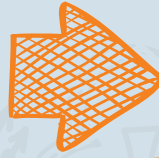
### ROMANIA



The national youth law in Romania defines young people as belonging to ages 14-35. It also identifies the different age groups 14/15-19, 20-24, 25-29 and 30-34/35, to better target different policies.

# IV “DIVE IN SOCIAL ENTREPRENEURSHIP” PROGRAM – COUNTRY EXAMPLES

## YOUNG PEOPLE



## DEFINITION

### SOUTH AFRICA



South African definition of youth according to South Africa’s National Youth Commission Act, 1996, defines youth from ages 14 to 35 years.

### COSTA RICA



In Costa Rica, the General Law on Young Persons (2002) defines youth as those aged between 12 and 35.

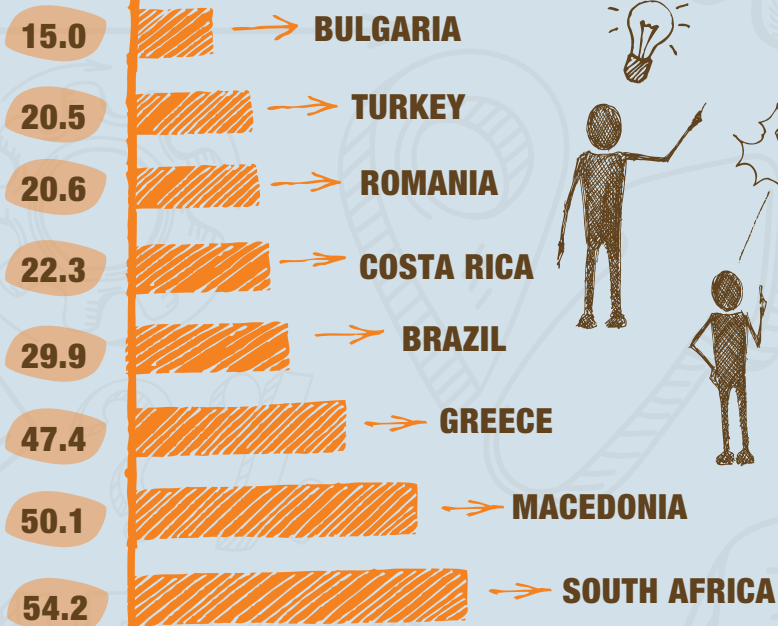
### BRAZIL



Brazil’s Youth Statute (2013) defines youth as individuals between 15-29 years.

*\*Information from the Local Research Studies conducted in the project  
“Dive in Social Entrepreneurship”*

## YOUTH UNEMPLOYMENT



*\*Information from the Global Economy  
(<http://www.theglobaleconomy.com>)*

## SOCIAL ENTREPRENEURSHIP

### COUNTRY

Macedonia  
Bulgaria  
Greece  
Turkey  
Romania  
South Africa  
Costa Rica  
Brazil

### MOST FREQUENT USED WORD

Social  
Business  
Company  
Successful  
People  
Community  
Initiative  
Good

*\*Information from the Local Research Studies conducted in the project  
"Dive in Social Entrepreneurship"*


# IV “DIVE IN SOCIAL ENTREPRENEURSHIP” PROGRAM – COUNTRY EXAMPLES

## GOOD EXAMPLES OF SOCIAL BUSINESS WITHIN “DIVE” SCOPE

<b>FRESHYS – FIRST RESTAURANT WITH SOCIAL BUSINESS MODEL (MACEDONIA)</b>	
<b>Concept</b>	The take out restaurant Freshys has a social business model of work through which it is committed to allocate 34% of the monthly earnings for achieving certain social goals towards making a positive change in the society. Their main goal is to make Skopje a better place for all of us.
<b>Visual identit</b>	
<b>The target</b>	Two targets: <ul style="list-style-type: none"> <li>✓ Regular food donations to homeless and socially disadvantaged people in Skopje</li> <li>✓ Permanent price discount of its services for students, single parents and handicap people</li> </ul>
<b>The issue</b>	According to different studies (national and international) the number of homeless people in Skopje each year is raising. In October, 2017 according to Red Cross – Skopje 180 homeless people have been recorded around Skopje. Moreover, there is one shelter in Macedonia.
<b>The partners</b>	<ul style="list-style-type: none"> <li>• “True acts of kindness” non-governmental organization</li> <li>• “Re tweet a meal” – informal group</li> </ul>
<b>Specific goals</b>	<ul style="list-style-type: none"> <li>• Increasing the number of regular food donations</li> <li>• Collaborating with different institutions and organizations</li> <li>• Strategy for training and employment of socially excluded citizens</li> </ul>
<b>The structure and outline</b>	The “Freshys” restaurant firstly is promoting healthy food in our society. On the other hand “Freshys” are donating healthy meals to the vulnerable categories who are not able to have daily meals. The channels to the vulnerable categories are “True acts of kindness” and “Re tweet a meal”. This structure is striving towards no hunger in the city of solidarity.
<b>Key-successes</b>	In two years of existence “Freshys” managed to provide common donations worth more than 3000 Euros to most vulnerable groups in Skopje. Apart of this they managed to provide meals with discounts to more than 7000 students.

