SE HUBS
Co-creating Hubs for Social Enterprises

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A BETTER FUTURE FOR
THE ENTREPRENEURS:

An innovative model to co-create hubs for social enterprises

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Introduction

The **general purpose** of the *Co-creating Hubs for Social Enterprises* (SEHUBS) project is to elaborate an innovative model of co-creation hub for social enterprises (SEs) that are working with various disadvantaged groups or for overcoming social issues in various fields (culture, sport, employment, etc.) and to test its practical application in different local contexts. SE hubs are operating as institutions for non-formal education and training that provide various types of support to management and operational staff of social enterprises with different social background. The beneficiaries of the SE hubs' activities – the social enterprises (SEs) themselves have proven to be a good practice for ensuring social inclusion. The SEHUBS project specifically aims at creating and testing into practice of an innovative SE co-creation hub model that will provide a comprehensive package of innovative trainings and operational practices and will serve as a generator for stronger and viable SEs' communities. The model of the SE co-creation hub will combine components that address (1) the capacity – building needs of SE in the area of applying inclusive training approaches for their staff; (2) the needs for exchange of experience and knowledge on integrating innovative non-formal inclusive and skill-based training programs that are applied by SEs for their target groups; (3) the needs for gaining public acknowledgement and community trust for SE activities.

The **specific innovations** to be elaborated within the SEHUBS project include:

- inclusive training programme for staff management by SEs;
- inclusive fellowship training programs for SEs staff;
- community-based physical spaces that are shared among local SEs and help them access the community.

Co-creating innovative SE hub model that is easily adaptable to the specifics of various local contexts will foster the future successful operational and expert development of SEs as organizations. It will also help them serve as sustainable inclusive training centres for various members of the communities no matter of their differences and background specifics. In this way it will help to build more inclusive societies where all members share common values and respect each-others rights.

All innovation and expertise that can be found in the SE-hubs project is the result of the participation of 4 highly qualified **partners**:

1. PRISM is a non-profit social enterprise with the mission to create equal opportunities for the responsive progress of societies, communities and people – acting as a qualified development agent, since 2012, with its operational seat in the city of Palermo and its registered office in Enna, Italy. PRISM represents a co-planning hub, open to public and private actors, for the elaboration of tailored development strategies and interventions, aimed at valorising diversity and sharing the social, cultural and economic resources of local communities, from an international perspective. The PRISM concept originates from the heart of the Sicilian inland, upon the initiative of professionals working in the field of intercultural cooperation and dialogue, both on a European and international level.
2. BULGARIAN CENTER FOR NOT-FOR-PROFIT LAW aka BCNL is a non-profit public benefit NGO based in Sofia, Bulgaria. Our mission is to support the development of enabling civil society framework so that people can enjoy their right of association and be able to actively collaborate for a better world. We are let by our strong belief that NGOs are key leaders of change towards independent, inclusive and

prosperous communities. Being established in 2001 BCNL supports the development of society that is built on the values of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights. In the last 10 years BCNL is developing a Social Entrepreneurship Program that aims to inspire innovative cause-related business initiatives of NGOs as a way to expand their financial and capacity sustainability.

3. THE ATHENS LIFELONG LEARNING INSTITUTE is a research and education institute, based in Athens, Greece. It has the mission to foster and enhance innovation processes mainly in the areas of education and lifelong learning, human capital development, knowledge society and social inclusion. The Athens Lifelong Learning Institute has been focusing on building entrepreneurial communities and to provide support to the innovators, the dreamers and the entrepreneurs who are ready to launch their ideas and create tangible solutions. It has persistently contributed in the development of an entrepreneurial community in its local context and has been offering support to potential entrepreneurs and the entrepreneurial community (accelerators, incubators, hubs etc.). The Athens Lifelong Learning Institute has been contributing in the improvement of the entrepreneurial ecosystem, through the development of sophisticated curricula and education/training materials targeting both entrepreneurs, by the delivery of customized training programs and supporting services for potential entrepreneurs and the delivery of capacity building activities for business advisors.
4. The UNIVERSITY OF LODZ, established in 1945, is one of the leading institutions of higher education in Poland, ranked among the top higher education institutions in the country. Currently, around 28,000 students of all levels attend the University of Lodz, including 3,000 from abroad. The University of Lodz is also involved in numerous EU and national projects and initiatives supporting Entrepreneurship. The Faculty of Management that is involved in this project has over 5,000 students. It's our strongly held belief that education has a transformative capacity and our role as a university is to equip and train the next generation of students with the requisite mindsets and skills essential for success in a changing world. There are 10 departments in the Faculty of Management including where social entrepreneurship is one of the core subjects. The Department of Entrepreneurship and Industrial Policy carries out research in management-related sciences in cooperation with international partners, according to best regional and international practice. Another faculty contributing to this project is the Faculty of Economics and Sociology in our University Among faculty staff there are experts in various research funding institutions, i.e. the National Centre for Research and Development, National Science Centre.

Co-creating Hubs for Social Enterprises (SEHUBS) project is carried out between January 2021and January 2023. More about project is on the project website*:* https://se-hubs.eu/ and in social media @SEHUBSproject.

As we mentioned, project aim is to develop an innovative model of social enterprise co-creation hubs that will provide comprehensive business support, know-how and training to social enterprises in Poland, Bulgaria, Greece and Italy using a co-creation process that combines capacity building of social enterprises, the need to share expertise and integrate training to improve skills of social enterprise staff and the need to gain social recognition and trust for social enterprise activities. The complexity of this objective indicates the intertwining of research and application aspects. Therefore, realization of the project will be subordinated to realization of the multiple specific objectives:

1. At the first phase of the project the following was done identification of needs and challenges facing social enterprises in the project partner countries: Poland, Bulgaria, Greece, Italy and in the European Union (EU) and internationally and diagnose the legal conditions of social enterprises in the project partner countries and in the EU. Moreover, there has been identificated and described of the current support system for social enterprises in the project partner countries and the EU, with particular emphasis on three areas (1) recruitment process, retention and internal training (2) management of training facilities and expertise and (3) distribution of products and services offered by social enterprises.
2. In the second step, there was a selection and presentation of the best system and tool practices for operating and supporting social enterprises in the project partner countries Poland, Bulgaria, Greece, Italy with a focus on three areas: (1) recruitment, retention and internal training, (2) management of training facilities and expertise and (3) distribution of products and services offered by social enterprises.
3. In the next step, there was a selection and presentation of the best role models in four countries, in the three analyzed areas: (1) recruitment process, employee retention and internal training, (2) management of training facilities and expertise and (3) distribution of products and services offered by social enterprises.
4. Stakeholders were interviewed in Poland, Bulgaria, Greece, Italy and case studies were prepared based on multiple sources.

In this study we can offer you the SEHUBS model of comprehensive support for social enterprises developed in partnership.

PART I

Landscape of Social Enterprises in Europe and in the Project Partner Countries

Social Enterprises in Europe

Generally, social enterprises are a specific group of enterprises that meet certain requirements regarding the purpose of their activities and the way their activity is being organized. The combination of social aim and entrepreneur activity makes them a unique subject that operates at the border of the public and business spheres (Adamowa, Shabani, Alexieva, 2021).

Social businesses are commercial, market-based firms, organizations, NGOs and undertakings that operate to improve human well-being rather than to maximize profits, usually focusing on innovative solutions for people in poverty. Social entrepreneurship can address a range of barriers to poverty reduction, from gender inequity and social exclusion to prejudice, discrimination and stereotype threats. While social enterprises are not designed principally to produce a profit, they do use a business model and generate income to achieve some measure of financial self-sufficiency (United Nations Development Programme, 2014).

In turn, the European Commission uses the term 'social enterprise' to refer to the following economic activities:

- those for which the social goal of the common good is the driving force behind commercial activity, often in the form of a high level of social innovation;
- those where profits are mainly reinvested with a view to achieving a given social goal;
- where the method of organization or ownership system reflects their mission, using democratic or participatory principles or focusing on social justice (O'Byrne et al., 2014, p. 17).

It is worth noting that, social enterprise belongs to the wider spectrum of the Third Sector: associations (whether with legal status or not), committees, foundations, as well as partnerships, corporations, cooperatives and consortia can be all considered social enterprises, as far as they satisfy one of these two criteria:

- Disadvantaged or disabled workers must be present in the company in an amount at least equal to 30% of the total employees.
- Gaining at least 70%[1] of their profits from the following social activities defined by the law: social and health assistance; education and training; promotion of the cultural heritage; social tourism; protection of the environment and the ecosystem; undergraduate and postgraduate education; instrumental services to social enterprises. These areas are essential for the status of social enterprise, since carrying out the economic activity in a stable way or as the main core business in one of these sectors is a necessary prerequisite for the definition provided by the regulations (Ferrante, Mazzara, 2021).

In spite of the enormous efforts of academics, international organizations, EU institutions, national governments and representatives of the social economy, a definition of the social economy is not available and still under process till present day. This occurs due to the fact that the social economy "serves" and includes various activities, many forms of entities executing these activities and sometimes various differences from other private economic operators and the public sector (E.E.T.A.A., 2021).

This theoretical introduction lays the groundwork for a brief characterization of social entrepreneurship in the four partner countries.

1 This concrete percentage are different in different countries, there is no common EU definition.

In **Italy** the statistical data reveals that there are 359,574 SE entities, of which the majority were non-profit associations (305,868). The most trending sectors are by far that of sport, culture and recreational activities, which alone make 27% of the whole non-profit sector. At national level, the non-profit sector employs 1.36% of the total population in Italy (last data available: 2018). Data shows that the non-profit sector is strictly dependent on the profit economy and it's strictly related to the level of local economic performance. From a territorial point of view, employees are even more concentrated than institutions. In fact, more than 57% are employed in the North. In these last years have been assisting a huge re-regulation of social enterprises and the whole Third Sector in Italy. Every company can get the label of a social enterprise, as long as it respects one of the following two parameters: (1) getting at least 70% of profits by operating in the aforementioned areas, (2) disadvantaged or disabled workers must be present in the company in an amount at least equal to 30% of the total employees.

In **Poland** the interest in the issues of social entrepreneurship strengthened at the time of accession to the European Union in 2004. In Poland, the number of social enterprises is gradually increasing. There are 1,460 social enterprises in Poland (as of 2.12.2021) under seven legal forms: social cooperatives (603 entities), non-profit companies (364 entities), foundations (34 entities), associations (143 entities), church legal persons (2 entities), union of associations (2 entities) and disabled and blind cooperatives (1 entity). Social enterprises in Poland operate in the following sectors of the economy: education and culture (268 entities), gastronomy (265 entities), services for companies, organizations and public administration (228 entities), construction (129 entities), trade and other services (113 entities). The obstacles to the development of the activities of social enterprises in Poland include: (1) perception of a social enterprise as an entity operating in the areas of social exclusion, and therefore offering low-level goods and services, (2) lack of trust in initiatives undertaken by social enterprises, (3) low level of activity of local communities. The three most common legal forms in Poland are: a social cooperative, a non-profit company and a foundation.

Historically the social economy concept was introduced in **Bulgaria** through the cooperatives and specialized enterprises of people with disabilities. The law that regulates them is the Law for integration of people with disabilities adopted in 2004 and replaced in 2018 with the new Law for people with disabilities. A special new piece of legislation was adopted that regulates explicitly the social enterprises – the Act on Enterprises of Social and Solidarity Economy and the regulation for its implementation. It entered into force in the beginning of 2019. The goal of the reform aimed by the bill is the delineation, the development and promotion of an industry that is characterized as mainly socially oriented and whose main purpose is to generate positive social added value in terms of employment, living standards and social inclusion of vulnerable groups of the population. The public policy instruments so far such as the annual Action Plan on Social Economy, the National Concept on Social Economy, adopted in 2010, as well the draft of the Plan for Reconstruction and Development of Bulgaria – all these documents proclaim the importance of the social enterprises' sector. In the practice several legal organizational forms are recognized as the most preferred for the establishment and development of social entrepreneurship. a non-profit legal entity or a commercial company, which is owned by a non-profit legal entity and through which its additional economic activity is separated or a traditional commercial company. According to statistics, there were 1,706 social enterprises in 2018, while the number dropped to 1,680 in 2019.

The historical background of social enterprises in **Greece** is based on diverse yet complementary established practices and traditions, which have emerged within different and

complex contexts over the last decade. More specifically, five precursors to contemporary social enterprises can be singled out: early forms of cooperation closely associated with local administrations; cooperatives; associations and non-profit organizations; charitable foundations and the Orthodox Church; and solidarity ventures. These practices have not only paved the way for contemporary social enterprises but also produced several changes that have been impactful in the perception and function of Greece's collaboration, administration, local action and economy (Varvarousis, Tsitsirigkos, 2019). 2011, was a fundamental year for Greece, as the first law (4019/2011) regarding social economy and social entrepreneurship was approved. Concurrently, the economic and refugee crisis became an imperative social and political kick-start, attracting international funding, leading to an expeditious increase of social action and, thus, facilitating the expansion of social enterprises. The second Law regarding social and solidarity economy in 2016 confirmed the need for a clear and complete legislative and regulative framework which, despite the progress made, has not been established yet. In accordance with the EU criteria, the total number of Greek social enterprises is estimated to be 1,148.

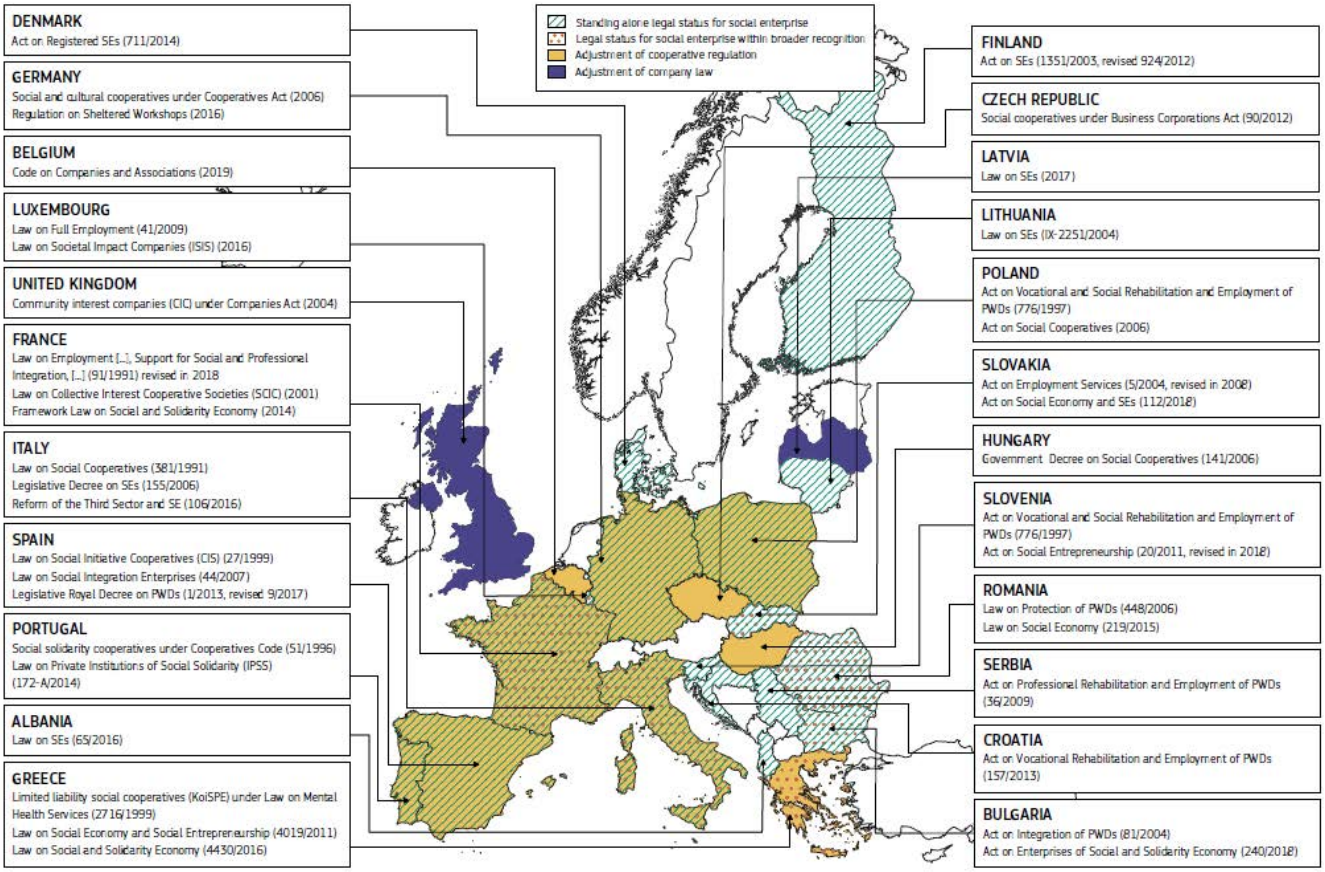
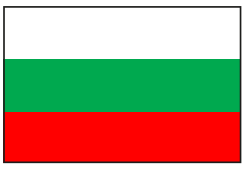
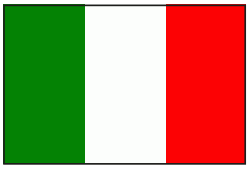


Figure 1. Social Enterprises and Their Ecosystems in Europe

Source: Borzaga et al., 2020b.

To create a SEHUBS picture of Europe we would like to present the following information regarding SEHUBS consortium (Table 1).

Table 1. Information about SE in partner countries

Country name	Bulgaria	Greece	Italy	Poland
National flag				
Number of the population	6,92 million	10,72 million	55,95 million	37,95 million
Number of the social enterprises in each country	2,249 non-profit organizations identified themselves as "social enterprises" (according to the National Statistical Institute) 34 SEs are officially entered in the national Register of Social Enterprises	1,517 (according to the Social and Solidarity Economy – K.A.L.O. 2019–2020 Report)	94,030	1,460
Number of the employees in social entreprises in each country in total	No official data available	3,196 (according to the Social and Solidarity Economy – K.A.L.O. 2019–2020 Report)	845,648	428,700
In which economic area SEs are working in	Education, social care, food trade and restaurant business, culture and arts, clothing production, tourism, ecology	Food trade and processing, Education and leisure, social care, Recycling and Tourism	These organizations provide citizens with social and socio-health services, but also operate in the areas of training and job placement, culture, sport, the environment and research	Education and culture, gastronomy, services for companies, organizations and public administration, construction trade and other services
Particular regulations	Law on Enterprises of the Social and Solidarity Economy (in force since 02/05/2019)	First Law for social enterprises in 2011 (4019/2011), replaced in 2016 (by the Law 4430/2016)	In Italy, the social enterprise – formerly the subject of legislative decree no. 155, now currently repealed (by art. 19, legislative decree 112/2017) – is now regulated by the legislative decree 3 July 2017, n. 112 implementing the delegated law 6 June 2016, n. 106	Krajowy Program Rozwoju Ekonomii Społecznej (National Programme for the Development of the Social Economy), 2019

SEs main barriers and strengths

The main barriers

Poland

For informal institutions: mental barriers, habits, patterns of action, perceptions of people involved in social entrepreneurship; society's lack of trust in entities combining social and economic goals in their activities; stereotypical perception of civic and cooperative organizations by stakeholders of social enterprises; low level of social capital; there is a deficit of financial institutions specialized in servicing this sector on the Polish financial market.

For formal institutions: low effectiveness and relevance of support addressed to social enterprises under EU programs; excessive formalism and bureaucratization of procedures related to the use of public funds by authorized entities, focus on the absorption of EU funds, and not on the way they are used and the results achieved; poor preparation and limited ability of units participating in the support process to effectively perform all assigned functions; errors and procedural and legal difficulties, lack of knowledge about the social and economic results of activities of social enterprises and the effectiveness and efficiency of activities financed from EU funds.

Generally: high non-wage labor costs; insufficient financial resources; too much competition on the labor market; high burden on the budget; unclear legal regulations; insufficient funds at the disposal of clients; the company is insufficiently known on the market; lack of qualified employees; difficulties in obtaining subsidies and non-bank loans.

Italy

The lack of a clear organisational framework for human resources; the accentuated turnover, the lack of adequate remuneration policies for staff; the inadequacy of the labour jurisdictional context; the fragmentation of training provision; the aspect of communication is often a weak point of no-profit organisations (most of the communication is related to non-marketable aspects, such as ethical values and missions. In the point of view of the reader, there is often the perception of not catching the concrete side of the appealed values).

Greece

A few essential social enterprise support measures have already been institutionalized and stimulated, the majority of them have since suspended. Greek social enterprises, especially those in early development stage are in need of financial support due to the fact that their sources of income are usually inadequate in relation to their need, as they are excluded from financial support mechanisms. More specifically, although they are competing profit making enterprises, they do not have the financial resources to cope with

the market rate. As a result, a big part of the workload is covered by volunteers, a fact that leads to another series of challenges in terms of employee engagement and commitment and, consequently, the enterprises' sustainability. At the same time, only few data are available regarding human resources and management, which tends to conceal such obstacles instead of proposing solutions.

Bulgaria

Enterprises often have problems related to finding and training suitable staff. The second problem is the so-called "welfare trap", people from different vulnerable groups, including with disabilities who apply for a job are not motivated, need additional support and give up. SEs in Bulgaria provide low quality jobs, namely "jobs are characterized by low labour productivity and low wages"; no adequate methodology for measuring social impact of SEs; lack of sufficient incentives related to the supply of products of social enterprises in the market; quantitative measurement of the criteria for social enterprises does not allow to measure the qualitative social change that they achieve and sustain over time; lack of practical dimensions of the envisaged benefits, which are directly related to the economic and social activity of the social enterprises actually hinders their development rather than supports it; lack of obligation on the part of municipalities to set aside part of their municipal property in order to provide it for use by social enterprises; lack of a single channel for providing information in relation to the intended benefits for social enterprises and the current specific opportunities; unequal sectoral competition is created between private and public (owned by the municipalities) social enterprises; no instruments for developing the human capital of social enterprises; no specialized programs for staff recruitment, retention and training of the human resources in social enterprises; no targeted campaigns focusing on the motivation of people to work in social enterprises; no opportunities for developing special knowledge and skills among social enterprises' teams on public communication and social impact measurement.

EU/world

Lack of cooperation and networking between social enterprises; systematic data collection on social enterprises is still lacking at both member state and EU levels; absence of common mechanisms for measuring and demonstrating social impact; very little research to date has focused on the role of human resource management (HRM) in social enterprises; the majority of SEs are small, resource-constrained and do not have sufficient financial resources to pay the market rate to employees which leads them to the need to rely on non-financial incentives to motivate staff members.

In regard employment and volunteering main barriers to job retention and creation in cooperatives and social enterprises – access to finance; regulatory environment; access to skilled labour; macroeconomic factor; management capacity.

The system of public recognition for social enterprises is beginning to rely increasingly on a system of private labels, labels and certificates.

Lack of HR management skills applied to the Third Sector; scarcity of spaces suitable to create a co-working space; lack of comprehensive strategy and agreement on the role and desired impact of the SE hub, including sales, marketing, community management and operational skills and capacity; need of financial resources from external sources (public and private).

The main strengths

Poland

They exist to do good and may treat their activity as a social mission or a moral absolute, and not as an economic activity, subject to the calculation of expenditure in relation to the profits or losses suffered.

Italy

A good level of "loyalty" of NPOs staff, in particular their adherence to moral and ethical principles, the quality of work and the company climate, which made the prospect of working in the NPOs attractive.

Greece

There is an increased acceptance and support towards social enterprises and their mission, both from citizens and private funding entities. The increase of SE's number and networking strengthens them and helps them overcome common challenges.

There is also the ability to mobilize volunteers among whom it is quite common to identify the "role of entrepreneur".

SE can: (1) integrate people from vulnerable social groups in the labor market, (2) train and restore the work skills of employees, (3) promote equality and employment diversity by combating all forms of discrimination, (4) develop the creative and productive abilities of individual employees, (5) establish a new field of cooperation.

Bulgaria

The communication skills of social entrepreneurs offer the possibility to ensure sustainable employment of groups that can find in other way support and motivation to go the labour market.

EU/world

Propensity for civic engagement has grown and wave of volunteering is nourishing the creation of new social enterprises in many EU countries.

Social enterprises typically utilize sub-stream or alternative recruitment practices.

Conclusion

Researchers generally focus on weaknesses and barriers. They occasionally mention the strengths of social enterprises.

Main challenges and opportunities

Poland

(1) Demographic changes; (2) population migration; (3) climate change, regional development; (4) marginalization of ethnic groups; (5) extending the sectors of social enterprise operation to include social and health services, renewable energy, socially engaged agriculture and the environment, which often require new qualifications and skills; (6) decentralization of social enterprises.

The need to implement training in the field of detailed regulations on social enterprises, risk management, group process management and public speaking.

The need for financial resources not only for infrastructure investments and working capital, but also for the development of activities related to people and competencies.

Demand for training and consulting services.

The demand for building cooperative consortia.

The sustainability of jobs may be positively influenced by the desire to increase the degree of use of the offer of social enterprises by local government units and local companies.

Italy

Non-profit operators compensate for lower remuneration, compared to for-profit or public enterprises, with so-called intangible benefits: fairness of remuneration, quality of relationships, democratic participation in the governance of companies, freedom of choice, flexibility of working hours, adherence to the mission, that individuals have or develop along the way within organisations.

The problem of assessing the social return of the interventions carried forward by SEs or non-profit sectors still remains.

The impact assessment is a really complex and multi-faceted process.

The challenge that ETSs have to face will also represent a great opportunity in terms of cultural innovation that will spread beyond compulsory disclosure, even for all organisations that, although not legally required to measure and communicate social impact, will also benefit from new reference standards on the subject and experiment with new methods and models of social reporting.

Find a market space fitting both their social mission and the market request.

Greece

Awareness and promotion of the social value of social enterprises and their products is quite new and relatively underdeveloped. A series of new initiatives and actions have been accomplished that certify and award labels, business prizes, social reporting systems etc.

The National Strategic Plan for Public Procurement (2016) sets among it aims the development of a socially responsible public procurement process. It is stated that “through the contracts

of the Socially Responsible Public Procurement (SRPP) strategy, public authorities will give to enterprises new incentives to develop socially responsible management". In addition, it reveals the creation of a 'special mechanism' for supporting these specific, socially responsible, public contracts with social enterprises. The main goals of this mechanism will be:

- capacity building for members of social enterprises;
- to give advice on social enterprises about public procurement;
- to collect and disseminate successful examples and good practices of public procurement;
- to clarify public procurement procedures;
- to educate public authority employees;
- to operate as observers of SRPP.

Bulgaria

Need of training and motivation of people working in SE.

Many social enterprises seek to serve as a springboard for the long-term unemployed to the free labor market – through the skills they develop in the labor process or during special training provided by the enterprise

The possibility for SEs to apply for state funding for trainings of newly or already employed personnel.

Strategies oriented towards community for greater social impact by establishing partnerships as key strategies for the development of the SEs.

EU/world

Growth in organisations designed to enhance cooperation has been registered in several countries.

Social entrepreneurship is slowly attracting the interest of researchers and universities are including social entrepreneurship and social innovation in their offerings.

It necessary to adopt a global mindset in HRM – based on cross-cultural competence, diversity and inclusion.

Support for ESEs therefore needs to be tailored to their specific needs, helping them to articulate strategies for growth that are congruent with their missions and values.

Improve the efficacy of the social economy in job creation.

Growing ecological awareness and idealistic interest in achieving social goals has particularly increased among youth.

Training, coaching or consultancy services play critical role in building social entrepreneurs' skills.

Attracting highly qualified employees with satisfactory managerial experience was identified as a particular obstacle. This barrier is a reflection of the invariably higher wage costs of highly qualified employees; whereas social enterprises in general have limited capacities to offer competitive salaries in comparison to other sectors of the economy.

Attracting talent that, thus, contributes to a lack of internal skills in social enterprises: lack of professional management structure, lack of business skills, low involvement in international business and collaborative networks of social enterprises.

Most European countries do not have a comprehensive array of public support measures in the below areas (European Commission, 2015):

- technical support, including training and knowledge-transfer opportunities;
- support to facilitate collaborations and partnerships among social enterprises;
- financial support including grants and other fiscal incentives to booster and support sustainability;
- support networks tailored to social enterprises; networks connecting investors, mentors and sponsors with social entrepreneurs;
- investor readiness support and aid in the are of business planning.

One of the main issues that social enterprises have to deal with, is the poor **understanding and explanation of the concept of a 'social enterprise'**. The lack of recognition of the term 'social enterprise' by the general public, investors, partners and prospective customers is seen as a problematic aspect of the increase of social enterprises, their growth and financing prospects. In addition, it also sometimes prevents the development of relation with customers. There are several dimensions regarding the absence of a commonly used term of the social enterprises. Firstly, there is a misconception concerning what a 'social enterprise' is. Many times, the term "social" is associated with the activities of charities and social sector entities rather than entrepreneurship. This is mainly due to the absence of awareness on the part of the customers and investors regarding how social enterprises operate differently from the purely social sector entities. Furthermore, another issue regarding social enterprises is that in many cases their "success stories" are not well known and recognized by the general public. In many cases negative perceptions have also affected their efforts (European Commission, 2015).

> "We are interested in the mobilization of the social capital and social impact. And this is incorporated in each and every one of our actions. We have also gone as far as to develop a social impact model that is currently being further developed, which is exceptional. It takes into consideration all the criteria and indicators set by the national law on social entrepreneurship and the five principles indicated by the European Union. We want all our actions to have a social impact and we believe in the need to mobilize social capital. Social economy is about the civil society and can constitute a viable and strategic developmental option for Greece" (IDI_1_Greece).

It is recognizable that the establishment of a **sustainable business model and strategy** is one of the most support requirements that social enterprises need. Furthermore, commercial orientation is obligatory in order to translate ideas into a successful business model which is interlinked with the external support needed. One decisive influence on this is the lack of managerial skills and lack of know-how around key business related issues. Social enterprises regularly lack long-term strategic organizations structures. Moreover, insufficient resources and capacities to extend and scale their operations also impact on the ability of social enterprises to become commercially oriented (European Commision, 2015).

> "Till we cannot guarantee decent salaries to our staff, our HR policies are basic because it soes not make sense to assess a potential staff when you offer €600 a month. This make me feel ridiculous" (IDI_2_Italy).

The problem emerged during the analysis **in Italy** can be summed up as follows:

- Problem of high turnover and difficulties in efficiently **managing human resources** in the SE sector: as we saw, social enterprise tend to be characterised by the huge volatility of staff, by a low legal regulation of working contracts and in general by less remunerative wages. On the contrary, SEs build their solidity mostly on intangible values, such as commitment of the employ-

> "Due to covid modern work has changed so co-working must adapt to these new scenarios".
>
> "It is important to differentiate your services in comparison with the other co-working in your area as this is a unique selling point for your activities" (IDI_4_Italy).

ees to the mission of the company, and the possibility to have a more flexible life and to work in a more autonomous way.

- Lack of a centralised and homogeneous training programme for the Management of the Third Sector: given that non-profit sector can be a really wide field, some common elements to boost professionalism in the sector should be found and put together.
- Relevance of **communication**: for most of the SE sector entities, communication is something marginal and that can be downgraded to an easy task to delegate to volunteers. On the contrary, it is really important to give it the central role it deserves, caring also the type of messages that are channelled through campaigns and day by day communication.
- The long-standing problem of the **social impact assessment**: how to know if all these efforts are worthwhile if it is not possible to measure the impact of all these sets of actions? How it is possible to check whether they generate a change, an effect, a reaction in the context where they are implemented? Which strategies should be pursued by social enterprises in order to confer visibility to their products or services? Can they manage the issue by themselves or do they need some external intervention?

> "When you have 650 people staff the challenge is not to become like a large multinational or an international NGO which looks like a big business. The challenge is to succeed in maintaining a feeling of being in a family environment on the one hand but not to misuse this informal setting. The second major challenge is to deal with a feeling of non-commitment that may be found in big organisations – an attitude of being "a bit of a volunteer, but not always being on time". We are an organisation that has a family environment, but we always have to keep in mind the principles and the philosophy of Metadrasi […] and we always have to be commensurate with what we say and with our responsibilities" (IDI_2_Greece).

- It can be noticed that in Polish legislation, social enterprises are more limited by the provisions of law than other entities operating in the economy. Social enterprises still face a number of problems that disrupt their functioning, including:
- **Lack of knowledge** about the social economy among employees of the so-called providing administration.
- **Lack of communication** between institutions operating in the field of the social and economic economy. Public institutions and non-governmental organizations – each on its own, provide services and support to people at risk of exclusion. Often these are actions that overlap or even allow the avoidance of activation and use of financial benefits for people who are interested in not taking up a job. It takes time and financial resources that could be spent on supporting and working with a client who wants to establish a professional presence.
- **Lack of institutional support** for those who entered the path of the social economy and founded, for example, social cooperatives. Despite the decline in unemployment, there is still a significant group of people who will not enter the labor market without help. It is for them that the only permanent or temporary job offers are often social projects and therefore it is worth supporting them.
- **Lack of a consolidated system of information flow** and cooperation between public administration bodies and third sector organizations, i.e. an actually functioning social-public partnership (Grzybowska, Ruszewski, 2010, p. 9).

> "Volunteers are important to the work of social economy entities, not least because they allow greater flexibility of action and relieve the burden on staff with disabilities. Since the outbreak of the pandemic, the Foundation has been facing a shortage of volunteers and trying different recruitment companies. However, the situation is difficult in this regard, hence the planned participation in a mentoring programme for social economy actors in the near future. They will be devoted to work on new ideas for recruitment of volunteers" (IDI_6_Poland).

Non-financial support should include comprehensive support for social enterprises in the field of:

- basic and specialist training;
- consultancy;
- promoting social enterprises and their offer;

- building cooperative connections by creating a cooperation network of local entities for the purpose of developing social enterprises;
- access to infrastructure – premises for created social enterprises equipped with computer equipment with Internet access and office equipment;
- premises and virtual space allowing the presentation of products and services provided by social economy entities.

In Greece, even though the educational level of SEs leaders is high, most of them **lack more entrepreneurship-oriented training**, in regards with the start-up stage and after the establishment of SEs entities: (internal)communication skills, decision-making and dispute resolution skills, and general entrepreneurship and management skills. Even though Greek social enterprises cooperate with universities, or as partners, they have hardly been integrated into higher education, few specialized support forms, such as business incubators, mentoring, dedicated network or specialized funding and legal support are established (Varvarousis et al., 2017).

Social entrepreneurship is a multidimensional construct and a multi-perspective phenomenon. It has a dual nature that reflects both the pursuit of social goals and market orientation. The involvement of social entrepreneurs is stimulated by informal factors (social values, behavioral patterns and beliefs) as well as formal rules. Poor quality of procedures for financial and non-financial support of social activities may limit individual commitment of social entrepreneurs.

A review of research conducted in the European Union shows that **very little research** to date has focused on the role of human resource management in SEs. In particular, few studies have paid attention to how SEs attract, manage and reward employees. SEs have their own characteristics and tend to use their specific methods and techniques in their management and people management processes.

At the same time, they operate in an open labor market, so they compete for human resources. To attract qualified employees, they use alternative recruitment practices. Human resources, including managers, employees, and volunteers, **play an important role** in the success of SEs. Because these organizations are typically very small and have limited resources, they tend to need to use non-financial incentives – job satisfaction and contributions to society and the community. But such reliance sets obstacles in terms of long-term commitment and, therefore, the sustainability of SEs itself.At an EU level, many of the issues explored in the SE HUB project are being examined or considered from the perspective of **inclusion and diversity**, **intercultural competence** and the **employment and promotion of underrepresented groups** – women, BAME and others.

> "The first tip for the SE HUBS project […] Learning marketing, how to do it to promote your product, your service, your offer as an organization, or as an entity of the social economy, because I think it is very lame. This is one such important element in my opinion. The second element is to motivate these individuals, various entities, that would use it, to benefit. It is also such an art for me that people want to take advantage of other people's experiences. Because it is not so obvious that they want to use. The third thing is such training, perhaps mentoring for the management of various entities. It definitely is. Because we fall into such a trap of a sense of infallibility, and I have a lot of managers, directors, presidents and other people who feel that they know everything best and I think they would need such training. It is also an art to mobilize and motivate these people and that they would like to take advantage of such training. And that would be very useful […]" (IDI_3_Poland).

One of the functions of SEs is to provide market access to small, fragmented providers. Such businesses typically target low-income populations who lack the resources and capacity to provide enough products, or do not have access to a large enough market. SEs can **bridge the gap** between existing market demand and effective supply, provide capital, training, education, capacity and management, and increase the value, efficiency and size of the supply chain. They can also act as a retail or distribution outlet.

Although the legislative framework has not been fully developed yet and financial support from the public sector is rather limited, the main barriers social enterprises face are internal: lack of viable business and HRM models and lack of entrepreneurial spirit or managerial competence to scale up. Therefore, it is very important to strengthen managerial competences through education.

- Even though social enterprises in Greece have been criticized for their tendency to create jobs that are very low paid, their contribution extends beyond simply creating jobs. Since social enterprises are related to the development of a community economy, its programs **focus at improving the efficiency of all forms of work**, paid or unpaid, monetary or "in kind", by strengthening and assisting various forms of creative activity in which locals can be employed under any employment regime. In addition, the contribution of the social enterprise includes its participation in the bolstering of the vocational training and development of personal skills (Apostoloudi, 2011). Furthermore, the traditional position of the employee can be "enhanced" when employees have the chance to control and participate in the decision-making process as well as decision-making bodies (Apostoloudi, 2011).SEs needs after COVID-19 are as follows: help with optimizing and pivoting business models;
- support in negotiating with investors and lenders for the "lockdown" period and the post-COVID-19 economic recovery period;
- provision of patient forms of capital and additional time and capacity for enterprises to adjust their business models;
- assistance with the development/scaling of entrepreneurial solutions addressing COVID-19 related public health and social issues, especially with a focus on the most vulnerable communities;
- contribution to the psychological resilience of entrepreneurs such as peer/community support.

"We use standard recruitment tools to perform social enterprise management functions – a job advertisement on the Internet, but we never rely on it alone. We always do additional research and consultation among our personal contacts, as the positions do not sound attractive enough at the ad level, but if we talk individually with someone you can feel the added value. Additionally, depending on the position for which we need people, we focus on specific groups and networks – for example, when looking for a chef – we researched through networks of professional chefs, personal friendships, partnerships. In the ads we always indicate the cause of the social enterprise and try to present it in a clear and understandable way. In addition to reviewing applications for documents, we also conduct interviews (interviews) with those who best meet what we are looking for. These conversations are not standardized, and we try to approach each candidate individually. We tell about our clients, projects, endeavors during the interviews with potential candidates. What attracts people to apply for our ads is mainly the cause we work for – the mission of the Foundation and its social enterprises. This is the main way in which we convince the potential candidate to start working for us" (IDI_1_Bulgaria).

"A social enterprise in which the social mission is clearly defined by the values of Zone 21 – freedom, happiness, creativity, learning, responsibility, society, curiosity (written on the column in the space itself to be clearly communicated to visitors, customers and also to constantly maintain the framework of the initiative among the Zone 21 team) and which are in fact the limiting line for not betraying this mission by offering the services to clients who do not fit into it. In addition, Zone 21 operates on the basis of a clear business model, which must allow self-sufficiency in any social enterprise. We have not yet reached the point where the place manages to cover the self-sufficiency of the activity of the social enterprise and the people involved in this activity" (IDI_2_Bulgaria).

Main conclusions and recommendations for the SEHUBS vision for SE co-creation hubs as an innovative model come from partner countries.

According to the needs emerged in this preliminary desk research in Italy, there are four aspects on which it is necessary to work:

- Creating a protocol defining standard for the creation and assignments of label/certification: some countries already have this protocol in different forms. The Austrian certificate serves the purpose of identifying given criteria. In Finland, it works as a promotional tool raising awareness on SEs business model. In Germany there is a way to differentiate particular social business models that deserve the attention of social impact investors. In the Netherlands it is under development and aims to create a common model of governance for SEs in which all entities recognising themselves under these principles can join it. In Poland it is just a label awarded to finalists in a special contest dedicated to SEs (the best social enterprise of the year). One of the most interesting cases is the UK one, where a certificate provides a guarantee that an organisation has reached given criteria and operates as a SE committed to creating benefits for people and the planet. The protocol could be adapted to the specific national needs and be promoted in specific networks to sensitize the public opinion and the national legislator.
- Creating a code of governance for SEs, containing guidelines mostly on the aspect of human resources management, including staff retention, internal organisation and definitions of the power relationships among staff.
- Create a transnational network/consortium of SEs, accessible to all organisations in EU countries recognising themselves under common principles. The network could be a sharing space for projects, ideas, promotion, best practices and visions.
- From our research and previous experience, it would be preferable to implement a combination of online and offline instruments to support the distribution of SEs' goods and services as the identified good practices are all physical spaces and communities of "real" people and organisations working closely on a daily basis exchanging spaces, ideas, projects and vision. So, in Italy the co-working and physical hub experience is the best one. At the same time, a combination of physical and online spaces can be considered if the COVID-19 pandemic will last longer than 2021. In Italy all experts and the scientific committee forecast the end of the pandemic in 2021 with mass vaccination, therefore from January 2022 a SEHUB co-working space could be set up and operate in a physical space in Sicily.

In synthesis, these are the recommendations for the SEHUBS vision:

- A group of local well-known people that act as a support network around the SE Hub model and promote its impact and benefit (importance of social capital to build and expand SE hubs activities).
- Effective HR management applied to the Third Sector.
- A mechanism that combines collaboration and B2B services.
- Networking approaches and tools for building up and managing communities.

- A combination of online and offline instruments that support the distribution of SEs' goods and services.
- Business model that has the potential to bring financial sustainability of the model.

In Poland researchers stressed, that review of national and European research to date has identified the regular needs of social enterprises:

- strong access to supportive networks;
- community connections;
- knowledge and skills training – access to lessons learned, best practices and trends;
- resources and finance.

The planned SE Hub model should include in case of training and consulting:

- expanding the recruitment pool to attract talent;
- training employees in intercultural management;
- developing and training minority and disadvantaged employees;
- offering language courses;
- the need to develop knowledge about sustainable business models and strategies, strengthening entrepreneurial spirit and managerial competencies needed to scale up operations;
- a formal leadership training program that includes coaching and mentoring;
- creating business plans (including market research, creating a pricing strategy, customer acquisition, etc.);
- develop business planning skills, market analysis, understanding of corporate finance and financial markets;
- management and professional structure;
- business scaling skills;
- networking of social enterprises.

Job Shadowing as a method of knowledge exchange and improvement requires the presentation and preparation of practical instruments that enable the method to be used independently. Mentoring as a method of raising developmental competences. Coaching as a method of improving current skills.

In case of infrastructure: Creating an infrastructure that provides support in the field of financing and non-financial aspects of the functioning of social enterprises (infrastructure supporting training activities and for the creation of social enterprises) and distribution of SEs goods: Providing institutional and virtual space for the promotion of products and services offered by social enterprises.

From research in **Bulgaria**, emerges that there are several key recommendations that could be outlined when building the concept of SE co-creation hubs in terms of the Bulgarian context:

- The model should provide an universal framework of various programs and instruments that could be used for staff management and this framework should be adaptive to the context specifics.
- This segment will allow the transfer of knowledge and expertise from well-developed SE sectors to those that are in the very beginning of modernization. The segment should provide the main principles on how to develop integral programs for staff recruitment, retention and training. A brief general guideline is a possible approach, combined with comprehensive training tools on 3 main categories: staff recruitment and building teams, staff retention and motivation, and approaches to build up the capacity of teams and keep them up to date with the newest tendencies and approaches in the staff management sphere.

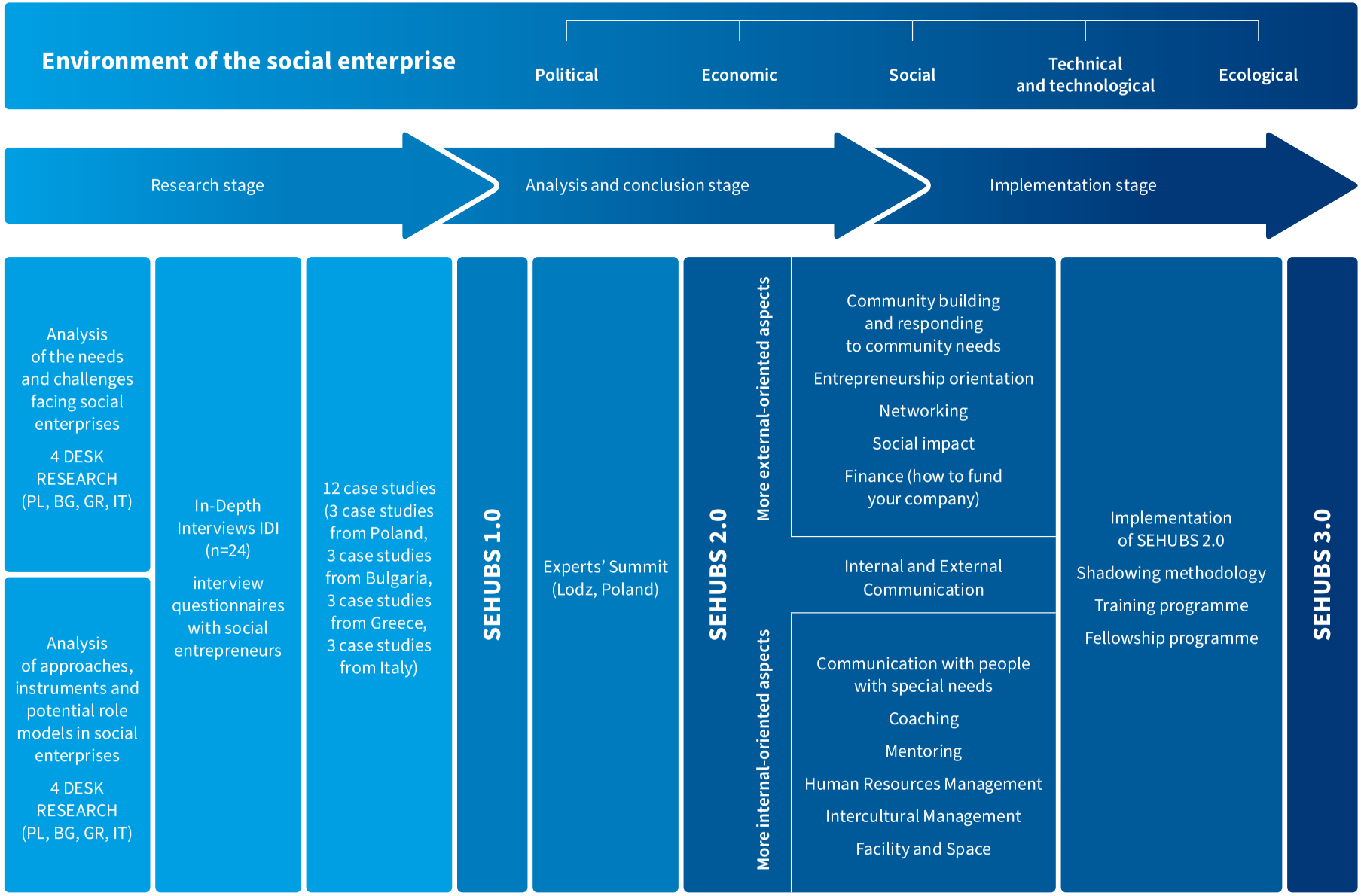
- The model should have a mechanism to encourage transnational cooperation between small social enterprises and those with more experience
- That is a key to have a greater promotion of SEs products within a single country but also a way to bring the attention to SEs even when they are micro enterprises. The sector of SEs now is characterized by the domination of larger social enterprises but now there is a trend to have successful business models of startups in the sphere. They are still not very popular and, in most countries, social entrepreneurship is connotated with large enterprises that have accumulated more resources.
- The model should be accessible to various social enterprises from different economic areas, social contexts and experience.
- This a key aspect to making the tools that the model will provide adaptable to local contexts and conditions. The model should be negotiated among the sectors in the countries and should be transferable to each of them. Existing SE networks primarily focus their activities on local social enterprises rather than on supporting the wider exchange of practices, knowledge and experience among SE communities coming from different local contexts. The SE hub model should address that lack of cooperation tools and provide an innovative approach to it. SE hubs should provide a comprehensive peer-to-peer inclusive training programmes, organizational management matrixes, opportunities for direct contact between SE and potential clients (such as shops, workshops, bazars, etc.) and last but not least – opportunities to find counterparts outside of their local communities in order to exchange ideas and identify joint fields of cooperation and growth. Also, that approach should be understandable by various SEs no matter of the stage of development and also – should provide an easy tool of exchanging information and boosting cooperation. A partners' database is not enough to make that work – it is necessary to have a series of small online initiatives that will meet the SEs in a very practical way. It is better to think for such approach as an online tool because we believe in this way it will be more sustainable and easier to maintain.
- Self-sustainability and operational capacity of the model itself.
- It should have a special focus on how the model will be able to generate resources so it will continue to exist. A business plan and financial forecasts is a good starting point for each context. Above that – there should be a coordination mechanism established that will continue to exist after the project itself, so the transnational component is preserved.