<b>Key-challenges</b>	<ul style="list-style-type: none"> <li>• The low level of public awareness about the possibilities that social business are providing</li> <li>• Low purchasing power and low level of culture - the majority of citizens are poor and the main motivational factor for buying is the low price, and not the values or social activities that the company is having</li> </ul>
<b>Conclusions</b>	<p>“Freshys” a social business which is following all 7 principles and is having strategic plans for employment. This concept can be implemented in each city for developing city of solidarity.</p>

### NADEZHKO SOCIAL BAKERIES (BULGARIA)

<b>Concept</b>	<p>NadEzhko social bakeries are guided by the Latin meaning of the word: “cum panis”, “sharing bread with friends”!</p> <p>This social business is based on the model: 3 in 1</p> <ol style="list-style-type: none"> <li>1) Their social process is bread-making done by people from vulnerable groups they train;</li> <li>2) The social impact programs for integration and therapy in Bulgaria and in each country where are BH programs Gains from the bread sales finance (ex: profits from the Brazilian bread support the Brazilian programs)</li> <li>3) The social product is traditional and ecological breads of the world, which save dying cultural traditions and values + are ecological; beneficial for ill/special needs people. The social service is the collective bread-making event series, some of which will be paid (team-building; celebrations; classes) and some will be for free for the disadvantaged groups to be the event facilitators and mix with other people in an informal and welcoming context</li> </ol>
<b>Visual identity</b>	


# IV “DIVE IN SOCIAL ENTREPRENEURSHIP” PROGRAM – COUNTRY EXAMPLES

<p><b>The target</b></p>	<p>In the bakery are trained and employed people from vulnerable groups: orphans, long-term unemployed, mothers of many children. At Nadezhko are offered diverse special paid programs, and the financial income from the paid services supports:</p> <ul style="list-style-type: none"> <li>✓ regular weekly free Bread therapy sessions with proven methods helping people with disabilities, orphans, women victims of domestic violence, former prisoners; veterans; elderly homes and hospices; etc.</li> <li>✓ regular weekly community baking events for mixed groups fostering social cohesion and integration across all ages and special needs;</li> <li>✓ Ovens for Peace program: uniting refugees and local people to make bread and share their diverse traditions in order to foster the refugees’ local social integration</li> </ul>
<p><b>The issue</b></p>	<p>Nadezhko Social Bakery – Sofia Bread House offers a wide variety of ecological, handmade sourdough breads and different ecological products from Bulgaria.</p>
<p><b>The partners</b></p>	<p>NadEzhko is a family company and the NadEzhko Social Bakery (social enterprise) in Sofia, Bulgaria is founded in 2014 as a part of the Bread Houses Network. The Bread Houses Network creates and unites centers for community-building, creativity, and social entrepreneurship with the mission to inspire individuals and communities around the world to discover and develop their creative potential and cooperate across all ages, professions, gender, special needs, and ethnic backgrounds through collective bread-making and accompanying art forms and sustainable ecological education.</p>
<p><b>Specific goals</b></p>	<p>The company creates various social, educational and game methods, services and products. The proceeds of all these support the social programs and free bread therapy of the Bread Houses Network, which Nadezhda Grigorova initiated in 2009 and now connects more than a hundred people in about 20 countries on 5 continents.</p> <p>Currently, the model of a social bakery is of interest to potential social franchisees, some of whom got trained at the Sofia Bread House, based in the UK, South Africa, Brazil, and the USA.</p>
<p><b>The structure and outline</b></p>	<p>NadEzhko social bakeries currently have two social enterprise bakeries in Bulgaria operating in Sofia and Gabrovo, where they have trained and employed orphans as bakers. Their plan and vision is to expand and open more bakeries in Bulgaria and in a few other countries and after achieving a critical mass of clients, profits, and popularity, the network will evolve as a social franchise with new NadEzhko bakeries opened by pro-active franchisees.</p>