In **Greece** researchers stated that the path to social entrepreneurship begins long before a business idea is discussed. Nurturing a culture of inclusive entrepreneurship, by supporting diverse role models of successful business is a crucial step to attract potential social enterprises, and evolving social entrepreneurship in school and university curricula is another imperative element of boosting up this culture and training future managers. An extensive range of skills and competencies is required to establish a social enterprise (European Commission & OECD, 2013).

More specific, a number of recommendations are listed below for the support of Social Enterprises in Europe:

- Long-term financial support of social enterprises both from public and private entities.
- Awareness on the importance of networking, both on a national and European level. This could be achieved through online meetings among social enterprises in Europe that belong to the same wavelength, in order to expand their network and knowledge.
- A public awareness campaign on what social enterprises are, what they offer, who is eligible to work there and what are the benefits they bring to society.
- Training for the development of strategic way of thinking and crisis management in order for social enterprises to methodically deal with situations. Development of specific courses focused on entrepreneurship skills, business model canvas, human resources management and marketing tools, in order to promote their work.

THE VISION FOR SOCIAL ENTERPRISE CO-CREATION HUB



SEHUBS TOPICS

1 COMMUNITY BUILDING AND RESPONDING TO THE COMMUNITY NEEDS

Community building is a key success factor for social enterprises in their environment. The ability to "do business" in a social and sustainable way is increasingly intertwined with the possibility of developing local communities in a healthy and responsible way, promoting the individual and collective well-being in relationship systems that respect people and the environment in which they live. The quality of social ties is one of the priorities of the innovation interventions necessary to respond to the environmental challenges that man is facing today and the new forms of social businesses. This is the main reason why nowadays new professional figures such as the community manager are born. So, In the world of welfare, and beyond, new hybrid organizational and professional figures are emerging – social custodians, welfare community managers, community organizers, local coaches – who, on the one hand, contribute to redefining the different approaches to "community and territory development", and on the other hand they have to deal with the complex issue of leadership in social enterprises, from which they come, and in the territories, in which they operate by interacting with other local leaders, and in open innovation processes, which require rethinking organizational models. This is strictly connected with responding to the community needs from a social enterprise point of view as the social company is naturally born to satisfy a need present in its community and not taken in charge by the state or local government. A social enterprise cannot survive in its community without interacting with the main actors of the territory in synergy and trying to build a stronger community around the social company and its numerous stakeholders. Building a wider community is a key factor for all social companies which must be carried out by specific and new professional figures as stated before. The Community Manager finds himself acting in situations that are often complex and not initially defined (how to build and engage a community? How to plan starting from needs and aspirations to be discovered? How to combine entrepreneurship and social values?). He/she is required to work to define the issues and to act collaboratively, starting from the construction of the community of reference and promoting its capacity. The Community Manager is now an important role in social companies, especially because he/she is the person in charge of creating and expanding a community of stakeholders around the social company which is born to satisfy a community need.

Related case studies, role models, best practices:

Moltivolti is an example of social enterprises which is able to build a community around its various activities with a strong "branding" action which engages many stakeholders at local level. Moltivolti also responds to the community needs by creating new services for its customers and stakeholders with a responsive capacity to quickly adapt.

- Moltivolti coworking and restaurant (IT)
- Neu [noi] coworking (IT)

- Ole Male online shop of Dear Mother Foundation (BG)
- DarPazar Platform (BG)
- The Social Market online shop (BG)
- Maria's World Foundation (Bon Appetit Catering and "Worlds" Workshop) (BG)
- Single Step Foundation (The Steps) (BG)
- The Social Teahouse (BG)
- Impact Hub Athens via the Kypseli Municipal Market (GR)
- "U Pana Cogito" (PL)

Johnny Zinna, co-founder and HR responsible for Moltivolti, has launched "Moltivolti community" funded by Fondazione con il Sud. Moltivolti community is a socio-economic relaunch project that starts from the enhancement of an informal network existing in Palermo made up of third sector entities and of which Moltivolti, Ecomuseo Mare Memoria Viva, Libera Palermo are spokespersons, responding to the collective need to structure itself on a model of stable aggregation between the subjects that gives legitimacy and sustainability to the interventions, that pool resources, create jobs, enhance the impact of actions on the territory and become an active subject of local social policies.

- Johnny Zinna – Moltivolti coworking and restaurant (IT)
- Claudio Arestivo – Per Esempio onlus (IT)
- CLAC ETS (IT)
- Roberta Lo Bianco – CESIE (IT)
- Carmelo Pollichino – Libera Palermo (IT)
- Mariya Metodieva – "St. Nicolay The Wondermaker" Foundation ("The Wonderful Garden" Social Enterprise), BG
- Maciej Augustyniak (Foundation "Poland without barriers") (PL)
- Dominik Murawa (The RESTART Social Cooperative) (PL)
- Agnieszka Lewowska-Banach (Association of Families "Mental Health") (PL)
- Rumyana Ivanova – Bulgarian Biodiversity Foundation (Bulgarian Nature Social Enterprise) (BG)
- Ivan Dimov – Single Step Foundation (The Steps Social Enterprise) (BG)
- Elisaveta Belobradova – Dear Mother Foundation (Ole Male online shop) (BG)
- Stanimira Georgieva – Chocolate house – Stanimira (BG)
- Grozdan and Tsetska Karadjovi – Maria's World Foundation (Bon Appétit Catering, "Worlds" Day Center and "Hope" training center) (BG)
- Milen Gechovski – Zakrilnitsi Association
- Joana Koleva and Iva Tsolova – Social Future Foundation (JAMBA) (BG)
- Civil Society House – community development – Bulgarian Center for Not-for-Profit Law (BG)
- Betahaus – betahouse | Sofia (BG)
- Kostas Kokkinakis & Errikos Ovadias – Impact Hub Athens (GR)

Additional links, materials:

- https://www.esperienzeconilsud.it/moltivolticommunity/scheda-del-progetto/ (in Italian)
- What is a Regenerative Business? The Case of Palermo's Moltivolti by Christian Sarkar, Enrico Foglia and Philip Kotler, https://www.activistbrands.com/what-is-a-regenerative-business-the-case-of-palermos-moltivolti/

2 ENTREPRENEURSHIP ORIENTATION

The essence of social entrepreneurship is to use entrepreneurial behaviour to create socially desirable value and not just achieve economic benefits. This entrepreneurship is implemented in the social economy framework by launching social enterprises that pursue social objectives aimed at supporting and developing local communities and business objectives related to the risk of conducting economic activity. So the success of a social enterprise cannot be measured solely by financial success.

In pursuing their objectives, social enterprises participate in an entrepreneurial process that involves identifying market opportunities and finding ways to exploit them. The opportunity identification process takes place in different ways depending on the information and beliefs available. Access to information is shaped by many factors, including experience, networks, education, and knowledge seeking. Social entrepreneurs seek alternative financial strategies for non-profit initiatives to raise funds for statutory activities, carrying out socially engaged activities to alleviate social problems.

There may be several factors that lead an organisation to consider the idea of creating a social enterprise. One of the reasons may be to generate employment for discriminated groups or to rebuild local communities. These activities are considered entrepreneurial and are based on an entrepreneurial orientation that reflects the company's attitude to engage in strategic activities that are innovative, proactive and risky. The more a social enterprise can creatively solve social problems, the more it grows among external stakeholders who play a key role in supporting these actors.

Related case studies, role models, best practices:

- Social Enterprise "KŁOS" (PL)
- JMP Foundation – inspirations in education (PL)
- Social Enterprise "U Pana Cogito" (PL)
- AN.KA S.A. (GR)
- HIGGS (GR)
- Impact Hub Athens (GR)
- Single Step Foundation (BG)
- Bulgarian Nature (BG)
- The Social Teahouse (BG)
- Maria's World Foundation (Bon Appetit Catering and "Worlds" Workshop) (BG)
- Moltivolti coworking and restaurant (IT)
- PUSH (IT)
- Giocherenda (IT)
- Per Esempio onlus (IT)
- DALBA – Social cooperative (PL)
- Dominik Murawa (The RESTART Social Cooperative) (PL)
- Marcin Jedliński (The Social Cooperative Tracing the Adventure) (PL)
- Majka Lipiak (Foundation "I am lying and working") (PL)
- Jarosław Pilecki (Arte Multi-trade Social Cooperative) (PL)
- Ivan Dimov – Single Step Foundation (The Steps Social Enterprise), (BG)
- Stanimira Georgieva – Chocolate house – Stanimira (BG)

- Rumyana Ivanova – Bulgarian Biodiversity Foundation (Bulgarian Nature Social Enterprise) (BG)
- Elisaveta Belobradova – Dear Mother Foundation (Ole Male online shop) (BG)
- DarPazar – Accenture Bulgaria and Bulgarian Center for Not-for-Profit Law (BG)
- Civil Society House – community development – Bulgarian Center for Not-for-Profit Law (BG)
- The Social Market online shop – Viva Pautalia Association (BG)
- Vasileios Bellis – AN.KA S.A. (GR)
- Kostas Kokkinakis – Impact Hub Athens (GR)
- Sotiris Petropoulos – HIGGS (GR)
- Ernesto Paci – Per Esempio onlus (IT)
- Johnny Zinna – Moltivolti (IT)
- Dario Bisso – Bisso Bistrot (IT)
- Filippo Pistoia – CLAC ETS (IT)

Additional links, materials:

- S. Houde, *Tip: How to start a social enterprise*, https://walkoflifecoaching.com/video-blog-social-entrepreneur/
- *Promoting Social Entrepreneurship and Social Capital*, https://www.ilo.org/wcmsp5/groups/public/---africa/---ro-abidjan/---sro-cairo/documents/publication/wcms_589097.pdf

Social enterprises from the practical side – examples:

- Specialisterne Foundation:
  - Description: https://specialisternefoundation.com/
  - Video: https://youtu.be/uDXCtMmjpHc
- The Clothing Bank, https://www.theclothingbank.org.za/

- *Boosting Social Enterprise Development*, https://www.ekonomiaspoleczna.gov.pl/download/files/EKONOMIA%20SPOLECZNA/Publikacje/Wzmocnienie_rozwoju_przedsiebiorczosci_spolecznej.pdf
- *The essence of social enterprises*, https://www.un.org/development/desa/youth/wp-content/uploads/sites/21/2020/10/WYR2020-Chapter1.pdf

3 NETWORKING

Networking is the interaction and exchange of information among individuals or organizations with common interests. It is used to expand one's social circles and develop contacts that might help, among others, in recruitment processes or awareness of news in the specific fields of interest.

Networking enables social enterprises to identify opportunities for collaboration and future partnerships that assist them to improve their ongoing activities and expand them. It builds partnerships and trust relationships which lead to reciprocal support on various levels and exchange of valuable information that may not be available outside the network.

Social enterprises learn from one another and exchange tools to overcome difficulties. At the same time, networking also empowers those involved as it helps them influence

policies that affect their entrepreneurial activity. Networking activities, both in person (e.g. events, seminars, conferences, etc.) and online (e.g. networking platforms, forums, video conferences, etc.), are fundamental for a SE's sustainability and development.

Related case studies, role models, best practices:

- HIGGS (GR)
- Impact Hub Athens (GR)
- Collaborativeterra.net (GR)
- Ole Male online shop of Dear Mother Foundation (BG)
- DarPazar Platform (BG)
- U Pana Gogito (PL)
- Neu [noi] (IT)
- PMO coworking (IT)
- KŁOS (PL)
- HIGGS (GR)
- Impact Hub Athens (GR)
- Collaborativeterra.net (GR)
- Alexandra Mircheva – Zone 21 (BG)
- Grozdan and Tsetska Karadjovi – Maria's World Foundation (Bon Appétit Catering, "Worlds" Day Center and "Hope" training center) (BG)
- Mariya Metodieva – "St. Nicolay The Wondermaker" Foundation ("The Wonderful Garden" Social Enterprise) (BG)
- Joana Koleva and Iva Tsolova – Social Future Foundation (JAMBA) (BG)
- Rumyana Ivanova – Bulgarian Biodiversity Foundation (Bulgarian Nature Social Enterprise) (BG)
- Ivan Dimov – Single Step Foundation (The Steps Social Enterprise) (BG)
- Elisaveta Belobradova – Dear Mother Foundation (Ole Male online shop) (BG)
- Civil Society House – community development – Bulgarian Center for Not-for-Profit Law (BG)
- Foundation "Poland without barriers" (PL)
- Ewa Konczal (Valores Foundation) (PL)
- Maciej Augustyniak (Foundation "Poland without barriers") (PL)
- Roberto Ragonese – PMO coworking (IT)
- Beppe Castellucci – Neu [noi] (IT)
- DALBA (PL)

Additional links, materials:

- Networking Definition by Investopedia, https://www.investopedia.com/terms/n/networking.asp
- A. Irudaya Veni Mary, M. Victor, L. Anthuvan, *Networking for Social Enterprises: A Quintessential Aspect*, "International Journal of Research in Engineering, IT and Social Sciences", vol. 9, issue 1, January 2019, pp. 122–128, https://www.researchgate.net/publication/345322447_Networking_for_Social_Enterprises_A_Quintessential_Aspect
- N. Klenner, *How to Build Your Social Enterprise Network and Why It's Important*, https://www.socialchangecentral.com/build-social-enterprise-network-important/

4 SOCIAL IMPACT

Social impact is the effect on people and communities that happens as a result of actions or inactions, activities, projects, programs or policies. Although any business can have a social impact, social enterprises are especially expected to produce it. In fact, they are designed to create social value while addressing social challenges; one of the conditions required for an entity to be recognized as a social enterprise in the first place and the reason why it should be the core of their business plan.

Social impact measurement aims to assess the social value and impact produced by the activities or operations of social enterprises. It is a demanding activity that requires human and financial resources, especially important during fundraising processes. Nevertheless, social impact measurement is an ongoing process that helps SEs consider and measure the social impact they deliver, generating positive change while maintaining profits.

Related case studies, role models, best practices:

- AN.KA S.A.(GR)
- Bios Coop (GR)
- Bulgarian Nature (BG)
- The Social Teahouse (BG)
- Single Step Foundation (BG)
- Maria's World Foundation (Bon Appetit Catering and "Worlds" Workshop) (BG)
- DarPazar Platform (BG)
- KŁOS (PL)
- Moltivolti coworking and restaurant (IT)
- Per Esempio onlus (IT)
- CLAC ETS (IT)
- Apache Social Cooperative (PL)
- The Social Cooperative Tracing the Adventure (PL)
- Stanimira Georgieva – Chocolate house – Stanimira (BG)
- Grozdan and Tsetska Karadjovi – Maria's World Foundation (Bon Appétit Catering, "Worlds" Day Center and "Hope" training center) (BG)
- Milen Gechovski – Zakrilnitsi Association
- Mariya Metodieva – "St. Nicolay The Wondermaker" Foundation ("The Wonderful Garden" Social Enterprise) (BG)
- Betahaus – betahouse | Sofia (BG)
- Civil Society House – community development – Bulgarian Center for Not-for-Profit Law (BG)
- Dagmara Janas (Association for Disabled People RAZEM) (PL)
- Magdalena Choszczyńska (Apache Social Cooperative) (PL)
- Johnny Zinna – Moltivolti coworking and restaurant (IT)
- Ernesto Paci – Per Esempio onlus (IT)
- Filippo Pistoia – CLAC ETS (IT)

Additional links, materials:

- *Social Entrepreneurship – Social Impact Measurement for Social Enterprises* (OECD Employment Policy Papers), https://www.oecd-ilibrary.org/docserver/5jrtpbx7tw37-en.pdf?expires=1637670923&id=id&accname=guest&checksum=169FCC254C307B9A23E3B6A8B3CF5C58
- Free Social Impact Guide and Social Impact Tools on 1. Mission 2. Business Model 3. Value Proposition 4. Planning Change 5. Performance Measures 6. Data Collection 7. Gauging Performance 8. Reporting Results 9. Communicating 10. Using Evidence, https://www.socialimpact.tools/en/resources/
- E. Parrett, *Social impact. What is it? How do I measure it?*, https://www.goodfinance.org.uk/latest/post/social-impact-what-it-how-do-i-measure-it
- L. Buckland, L. Hehenberger, *Measuring Social Impact Can Help Foster a Stronger European Social Economy*, "Stanford Social Innovation Review", https://ssir.org/articles/entry/measuring_social_impact_can_help_foster_a_stronger_european_social_economy?fbclid=IwAR1do2Oa8KvA5XbrRlMk0BlT6-EzRLIS_bsu9Zg-9jlHrvyc5KfJW7TWIlY

5 FINANCE (HOW TO FUND YOUR COMPANY)

Financing a new social enterprise is one the most important issues when talking about social enterprises and their relevant problems. It is a matter of fact that funding a social company is not easy in any European country and it is the biggest challenge even after the start-up period. Financial sustainability of a social business in the long-term represents a real challenge and it is probably the main issue for a social enterprise. So, it is an important topic to face and study in a training course dedicated to social entrepreneurs where the key issues must be discussed and analysed by trainers and social entrepreneurs. Finding financial resources is vital for social enterprises which, in most of the cases, are not "selling" or "producing" commercial products/services. The funding of a social company can be easy in some countries where the Third Sector has a special importance for the local government so State incentives and financing options are available for social entrepreneurs. In other countries, where the social companies' movement is less representative, funding a social enterprise is really hard. From the desk research and best practices in WP2, it has emerged that social companies have a financial fragility connected with uncertainty of public funding and lack of financial resources. The ability to create financial stability and a steady source of financing for social companies is the main skill to be developed if a social entrepreneur wants to manage his/her enterprise. Funding a social enterprise is very specific. If a social entrepreneur wants to ask for a bank loan, he/she should follow these advices to get funded:

1. **Tell who and how many are the stakeholders.** The number, loyalty and affection of stakeholders are the indicators that make the bank perceive as a certain area (territory, neighborhood, school) is fond of the ETS. The questions must be answered: how many members are there? What turnover do they have? Are they loyal? Do they actively participate in events?
2. **Explain Governance. How does Governance work?** Is the assembly of members/associates participated, does it meet several times a year and not just to approve the financial statements? Who is the Governing/Administrative Council formed by? Are there recognized professionals? Is it expressed by a participatory assembly? Is there a control body? Does it meet? Is it attended by established and well-known professionals in the area?

3. **Provide information on the success of the initiatives.** You cannot tell about an ETS without making people understand the success of the initiatives. By way of example only: Cultural association: how many events does it organize? How many subjects participate in the initiatives? Are adhesions growing? Philanthropic foundation: how many subjects does it help? How does it manage the assets? Are the initiatives carried out in terms of transparency and well communicated? Success of social crowdfunding initiatives
4. **Information on contributions received and donations.** How is the institution supported? Do you have the ability to present projects and access public grants? How many donors do you have? Are they stable over time? What is the average donation? (For the bank, many "small" donations are better than a few "large" occasional donations.)
5. **Representing a balanced management aimed at the corporate purpose of the entity.** What structural costs does the institution incur to achieve the purpose? Do you use volunteers? Expressing a figurative cost of volunteers can be useful for demonstrating the sustainability of the organization.

Related case studies, role models, best practices:

- Moltivolti is an example of social enterprises which are able to diversify their funding channels (IT).
- Push is a social enterprise able to access local and international funding for its activities (IT).
- Banca Etica is a bank which is specialised in financing social enterprises in Italy (IT)
- Single Step Foundation (The Steps) (BG)
- AN.KA S.A. (GR)
- HIGGS (GR)
- KŁOS (PL)
- Banca Etica is a best practice as it finances social projects and companies in Italy as its main activity and mission (IT)
- Johnny Zinna – Moltivolti (IT)
- Ernesto Paci – Per Esempio (IT)
- Ivan Dimov – Single Step Foundation (The Steps Social Enterprise) (BG)
- Vasileios Bellis – AN.KA S.A. (GR)
- Alexandra Emirza – HIGGS (GR)

Additional links, materials:

- www.moltivolti.org (official website of Moltivolti)
- www.peresempionlus.org (official website of Per Esempio onlus)
- www.wepush.org (official website of Push)

6 INTERNAL AND EXTERNAL COMMUNICATIONS

Communication is a key instrument for both open and transparent governance, but as well for community development and networking. This is why for the SEHUBs it will be of a great importance to develop their own communication strategy and action plans. While there are overlapping aspects of internal and external communications, the two are fundamentally different concepts.

Internal communications refer to strategies that transfer information between different members of the social enterprise and support the networking exchange. Internal communication solutions keep the staff on the ball and tuned in to the things that matter for the SEHUB network. They might include: employee newsletters (like an email marketing campaign, a newsletter keeps the various segments of the social enterprise updated as to what's happening in the organization), social intranets (an intranet is an online portal that employees can access to find useful information about the social enterprise, including brand manifestos and personality guidelines), team collaboration tools (a range of apps and tools available that help to improve communications between company employees, no matter how large an enterprise might be). Internal communication refers to the organization's core communication system, its tools and processes used to share information. It gives a chance to improve the quality of work and discuss new ideas, enhance the innovation and participation culture.

On the other hand, external communications are about connecting with people outside of the SEHUB and social enterprise office. External communications share social enterprise` goals and achievements with the world, helping it to communicate its social purpose, developments, and identity to the public. External communications usually need the use of a set of solutions like advertising, brand development, community involvement events, etc.

Achieving effective communication with the outside world is essential when the social enterprise wants to present its image, especially the impact it achieves regarding the social goals it has. Everything from the brand positioning to the marketing goals, and even the budget of the social enterprise can affect what the external communications would look like. While there's no one-size-fits-all solution to accessing the advantages of external communication, most strategies include some of the following elements: website content and blogging, live events and conferences, email and newsletters, social media, press releases.

Related case studies, role models, best practices:

- Ole Male online shop of Dear Mother Foundation (BG)
- DarPazar Platform (BG)
- The Social Market online shop (BG)
- Metadrasi (GR)
- Shedia Street Paper (GR)
- Per Esempio onlus (IT)
- Moltivolti coworking and restaurant (IT)
- Libera Palermo (IT)
- KŁOS (PL)

- Jacek Kuroń Award for Best Social Enterprise of the Year (PL)
- Foundation "Leżę i pracuję" (PL)
- Ivan Dimov – Single Step Foundation ("The Steps" Social Enterprise) (BG)
- Rumyana Ivanova – Bulgarian Biodiversity Foundation ("Bulgarian Nature" Social Enterprise (Nature in a Box)) (BG)
- Mariya Metodieva – "St. Nicolay The Wondermaker" Foundation ("The Wonderful Garden" Social Enterprise) (BG)
- Lora Pappa – Metadrasi (GR)
- Aimilia Douka – Shedia Street Paper (GR)
- Majka Lipiak (Foundation "Leżę i pracuję") (PL)
- Johnny Zinna – Moltivolti coworking and restaurant (IT)
- Ernesto Paci – Per Esempio onlus (IT)
- Carmelo Pollichino – Libera Palermo (IT)

Additional links, materials:

- Internal communication system, https://staffbase.com/blog/internal-communication-system/
- 18 internal communication strategies for 2021, https://blog.enplug.com/internal-communications-best-practices
- Communication strategies as marketing megaphone, https://fabrikbrands.com/external-communication-strategies/
- Moltivolti as described by Philip Kotler, https://www.activistbrands.com/what-is-a-regenerative-business-the-case-of-palermos-moltivolti/

7 COMMUNICATION WITH PEOPLE WITH SPECIAL NEEDS

Key point when we work with people with special needs is to ensure that all challenges and restrictions that are coming from communication are covered in an appropriate way. Special attention should be paid to communication and interaction with people with intellectual disabilities.

For all people with intellectual disabilities, a safe and predictable environment is essential, as their ability to adapt is somewhat limited. It is crucial to have security and predictability through the clear and repetitive structure of everyday life, the repeatability of everyday activities, predictable, clear and structured rules of conduct, accessible information, etc. It is important to structure social and labor relations within the social enterprise in clear rules about what is allowed and what is not, as well as with specific requirements for behavior, which are strictly monitored and responded to when they are violated. This "structure" of relationships complements the structure of time (daily routine) and the structure of space (distribution of activities and tasks) and thus provides the security and predictability that people with special needs need. The methodology for communicating with people with intellectual disabilities contains basic principles that are important to be accepted and followed by the staff of the social enterprise. Some of the characteristics and limitations of people with intellectual disabilities are, for example:

- the activities they perform must be broken down into steps;
- explanations to them should be clear, simple and accurate;
- do not understand metaphors and complex examples and comparisons;

- have difficulty orienting in space;
- they have difficulty with time – most of them do not know the clock or know only electronic; even if they know the clock, they often have no idea how long it takes.
- difficult to determine and measure quantity, etc.

For social enterprises that provide employment mentoring for people with intellectual disabilities, they should have a set of tools, methodological and content materials for inclusion in employment written in easy-to-understand language. Support shall continue throughout the inclusion process (regardless of the type of employment), providing assistance at least for selection of a job, according to the requirements of the employer and the interests, work skills and support needs of the person; adaptation of the work tasks, in case of continuing difficulties of the employee for their implementation; better and more efficient performance of work tasks, to encourage the initiative of the employee; regulation of stress in difficult situations; emotional support after absence from work or interruption of employment; maintaining contact with the employer for feedback, resolving difficulties, introducing new work tasks, etc.

Related case studies, role models, best practices:

- Maria's World Foundation (Bon Appetit Catering and "Worlds" Workshop) (BG)
- Shedia Street Paper (GR)
- School Synergy Snacks (GR)
- Giocherenda (IT)
- Bisso Bistrot (IT)
- KŁOS (PL)
- Grozdan and Tsetska Karadjovi – Maria's World Foundation (Bon Appétit Catering, "Worlds" Day Center and "Hope" training center) (BG)
- Mariya Metodieva – "St. Nicolay The Wondermaker" Foundation ("The Wonderful Garden" Social Enterprise) (BG)
- Dalba Social Cooperative (PL)
- Dagmara Janas (Association for Disabled People RAZEM) (PL)
- Dominik Murawa (The RESTART Social Cooperative) (PL)
- Aimilia Douka – Shedia Street Paper (GR)
- Dimitris Gkouvis – School Synergy Snacks (GR)
- Clelia Bartoli – Giocherenda (IT)
- Dario Bisso – Bisso Bistrot (IT)

Additional links, materials:

- *Easy-to-read information*, https://www.inclusion-europe.eu/easy-to-read/
- *European standards for making information easy to read and understand*, https://www.inclusion-europe.eu/wp-content/uploads/2017/06/EN_Information_for_all.pdf
- *12 tips to communicate with adults with intellectual disabilities*, https://www.cfsny.org/12-tips-to-communicate-effectively-with-adults-with-intellectual-disabilities/
- *Communicating effectively with people with disabilities*, https://www.westernsydney.edu.au/__data/assets/pdf_file/0009/887931/NDCO_Communicating_effectively.pdf

8 COACHING

Coaching is a process of improving competencies in an employee's area to develop in a social enterprise (SE). It is based on a partnership relationship and mutual trust. Coaching is the acquisition of new skills by correcting ineffective behaviour. It is related to the observation of an employee while doing their job. It consists in helping them to achieve more effectively their own goals, solve problems, do something better and develop their potentials through training consisting of: conversation, analysis of the situation, searching for solutions, exercises, practising and collecting feedback, implemented in a partnership way, focused on the resources and conscious decisions of the coached person.

Coaching can strengthen a social enterprise not only by developing individual competencies but also by shaping appropriate attitudes. Employees in social enterprises are excluded people for whom work is an exceptional value and often gives meaning to their lives, i.e. it is an essential element of the social inclusion process.

Coaching in a social enterprise can be used in the case of career planning for employees and the point of professional competence development. In the case of coaching dedicated to managers of social enterprises, it is most often used to improve the effectiveness of delegating and controlling tasks, planning and organising work and other activities related to their professional role (performance coaching). Coaching is also carried out for employees to increase their effectiveness in their current position, implement high standards, stimulate innovation, Etc. (transition coaching).

In the case of social enterprises, can implement coaching based on TSR – solution-focused therapy (method), as well as based on typical coaching models such as e.g. the GROW model (Goal, Current Reality, Options, Will) and the SCORE model (Symptoms, Couses, Outcomers, Resources, Effects). Coaching is intended to help an employee of a social enterprise in (1) solving fundamental social problems, (2) professional activity, (3) motivation to improve professional skills, (4) seeking, taking up and maintaining gainful employment.

Related case studies, role models, best practices:

- KŁOS (PL)
- JMP Foundation – inspirations in education (PL)
- U Pana Cogito (PL)
- Maria's World Foundation (Bon Appetit Catering and "Worlds" Workshop) (BG)
- The Social TeaHouse (BG)
- HIGGS (GR)
- Collaborativeterra (GR)
- Per Esempio onlus (IT)
- Moltivolti coworking and restaurant (IT)
- Bisso Bistrot (IT)
- Agnieszka Lewonowska-Banach (Association of Families "Mental Health") (PL)
- Agnieszka Bocheńska (Family Assistance Foundation "Człowiek w Potrzebie") (PL)
- Jarosław Pilecki (Arte Multi-trade Social Cooperative) (PL)
- Grozdan and Tsetska Karadjovi – Maria's World Foundation (Bon Appétit Catering, "Worlds" Day Center and "Hope" training center) (BG)
- Joana Koleva and Iva Tsolova – Social Future Foundation (JAMBA) (BG)

- Collaborativeterra – Theodora Ntoulia (GR)
- Ernesto Paci – Per Esempio onlus (IT)
- Johnny Zinna – Moltivolti coworking and restaurant (IT)
- Dario Bisso – Bisso Bistrot (IT)

Additional links, materials:

- *Report: Social impact coaching*, https://oldevechte.com/wp-content/uploads/2021/04/SOCIAL-IMPACT-COACHING-min.pdf
- *Social entrepreneurs need coaches too*, https://www.gilbozer.com/wp-content/uploads/2019/07/GCP-July-2019-Article.pdf
- S. Houde, *Tip: How to start a social enterprise*, https://walkoflifecoaching.com/video-blog-social-entrepreneur/
- *Social entrepreneurship, psychological coaching as a developer of competences*, https://bibliotecadigital.ipb.pt/bitstream/10198/18017/3/Social%20entrepreneurship%2c%20psychological%20coaching%20as%20a%20developer%20of%20competences.pdf
- A. García-González, M.S. Ramírez-Montoya, *Social entrepreneurship education: changemaker training at the university*, https://www.emerald.com/insight/content/doi/10.1108/HESWBL-01–2021–0009/full/pdf?title=social-entrepreneurship-education-changemaker-training-at-the-university

9 MENTORING

Mentoring is about guiding and helping individuals and organizations grow effectively. It aims to build trust relationships and empower. Mentors share their knowledge, skills and experience according to the needs of the mentees and within the agreed limits, to support people running existing or emerging social enterprises.

More specifically, after defining the initial expectations and setting the goals, the mentor starts inspiring the mentee to act towards the goals through transmitting his/her experience and providing valuable feedback. Goals and plans might be reset and the mentorship program gets adjusted according to the actual progress made. Finally, the mentee gets aware of the skills developed and confidently moves on to achieving their next goals.

Although coaching and mentoring are two highly linked concepts they shouldn't be equated; while coaching focuses on specific skills, mentoring is relationship-oriented, aiming to an holistic development of the mentee.

Related case studies, role models, best practices:

- HIGGS (GR)
- Maria's World Foundation (Bon Appetit Catering and "Worlds" Workshop) (BG)
- The Social TeaHouse (BG)
- Giocherenda (IT)
- CLAC ETS (IT)
- KŁOS (PL)
- U Pana Cogito (PL)
- Grozdan and Tsetska Karadjovi – Maria's World Foundation (Bon Appétit Catering, "Worlds" Day Center and "Hope" training center) (BG)

- Baycho Georgiev and Milena Stratieva – NINE Foundation (9 Academy) (BG)
- Clelia Bartoli – Giocherenda (IT)
- Filippo Pistoia – CLAC ETS (IT)
- Dominik Murawa (The RESTART Social Cooperative) (PL)

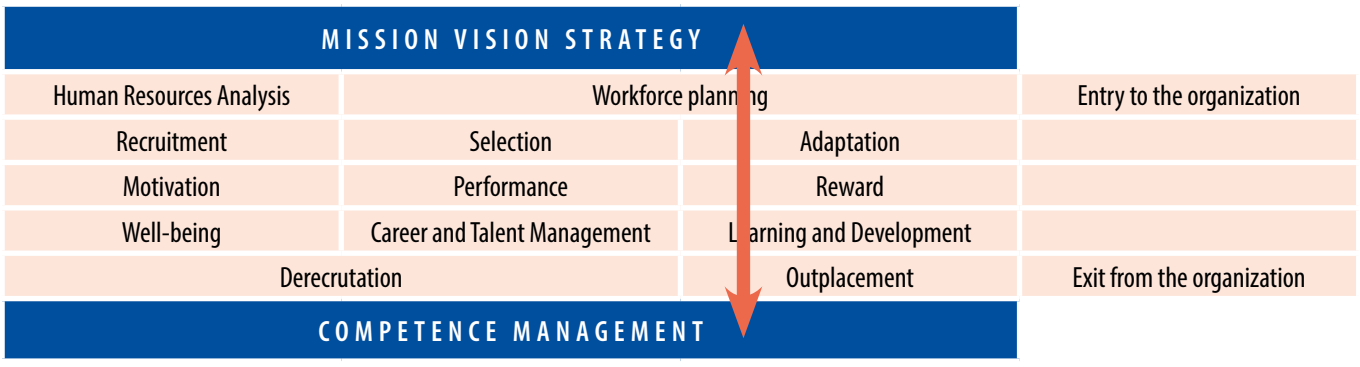
Additional links, materials:

- Library of resources and mentoring tools provided by the PROUD project, https://care-forminors.eu/mentors/how-to-become-a-mentor/
- European mentoring summit biennial events, https://mentoringsummit.eu/
- Social Impact Hub, Rise project, a pro bono support base of mentors to help Australia's social enterprises meet the challenges from COVID-19, https://www.socialimpacthub.org/initiative/covid-19-mentorship-for-social-enterprises
- Mentoring vs Coaching – What, Why and When to Use Them, Webinar jointly hosted by Sheridan Resolutions and PushFar, with Caroline Sheridan, the CEO of Sheridan Resolutions, an award-winning global coaching and leadership development business and Ed Johnson, the CEO of PushFar, a world-leading mentoring platform, https://www.youtube.com/watch?v=ufM5BvbN2oE

10 HUMAN RESOURCES MANAGEMENT

One of the key fields in developing entrepreneurial behaviors is Human Resource Management (HRM). HRM is a whole range of issues included in the personnel function of an organization. HRM is a process consisting of logically interrelated activities, providing the organization with properly selected employees and the effectiveness of their tasks – in this way the organization achieves its objectives. The basic (sub)functions of HRM are: human resources analysis and planning, personnel recruitment, selection and adaptation of employees, employee evaluation, remuneration, motivation, personnel development, shaping of working conditions and relations, personnel controlling, outplacement. These are therefore activities related to the employee – from his entry to exit from the organization.

HRM is determined by the management vision, mission and strategy of the organization – and at the same time it is a justification for it. At the entrance to the organization the processes of planning and recruitment of employees are located. In the center there is motivation and staff development, and at the exit there is de-recruitment and outplacement.



All processes are accompanied by the "consideration" of employees in the context of competence management, which is the "glue" of human resources management.

In the case of social enterprises, human resource management is a complex and difficult issue. the process involves not only employees but also temporary collaborators, including volunteers. Faced with the inability to compete for human resources with high salaries, social enterprises should focus on "soft" management. It may also be helpful to design competence management around the values that social enterprises are known for, such as inclusion, sustainability, ecology, well-being.

Related case studies, role models, best practices:

- Metadrasi (GR)
- AN.KA S.A. (GR)
- Single Step Foundation (BG)
- The Social Teahouse (BG)
- Moltivolti (IT)
- Giocherenda (IT)
- Per Esempio onlus (IT)
- Libera Palermo (IT)
- Majka Lipiak (Foundation "Leżę i pracuję") (PL)
- Ewa Konczal (Valores Foundation) (PL)
- Maciej Augustyniak (Foundation "Poland without barriers") (PL)
- Lora Pappa – Metadrasi (GR)
- Vasileios Bellis – AN.KA S.A. (GR)
- Ernesto Paci – Per Esempio onlus (IT)
- Carmelo Pollichino – Libera Palermo (IT)
- Clelia Bartoli – Giocherenda (IT)
- Training Center "KŁOS" (The internships and training) (PL)
- DALBA social cooperative. Cooperative brewery and pub chains (10 days internships, workshops are conducted with an innovative method – therapeutic and rehabilitation diving program) (PL)
- Pension "U Pana Cogito" Vocational Activity Centre (8-month training module (PL)
- Maya Doneva – Karin dom Foundation (BG)
- Joana Koleva and Iva Tsolova – Social Future Foundation (JAMBA) (BG)
- Grozdan and Tsetska Karadjovi – Maria's World Foundation (Bon Appétit Catering, "Worlds" Day Center and "Hope" training center) (BG)
- Caritas School – Caritas Bulgaria (BG)
- Metadrasi (GR)
- Per Esempio onlus (IT)
- Libera Palermo (IT)
- Giocherenda (IT)

Additional links, materials:

- Practical information on managing people in social enterprises, https://www.the-sse.org/resources/starting/an-introduction-to-hr-for-social-entrepreneurs/
- *The rise of the social enterprise 2018 Deloitte Global Human Capital Trends*, https://www2.deloitte.com/content/dam/insights/us/articles/HCTrends2018/2018-HCtrends_Rise-of-the-social-enterprise.pdf
- HRM book, https://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf

11 INTERCULTURAL MANAGEMENT

The demographic changes of society and consequently of the workforce, the growing diversification of customers and markets, the new ways of working within companies and between companies, make a correct enhancement of the cultural diversity expressed by human resources increasingly strategic. Diversity manifests itself in work styles or in the different needs of people. Adopting the perspective of Diversity Management means recognizing these differences to actively manage them, leveraging them to increase the company's competitiveness and the chances of success. Diversity Management is in fact an organisational application of various inclusion policies that presupposes a broad concept of culture. In social enterprises, the Diversity Management is declined in the "Intercultural management" as diversity mainly applies to management of human resources. The intercultural management helps to mitigate the inevitable misunderstandings that lurk in intercultural exchanges, to avoid cultural "missteps" thus increasing the possibility of properly managing the human resources. For social enterprises, the intercultural management is particularly relevant as many social companies hire staff with migratory background or staff from disadvantaged groups. Operating in a culturally composite organisation like a social enterprise requires management to possess skills and abilities such as to be able to manage internal organisational complexity. The choice to adopt the diversity management perspective, in fact, must be made taking into account the difficulties, costs and conflicts that can potentially be encountered. An intercultural manager must have the ability to manage and do business with staff who come from different parts of the world, must understand their cultural needs and dialogue by finding the right communication channel. Each culture transmits its beliefs and values in an unconscious way, through systems of gratifications and punishments, attitudes, behaviours, which are difficult to explain. The intercultural manager is characterised by the ability to read the beliefs and values that drive him/her to make certain decisions: this is cultural self-awareness. Intercultural management, giving centrality to the person in Human Resource Management, is a cultural and organizational change that aims to create an "inclusive" environment in which the differences of groups and individuals are not a source of discrimination but are the object of real attention and listening. Intercultural management therefore has the objective of overcoming policies for Equal Opportunities (which are often limited to protecting but not integrating minorities).

Related case studies, role models, best practices:

- Giocherenda social enterprise is made of migrants who started up a tailor's shop in Palermo, Italy. The social company is managed by migrant staff with the support of local NGOs (IT)
- Per Esempio onlus (IT)
- Wind of Renewal (GR)
- M-Power (GR)
- Iliaktida (GR)
- KŁOS (PL)
- Carmelo Pollichino, president of Libera Palermo, is the HR responsible for the organisation who works with migrants and vulnerable groups. Libera Palermo has specific projects for the inclusion of migrants and ex inmates that are then hired by Libera Terra social cooperatives.

- Cecilia Bartoli – Giocherenda (IT)
- Roberta Lo Bianco – CESIE (IT)
- Claudio Arestivo – Per Esempio (IT)
- Nikos Chrysogelos – Wind of Renewal (GR)
- M-Power – Adla Shashati (GR)
- Antonis Beizakis – Iliaktida (GR)

Additional links, materials:

- https://giocherenda.it/

12 FACILITY AND SPACE

The purpose of facility management is to ensure an efficient work environment by integrating people, objects, processes, and technologies for maximum results. The word 'facility' encompasses the physical working space and everything around it, including staff, objects, and resources. It is the facility manager's responsibility to ensure strategic office space planning and optimum utilization for the smooth functioning of the SEHUB. The facility also encompasses the platforms and communication tools in the digital space where the social enterprises may participate in the SEHUB activities and plans. Being a perfect facility manager is not an easy task in today's competitive business world, where everyone is trying to achieve the maximum results with the optimal utilization of the available resources.

Space management can be defined as a practice where the SEHUB manages its physical space inventory by tracking, controlling, planning, and supervising the utilization of the available space. The goal of using the physical space is to ensure support to its core functions and ensure a smooth workflow and ultimately. Even though it may implement different techniques and strategies to manage its workspace, the effectiveness of the same depends on the tools used for implementation. Expert facility managers usually rely on an advanced space management software solution for managing their organization's infrastructure space. The three basic elements of efficient space management are: strategic planning, resource optimization, workflow automation. Whether it is office space planning or complete infrastructure control, a greater degree of accuracy is required at all levels for efficient space and workplace management. An advanced space management solution proves to be a perfect savior for facility managers that takes care of each aspect of space and facility management.

Space and facility management skills are highly important when it comes to managing co-working spaces. The focus on co-working spaces is to help people find plenty of opportunities for networking that encourage exchange between people, organizations and professionals from different fields. The quintessence of co-working spaces is that they not only offer an inspiring working environment, but also opportunities with added value – chance to attend a variety of virtual and physical events, trainings, meetings, community building, collaborations and additional support.

Related case studies, role models, best practices:

- Zone 21 (BG)
- Single Step Foundation (BG)
- The Social Teahouse
- Impact Hub Athens (GR)
- HIGGS (GR)
- PMO coworking (IT)
- Neu [noi] (IT)
- CREZI.PLUS (IT)
- KŁOS (PL)
- U Pana Cogito (PL)
- Alexandra Mircheva – Zone 21 (BG)
- Joana Koleva and Iva Tsolova – Social Future Foundation (JAMBA) (BG)
- Magdalena Chaszczyńska (Apache Social Cooperative) (PL)
- Dagmara Janas (Association for Disabled People RAZEM) (PL)
- Roberto Ragonese – PMO coworking (IT)
- Beppe Castellucci – Neu [noi] (IT)
- Elizabeth Parisi – CREZI.PLUS (IT)

Additional links, materials:

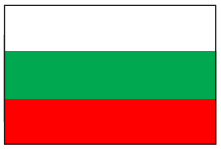
- *Facility Management: How better facilities can improve the employee productivity*, https://www.coor.com/news-and-media/articles/2020/facility-management-how-better-facilities-can-improve-employee-productivity/
- A. Prasad, *A Facility Manager's Guide to planning and managing office space during COVID-19*, https://www.quickfms.com/blog/guide-space-management-for-facilities-managers
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PART II

Case Studies

	Staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices	Securing of training facilities and expert knowledge on communication of SEs' impact and community importance	Distribution of SEs' goods in a sustainable and visible for the community ways
BULGARIA			DarPazar Platform
	Maria's World Foundation (Bon Appetit and "Worlds" Daycare Center)		
		The Social Teahouse	
GREECE	METAdrasi		
		ANKA S.A., Development Agency of Karditsa	
			Diogenis (Shedia Street Paper)
ITALY		Neu [noi] and PMO co-working	
	Moltivolti Impresa Sociale srl		
			Per Esempio Impresa Sociale
POLAND	"JMP Foundation – inspirations in education"		
		SOCIAL ENTERPRISES "KŁOS"	
			Vocational Activity Centre "U Pana Cogito"

CASE STUDIES FROM BULGARIA[1]



Zone 21, The Steps, Bulgarian Nature, The Social Teahouse

The name of the organization/ social enterprise

Bulgaria

Country

A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)

Zone 21 is the result of the efforts of a team of two young women – Alexandra Mircheva and Ilina Mitafchiyska, based on their previous experience as youth trainers. It was established as a social enterprise and is the answer to the lack of space in Sofia as a training hall that could be easily transferred (physically and as a set of additional services) according to the needs of people who conduct trainings, especially trainings with young people but also to be able to host various types of events – from a standard conference to a concert. "And this was made possible by our willingness to be flexible and to give space to our customers and partners to transform the space itself. When we started, we further developed this concept in the direction of the hall to be a youth space that can be used for youth initiatives and activities and allows us to adapt to the vision and needs of the specific group of young people who want to take their initiatives in Zone 21. As very often these youth groups do not have the budget to afford the use of the space, in line with the mission of Zone 21, we have set a quota and very clear criteria for hosting such events free of charge" – quotation from Alexandra Mircheva.