<b>Key-successes</b>	All of unique methods and know-how of NadEzhko social bakeries have been summarized in the educational game “Bakers Without Borders”, recognized with the global UN Intercultural Innovations Award, which can be used as a handbook for organizing various community baking, unifying and therapeutic activities.
<b>Key-challenges</b>	In fact, Nadezhko Social Bakery does not base success on profitability or even financial sustainability. The returns obtained through investing in social entrepreneurs are long-term and the benefits primarily social, rather than financial. This is the key challenge of the sustainability of the bakeries.
<b>Conclusions</b>	The Power of Social Entrepreneurship Is More than Financial


### DOWN CAFE - A TURKISH CAFE THAT ONLY EMPLOYS WORKERS WITH DOWN SYNDROME (TURKEY)

<b>Concept</b>	A café in Istanbul, Turkey is making headlines for exclusively hiring people with Down syndrome. The aptly named ‘Down Café’ employs staff between the ages of 18 and 25, and aims to empower them with self-confidence and independence. Saruhan Singen, who founded the café in the Sisli district of Istanbul, said that he was inspired by his own experience of raising a daughter with Down syndrome. She now works at the café as well. The employees work alternately and receive a monthly salary
<b>Visual identity</b>	
<b>The target</b>	Young people with Down syndrome between the ages of 18 and 25
<b>The issue</b>	According to Turkey’s National Down Syndrome Association, nearly 1,500 babies are born each year with Down syndrome in Turkey. There are more than 100,000 people in the country with the disorder. The efforts for improved medical care are absolutely essential for these special kids but it is more important that society must do everything possible to help them live more independent and fulfilling lives.
<b>The partners</b>	A joint project of the Istanbul Foundation for Mentally Disordered People and of Sisli municipality, the cafe is sponsored by Alternative Life Association, which was established to increase awareness on issues affecting socially and physically disadvantaged people.

# IV “DIVE IN SOCIAL ENTREPRENEURSHIP” PROGRAM – COUNTRY EXAMPLES

<b>Specific goals</b>	Down cafe also helps people get rid of their prejudices against disabled people and provides a chance to people with Down syndrome to prove themselves and show off their talents. On this way young people with Down syndrome can be together with more people, there are more chances they to be accepted by the society and their talents to be discovered.
<b>The structure and outline</b>	Down café is open from 9 to 5 on weekdays, the cafe can host a total of 40 customers. Down Café have volunteer mothers helping them in the kitchen by cooking and washing dishes. The bills are covered by the Sisli municipality.
<b>Key-successes</b>	When the Down Café was first opened in 2011, business was slow. People would hesitate to enter when they learned about the special staff, but the few who did enter were able to appreciate the ambience, once the initial surprise wore off. Now their customers are all impressed with the kind of service provided by the café.
<b>Key-challenges</b>	Since the social business role is investment in the social cause, the initiators of Down Café are emphasizing the need of more sponsors, donors and especially more customers to increase the number of the cafes like Down Café.
<b>Conclusions</b>	Municipality can be very strong supporter of social business idea on local level!


## PRESPA BEANS - SOCIAL COOPERATIVE ENTERPRISES FOR COLLECTIVE/ PRODUCTIVE PURPOSES (GREECE)

<b>Concept</b>	“Prespes beans” is a social cooperative that produces traditional products of the Prespa region. They are highly nutritious and stand out for their quality due to the place and the method of their production, designated as Protected Geographical Indication (PGI). In addition, the cultivation of beans Prespa is part of the Integrated Management System. With the Prespa beans Integrated Management System grown following a modern agricultural practice system with respect to the environment in order to produce quality products and safe, both for the environment and for producers and consumers of Prespa beans.
<b>Visual identity</b>	

<b>The target</b>	The Prespes beans is active in the field of promoting local and collective interests, supporting employment, fostering social cohesion and local or regional development.
<b>The issue</b>	The low level of the entrepreneurial competences among the farmers in the Prespa region is leading towards low rate of regional development, taking into consideration that Prespa region is agriculture region. Also, the production of beans is demanding quality and standardization in order to be able of exporting these product on the foreign market.
<b>The partners</b>	The cooperative “Prespa beans” is having wide network of partners and supporters which can be found on their <a href="#">web site</a> .
<b>Specific goals</b>	The cooperatives in Greece are the most common form of social enterprise and are strongly connected to the development of local production activity, domestic economy and providing employment to women in rural areas where employment opportunities are limited or inexistent. Hereby, specific goals of “Prespes beans” are women employment and entrepreneurship.
<b>The structure and outline</b>	The cooperatives in Greece were supported in the early 1980s by the Ministry of Development in order development of rural areas. Other key driving forces were the Greek Ministry of Agriculture, the Agricultural Bank of Greece, and the Pan-Hellenic Confederation of Agricultural Cooperatives’ Unions. The technical and financial assistance that these institutions provided helped these cooperatives grow.
<b>Key-successes</b>	On October 18, 2010, the Agricultural Cooperative Fasoloparagagon Prespa National Park PELICAN honored among 112 countries with the top prize, the «New Millennium Award, October 2010» in the work of the 38 <sup>th</sup> International Quality Awards, held in Geneva, Switzerland. With this award recognized the quality philosophy displayed followed by the cooperative, giving members the power and impetus to continue their efforts to ensure the quality of Prespa beans and their promotion not only in Greek but also in the international market. Moreover, it has been awarded the 2011 Quality Award from the insert magazine gastronomy DAILY newspaper.
<b>Key-challenges</b>	<ul style="list-style-type: none"> <li>✓ Networking of the farmers and involvement of new farmers in the cooperatives</li> <li>✓ Exporting beans – procedures and market</li> <li>✓ Competition of the market</li> </ul>
<b>Conclusions</b>	Together we are stronger!

# IV “DIVE IN SOCIAL ENTREPRENEURSHIP” PROGRAM – COUNTRY EXAMPLES

## CLOSE TO YOU FOUNDATION (ADV) IS A NON-GOVERNMENTAL ORGANIZATION AND A WORK INTEGRATION SOCIAL ENTERPRISE (ROMANIA)


<p><b>Concept</b></p>	<p>Close to You Foundation (ADV) is a non-governmental organization and a work integration social enterprise, established in February 2002 by Holt International Children’s Service USA, whose mission is the integration of people with disabilities or other vulnerable groups. Its national headquarters are in Iasi and it is registered as a Romanian foundation, independent from state authorities, not conditioned by any certain ideologies, doctrines or religions.</p>
<p><b>Visual identity</b></p>	 <p>The visual identity features a blue background with a white dotted line forming a rectangular frame. Inside the frame, the ADV logo is at the top center, with the text 'Fundatia Alaturi de Voi Romania' to its right. Below the frame, three logos are displayed: 'clubul tinerilor' (with a smiley face icon), 'utildeco' (with a leaf icon), and 'JobDirect' (with a person icon). Below each of these logos is a white accessibility icon: a wheelchair for 'clubul tinerilor', a person in a wheelchair for 'utildeco', and a person with a white cane for 'JobDirect'.</p>
<p><b>The target</b></p>	<p>Close to You Foundation is the first organization in our country that in 2008 has set up UtilDeco, a work integration social enterprise, which, throughout time, has created over 100 jobs, out of which at least 40% are dedicated to disabled people. It provides archive and document storage services; printing and customization services; tailoring services (being specialized in the production of protection equipment); corporate tourism - wise. and also provides an e-commerce platform Charity Cash&amp;Carry. UtilDeco has a portfolio of over 1.600 companies - clients that make Util purchases to recover the mandatory disability tax they owe to the state budget and not only!</p>
<p><b>The issue</b></p>	<ul style="list-style-type: none"> <li>• Children and young people from poor families, whose parents left to work abroad, with disabilities, of Roma ethnicity or coming from orphanages</li> <li>• Employees with disabilities;</li> <li>• Young people from vulnerable groups</li> </ul>