Zone 21 combines several things into one:

- Physical space in the center of Sofia, which is a training hub and place for events, and when it was created the idea was to reinvest part of the proceeds in programs for training young people to develop competencies of the 21st century.
- A social enterprise in which the social mission is clearly defined by the values of Zone 21 – freedom, happiness, creativity, learning, responsibility, society, curiosity and which are in fact the limiting line for not betraying this mission by offering the services to clients who do not fit into it. In addition, Zone 21 operates on the basis of a clear business model, which must allow self-sufficiency in any social enterprise.

"It was as the idea itself found us and we simply invested our current resource of knowledge and skills in it. We started the project together as a social enterprise. It is the result of our desire to have a space in Sofia, to call it a training hall, which adequately understands, addresses and accommodates the needs of people who conduct trainings, especially trainings with young people, such as our background. Because, for example, very often the trainers have to reformulate their goals and the program in order to adapt to the places for the trainings, but in the Zone it is rather the opposite. It gives them complete freedom to realize their ideas so as to achieve the desired result to the greatest extent. We wanted the place to be recognized as such for holding various types of events and events – from a standard conference to a concert. And this was made possible by our willingness to be flexible and to give space to our customers and partners to transform the space itself. When we started, we further developed this concept in the direction of the

1 In the case of Bulgaria, each case is built up of smaller descriptions, identical in kind.

hall to be a youth space that can be used for youth initiatives and activities and allows us to adapt to the vision and needs of the specific group of young people who want to take their initiatives in Zone 21. As very often these youth groups do not have a budget to afford the use of the space, in line with the mission of Zone 21, we have set a quota and very clear criteria for hosting such events free of charge." (Alexandra Mircheva, co-founder)

The Steps is the social enterprise of the Single Steps Foundation that is the key to two basic aspects of importance to its founders – sustainability and dialogue. "Dialogue in a society in which there is no critical mass of support and understanding for the LGBT cause. Turning our supporters into clients, we knew from day one that we wanted to have space and the idea evolved with the growth of the foundation. Currently the structure of Single Step Ltd. the company is 100% owned by the foundation" – quotation by the co-founder and manager of the Steps.

"It is a pleasure to start from a white board, an idea and to go through this journey with the right people and see it ready. To find like-minded people along the way, because the challenges are constantly changing in front of a social enterprise. In the beginning, the most difficult thing is the idea itself and deciding to do it. In our case, we had to find the space, then we had to finance it, buy it, repair it and equip it. And now the real challenge is to manage this thing and be successful as a business.

In my particular case, this journey has brought me a million encounters over all these years and the satisfaction of seeing something from idea to existence." (Ivan Dimov, founder and manager of The Steps)

Bulgarian Nature is a social-entrepreneurial initiative and activity of the Bulgarian Biodiversity Foundation. The main product is gift boxes with products from small farmers who operate in areas with endangered nature or in areas with difficult economic growth. The SE helps the products of these small producers to reach more people, to find more customers in the market and this should be a motive for these producers to continue to develop their farming in this way in these places, because it is in line with sustainable use. of natural resources. "In this way, we show that nature conservation and economic development in one region can happen at the same time, not one at the expense of the other" – quotation by Rumyana Ivanova, co-founder of Bulgarian Nature.

"We have a problem at Christmas. One lesson we have learned is to prepare things during the dead months, but we do not have the necessary storage space. When space is a limiting factor, we cannot keep products in stock. At a time when we have smaller orders, we can at least complete the boxes and then just fill them.

There is also a single summer peak with orders, during which we sell a lot. People have to travel and bring gifts. We now begin with a focused effort. In the farmers' markets we go to, we mainly sell salt because people go there to buy food. Now we want to try 2 months earlier to announce that we will be in place with the boxes and see if this will change the changes in demand and sales" (Rumyana Ivanova, co-founder of Bulgarian Nature)

The Social Teahouse is a bistro where youngsters that are leaving state homes for children without parental care can have their first job, can build labor skills and CV and thus be more competitive for the labor market. The bistro is situated in a municipal building provided under rent in the top center of Varna. On the first floor is situated the bistro, on the second there is an event hall that is provided under rent and on the third – a co-working space that is also provided under rent. At the heart of the Teahouse is the mentorship

program where young people who grew up without parental care receive support, training and a first job.

The CASE STUDY includes examples from securing training facilities and expert knowledge on communication of SEs' impact and community importance.

Reasons for choosing this organization

The needs analysis, so far, shows that there are specific areas of expertise where Bulgarian SEs lack training facilities, methodologies and comprehensive programs. These findings are also confirmed by the in-depth interviews carried. The specific training needs of the sector are for the following topics:

1) financing, fundraising and project administration, financial planning, and management;
2) access to markets, marketing, and sales;
3) strategic planning and governance, social impact measurement and partnerships;
4) leadership and team management;
5) communication online campaigns planning and management.

The essence of the case study

The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways

Regarding the training infrastructure and resource management there are some capacity building programs combined with a small funding for start-up SEs on national level. These programs however provide comprehensive knowledge and training on social entrepreneurship only for a specific group of participants per annual edition. There are some academic programs on social entrepreneurship also, they however are too general and do not have any specific focus on that kind of initiatives within the NGO sector. In addition, there are two main issues that should be kept in mind when discussing training infrastructure and resources on social entrepreneurship in Bulgaria:

1. The lack of unified understanding about social enterprise among stakeholders that have some role in the development of the social entrepreneurship ecosystem in Bulgaria (academia, experts, trainers and lecturers, practitioners, decision makers and policy makers, financing institutions). Although there is a legal definition, it is not very well understood and accepted by the SEs and people who establish such initiatives, especially those who are not hiring people from vulnerable groups. Those SEs that are not working with vulnerable groups (for example SEs who are acting in the area of human rights, ecology, etc.) somehow fall out of the common framework on social entrepreneurship no matter that they fulfill the principal concept of a social enterprise. This leads on one hand to the fact that each stakeholder group applies its own definition of SE. From another side, most of the resources and benefits are going to the "well-known" vulnerable employers SEs and makes it even harder to plan and implement capacity building programs and resources that are universal to all types of SE and at the same time are flexible to provide specific guidance when needed.
2. There are no umbrella organizations or networks on a national level in the area of social entrepreneurship. There are some examples of small communities (like DarPazar community, the ongoing initiative for establishment of an Association of social enterprises, The Reach for Change Bulgaria network of beneficiaries) but these communities do not interact between each other and are not sharing their resources. That also reflects the advocacy level of activism within the sector – it is very incidental and the SEs still do not recognize themselves as leaders of such processes.

Specifics on the case study topic

The interviewees shared various ideas and recommendations on how the training facility management and expert knowledge management could be upgraded so that self-sustainability and recognition within the SE sector is achieved:

1. There should be shared values and collaboration between different stakeholder groups that play a role for the development of the training infrastructure and resources for SEs.
2. The role of the manager of such shared training resources is to build and manage the processes of documentation, access and sharing between the various stakeholders (learners, trainers and clients). In this way, this shared knowledge can be brought to other organizations, regardless of their role – as a client in the use of resources, as a trainer who needs these resources, as a user – the target group (which may be different according to the mission). The main purpose of the manager, seen as a social enterprise on its own, is to establish these values and basis of collaboration in the sector.
3. A well-built process of interaction, clear roles and expectations of who gets what in this process are the basis for building long-term mutually satisfying and respectively sustainable partnerships, which are extremely important for these shared learning resources to be constantly enriched and developed, dynamic and in step with the current needs and requirements of the ecosystem and the market.
4. Continuous process of analyzing the needs of the target group (SEs and other stakeholders) should be established in combination with a validation process of those needs through a relevant product (training methodology, program, infrastructure, tools etc.).
5. Only in this way continuous innovation, development of shared training resources as a product could be possible. In order to be able to do that, the manager of the training resources and infrastructure should have enough human resources within its team or should come up with a mechanism on how to borrow those resources from the ecosystem itself. A way to achieve that is to establish a management mechanism that involves SEs acting as partners and leaders within their own community. It also should provide a way to rotate the roles within such management among different SEs and other stakeholders.
6. The business model and financial model of such shared training resources is very important in order to achieve self-sustainability of the infrastructure and the resources.

As the training resources and infrastructure are seen as a necessity among SEs in Bulgaria and if their management is established as a shared responsibility of the ecosystem there should be an instrument that could bring outside expertise to the very start-up phase of the entire initiative of SE Co-creation model. There are different examples and ideas shared within the interviews that could address that:

1. Advisory boards, pool of experts or trainers where outside support and expertise is attracted. These boards need to be managed effectively so that they fulfill their role with the expected outcomes.
2. Elaboration of a joint guidebook that transfers the knowledge gathered on various aspects from another ecosystem such as the one of the tech start-ups.
3. Implementation of joint capacity building programs between businesses and SEs where such transfer will be integrated in the very training programs.
4. Documentation processes are necessary, but only to the extent that they actually occur and do not complicate the process of management of the overall activity of shared knowledge management.

All four interviewees share the view that documentation is the basis of organizational memory and shared knowledge and thus – it is very important and necessary. However, such a process should be transparent (it must be clear why and how it works) and should be developed only to the extent actually needed. It should not be burdensome to the administrative management of the initiative and should be clear that they are recognized as important by the people, teams and organizations that must follow them and should not exist only on paper.

Recommendations for the SE HUB model:

1) the training infrastructure should be based on flexible business model that has a set of services and products of importance to the SEs;
2) to set up processes easy but proper for knowledge documentation and transfer;
3) to set up a management mechanism that involves representatives of the SE sector to take the lead but also attracts supporters from the business sector;
4) to have a component that specifically focus on networking as it is recognized as a soft management approach for knowledge and skills within a certain ecosystem;
5) to establish an infrastructure where SEs can access free general information in various formats that they can use in advocacy initiatives or in marketing of their own products.

Expertise that could be shared by Bulgarian SEs within the SEHUBS partnership:

- The establishment of the Bulgarian Innovation Hub as a capacity building program for start-up businesses and to analyze what could be transferred to the SEHUBs format of trainings and programs (Single Step Foundation co-founder, Ivan Dimov);
- Participation in accelerating programs for starting a SE in Bulgaria in terms of benefits and added value to the founders' efforts and points of view (Bulgarian Nature co-founder Rumyana Ivanova);
- Training methodologies for youth and training quality standards (Zona 21 co-founder Alexandra Mircheva);
- Social enterprises start-up phase and leadership (The Social Teahouse co-founder Maya Doneva).

Photographic documentation illustrating the assumptions, the most important undertakings and results





Sources on the basis of which the case study was developed (www, existing publications, reports etc.)

Desk research on social enterprises (SE) needs and challenges, Bulgaria, 30.03.2021.

- Summary on in-depth interviews with Alexandra Mircheva, Ivan Dimov, Rumyana Ivanova and Maya Doneva.
- Good practice on Zone 21.
- Role model drafted on Ivan Dimov, co-founder and manager of the Single Step Foundation and The Steps SE.
- Role model on Rumyana Ivanova, co-founder of the Bulgarian Nature SE and Executive director of Bulgarian Biodiversity foundation.
- Role model on Maya Doneva, co-creator of the Social Teahouse.

SEHUBS partner/author/authors

Bulgarian Center for Not-for-Profit Law/Pavleta Alexieva

Ole Male online shop of Dear Mother Foundation, DarPazar Platform and The Social Market online shop

The name of the organization/ social enterprise

Bulgaria

Country

Ole Male online shop

A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)

Ole Male is an online store (www.olemale-shop.bg/bg) that offers handmade products made by mothers of children with disabilities. The mothers create the products, after which Ole Male buys them and sells them through the store. The goal is for mothers to receive a fair reward for their work. Ole Male's team helps in inventing the products, their design, training the mothers for the quality production of the products based on what would be sought, priced, would be original, etc. The main products that are offered are hand-made items – souvenirs, jewelry and home decoration. "Ole Male is a family, a society, a job – all combined in one. They are so closely connected and are so personal regarding the relationships that are established" – Veronika Nenova about Ole Male.

"My biggest fun is:

- 5–6 mothers who already make their own products – from inventing to making and selling, while the rest are waiting for me – I do everything – from inventing to the materials to use, to making samples, etc.
- to see how, thanks to my idea, a customer chooses a product that I have invented and
- the results in the reporting of the campaigns. When you see that what you are doing is not just words, but real. It's a success that there are mothers who separate from us."

From the very beginning, we made efforts to build stable partnerships that believed in us, and this helped us to start well (for example, Serdika Mall and others).

Challenges with core products and services: we can never fully expand. After the Christmas campaign, we only managed to do a March campaign, and so far, I have not been able to do a full cycle with all the other product offerings.

An important topic of shared knowledge for us is working with clients and developing partnerships – sharing clients. I give an example – an order comes that I either decide I won't do, or I can't fulfill and instead of rejecting the order – I direct it to someone with whom he can meet his expectations and this client knows that I have directed him. Thus, the exchange of clients is extremely important and to recognize each other as partners. And the best is if we manage to combine the execution of an order on our part as a joint venture with another partner.

I would say that we do not encounter problems in the number of sales – we have many customers, rather the challenge is to fulfill orders and plan individual campaigns. We still haven't managed to run more than 2 campaigns a year. And the main reason is enough teams to comfortably cover this work that a team of two is doing.

A big challenge was to provide physical space for the activities of Ole Male – through the municipality we took this space, which is half a house, which was in dramatic condition. We shared it with the community center and we helped them as well, so that we could bring the house in a normal habitable condition. From the repair of the roof to the interior".

DarPazar Platform

DarPazar is an online platform (www.darpazar.bg) where a person can find goods, products and services that are sold by social enterprises with the aim to generate income that will help them achieve their missions. The mission of DarPazar is to help SEs to reach out to the wider community; to be brave, to share what they are doing, to seek and find people who are ready to support important causes. The platform is a result from the partnership between BCNL and Accenture Bulgaria and has been managed so far by BCNL. It brings together 32 SEs from all around Bulgaria working on various causes and providing different products and services.

"At the moment Darpazar is a community of 32 organizations. What we do together is to mobilize common efforts to sell more effectively through a common platform. The online store allows us to reach a much larger audience than any of us would reach on our own. The platform has products from various organizations with different causes – protection of the rights of refugees, people with disabilities who work in such enterprises, support for orphans, nature protection, etc. So we share and unite our supporters and the diversity in one place increases the opportunities for more users/clients." (Elena Kalinova, general manager of DarPazar)

The Social Market

The Social Market (www.thesocialmarket.eu/en/) is an online marketplace – a place where social enterprises and people from the social economy come together, sell, buy, communicate and do so with a social cause. They do not have a warehouse, not a logistics space. The Social Market makes things easier by helping people directly connect shopping and social purpose. The platform provides easy instruments to order online and to pay online so it is very user-friendly both for customers and for the SEs themselves.

Reasons for choosing this organization

The CASE STUDY includes examples from distribution of SEs' goods in a sustainable and visible for the community ways.

General notes to the case study topic

The essence of the case study

The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways

The topic on distribution of SE services and goods has not been a subject to an extensive and specially dedicated research. It has been touched generally by some academics and their basic findings are confirmed by the interviews carried. The main challenges applicable to all SEs in Bulgaria in that area are:

- Difficulties in finding the right communication strategies that present the products and services of SEs from the point of their unique customer advantage. All of the interviewees share that they are very careful when addressing the cause behind their products and services as the unique specific that would make the customers choose them. Some of the SEs, especially those who are working with vulnerable groups, are not very open to sharing personal stories behind the products and services they provide because they do not want to make customers buy their goods because they feel pity for them. Others who are working on very sensitive topics are also careful in communicating the cause behind because this might influence the number of sales in a negative way. Most of the SEs share that they try to communicate first the quality of their products and that requires communication and marketing strategies that are used by all other micro and small businesses. It is a real challenge for SE teams to choose the right communication and marketing strategies for a specific target audience and

moment and to be able to change and quickly adapt their communication messages. The SEs working with vulnerable groups share that the public want to see and hear personal stories, they are searching for them, so this should be one of communication tools but not the only one.

- There are no substantial and sufficient incentives related to the supply of products of social enterprises in the market such as use of places in municipal markets or for negotiating partnerships with companies. Although there are some initiatives across the country such as bazaars and trade expositions especially dedicated to SEs they are not enough and happen for a short period of time. The certified trademark that is provided for free for all registered SEs according to the Law on enterprises of social and solidarity economy is not related to any actual benefits for them.

Specifics on the case study topic

The applied strategy for the distribution of products and services of SEs that is used by SEs include several main points where challenges are also seen:

- Use of online communication channels for advertisement and approach to new customers. The challenge here is the need for a special type of knowledge and skills in the area of online communication and social media.
- Individual approach to each customer segment or even a client. The challenge here is that individual approach is time consuming and when the SE is a micro enterprise it also lacks enough human resources to do that in the fastest possible way. At the same time such an individual approach is making the SE products more competitive in comparison with similar ones on the market and more preferred by customers.
- Investing efforts in building strategic partnerships with well-known businesses in order to access the market more easily and to gather positive feedback. The challenge here comes with the process of sustaining these partnerships for the longest period possible. This requires specific skills and time constantly to upgrade the partnership. At the same time the possibilities that such partnerships provide to micro SEs especially in their start-up phase are very important for its future development.
- Use of clients' recommendations as an instrument to approach new clients. This also requires a specific strategy and constant efforts. Some of the interviewees recognize it as a very successful channel and invest special efforts in gathering such recommendations and communicating them.
- Implementation of bigger clients' orders. Most SEs are small producers; very often their products are handmade and the production process is slow; most SEs do not produce products in huge quantities. All of these factors make it difficult for these micro enterprises to answer the expectations of bigger business clients who are not familiar with the specifics of SEs. One solution for that are partnerships among the SEs themselves where they can combine efforts and jointly fulfil the orders. However, SEs in Bulgaria still see each other as competitors rather than as partners. Such challenges are seen even in communities of SEs that are built by a third party (as it is the case of DarPazar).
- The micro scale of production and the small teams that SEs have usually create challenges in sustaining constant marketing and sales strategies through the whole year. Most of them produce thematic products (related to a specific holiday or time of the year) and they still cannot find a way to organize their production so that they can offer products all the time on various occasions.
- To secure the physical space for the SE activities is also a challenge (such space is required even in the case where SEs sell their products online – for example in these case SE needs a small warehouse or a small office). This requires preliminary investment

and resources that are usually available rarely in Bulgaria and under the form of grant support. This however creates difficulties because the SE does not have the flexibility to use such support (if granted) in a way that is the most suitable for the specific time or period. Usually, such support even under the form of pro bono space is not enough for the SE to start using it within its activity. It usually requires additional resources to be attracted (for reconstruction works, for machinery, etc.). There are no suitable financial instruments other than grants that can provide flexible business-type funding for SEs to find and use a suitable physical space for their activities.

When it comes to working with subcontractors interviewees share that they see the greatest challenge in communicating with them. Especially when these sub-contractors are from a vulnerable group or are very small producers. They do not approach the orders in a very professional way and need support from the SE team to produce the products to such a stage that they are ready to be directly marketed. The support these small producers need are related to packaging the products and in designing them in a way to be competitive to similar products that are available on the market.

With regard to working with local institutions and being part of networks interviewees share that they meet a lot of challenges. Some are related to the lack of information on various processes for establishment of such collaborations on a local level. There is a need for support in that area. As for the networks the interviewees share that they are not part of such although they value very much the possibilities of such instruments to share experience, knowledge, to build collaborations.

The advocacy among SEs is seen by interviewees as highly important for the future development of the sector. There however is a lack of leadership and activism within the community. Most of the SEs rely on the fact that there is somebody else who will monitor the policy environment and will react, motivating others and consolidating their opinion and joint efforts. Still there is no official advocacy network in Bulgaria and most active SEs still do not see themselves as the potential leaders in that sphere.

Needs in the field of training that were shared include:

- Various administrative procedures that are relevant to the SEs activities or to SEs funding programs.
- How to establish a contact with a client and how to sustain that relationship over time.
- Building up a community and community-based leadership.
- Motivational events and training where participants are encouraged to actually start to implement the knowledge they had received (more space for safe testing of various tools, instruments, ideas, etc. By SEs).

Recommendations for the SE HUB model:

- To include a model of sharing communication and marketing tools and visual products within SE communities (e.g. visuals, basic graphic designs, communication plans of campaigns, etc.) that will stimulate exchange of experience and will motivate SEs across borders to provide peer-to-peer support.
- To introduce a way of exchange of contacts between SEs themselves and to collaborate for building up cross-border partnerships for promotion and selling of SE products.
- To provide a business model for co-management and use of shared warehouse space by SEs.

Expertise that could be shared by Bulgarian SEs within the SE Hubs project:

- The whole organizational and logistic process from product design, through material supply, production and coordination, up to the moment when the client has been found and the deal has been settled (Ole Male online shop of Dear Mother Foundation).
- Planning marketing campaigns and various instruments to attract new clients, promotion of various products and causes and building a community of SEs (BCNL, co-founder of DarPazar Platform).
- Building up an online marketplace for SEs goods (technical perspective, design, marketing, public communication, community incentives, etc.) (The Social Market online shop and the DarPazar Platform).

Photographic documentation illustrating the assumptions, the most important undertakings and results





Sources on the basis of which the case study was developed (www, existing publications, reports etc.)

- Desk research on social enterprises (SE) needs and challenges, Bulgaria, 30.03.2021.
- Summary on in-depth interviews with Ole Male online shop and The Bulgarian Nature of Biodiversity foundation.
- Good practices drafted for DarPazar and for The Social Market online platforms.

SEHUBS partner/author/authors

Bulgarian Center for Not-for-Profit Law/Pavleta Alexieva

Maria's World Foundation (Bon Appetit and "Worlds" Daycare Center), Single Step Foundation (The Steps), The Social Teahouse

The name of the organization/ social enterprise

Bulgaria

Country

A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)

Maria's World Foundation is a CSO that aims to improve the quality of life of people with intellectual disabilities and their families and help them achieve their full potential as individuals by providing access to high-quality services, developmental training and possibilities for gainful employment that are suited to their needs. The organisation was established in February 2012 in Sofia, Bulgaria as a public interest foundation by the family of Maria, a young woman with intellectual disabilities. The Foundation manages the "Worlds" Daycare Center. Since July 2013 it has enabled 30 young people with intellectual difficulties to acquire work and life skills in order to improve their personal independence and quality of life by providing an inclusive, accepting and stimulating environment. The methods used are based on the service of a psychologist, a social worker and a family therapist who, along with group supervisors which are all helping each of their clients to develop their full potential. The Foundation manages two social enterprises – Bon Appetit Ltd. (providing catering services) and Worlds Workshop (producing hand-made souvenirs, candles and accessories). Both are used as instruments to secure sheltered work environments where people with intellectual disabilities could develop their social and labor skills.