<p><b>The partners</b></p>	<p>“Close to You” Foundation is involved at national and European level into advocacy endeavors aimed at improving and regulating some aspects related to social services, social economy, the rights of disabled people, the development of the NGO sector, European funds, transparency and social equity. In this sense, as founding member it has laid the foundations of several national platforms and networks.</p> <ul style="list-style-type: none"> <li>✓ FONSS – Federation of Non-Governmental Organizations for Social Services;</li> <li>✓ NGO Commission within the Social and Economic Development Council of Iasi county;</li> <li>✓ RISE - Romanian Network of Social Integration enterprises, member of ENSIE Europe;</li> <li>✓ FOND - Federation of Non-Governmental Organizations for Development, member of TRIALOG Europe;</li> <li>✓ NGO Coalition for Structural Funds.</li> </ul>
<p><b>Specific goals</b></p>	<p>Close to You Foundation is currently focusing on the following specific goals:</p> <ul style="list-style-type: none"> <li>• Specialized social services for people from vulnerable groups, particularly teenagers and young people: psychosocial assistance and vocational therapy - within day centers;</li> <li>• Protected employment for disabled people looking for a job: assessment, counselling and professional guidance, qualification, internships and employment within UtilDeco work integration social enterprise, certified as protected establishment by ANPD;</li> <li>• Employment services for young people from vulnerable groups looking for a job: assessment, counselling and professional guidance, qualification, internship within UtilDeco social integration enterprise, mediation, employment on the labour market and job coaching;</li> <li>• Prevention services in the community: mobile caravans in schools and high-schools, information campaigns on sexual education; prevention of sexually transmitted diseases, including HIV/AIDS; domestic violence; abuse; trafficking in human beings; drug consumption etc;</li> <li>• Defending the rights of people with disabilities or other social issues, including those infected with HIV;</li> <li>• Lobby and advocacy for the NGO sector, contracting social services and developing the social economy in Romania through FONSS, RISE, Social Economy Coalition, FOND, Coalition for structural funds etc, to which Close to You Foundation is founding member.</li> </ul>

# IV “DIVE IN SOCIAL ENTREPRENEURSHIP” PROGRAM – COUNTRY EXAMPLES

<b>The structure and outline</b>	<p>Close to You Foundation has developed over 75 projects/programmes in the last 15 years, financed by international bodies, local authorities and from its own funds. The programmes of the foundation carried out at local, national and regional level and at cross-border/transnational level, are in the domain of social services and social economy, innovative services targeting the inclusion and employment of vulnerable groups, particularly young people. In parallel, the lobby and advocacy component for the NGO sector has been developed by the promotion and defense of the direct beneficiaries ‘rights - people from vulnerable groups and a development assistance component - granted to NGOs from the Republic of Moldova, Ukraine and Nigeria.</p>
<b>Key-successes</b>	<p>„Social Entrepreneur of the year” Prize in 2017 granted to Angela Achitei for the establishment of UtilDeco as a social enterprise with in EY Entrepreneur Of The Year Programme, the only global entrepreneurial competition taking place in more than 145 cities from 60 countries, covering over 94% of the global economy.</p>
<b>Key-challenges</b>	<p>Regulations of different aspects related to social services and social economy.</p>
<b>Conclusions</b>	<p>What we are doing today, is defining our future!</p>

## 18 GANGSTER MUSEUM (SOUTH AFRICA)

<b>Concept</b>	<p>18 Gangster Museum are social entrepreneurs from Khayelitsha who are using living museums and cultural tourism to turn children from their community away from the scourge of gangsterism. This innovative living museum aims to help South African youth to better understand the treacherous path that too many in their communities take into gangsterism and, ultimately, prison. More importantly, 18 Gangster Museum seeks to offer a positive alternative. Incorporating immersive text and imagery and a replica prison cell, 18 Gangster Museum’s installations are curated by ex-offenders who share their real-life experiences of gangsterism and prison and how they turned their lives around.</p>
<b>Visual identity</b>	

<b>The target</b>	18 Gangster Museum works with reformed ex-offenders to conceptualize and curate immersive, experiential living museum experiences and installations in Khayelitsha and across Cape Town, to educate youth about the realities of gangsterism and prison.
<b>The issue</b>	Cape Town is among the Top 10 most dangerous cities in the world with a murder rate of 65.53 per 100,000 inhabitants, with most murders attributed to gangsterism. In townships like Khayelitsha, children as young as 13 are being lured into gangs, where most will either end up on the receiving end of Cape Town's high murder rate, or going to jail. Through 18 Gangster Museum, we hope to help change this culture. Gangsterism has become so prevalent in their townships that boys as young as 12-years-old and even young girls are joining gangs. The founders of 18 Gangster Museum come to understand, therefore, that the battle against gangsterism is not just a battle for the present, but more importantly for the future of easily-influenced and at-risk youngsters.
<b>The partners</b>	Cape Town Tourism, Biggestleaf, SAB Foundation, Raymond Ackerman Academy, NICRO for a safe South Africa etc.
<b>Specific goals</b>	Finding a creative way to curb gangsterism that will not only help reform and reintegrate current gangsters but will also help prevent future generations from inheriting this social ill. 18 Gangster Museum aimed to introduce a project that was at once engaging, exciting and educational for youth. The museum serves as an interactive intellectual institute, a place of learning through discovery.
<b>The structure and outline</b>	<p>The project operates as a mobile museum curated by ex-offenders who also take visitors on "gangster tours" through the townships in which they live.</p> <p>For each full paying visitor, one school child gets to see the museum for free. As this is a mobile museum, the visitors need updates on its current location.</p> <p>Three key elements are offered by the 18 Gangster Museum:</p> <p>Tours: Museum tour; Walking tour and Walking, Cycling &amp; Taxi tour</p> <p>Events: Camps</p> <p>Shop: on line shop for t-shirts and family packs.</p>
<b>Key-successes</b>	Cape Town social entrepreneurs from "18 Gangster Museum" represented South Africa At Global Innovation Festival.
<b>Key-challenges</b>	Difficulties in finding the right type of financial resources.
<b>Conclusions</b>	Need and innovation in the focus of the social business.

# IV “DIVE IN SOCIAL ENTREPRENEURSHIP” PROGRAM – COUNTRY EXAMPLES

VIDA VOLUNTEER COSTA RICA	
<b>Concept</b>	Vida Volunteer, was created to be a resource volunteers can depend on to support their cause of helping fellow human beings and animals. Vida aims to bring people together through service-learning to make this world a better place. Vida stresses cultural integration and opening of the mind and heart to global health care and human issues. One of our long term goals is to have an impact on the future health professionals of the world while providing basic medical services to Central Americans.
<b>Visual identity</b>	
<b>The target</b>	Vida was created to be a resource to help fellow human beings and animals, while providing young people (volunteers) with a service learning and life-changing experience.
<b>The issue</b>	Many people in Central America do not receive regular dental and medical care. By partnering with communities in need and globally-minded volunteers, we are able to provide basic dental and medical care through our mission trips to those who would otherwise not receive any health attention. VIDA's Programs are designed to help impoverished communities in Central America, while giving volunteers around the world an interactive, cultural, engaging experience that will help them become better professionals and life-long volunteers.
<b>The partners</b>	With Ministries of Health and professional entities to support the health system in Central America.
<b>Specific goals</b>	Long term positive social impact through short term learning experience.

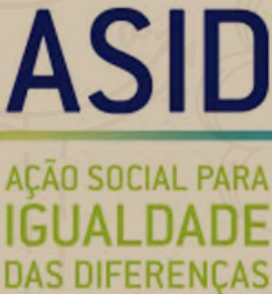


<b>The structure and outline</b>	VIDA mission is to positively impact the quality of life in underserved communities while offering volunteers a life changing experience. Vida has three core programs: General Medicine, Dental Health, and Veterinary Medicine. We set up mobile clinics in the countries we serve by working with local clinic coordinators, who find locations for us to work (schools, community centers, churches, etc.) and inform their community about us. Volunteers join us from different parts of the world to work alongside our local health care professionals to give free medical and dental care, as well as very low cost or free veterinary care to communities in need. Many of our volunteers are still on their way to becoming health professionals though we do welcome advanced students, as well as professionals to join us in our adventures. Vida currently works in Guatemala, Nicaragua and Costa Rica, and is exploring opportunities to enter other countries as well. Vida is a relatively new institution therefore we will be growing and expanding our scope of services, as well as areas of coverage in Central America, in the upcoming years.
<b>Key-successes</b>	Involvement of more than 7000 volunteers and 141.716 patients treated with their programs.
<b>Key-challenges</b>	Difficulties in finding the right type of financial resources.
<b>Conclusions</b>	Volunteering can help to youth and society.