"The aim of social enterprises working with vulnerable groups should primarily be to improve skills and motivation to the extent that the people involved have the willingness and willingness to work for an external employer. This takes different times for different people – for some – several years, but for others it can take much longer and the person never wants to change jobs. The social enterprise should have a clear vision of how it balances its interaction with these two groups of people so that it both fulfills its mission and achieves through it a socially measurable effect (that certain people from an otherwise marginalized group in the labor market with its ultimate support account and arrive in this labor market, work like everyone else and receive pay and job satisfaction), both to be economically successful and not go bankrupt.

The main tool we use to assess which job is suitable for whom in relation to people with intellectual disabilities is the individual plan, which is prepared for each person who visits the social service of the Foundation. In this plan – the social enterprise and the activities in which the person wants and has certain qualities/skills to be involved in, is a tool for achieving the goals of social work. In this sense, the synergy and complementarity between social service and social enterprise is extremely valuable and important for achieving the best result for the person.

The main challenges that our employees share to cope with the work tasks are:

1. The presence of busy periods – they are basically two a year – Christmas and March 1 and the need for the team to handle large and larger orders. *The main method we use to address this challenge is better and timely human resource planning + engaging additional people when needed during these periods.*
2. Teamwork – the commitments of social workers to work on a person's case are clearly defined and defined, but when there is a need to take on more tasks, it is difficult to recognize that it should be a compromise for everyone in the team and everyone should turn on. "We are mainly trying to achieve this and it largely depends

(and this is our decision) on the approach and example of the direct manager. If he finds a way to achieve in his work with individuals such behavior and acceptance that teamwork is part of organizational culture – people are more likely to recognize such periods as a common task and contribute to coping. It is also good to have a similar personal example from more than one person in the team who has some managerial functions and then we are just beginning to see a change in the behavior of more employees.

When introducing and adapting a new employee, we mainly emphasize training on specific topics and aspects necessary in the work of social workers. We do not have a special internal document or staff development strategy, but we try to impose it as part of the organizational culture.

We do introductory trainings for new colleagues. They are mainly internal and are part of the implementation process. As topics they are mainly aimed at building basic skills for working with people with intellectual disabilities.

Whenever possible we invest in the development of the qualifications, skills, and expertise of our employees. The trainings themselves as topics are not part of a specific document in this area or organizational strategy, but rather occur when there is a specific need, i.e. ad hoc and when there is an opportunity (in terms of affordability of the tuition fee, time and engagement of employees for whom it is appropriate according to their job functions and tasks, etc.). We invest as a priority in trainings that are related to specialized topics related to social work and services provided by the World of Mary Foundation. We first invest in our employees having supervision and a clinical approach to their work, which is investment and training. And then, whenever there is training on topics that are part of specialized knowledge related to the development of social enterprises (e.g. marketing, sales, etc.) we try to give our employees the opportunity to participate." (Miryana Malamin-Siriyski, manager of the social enterprises within Maria's World Foundation)

The Steps is the social enterprise of the Single Steps Foundation that is the key to two basic aspects of importance to its founders – sustainability and dialogue. "Dialogue in a society in which there is no critical mass of support and understanding for the LGBT cause. Turning our supporters into clients, we knew from day one that we wanted to have space and the idea evolved with the growth of the foundation. Currently the structure of Single Step Ltd. the company is 100% owned by the foundation" – quotation by Ivan Dimov, the co-founder and manager of the Steps.

"In terms of challenges in finding, training, retaining staff, I will give a concrete example. There is a boy from the team with serious experience in creating, managing, growing spaces. He owned clubs and restaurants. The cause is extremely important to him and all this would not have happened without him. Last year, when we were building, during the pandemic and in the darkest days, he was here every day. So the creation of the team happened organically with us. We have also placed an advertisement for recruiting staff such as waiters, bartenders, but the problem with the difficulty of finding is not at the level of us or at the level of social enterprises. The problem is at the level of staff in the industry because the uncertainty in this year and a half has forced many people in this industry to retrain or just find another job. This has nothing to do with an individual company or sector, but is a problem related to global circumstances.

At the beginning, we identified what we need as staff in key positions, such as event manager, in order to be able to develop. We placed an ad, interviewed a lot of people and chose. We went the standard way.

Sharing the mission and the cause is the main motive, as well as a good place to work. For every employee, anywhere, of course, the financial reward is important, but the atmosphere in the team and how they are treated are also very important. In a social enterprise, the cause is most important and recognition with it is often more important for an employee than the pay itself.

But if a person does not feel comfortable in the workplace because of a bad atmosphere or a leadership problem, he will look for alternatives, even if he feels a strong sense of belonging to the cause.

What needs to be done to keep a person in the team depends on the stage of growth of the company, because with a team of up to 15 people more or less everyone can know what the other is doing and there can be an open dialogue between everyone, which is key in communication. In larger companies it is more structured as a hierarchy, but when we talk about a small team like ours, we have team meetings every week where the atmosphere is absolutely open. The best ideas are not born from the top down, but in brainstorming. Each idea is taken into account and has equal weight. Especially at the moment we are in a transition period. For example, our person who deals with communication is currently behind the bar, each lending a shoulder to the other. We just had to open this morning and he did." (Ivan Dimov)

The Social Teahouse is a bistro where youngsters that are leaving state homes for children without parental care can have their first job, can build labor skills and CV and thus be more competitive for the labor market. The bistro is situated in a municipal building provided under rent in the top center of Varna. On the first floor is situated the bistro, on the second there is an event hall that is provided under rent and on the third – a co-working space that is also provided under rent. At the heart of the Teahouse is the mentorship program where young people who grew up without parental care receive support, training and first job.

Reasons for choosing this organization

The CASE STUDY includes examples from staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices.

The essence of the case study

The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways

Social entrepreneurship among NGO sector is a relatively new concept that develops in Bulgaria within the last 10 years. There is an increased interest among NGOs and teams of people who search for an effective instrument that could use to tackle a specific societal problem in a sustainable way and most see social entrepreneurship that is rooted in the non-profit sector as a way forward. NGOs who are supporting vulnerable groups are using the SE activities as essential and effective tool for social inclusion of the target groups they are working with. However still the sector lacks academic analyses and knowledge on HR management because SEs are neither pure businesses nor pure philanthropic organizations.

Main problems before SEs identified within the available research in the area are:

1. Finding and training suitable staff – who should develop the SEs and support the grow process – it is very hard to find motivated and well-prepared and experienced staff, that has the needed qualification; very often, those are people who are combining different job positions.
2. All of the in-depth interviews that were carried out show explicitly that SEs value their personnel and staff very much. However, they generally lack enough resources to secure people with tight expertise for each single job position that is required for the smooth and successful development and growth of the enterprise. Therefore, very often the SEs teams are very small (one to two persons) and their main tasks

are related to managing day-to-day economic activities (production and sales). In most SEs these people are additionally supported by other experts who work for the NGO that creates the SE (accountant, PR expert, social workers or other specialists depending on the mission of the NGO). Most of the people working at SEs are motivated by the fact that they share the mission and the cause of the SE. The lack of a dedicated internal resource to secure a single team of experts needed in any aspect of SE activity (economic and mission-related) forces the employees of social enterprises, has an impact on the strategic development of the activities of the social enterprises themselves and the planning of their activities. The management of the social enterprises usually includes people who are not narrow specialists in various business fields but learn on the go to develop the economic activity of the enterprise very often on a trial-and-error basis. This creates conditions for excessive workload of the team, mixing of commitments and makes it difficult in general to manage the small stuff, which in addition to the work in which they have specific knowledge must also develop activities for which they are not specially trained.

3. The so-called "welfare trap" that as a problem applies to those SEs who hire people from vulnerable groups. Those groups usually receive social benefits for being in a vulnerable position on the job market and are not very motivated to develop themselves in certain job positions and very often they just give up that job.

> In terms of staff retention and training the desk research showed that many of the SEs serve as a springboard for long-term unemployed people to the free labor market. So, these SEs do not have a strategy to retain actually their personnel that is composed of such people rather than to train them and make them prepare for the available jobs on the general labor market. This is a key highlight with all SEs that work with vulnerable groups. And such a mission causes specific challenges before SEs in terms of their sustainable economic development because at the moment they succeed to train a person to do his/her job well they have to "fire him/her" and push him/her for the general market.

Specifics on the case study topic

The recruitment process within the SEs usually follows the basic steps and instruments that are used by any micro business. The main methods and techniques include:

- publishment of job notices on various Internet websites (SE website; NGO's website, SE social media channels, specialized job websites and platforms);
- publishment of info in specialized FB groups depending on the specifics of the job position;
- research among personal and professional lists of contacts which turns out to be a very important source of info for employment purposes – social enterprises find it difficult to trust strangers on the one hand, and on the other hand – job seekers have unrealistic expectations from such a job, which are provoked by general misunderstanding of this specific sector.

When it comes to recruitment of people for performing managing and business-related tasks and activities within the SE, selection methods and techniques do not differ from the traditional ones. Mainly they include:

- review of job-related documents (CVs, resumes, motivation letters, etc.);

- job interview under the form of a non-formal conversation – SEs share that they do not use specific template for the interview, however there are some specific questions that they discuss with the potential employee, and they are mostly related to the attitude towards the cause and the mission of the SE.

On one hand the main challenges that SEs meet in recruitment and retention of personnel are related to the specific difficulties that other businesses in the same economic area encounter. A specific example was shared by social enterprises working in the hospitality sphere where 2020 was devastating for them in terms of economic development but also in terms of expertise.

The search, training, and retention of staff in social enterprises have some specifics that predetermine additional challenges they meet. These specifics are related mainly to two aspects:

1) The people from vulnerable groups that are employed by the SE. The standard process for finding employees is not enough in the case of social enterprises that work with vulnerable groups. This is determined on the one hand by the requirement for the potential employee to have a basic knowledge of the specifics of the vulnerable group and also – a desire to develop these skills and knowledge in the process of implementing their specific commitments by job description. Specific process of recruitment, capacity building and training applies for people with intellectual disabilities or people from vulnerable groups. The process of training and capacity building for this employee group is much clearer and linked to a specific individual social plan and steps. Usually, SEs employment or training vulnerable groups are established by NGOs who are social service providers to these groups. They see social entrepreneurship as another instrument or tool to achieve the goal of the social work provided, namely – the social integration of these people in any of the domains of societal life. These NGOs use the instruments of professional social work (individual plan for the person's social skills development) as a tool to access and recruit them in the SEs activities and job positions. The training, motivation and retainment of this staff group is solely based on social work approaches and is integrated in the process of social work and mentorship.
2) The cause of the SE and the need for the personnel to share that cause, to accept it and to know the specifics of it.

SEs meet challenges in implementing strategic internal policies for capacity building of staff and training. Their organizational position on that matter is very diverse. There are examples where SEs do not make specific efforts to develop a strategy on various aspects of personnel management. There is no internally documented framework to outline the development of employees in the managerial positions employed in the social enterprise, the interaction between them, and the expectations of the employer. Most of the SEs rely on the "organizational culture" of certain values among employees to be adopted and applied, without, however, this "organizational culture" being set as a framework in the strategic documents of the social enterprise.

Another challenge identified is that there is no clearly structured internal process of how long a person is trained, what stages he goes through, whether there is an upgrade of knowledge and skills and how this happens so as to increase the results of the enterprise The challenges in terms of internal resources to be invested specifically in staff development very often forces the social enterprise to invest when if has time and money. Another specificity is that in the training passed by the employees they are not bound

by changes in their responsibilities and position, due to the small number of positions in the management team of the social enterprise.

SEs share that retention of employees is not an issue. Staff flow is not very common however motivation of people is commonly identified as a problem. The main instruments that are used by SE to stimulate their employees to invest efforts and to stay are:

- Dedicated conversations at least one time per year where the employee can share feedback and reflection.
- Instruments for team management that provide space for any employee to generate and test his/her ideas (brainstorming sessions, leadership-based tools).
- Value-based team analyses that are used as a basis for determining development priorities for the SE.

Needs in the field of training that were shared include:

- Business management, sales, marketing, PR.
- Financial planning and management.
- Team management.

Recommendations for the SE HUB model:

- To identify very clearly the staff needs and to include a methodology to access and formulate these staff needs according to the activities the SE HUB will perform.
- To include an instrument for drafting staff management policies and personnel motivation related documents (i.e. job descriptions, staff structure and interaction among positions, etc.).
- To include a model for drafting strategies for development of the personnel – an algorithm to set personal development goals and plans, an internal training program for sharing knowledge and expertise.

Expertise that could be shared by Bulgarian SEs within the:

- The process of drafting and updating of Individual plan for people with intellectual disabilities as an instrument to identify and develop personal development goals as employees in a SE.
- Building up a team in a startup SE.
- Managing of brainstorming team sessions as a tool for management of common goals and tasks. Value based analyses and building priorities for SE development and activities.

Photographic documentation illustrating the assumptions, the most important undertakings and results



Sources on the basis of which the case study was developed (www, existing publications, reports etc.)

Desk research on social enterprises (SE) needs and challenges, Bulgaria, 30.03.2021.

- Summary on in-depth interviews with Maria's World Foundation and The Single Step Foundation.
- Role model drafted on Ivan Dimov, co-founder and manager of the Single Step Foundation and The Steps SE.
- Role model drafted on May Doneva, co-founder of the Social Teahouse and Director of the Karin dom Foundation.

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CASE STUDIES FROM GREECE



METAdrasi

The name of the organization/ social enterprise

Greece

Country

METAdrasi is a non-profit, non-governmental organization that was founded in December 2009 with the mission of facilitating the reception and integration of refugees and migrants in Greece. Believing that migration leads to development, METAdrasi is determined to uphold and protect the fundamental human rights of all those displaced and persecuted. The name METAdrasi is a synthesis of the Greek words "meta" and "drasi, meaning "after + action" and encapsulates its purpose and philosophy."

A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)

METAdrasi aims at promoting a comprehensive system for the management of the mixed migration flows, based on the respect of human rights, national and international laws, and with a view to implement innovative actions. Since 2010, it has maintained a constant presence in both mainland and the Aegean islands and has acquired significant experience through various activities along with tremendous networking capacity.

Being part of a national and international network, they have managed to present their work in a visible way for the community, thus promoting the importance of social enterprises in Greece and the results they accomplish. METAdrasi has been cooperating for years with International and European Institutions & Organizations highlighting in that way the necessity and the importance of taking action in the Migration Sector.

METAdrasi believes that migration leads to development. The organization is determined to uphold and protect the fundamental human rights of all those displaced and persecuted. Guided by the principles of consistency, efficiency, transparency and that of flexible adaptation to the needs that may arise, METAdrasi is active in the following key areas:

- Providing quality **interpretation services** that ensure the vital right of communication with refugees and migrants through the employment of more than 350 interpreters, all trained and certified by METAdrasi, in 43 languages and dialects, an action which is placed at the heart of any effective humanitarian assistance.
- **Protection of unaccompanied minors**, through a complete integrated safety net, which includes innovative activities for the Greek landscape: escorting the children in appropriate accommodation facilities, guardianship, foster care in families, accommodation facilities mainly on the borders and, from 2018 onwards, the supported independent living of unaccompanied minors.
- **Protection and support of other vulnerable groups** by providing legal aid to asylum seekers on the islands, by certifying victims of torture and by organizing humanitarian aid missions where needed.
- **Education and integration of refugees and migrants** through educational programmes; Modern Greek language courses, multilingual support guides, remedial courses for children which allow their smooth integration to formal education, as well as activities for their integration to the labor market.

The CASE STUDY includes examples from staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices.

Reasons for choosing this organization

The essence of the case study

The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways

Characteristics of the recruitment process – types, methods, problems related to the recruitment process

The organization currently employs 650 people.

Various recruitment methods are used (such as job postings etc.), but METAdrasi is also an organization of choice for many social workers and social scientists. This means that the organization usually has an enormous pool from which to recruit its team members. In other words, through their work itself they attract many young individuals who wish to work there. According to the NGO's founder Lora Pappa: "Many employees from other Organizations desire to change career paths and collaborate with us. They always mention in the interview process that they wish to work somewhere that they are proud of".

On the other hand, an issue that may arise while recruiting employees is the salary. More precisely, the founder mentions that the organization cannot offer to its employees a high wage and sometimes this is an inhibiting factor that may affect the long-term commitment and stay of its employees. Nevertheless, METAdrasi always highlights the importance of their mission and work and explains from the beginning of an interview the wage fluctuations.

Selection methods and techniques

METAdrasi has an organized HR department that has the responsibility to deliver the recruitment, the selection and the evaluation activities. In terms of the selection of new team members they do not always focus on formal qualifications, such as degrees and prior work experience. The selection process (of employees) focuses on a number of other criteria as well, such as creativity, honesty, empathy and cooperation. In the selection process, prior volunteer experience is also positively considered. Their very rigorous selection procedure places extreme emphasis on the real interest of the candidate to help other people and on internal qualities.

Employee retention and training methods

METAdrasi gives great emphasis in the development of horizontal structures within the organization. There are no managers, supervisors and subordinates within the organization. METAdrasi only has teams and team leaders.

"Our organisation does not have a pyramid structure. Its structure is horizontal. There are teams working together, each with its team leader. We do not have bosses, heads of units etc., as in the public sector. We only have teams and team leaders".

Due to the expansion of many activities, and the launch of new ones, in 2019, the need arose for a new evaluation process as well as for the planning for further educational initiatives, to support METAdrasi in training its staff. The staff was trained according to the new evaluation procedure, which brought significant results for all staff.

The organization has faced difficulties in employee retention, as a result of the activity of many international NGOs working in Greece that have been giving extremely high salaries. Thus, retaining their employees has been difficult. A new salary scale has aimed

to improve the retention rates, primarily through the improvement in the earnings of its executive members, after negotiations with their funders (always according to their experience and position within the organization).

But again, maintaining the philosophy of the organization with 650 employees is a very big challenge. METAdrasi exerts tremendous efforts not to evolve into an organization such as a large international NGO or a big company. In this attempt they insist in maintaining a family atmosphere, on the one hand, being concerned, however, that its team members should never abuse this relaxed atmosphere or that their people might misunderstand the culture of the organization and be late or behave like volunteers. Consistency is highly valued and considered necessary towards all directions.

"When there are 650 employees, the challenge is not to transform into a large multinational or international NGO which looks like a big business. The goal is to succeed in maintaining a family environment on the one hand, while not misusing this informal setting. The second major challenge is not to develop feelings of non-commitment that may be found in big organizations. We are an organization with a family environment, but we always have to keep in mind the principles and the philosophy of METAdrasi […] and we always have to be commensurate with what we say and with our responsibilities".

The training policy of METAdrasi focuses primarily on three spheres (a) the initial general training of all its employees, (b) ongoing training activities, (c) the training of its interpreters, which will be separately analyzed below.

(a) The initial general training of all employees

The general training of all employees refers to the transmission of the vision and the philosophy of METAdrasi to all its team members. When somebody first enters the METAdrasi team they undergo a training that focuses on:

- the history of METAdrasi;
- the philosophy of METAdrasi;
- the mission of METAdrasi;
- the peculiarities of METAdrasi and its differences to other organizations.

METAdrasi has three characteristics – it is fast, it is efficient, it is consistent and it provides high quality services, this is what they try to teach to all incomers.

The organization does not only offer the "Welcoming training" to all newcomers, but they also place extreme importance on the so-called "Follow-Up". During the "follow-up" they try to make the new employee a real member of the team.

(b) The ongoing training activities

Ongoing employee training is central in the development of the organization. METAdrasi invests heavily in the continuous training of its employees on issues that relate to the organization's philosophy and values. The founder herself spends tremendous time reminding everyone what the organization stands for (either on an individual basis, or in small groups). But training on other issues is also important for its continuous development. In order to enhance their effectiveness, together with their sustainability in the long run, members of their staff participate in national and international skill development training activities (seminars, workshops and conferences), developing networking opportunities

and exchanging good practices with other organizations. Additionally, members of their team train other institutions in the field, sharing experience and good practices.

In 2019 alone, METAdrasi's staff participated in a total of 168 training activities: 50.5% of them for the Child Protection projects, 25.5% for the Education and Integration projects, and 34.5% for the management staff. A seminar was specifically organized using the organization's own resources, to train the Project Managers (PMs) on issues of team and programme/project management. Furthermore, in the context of exchanging know-how, 13 members of their team participated as speakers at different conferences held in other countries.

(c) The training of the interpreters

An effective management of migration cannot be conceived without the provision of quality interpretation services. METAdrasi has since 2010 created an innovative system in order to ensure quality and effective communication between refugees seeking help and those able to offer it. The integrated system of interpretation services includes training, certification exams, and coordination in the field with evaluation and regular reassessment. METAdrasi's interpreters facilitate effective communication at all different stages of the asylum procedure, as well as in refugee camps, accommodation facilities, hospitals and schools throughout mainland Greece and the islands. In addition, interpretation services are provided to the United Nations High Commissioner for Refugees for both PROTECTION and CBI. In 2019, METAdrasi provided a total of 303,948 interpretation activities, out of which 162,904 concerned the asylum procedure. Thus, interpreters constitute approximately 50% of the METAdrasi staff.

For METAdrasi it is crucial that their employees operate under the basis of cooperation, empathy and respect. That is the reason why they insist on constant training of their staff through workshops and seminars.

All of METAdrasi's interpreters participate in their training programs for the reassurance of their performance and quality of work. More precisely, every interpreter attends seminars and is trained. They are also required to take exams that help them improve their skills and knowledge. 74 seminars have been held so far, in all of which (except one) the founder of the organization has participated as one of its trainers. Each seminar has a total duration of 60 hours that span over 6 days. The founder of METAdrasi herself trains the interpreters for a total of twelve (12) hours in each seminar during which she introduces them to the Code of Conduct, she gives examples and introduces the vision of the organization.

Problems in the area of training

One of the main challenges that this organization faces is that employees find it difficult to distinguish the line between family working environment and consistency. More specifically, while the organization insists on keeping a friendly/family working environment, they are "obligated" to remind their employees the importance of the timeline, consistency and organized structure. Another issue regarding employees is that sometimes they seem to forget about the Organization's philosophy and principles. The founder is always there at such instances to remind people the essence of METAdrasi and what it stands for, while giving room for everyone that wishes to express any issue or challenge that he or she may face. From face to face meetings with the employee to group meetings to resolve

an issue, mentoring processes are essential to reassure employees' commitment and, therefore, METAdrasi's social impact.

Volunteering

Volunteers have an important role in METAdrasi, as they help them meet the ongoing challenges and changing needs in their field of activities. This allows them to stay true to their commitment and not to conform to the available funding, but to focus instead on finding ways to cover real needs as they arise. Many of METAdrasi's activities happened with the exclusive support of volunteers at the beginning, like the Greek lessons and the Step2School programme; two important initiatives in the field of integration. At the same time, volunteering is a way to raise awareness and gradually change public perception towards refugees.