## ASID, BRAZIL

<b>Concept</b>	ASID brings companies, volunteers, institutions, and people with disabilities together in order to construct an inclusive society. It works by combining a diagnosis (IDEE – Special Education and Development Index), assistance and the development of networks so that the institutions can better structure themselves, offer better quality services and increase the number of seats available, to end waiting lists. The IDEE is the first step ASID takes to work with institutions. In this diagnosis, using 26 indicators and 143 assessment items, 8 management areas are analyzed. With the obtained results, it is possible to identify how the institution is doing overall, as well as separately for each area, creating the basis for the suggestion of improvements, the definition of goals and the suggestions of workshops for its development.
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# IV “DIVE IN SOCIAL ENTREPRENEURSHIP” PROGRAM – COUNTRY EXAMPLES

<p><b>Visual identity</b></p>	
<p><b>The target</b></p>	<p>Why not combine the potential shown by people with disabilities, who are cared for at the institutions from the ASID network, with companies who want to work with labor market inclusion? This is how ASID’s methodology for inclusion was born, based on raising awareness among company collaborators as the base for the process of the inclusion of people with disabilities in the labor market. A process that involves the development of collaborators from partner companies and allows involved PWD to utilize their full potential.</p>
<p><b>The issue</b></p>	<p>There are an estimated 16 million people with disabilities in Brazil. Although 9 million of these are of working age, only 1 million are in the labor force. Brazil is a party to the United Nations Convention on the Rights of Persons with Disabilities, having signed the treaty on 30 March 2007 and ratified it on 1 August 2008. Brazil’s Law 7853 criminalizes discrimination based on disability, and other legal protections also exist.</p>
<p><b>Investing companies</b></p>	<p>Fundação Telefônica, Brasil; Grupo RISOTOLÂNDIA; Unimed Curitiba; PWC and many others companies.</p>
<p><b>Specific goals</b></p>	<p>Throughout the last 7 years, ASID has created programs that involve capacity building, raising awareness and hands-on activities. The capacity building programs use the volunteers’ potential to multiply knowledge. The programs that raise awareness involve activities between volunteers and people with disabilities, where they can learn new things together. The hands-on programs define the activities that generate change in the visual and even structural part of the supported institutions. They also manage volunteer programs and committees, check in, provide capacity building and empower these individuals so that the volunteer program is multiplied and becomes even more impacting. ASID also work with the management of volunteer programs and committees, accompanying and empowering these actors so that volunteering multiplies and is more impacting.</p>

<b>The structure and outline</b>	ASID provides the evolution of the institutions that attend the disabled person through the improvement of the management. Increasingly, ASID innovates to promote the evolution of institutions serving the disabled. For this, they always work for free in several areas and where there is opportunity for improvement and will for growth. Their methodology is focused on the management of institutions and on the connections between them, seeking the exchange of experiences and capacities. ASID's services are free to the institutions and divided into 3 areas: Management Support, Network Strengthening, Volunteer Programs and Diversity.
<b>Key-successes</b>	Best of Innovation Award, Grupo Bridge – 2016
<b>Key-challenges</b>	Enterprises and institution sensitization about the possibilities by using the IDEE – Special Education and Development Index.
<b>Conclusions</b>	The work for a cause provides courage to be entrepreneurs and to face challenges.

# V

## USEFUL CONTACTS



### **YOUTH ALLIANCE – KRUSEVO, MACEDONIA**

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**Belle & Co.**  
RESEARCH | POLICY | TRAINING

### **BELLE & CO, SOUTH AFRICA**

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### **LA ASOCIACION CULTURAL DE INTERCAMBIO DE COSTA RICA**

[www.aci.cr](http://www.aci.cr)

contact mail: [info@aci-cr.org](mailto:info@aci-cr.org)



### **ASSOCIATION OF ACTIVE YOUTHS IN FLORINA, GREECE**

[www.oenef.eu](http://www.oenef.eu)

contact e-mail: [oenef@yahoo.gr](mailto:oenef@yahoo.gr)



**NATIONAL YOUTH FORUM OF BULGARIA,  
BULGARIA**

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**EURODEMOS, ROMANIA**

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# VI

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