In 2019, 364 new volunteers registered with METAdrasi and a total of 525 volunteers helped to cover the needs of various activities. The activities with a greater need for volunteers are the following:

- Courses for adults and children (Greek, English, Computer, German, Mathematics), creative activities for children who attend their educational programmes or stay in their facilities;
- Activities in the Mother and Child Space;
- Escorting unaccompanied minors and students (within the framework of educational programmes) (Daily care for hospitalized unaccompanied children;
- Preparation for the dispatch of humanitarian aid in various places all over Greece (camps, hotspots, METAdrasi's shelters).
- Support for various activities such as seminars, conferences, social events. Administrative support at the headquarters of METAdrasi in Athens, support to the shelters through language/music courses, creative activities, remedial classes and help with the household chores, as well as cooking and shopping.

The management of volunteers is a tremendous administrative task. The recruitment process of volunteers is a very rigorous process that involves interviewing, CVs and criminal record checks. Also, all volunteers are subject to evaluation processes as the rest of the METAdrasi team. The volunteers of METAdrasi frequently get employed by the organization.

Photographic documentation illustrating the assumptions, the most important undertakings and results









Sources on the basis of which the case study was developed (www, existing publications, reports etc.)

- IDI with Lora Pappa
- Social Media
- https://metadrasi.org
- https://www.facebook.com/metadrasi

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AN.KA S.A.

The name of the organization/ social enterprise

Greece

Country

The development concept of AN.KA has a history that goes back to almost 30 years. It focuses on the "capacity building" and "empowerment" of the local population, especially the disadvantaged groups as well as the avoidance of social exclusion. A series of programs and projects are designed and implemented to serve a coherent and integrated vision for local development in both rural and urban areas, by highlighting and utilizing all kinds of resources (natural, human, cultural), proposing as a driving force the local initiative and entrepreneurship. AN.KA's shareholders range from local municipalities and regional unions, to the local Cooperative Bank, Association of Agricultural Cooperatives and Chamber of Commerce.

A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)

AN.KA has established a flexible team of experienced and specialized, in many different subjects, executives, with international experience and full complementarity, in order to offer integrated solutions and consulting services in the public, social and private sector. In the same context, it has developed a stable and permanent cooperation with Research Centers, University Institutions, Technological Institutes and Development Agencies of Greece and Europe, as well as public and private sector services. This ensures efficiency, transfer of know-how and utilization of recent research results and developments in general. But its impressive networking is not limited to the above; it rather includes international cooperations and participation in networks. It is important to mention that AN.KA offers technical support to many local authorities, organizations, associations, companies and small and medium-sized enterprises. This includes information and organization training, encouraging the operation and expansion of sustainable units, facilitation of their adaptation to the new technological requirements and advice on promotion techniques. In order to do so, it conducts research and assists the design, establishment and operation of businesses. It also prepares and implements training programs to inform and continuously train executives. Moreover, it raises awareness and activates those at risk of social exclusion, providing counseling, psychosocial support, specialized vocational guidance, and training on entrepreneurship skills and development of a business plan towards their empowerment, especially in the case of women.

The CASE STUDY includes examples from the securing of training facilities and expert knowledge on communication of SEs' impact and community importance.

Reasons for choosing this organization

The organization currently employs 42 people and Its strategy is defined during their General Assembly that gets adapted to the existing needs. AN.KA recruits staff of a very high level, thanks to their strong cooperation with the local Universities during their recruitment efforts. The core staff is systematically trained, both on the subject they work on, but also on the nature of the organization and the community development techniques. There is a clearly defined plan of initial training for the new staff and continuous training for existing staff. They also encourage people to pursue further education and support them during this pursuit, placing a special emphasis on project management training. In addition, they have developed a unique capacity to mobilize the local community and to make their activities, actions and services visible.

The essence of the case study

The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways

"Cooperation Hub"

Among many fields of activity, a big part of the work of AN.KA is directed to the support of other enterprises through their training facilities, services and operation as a hub. The support of AN.KA for all interested collective initiatives started in 1994, almost simultaneously with its creation, and included a range of services, from secretarial support to hosting. As Vasileios Bellis, AN.KA's general manager explains, "The idea of a credit cooperative was presented to the Chamber… when it was realized they proposed to us to technically support and host it. We had already hosted some women cooperatives funded by the programme NOW (New Opportunities for Women), so we became a hub without knowing. Therefore we hosted some women cooperatives, the credit cooperative and some centers under development; one offering services to women to avoid social exclusion, especially in mountainous regions, and one for people with special needs. These were the first organizations hosted by AN.KA as local social initiatives and received our hosting and technical support, from staff training to secretarial help".

AN.KA's operation as a local support mechanism encouraged the development of new collective initiatives, especially after the onset of the crisis. Thus, from the beginning of the crisis onwards, incubator services and technical support services in various fields of operation were offered to many enterprises.

Some of the hub services provided to date are summarized below:

- Hospitality. Instead of just offering some space, hospitality is about the integration of the interested organization in the operation of AN.KA itself, and mainly includes the provision of a meeting space.
- Technical support in the establishment procedures, assisting the members to concrete the goals of the enterprise, the relations among the members, etc. in terms of a discussion that takes place at the company premises or in a village, in a space usually provided by the Local Government.
- Secretarial Support (keeping minutes, register of members, informing visitors, etc.). When the enterprise "graduates" it receives a complete and organized file.
- Support in Information and Communication technologies.
- Coordination of members' meetings and assemblies.
- Support in the design and implementation of Business Plans.
- Education.
- Connection with universities, research institutions and experts that may offer specialized knowledge.
- Information on funding opportunities and networking.

The aim of the above services is to provide and transmit the tools that would secure the enterprise's success. "We train the staff in their field of activity, but we also train them in the essence of AN.KA, the community approach", comments the general manager. At the same time, services aim at zeroing the start-up cost that often discourages, if not blocks participation and activation. Such an example was the credit cooperative. In the words of the general manager again: "In the beginning, there was a girl in the role of secretary. If somebody wanted to register, they visited AN.KA and the procedures were managed by us. The credit cooperative was hosted for two years and when enough capital was gathered it found its own space… but it already had 1100 members without any cost. This is the simplest thing we can do, to save them the rent, secretary, electronic devices, phone bills, etc. Such cost is important for a new organization that does not afford it and has to ask its members for it... then, suspiciousness begins and the reliability of the administrative team is lost".

"Cooperation Ecosystem"

The task of AN.KA SA is also to support the networking and cooperation among the enterprises in order to achieve common and complementary goals, expand their financial activity, develop common services (e.g. training of their members, promotion, etc.) and ultimately form a cooperation ecosystem. There are currently 42 initiatives participating in the ecosystem.

"Social Ecosystem"

After the outbreak of the Financial Crisis, in collaboration with cooperative banks, social enterprises, universities and research centers, AN.KA began to investigate the creation of a "Coordination Center" or "Social Financing Ecosystem". Its purpose is to attract and mobilize funds and other resources to support and develop Social Enterprises, as well as micro or small enterprises, so that they become sustainable and able to effectively use the available financial resources, creating job positions, while performing social or environmental work.

Photographic documentation illustrating the assumptions, the most important undertakings and results



Τοπική Ανάπτυξη με Πρωτοβουλία Τοπικών Κοινοτήτων
avka
LEADER

Sources on the basis of which the case study was developed (www, existing publications, reports etc.)

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- Social Media
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- https://anka.gr/index.php/en/

SEHUBS partner/author/authors

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Diogenis (Shedia Street Paper)

The name of the organization/ social enterprise

Greece

Country

Diogenis (Shedia Street Paper) is a non-profit organization founded in Athens, Greece, in March 2010, at the beginning of a major socio-economic crisis that affected the country and its people. The main aim of *Diogenis* is to provide support to the most vulnerable members of our society. Homeless people, people with substance abuse issues, asylum seekers and long-term unemployed are the target groups, while social integration through various activities and programs is its core aim. Raising public awareness on the issues of homelessness and getting people actively involved in various forms of activities against social exclusion is another core aim of *Diogenis*.

A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)

Their major projects are designed and developed in such a way as to energize, empower and mobilize vulnerable members of our society, to help them support themselves, build capacity, self-confidence and finally rebuild their lives. *Diogenis* provides training as well as employment opportunities, giving opportunities for growth, and helping vulnerable groups of people integrate back to society. Other entities can get information regarding the recruitment processes and training models that they use so that vulnerable people may actually access the employment sector and integrate back into society. Additionally, other entities can learn the process of the production of the street newspaper, and ways of attracting sponsors and investors. Their work on the distribution of their products and their community outreach are both important and inspiring.

The CASE STUDY includes examples from distribution of SEs' goods in a sustainable and visible for the community ways.

Reasons for choosing this organization

The socioeconomic crisis that Greece had to deal with in 2008 was the source of the beginning of many initiatives that aspired to create change and provide support with the purpose of dealing with poverty, social exclusion and racism. Diogenis NGO was one of the pioneers in this sector and managed to create a significant support system for homeless people in Greece.

The organization has managed to gain world-wide recognition by its participation in the Homelessness World Cup, established by the International Network of Street Papers, the UEFA and the United Nations. Furthermore, by its key activities and initiatives Diogenis NGO is operating in a visible and respectful way, gaining in that way National respect and recognition. Through their actions they promote and deliver important messages in the society regarding poverty, respect, mutuality and social integration. Their actions are mainly focused on re-creating a different path for vulnerable individuals who seek to become independent and respectful citizens, providing them the life skills needed.

Even though the main sources of income and actions of Diogenis NGO come from the distribution of the "Schedia" magazine, its sources of income are not limited to that. A wide range of initiatives weave a safety net to Diogenis NGO. The key activities and initiatives of Diogenis NGO are (a) the publication of the street magazine "Shedia", (b) the establishment of the national homeless football team with its annual participation in the Homeless World Cup "Kick out poverty", (c) the "Invisible tours" and the (d) "Suspended Coffee". Diogenis NGO is unique in that all these initiatives are self-sustained. Each one of the above-mentioned activities has a separate marketing plan that has led to a distinct and sustainable distribution of its products and services.

The essence of the case study

The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways

Key initiatives of Diogenis NGO

(a) Shedia Project

The "Shedia" project is the flagship programme of Diogenis NGO. In February 2013, Diogenes NGO launched their street paper. The name of the paper is "Shedia" (which means "raft"). "Shedia", like all the street papers around the world, is not sold at the usual press points (newsagents' etc.), but in the city's streets by official vendors. The cover price is 4.00€, out of which 62.5% (i.e. 2.50€) goes directly to the vendor, allowing them the dignity to earn a small income to cover part of their basic needs. The cities in which the newspaper is sold are Athens and Thessaloniki. The purchase of the newspaper is also available online for those in another city or even country, while there is also the option of subscription. The ones responsible and in charge of selling the newspaper are individuals from vulnerable population groups. endorse are divided into the following categories: homeless, long-term unemployed and other people experiencing extreme poverty and social exclusion. Every person belonging to one of these categories is able to become a member of "Shedia" project, regardless their age, sex, religion and sexual orientation. There is no specific training procedure for the vendors. The only policy followed by the organization is to inform vendors about the organization's philosophy, objectives and procedures. If individuals decide to participate, they are given a free pack of ten (10) newspapers, a free red vest that marks the organization's logo and an identity of work status. When these first ten newspapers are sold, they have the opportunity to return to the organization and prepay half the price for as many newspapers as they wish. The policy followed is not a form of direct hiring and recruitment as these individuals have the option to return only if and when they wish.

The process of selling the newspaper is as follows: initially each vendor chooses his/her own working hours and days, no one imposes a specific schedule. However, the organization sets a weekly schedule, to make sure that there is an adequate number of vendors at each selling point of the city. In this way, congestion is avoided in a single central point and the possibility of changing places is also given. In total, the vendors – beneficiaries of this activity in Athens and Thessaloniki are 140 people.

"Shedia" is not only an opportunity for financial support, it is a means for many of fellow citizens to secure a small income to cover very basic needs. "Shedia" is a set of experiences and opportunities that aim to educate, to inspire, to support people who are being tested very hard. To support the sellers, but also the readers. It's about connecting with people, a step towards social reintegration. Tt is about restoring dignity, recognizing and accepting ourselves and our neighbors.

"One of the things we are trying to do is to make the people of the "Shedia" feel like active members of society again, to feel good about themselves and those around them, to set goals and gain experience, to have access to the simple pleasures of life, to what the rest of us take for granted", says Christos, the editorial director of the magazine. On the other hand, people who buy the newspaper become more aware and contribute to the fight against poverty and unemployment. The relationships built between them are the optimistic side of this initiative.

But "Schedia" is not just another initiative of integration. The newspaper has evolved into a successful, high quality, editorially independent publication that is currently ranking 4th most popular magazine in Greece with its circulation following only some very prestigious and well-established magazines in the Greek market.

Regarding the legal nature of the newspaper, since the beginning of its creation, the "Shedia" team has contacted the corresponding authority of the Ministry of Finance about the legal status and nature of the newspaper, in order to lawfully operate it. Its legal status is that of a civil non-profit organization. The reason why this initiative falls under this category – and not that of a "Social Cooperative Enterprise" – is due to the fact that vendors frequently leave, a right that would not be granted to members of a social enterprise. Thus, the nature of this procedure is inconsistent. However, the ones that continue to "work" perform their tax declaration like any other employee would, even though they are not hired and employed by "Shedia". When the purchase of the newspaper is made by the consumers, vendors provide them with receipts for retail transactions. More precisely, the State does not consider this action to be a financial transaction because this initiative has a social purpose. Vendors who sell the newspaper in this way are insured and have access to public services such as health care, education and financial support.

(b) "Shediart Upcycling Project"

"Shediart Upcycling Project" (Restarting life, www.shediart.gr). The core vision of "Shediart" is the creation of educational training as well as employment opportunities for people who are homeless and/or live below the poverty line, experiencing social exclusion at its most extreme, as well as the active encouragement and promotion of their full social (re)integration.

Shediart Upcycling Project developed an ingenious idea: past, unsold copies of the Greek street paper "Shedia" are upcycled, redesigned and transformed into high quality products. All products are handmade and unique, designed and produced in Greece highlighting the zeal, dedication and talents of their creators, using primarily environmentally friendly materials. The first group of beneficiaries of the "Shediart Upcycling Project" were people of older age (over 50 years old) who were found in the distribution network of the Greek street paper "Shedia". They were invited to participate in free upcycling workshops, acquiring and developing the skills to transform themselves into what, at first sight, may look and feel "obsolete", "trash" (as is the case with a past issue of a magazine) into high quality products. "Shediart Upcycling Project" is a social and environmental project where the ideals and values of love, solidarity, education, participation, social inclusion, creativity, social enterprise, innovation as well as social and environmental awareness and environmental solutions are all converging.

(c) "Kick out Poverty"

The Greek homeless football team is a social initiative that gave birth to the rest, entitled "Kick out to Poverty". It uses football for the activation and social (re)integration of our fellow citizens who experience social exclusion. Its aim is to support vulnerable groups, as well as to inform and raise awareness and, ultimately, to mobilize citizens towards a juster society. People of all ages and genders living below the poverty line, homeless people, people with issues of substance abuse and refugees are the three categories at the heart of the initiative. However, all are encouraged to join. Since 2006, the municipality of Athens has offered a football pitch every Sunday to facilitate the team's training.

The National Homelessness Team participates every year in the Homelessness World Cup. This is a top football, but above all a social institution, established on the initiative of the International Network of Street Papers and supported, among others, by UEFA and the United Nations (UN). "Kick Out Poverty" is the motto of the official event. The National

Homelessness Team participated for the first time in the 5th Homelessness World Cup, which was held in Copenhagen in the summer of 2007, winning the Fair Play Cup. This was followed by the participation of the Greek Homeless Football Team in the World Championships in Melbourne (December 2008), Milan (September 2009), Rio de Janeiro (September 2010), Paris (August 2011), Mexico City (October 2012), Poznan (August 2013), Santiago (October 2014) and Amsterdam (September 2015). In FIFA's annual "The Power of Football" competition, 2014, the Homeless National Team was included in the top three social projects worldwide, because it uses the sport of football in its efforts for a better society.

Convinced of its empowering potential, since then, the people of Shedia have expanded their action to social sports including basketball, marathon and petanque.

(d) Invisible Tours

"Invisible Routes" is the title of another social initiative of Diogenis NGO. It is a programme of tours in the center of Athens with (current and former) homeless citizens acting as the guides. Following the model of similar tours organized in many foreign cities (Munich, Hamburg, Basel, London, Barcelona, Prague, Taipei/Taiwan, etc.), the "Invisible Routes" include some of the most important social structures of the city center where homeless people spend their days (such as soup kitchens, sleep shelters, rehabilitation centers, day centers, etc.).

In the words of John, a former guide of the "Invisible Routes" "[t]he "street" for me means hard and rather miserable years. At the end of the road, however, there is always hope. That's why I still believe in people. Because people are also part of the road". The guides give information about the services provided by each structure/place they visit, but also how they themselves have experienced or still experience life on the street, the human relations, the quality of services, the human geography of the structures and their potential, struggling to meet the challenges of the struggle to fight poverty and social exclusion, and to preserve their dignity as individuals. This is the most important element of the "Invisible Routes"; the personal narrative. The transmission, in other words, of the guides' lived experience of life on the street. All guides are members of the "Schedia" distribution network and the main objective of the "Invisible Tours" is to create new opportunities to support themselves, educate themselves, to take another step towards social (re)integration and to activate society in an optimist way. Equally important, however, is to listen to personal testimonies, to get to know the city and its people from a different perspective. The perspective of our fellow human beings who live next to us, in our city, and are deprived of a safe home. The principle of mobilization is knowledge and awareness.

The educational character inherent in the "Invisible Routes" is about the possibility it offers to young people to overcome the fear and prejudice about homelessness and poverty, but also about the city itself and its invisible aspects – to confront a different reality and be informed about the outlets that exist if their lives ever 'change' course. And this experience is not done through a newspaper column or a TV report, but by looking into the eyes and talking directly to the guide.

"An experience that will change the way you see the world", described Maria, a second-grade student who had participated, together with her class, in an "invisible journey". "Most of my classmates and I have visited sites near the city center, but no one knew about this aspect of our city. It's jarring to take a step into reality and see people with completely different lifestyles. We may know the poverty rates in our country, but who really knows where our needy citizens sleep, are fed and cared for? Through this unexpected journey into the daily life of a homeless fellow human being, we learned about the buildings that

have been provided for the housing of the needy, about soup kitchens and about the offer of Doctors of the World".

"The discussion on the issue of drugs and the information about the rehabilitation centers was important. In addition to the information, which is always useful, we saw with our own eyes the poverty on the streets, the pain and loneliness of our needy fellow citizens. Undoubtedly, we realized through the excellent presence of our guide, who spoke to us thoroughly and with sincerity, how a homeless fellow human being still has moral values, dignity, honesty and mental fortitude," another student pointed out, concluding with perhaps the most appropriate definition of the "Invisible Tours" initiative: "To draw on the urgent need for humanity and for collective or individual action to combat the suffering caused by poverty, all it takes is participation in the Invisible Tours programme."

The tour in the city starts and finishes at the home of Schedia magazine (56 Kolokotronis and 2 Nikiou). Along the route, there are a total of six stops and references to some of the most important social structures in the city center: soup kitchens, sleep shelters, rehabilitation centers, day centers, etc.

(e) "Suspended Coffee"

The story of the "Suspended coffee" began in the working-class cafés of Naples, in southern Italy, about a hundred years ago with what became known as "caffé sospeso". After the war, the tradition of the "café waiting" weakened, only to reappear in Naples ten years ago. Bulgaria, Australia and Russia are the countries that followed, while recently, the initiative has been spreading very rapidly to many other parts of the world. At the moment there are officially registered 162 companies in 17 countries and 112 cities participating in the network of waiting cafés.

It has been almost six years since "Shedia" participated. The "Suspended Coffee" initiative was launched in July 2013, when the magazine was only a few months old. From the four shops in Athens that had welcomed with great joy their proposal to become the pioneers of the movement, today the network of "A coffee waiting" has exceeded 80 from Alexandroupolis to Larnaca. Their goal is not to create hotspots, "coffee waiting" exclusively for the "Shedia" vendors, but to make it available to all those who have no other way for a cup of coffee. Another – not insignificant – objective is that through this process some small businesses, not only in the center of Athens, but also in deprived areas outside the city center, will be supported. After all, supporting small local businesses has been an integral part of the philosophy of the caffé sospeso movement from its very first steps. It is a good opportunity to keep the neighborhood cafés or cafeterias alive and to regain their neighborhood and parish character.

In the places that are in the network of "waiting coffees" there is a sticker indicating participation in this special solidarity network ("A coffee waiting for you" and the "Shedia" logo). For each new member added, a post is published on the "Schedia magazine" Facebook page, but also on the official "Schedia" website, where there is a special theme.

For each "coffee waiting" paid for, the shopkeeper has to cut out the corresponding receipt and place it in a prominent place (e.g. in a jar) or write the transaction on a board. In this way, everyone will be aware of the transaction and, of course, of the existence of the "coffee waiting". The project is based on the sincere willingness and desire of our fellow citizens to stand through such a simple process (a treat!) next to those experiencing poverty and social exclusion. Shopkeepers are in fact partakers of the desire of some of their customers to buy a coffee for an anonymous fellow citizen.

Beyond the above-mentioned initiatives, Diogenis NGO offers lessons of photography, ceramics and jewelry, reading of literary works, visits to museums and galleries with guides and even the artists themselves, invitations to performances, exhibitions, film screenings and concerts. The people that are seen on street corners in red vests are not just spectators. They are called upon to take an active role. They write reviews for the performances they attend, participate in literature nights with writers, while after their photography classes they took part in the exhibition "Images of our other selves", hosted at the House of Arts & Letters and the Museum of Contemporary Art of Thessaloniki. There is also a theater group, which has participated in performances at the Athens Festival, the National Theater, and the Biennale Athens. "Dipno," a performance hosted by five salesmen who around a family table discuss with their guests what they have experienced, is one of their most recent performances. The latest performance is "Here", a presentation in the form of a musical theater performance with the participation of people from "Shedia" was in the Reception and Solidarity Centre of the Municipality of Athens, designed/coordinated by actress Marissa Triantafyllidou and musician Dimitris Klonis, which took place on 3 February. With improvisation as a starting point and based on passages from the book "The Invisible Cities" by Italo Calvino, scenes of fruitful interaction between speech and sound, stories and songs, theater and music were created. The presentation took place for the second time (the first was in December 2018) in the framework of the Athens 2018 World Book Capital of Athens, with the support of the Stavros Niarchos Foundation, the National Opera and Athens Culture Net. Other actions are mainly focused on the health and the physical state of vendors. More precisely, as the Organization states "the purpose of sporting initiatives is not the pursuit of victory, but the fulfillment of their social role". Perhaps the best-known sports initiative of the magazine is that of the National Homelessness Team "Kick out Poverty", which uses football to activate our fellow citizens and contribute to the fight against social exclusion.

Problems and challenges

A major challenge that has arisen and currently faced is that vendors are not entitled to work and receive government benefits at the same time, and thus the opportunity for additional income is lost. The organization has reached out many times to the Ministry of Finance but no solution to this issue has been found so far. Furthermore, due to the fact that the employees are responsible for much more than just publishing the newspaper, like providing medical and legal support and in many cases housing and food to vendors, it is difficult to operate to other smaller cities in Greece.

It should be mentioned that, in the beginning, there were many more challenges faced by Diogenis NGO to ultimately establish and promote their mission, gain public recognition and build relationships of trust; successfully overcome thanks to the commitment of the involved individuals and synergies created. Commenting on the difficulties faced regarding the newspaper, Shedia´s communication and social project manager Aimilia Douka comments that "its difficulty was not to write the content… it was to find the capital and to gain people's trust. Even before we started, promotion was important and it took place so that people understand what it is about... to look for the people with the red vest and buy the newspaper".

The success of the Diogenis NGO activities is based on the existence of a collaborative network of activities through their impressive national and international networking. Examples include the collaboration with the municipality of Athens which provides the organization with premises and sports facilities. In addition, the organization cooperates with

other companies and organizations that support various activities. For example, if someone from the project needs an operation or expensive medications, it contacts a company that covers the costs. Another example of their extended function is the cooperation with the University of Piraeus' liaison office, through which "Shedia" people are given the opportunity to build their CVs, prepare for interviews and get in touch with companies. Moreover, when a vendor finds a house, the office tries to find ways to furnish it, mainly through synergies with other social structures and companies. Meetings with lawyers, sessions with psychologists, life coaching, self-defense courses, training seminars are also among the magazine's activities unknown to many people.

Photographic documentation illustrating the assumptions, the most important undertakings and results





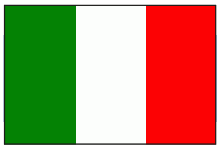
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- www.insp.ngo

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CASE STUDIES FROM ITALY



Neu [noi] and PMO co-working

The name of the organization/ social enterprise

Italy

Country

Neu [nòi] is a non-profit organization that promotes new models of territorial development by stimulating participation and the generation of new work dynamics. Born to overcome the work crisis involving a large number of young people, especially in South Italy, the coworking stimulates self-employment through a series of activities aimed at encouraging young people to take the entrepreneurial path, investing their resources in ideas of innovative business focused on sustainability. To achieve its goal, the co-working has designed a structure that is both a physical place and a territorial network. The physical space is the one that hosts the coworking, a welcoming open space in which the areas are designed to stimulate exchange and sharing as much as possible. To support the physical space there is a network of people always updated on the association's activities and a very important database to find the professional resources suitable for each job required. Neu [nòi] matches professional goals and personal wellbeing by offering physical and relational space to co-workers. Everything follows the right rhythm: the optical fiber is fast and the moka is slow as they're supposed to be. Neu [noi] mission is: "a bright place in which learn and compare for a collective well-being in Palermo, in a coworking that promotes innovation. a community decides to promote the value of a new way of working, in the name of change and for sustainable development". PMO co-working is well located in the centre of Palermo, PMO Coworking is not only a reference to Palermo airport but also and most importantly the acronym of PEOPLE – MINDS – OPPORTUNITY! PMO Coworking wants to be a place where open minded, positive, and proposing people, joining the same place and sharing their knowledge, can create new business opportunities, territorial cohesion and innovation. PMO Coworking wants to be a place in the centre of Palermo where to share interests, a place to meet, where to work synergistically in a dynamic and informal environment where you can get contaminated by new and innovative ideas. PMO Coworking is a multifunctional and comfortable environment for co-workers and guests, whether they are in a shared location, or they require a meeting room for a staff selection or for a corporate or associative meeting, up to the delivery of events or training courses. The property has an elegant entrance area and features a front desk service and a video-guarded concierge. Among the main services there is wi-fi or wired internet, coffee break area with fridge and microwaves and on request access to the printer and copier in both black and white colour. They are private rooms and open spaces to host frequent co-workers or south workers who need flexibility.

A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)

The CASE STUDY includes examples from securing of training facilities and expert knowledge on communication of SEs' impact and community importance.

From most of the interviews to role models and co-working responsible, it has emerged that a co-working space is a non-profit activity as it is not sustainable from an economic and financial point of view. The co-working space is not economically sustainable so managing the space is really anti-economic. The co-working is more like a value frame which supports a wider business (like an annexed bar or restaurant) but from an economic point of view, it is not convenient to run only co-working spaces. The co-working is useful to boost the other activities. For example, neu [nòi] needs more space to be sustainable as the 150m^2 are not enough to sustain the activities. For example, they would like to run training courses at the same time as the co-working activities but there isn't enough space to carry out all the activities simultaneously. The main challenge in managing the space is to satisfy everyone's exigencies as there are people who want privacy, others want to chat and do networking so in shared space sometimes these different needs are in contrast. One aspect to be improved in terms of skills is communication. Neu [nòi] has no internal energy to improve their communication with the external stakeholders. Also, European project writing should be improved but neu [nòi] lacks human resources and financial energies to spend on this sector at the moment. They have no certificates. Neu [nòi] collaborates with all the co-working in Palermo like Moltivolti, crezi.plus, PMO Coworking, South Working association. They have a good relationship as all co-workings in Palermo are specific and targets different sectors so we help each other in addressing workers who want to join a specific co-working space.

The main challenge in managing a co-working space in Palermo is mainly "cultural": anyone coming to PMO must have a predisposition to "sharing" not only spaces but also ideas. Sometimes this does not happen. They have two types of desks: open and in closed rooms. They have problems in renting the open space desks. Privacy is an issue. There are jobs that are not suitable with co-working such as the lawyer for example who really needs privacy in his/her daily work. They think they need soft and hard skills to boost their activities. For sure they need a better marketing action because they lack time to dedicate to this important activity. Basically, the interviewee is the only one to work in managing the space. Due to COVID-19, the spaces must be reformulated to the new contingencies related to the job world. The interviewee declared they would like to "be on the street" instead at the first floor so to have a better visibility (they are located in one of the most popular and "posh" areas in Palermo city centre). They would like to offer better services such as a bar, a restaurant to better share business ideas. There are synergies but this could be improved. They are not fully accessible by disabled people as the building has some stairs. They have no certificates as the co-working business is not regulated yet by the local legislation. The co-working space is actually intended as short-term rent of business spaces. From this point of view, PMO is a "pure" co-working space as they have no other services to offer like a bar or restaurant.

Suggestion for the SEHUBS model:

"Due to COVID modern work has changed so co-working must adapt to these new scenarios".

This is the key to development. Nothing will be the same as before and smart working is now irreversible. So, co-working must take this into consideration, especially if they

Reasons for choosing this organization

The essence of the case study

The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways

only rely on room/desk renting and they have no other sources of income to sustain their activities.

"It is important to differentiate your services in comparison with the other co-working in your area as this is a unique selling point for your activities".

The message for the SEHUBS model is evident: co-working should carry out an accurate market analysis before opening and in the best scenario, cooperate with all the other spaces to create a network of well-differentiated co-working spaces.

"PMO is a "pure" co-working relying only on renting and shared spaces in Palermo".

This is the unicity of PMO project which together with neu [noi] is the only "integralist" co-working in town. This is a problem for this kind of co-working because their financial structure is fragile and they should expand spaces and create new services if they want to face the new challenges arisen after the pandemic.

"PMO idea is to create a model of co-working which can be replicated in other cities with the same vision and operational strategies".

The message for the SEHUBS model is: it would be very useful to design a prototype of hub/co-working which is replicable at international level, especially now that digital nomads and South workers are increasing and it looks like this trend will grow more and more in the next few years.

Photographic documentation illustrating the assumptions, the most important undertakings and results







Sources on the basis of which the case study was developed (www, existing publications, reports etc.)

- Neu [noi] website: neunoi.it.
- PMO corking website: pmocoworking.it.
- Summary on in-depth interviews with neu [noi] co-founder, Beppe Castellucci and Roberto Ragonese, founder of PMO co-working.

SEHUBS partner/author/authors

PRISM/Dario Ferrante, pictures from case studies' official website www.neunoi.it

Moltivolti

The name of the organization/ social enterprise

Italy

Country

In 2014, a group of friends with different culture, experiences, professional and social background, coming from 8 countries (Senegal, Zambia, Afghanistan, Bangladesh, France, Spain, Gambia and Italy) gives life to a space designed and structured to offer dignity, citizenship and value from diversity in the historical city centre of Palermo, Italy. Moltivolti is a model of social enterprise based on relationships, a laboratory representing a new society in which the exchanges among diversities are the base of social development. The project is intimately connected with the neighborhood of Ballarò in Palermo, that grows in equilibrium with the colourful market populated by old and new citizens. Moltivolti is a restaurant with a Sicilian-ethnic and popular cuisine and a co-working space dedicated to the Third Sector. Two different areas that live in synergy with each other, the profit that supports non-profit but from which it draws the energy and meanings. From integration to interaction, the kitchen as a metaphor for a new recipe of domestic partnership and support for social and economic development. Because at Moltivolti, my land is where I lay my feet.

A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)

The Co-Working

Moltivolti is a space organised in 14 independent workstations, designed for sharing between associations, individual professionals, volunteers and informal groups who want to develop social, cultural, artistic or entrepreneurial projects. The co-working is open from 09: 00am to 23: 00pm offering:

- workstations;
- meeting rooms;
- internet connection;
- landline telephone;
- printing and photocopying;
- cleaning service.

It is an innovative social business model for a social enterprise that helps promoting intercultural exchange and social inclusion of migrants. The project already shares its experience and is a good example for a well working business model for other social enterprises that support various vulnerable groups to start their own entrepreneurial idea to support the social inclusion of disadvantaged groups. Johnny Zinna is one of the founders of Moltivolti, a social enterprise, co-working space, restaurant. Johnny is an activist and protagonist of many social enterprises at local and national level. He is the promoter of social campaigns and he is able to put together many people around social projects. Claudio Arestivo is one of the founders of Moltivolti, a social enterprise, co-working space, restaurant. Claudio is an activist and protagonist of many social enterprises at local and national level. He is the promoter of social campaigns and he is able to put together many people around social projects.Z

The CASE STUDY includes examples from staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices.

Reasons for choosing this organization

Moltivolti has an advantage when recruiting staff because it is a social enterprise with a specific and recognizable mission. When they recruit new staff the first step is word of mouth: they ask their staff if they can suggest anyone. When word of mouth is over, they publish a call and usually the answers are few. Staff recruited with a call is very low. For them the practical skills (being a good waiter/waitress) must be accompanied with ethical skills so the staff must be in line with our mission. So, staff is always difficult to find. The calls for recruitment are published on Facebook as they have a big number of followers. Another way of recruiting chefs is the internship. Cooking staff is usually hired after an internship. To support disadvantaged staff, Moltivolti organises individual meetings or group meetings if the issue raised is not individual. The first question when recruiting is: what do you know about us? The human competences are very important, not the job skills. They recruit people with human and relational skills. People usually work here since they started so we have a low rate of turnover. This year, due to the pandemic, they had the first drop out. Sometimes the quality of staff is not high because staff is not equilibrated from a personal point of view. Pandemic, for example, had an impact on our staff psychology and equilibrium. Staff have been affected psychologically and physically by the pandemic. They have collaboration with refugee centres and ex inmates in Palermo. This month they had drop outs but they try to face the problem with the staff members. They employ migrants so it is easy to change country and life. Staff is trained on the job with the responsible of the area where the new staff is employed. There has been a change in the mentality of staff: now people are less productive and people disconnect the production from work since the pandemic has put many people on the dole, now staff is not willing to work. Moltivolti does not rely on volunteers. Moltivolti recruits staff who is in line with its vision and mission. This is the key to recruitment. Staff are hired on their ethical and personal skills rather on their professional skills.

Moltivolti has an advantage when recruiting staff because it is a social enterprise with a specific and recognizable mission. When they recruit new staff the first step is word of mouth: they ask their staff if they can suggest anyone. When word of mouth is over, they publish a call and usually the answers are few. Staff recruited with a call is very low. For them the practical skills (being a good waiter/waitress) must be accompanied with ethical skills so the staff must be in line with our mission. So, staff is always difficult to find.

How the case study could be a part of the innovative SE Hub model: Moltivolti has a very consonant vision and mission.

This reflects in the human resources policy as well. Staff working at Moltivolti is a migrant, a disadvantaged person, someone who shares the philosophy of the place 200%. This is evident since someone steps in the co-working or the restaurant. Most of the employees are asylum seekers or migrants arrived in Sicily from several parts of the world and the human resources are perfectly reflecting Moltivolti vision and communication strategy to its community. SEs should hire people following Moltivolti example to give a coherent face to their products/services to their communities.

The essence of the case study

The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways

Photographic documentation illustrating the assumptions, the most important undertakings and results





Sources on the basis of which the case study was developed (www, existing publications, reports etc.)

- Desk research on social enterprises (SE) needs and challenges, Italy, 15.06.2021.
- Summary on in-depth interviews with Moltivolti co-founder and communication responsible.
- Role model drafted on Johnny Zinna, co-founder and HR manager of Moltivolti.
- Role model drafted on Claudio Arestivo, communication responsible of Moltivolti.

SEHUBS partner/author/authors

PRISM/Dario Ferrante, pictures from case study official website www.moltivolti.org

Per Esempio Impresa Sociale

The name of the organization/ social enterprise

Italy

Country

Per Esempio Impresa Sociale is a not-for-profit organization created in Palermo in 2011 by a group of young workers with different professional profiles willing to focus their skills on the third sector. Their aim was to blend professional wishes with the will to encourage a positive social change.

A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)

The association is inspired by values and practices aiming at cultural, social and ethical development through the promotion of active participation of individuals and civil society. Per Esempio mainly works in the fields of education, mobility, volunteering and migrants' inclusion. Per Esempio fights to prevent educational deprivation and to promote non-formal education paths in disadvantaged areas of Palermo. In the Borgo Vecchio neighbourhood, it runs a centre against early school leaving where youngsters are supported in learning activities and are involved in labs and events. Then, in the area of Ballarò Per Esempio implements actions to foster the inclusion of people with fewer opportunities and the strengthening of an educating community where families, organizations and institutions work together to support and improve youngsters' growth. The main goal of Per Esempio is to promote and encourage the processes of social inclusion, addressing in particular those segments of society who are at risk of marginality. Its interventions address four main target-groups:

- Roma people;
- Migrant children;
- NEETs;
- Women.

Per Esempio increased its interest in the disadvantaged socio-economic and cultural conditions in which Palermo's female population live in, focusing in particular on the neighbourhoods of Borgo Vecchio and San Filippo Neri. Per Esempio Onlus promotes and carries out several youth mobility activities addressed to young people, social workers, volunteers and adults, that, in step with a lifelong learning, allow the acquisition of knowledge and skills. The design of interventions within the Erasmus + programme is fulfilled in the realisation of international exchanges, study visit, youth workers exchanges, training courses, volunteers, operator and European youth organizations' reception, with educational or training purposes. Per Esempio puts a strong accent on human resources management as one of its founders has a master degree in HR management and he is very keen on applying the most updated HR management tools. Per Esempio is also part of Moltivolti co-working space and it is an example of a fast-growing social enterprise in the Third Sector in Sicily.

Ernesto Paci is one of the founders of Per Esempio, a social enterprise, Ernesto is an HR specialist with a Master Degree in HR management. He introduced advanced tools for recruiting and managing HR in the Third Sector in Palermo.

Reasons for choosing this organization

The CASE STUDY includes examples from the distribution of SEs' goods in a sustainable and visible for the community ways.

Per Esempio is setting up a ltd to boost the social activities of its core business. From the outside, the HR responsible and co-founder Ernesto Paci said that public opinion sees Per Esempio as the classic and standard NGO and not as a social enterprise, living on the projects they win. Now they are changing their company structure to become a profit company with a ltd legal form which will be working in the cleaning and extra hotel sector. So, they are shifting from telling the story of giving pc and devices to disadvantaged mums to selling cleaning services to extra hotelling structures with new technologies such as smart phones to check where is your clean sheets for your Airbnb or b&b. The communication will change to attack the profit market and gain market share in a new sector. A commercial service which will be integrated with social issues such as social and green impact, inclusion of disadvantaged groups. This will be reflected in the social balance of the new company. Synergies can be created with other stakeholders such as private foundations, other b2b companies, social enterprises, public services dealing with ex inmates and so on. Their model is San Patrignano (an historical project in Italy which is famous for its work in helping drug addicts to get out of their addiction) which has a core activity in helping drug addicts but then develops many commercial activities.

The essence of the case study

The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways

Suggestion for the SEHUBS model:

"The idea is to mix profit with non-profit activities to guarantee the financial sustainability of the non-profit part of our social enterprise".

This is the key to sustainability. Per Esempio is creating an innovative model which is a hybrid between social and profit services.

"The future of social enterprise is rooted in the evolution towards commercial and profit activities which double the opportunities to grow in the social enterprises arena".

The message for the SEHUBS project partnership is clear: social enterprises have to mix commercial activities with non-profit services and products to fuel their social mission and guarantee additional resources for staff and communication.

Especially in Italy, where the new Code for the Third Sector introduced in 2017 is in the process to be fully completed and this will accelerate the process of "commercialisation" of social companies as the new reform foresees the integration of commercial activities and not-for-profit activities within the same social enterprise.

Photographic documentation illustrating the assumptions, the most important undertakings and results





Sources on the basis of which the case study was developed (www, existing publications, reports etc.)

- Desk research on social enterprises (SE) needs and challenges, Italy, 15.06.2021.
- Summary on in-depth interviews with Per Esempio co-founder and hr responsible, Ernesto Paci.

SEHUBS partner/author/authors

PRISM/Dario Ferrante, pictures from case study official website www.peresempionlus.org

CASE STUDIES FROM POLAND

SOCIAL ENTERPRISES "KŁOS" Training Centre vocational training of long-term unemployed and mentally ill persons

The name of the organization/ social enterprise

Poland

Country

A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)

The activity of the social company "KŁOS" based in Jedlicze in the Łódź voivodeship was initiated in 2006 as part of the EQUAL project, the aim of which was to test a systemic model of professional adaptation for socially excluded people, in particular mentally ill and long-term unemployed living in rural areas. After the completion of the project in 2008, a social company "KŁOS" was established as a daughter company of Disabled Friends Society seat in Łódź. The seat of the company is Jedlicze in the Łódź Province.

The social company pursues two goals:
- social – enabling socially excluded people to enter the labor market and achieve economic independence;
- commercial – achieving economic profitability and generating a balance sheet surplus.

The core business of the company is hotel and catering activities, training activities, catering and recreational services.

Currently, the social company "KŁOS" employs mainly mentally ill people, but also due to other types of problems, long-term unemployed, people abusing alcohol and drugs.

The mission of the social company "KŁOS" is:
- being a company friendly to people, employees and customers;
- creating a space for the coexistence of mentally ill and healthy people at work and in life;
- providing unforgettable memories to every person we had the pleasure of hosting.

The strategic goals of the "KŁOS" social company are:
- creating and maintaining jobs for people with disabilities – mentally ill;
- implementation of training and internship programs for mentally ill people;
- development of a social enterprise as a commercial enterprise with a social mission;
- gaining and consolidating a strong position on the local market of accommodation and training services.

The values of the "KŁOS" social company are:
1) entrepreneurship:
   - at least 50% of the company's turnover is derived from commercial activities;
   - the company cannot be managed or run for individual profit;
   - the company's profits are reinvested in the development of the company and employees'
2) employment: permanent and partial;
3) strengthening: the priority in a social company is the development of personnel, that is, maximizing the abilities and potential of each employee.

The "KŁOS" social company with accommodation and catering facilities and a conference room provides services such as the organization of training courses, conferences, integration events, business meetings, horse camps and special events for individual and group clients.

Reasons for choosing this organization

The CASE STUDY includes examples from securing of training facilities and expert knowledge on communication of SEs' impact and community importance.

The essence of the case study

The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways

The "KŁOS" social company was established as part of the EQUAL project and supports socially excluded people, in particular the mentally ill, in its social mission. People employed in this company have the opportunity to: (1) take up and maintain a satisfactory job; (2) working in a supportive and accepting environment; (3) acquiring new professional qualifications through participation in training, internships and courses; (4) acquiring professional experience; (5) personal development; (6) increase the sense of security and increase self-esteem; (7) improving the material situation. The hotel has 11 high-standard rooms, 2 training rooms, full gastronomic service, a place for outdoor events and also offers horseback riding, as it has its own stable "Pod Jodłami".

The main principle of the activity of the "KŁOS" social company is the pursuit of profitability, which should lead to the minimization of the level of funding to the necessary minimum.

The presented case study focuses on the area of securing of training facilities and expert knowledge on communication of SEs' impact and community importance, other areas of staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices and distribution of SEs' goods in a sustainable and visible for the community ways have also been presented in a slightly more general scope.

The case study was developed on the basis of a description of good practice and two interviews with the President and the Manager of projects carried out in the social company "KŁOS" and desk research.

The "KŁOS" social company is an entity specialized in vocational training for the long-term unemployed and mentally ill, in which conditions identical to those prevailing in commercial companies operating in the tourist and hotel sector have been recreated. The added value of the functioning of this entity is the change in the perception of the excluded person, i.e. the beneficiary is not a ward, but an employee with specific professional predispositions that can be used in the process of training and practical vocational training. In the social company "KŁOS", internships are organized, during which employees under the supervision of qualified vocational instructors gain practical skills in such positions as: maid-cleaner, waiter, receptionist, farm worker, gardener, chef's assistant. An internal internship at the "KŁOS" social company is the next stage of the professional re-adaptation program for people suffering from schizophrenia and the long-term unemployed from rural areas. The first stage includes a program of psychological classes and theoretical and vocational training, and the third stage – external internships in companies operating on the free market.

The "KŁOS" social company is managed by a manager to whom directly reports to the position instructors supervising the trainees. The training infrastructure of real places and workstations provides the same working conditions as in a real hotel facility, which allows for the improvement of professional skills. Job procedures have been developed

for workplaces, specifying how to behave in various situations, and the internship is carried out in accordance with them.

In the recruitment process, people with mental problems and other reasons for exclusion rarely come forward on their own, rather they are recommended by institutions with which the "KŁOS" social company cooperates, for example, the Voivodship Labor Office or the Poviat Labor Office. Important for the recruitment process are also social campaigns, which have a much wider range, which means that the participants of the recruitment process are people from all over the country. In addition, informing potential recruitment participants takes place through the media, mailing campaigns to various entities from the regions, which also offer help to people who are socially excluded or at risk of such exclusion.

People applying for the recruitment process are supported and professionally activated. The recruitment process is not complicated and starts with an initial interview with the manager about the person's readiness for any job. The next step is to analyze the qualifications of this person. Conversely, when a person does not have a qualification, apprenticeship is offered. The rest of the recruitment is carried out by a psychologist who, through an individual in-depth interview, builds an individual support program for this person. If necessary, the person is sent to training, financed if possible, from the company's funds. Training usually takes from 4 to 6 weeks. If it is not possible to conduct such training, and the person wants to take up a job, he or she undergoes only the training required for a given job, e.g. health and safety. A frequent practice is to change the first job, because people do not always find themselves in the proposed position, therefore the most important is individual support for a given person.

> "[...] we recruit people from all over Poland and these people also often go to our sheltered flats, so this recruitment is wider than the framework of our voivodeship. Then, the first conversation with the manager [...] about this person's readiness to take up any job takes place. Another conversation with a psychologist who builds an individual support program based on the conversation [...]. Often times people don't know what they want to do. If someone has a passion, that's 50% of success. The other 50% is his hard work [...] But if someone does not know it, we help. This is the process. As for the financial issue, if we have the resources, we finance such training [...]. During the training we watch this person [...] it lasts from 4–6 weeks."

Recruitment for internships in the project sometimes becomes a problem, because this group of people most often uses some form of social assistance and participation in the project is not attractive to them due to the fact that the financial resources that can be obtained as an internship or training scholarship are very low compared to how much they can get receive as an allowance. The amount of these scholarships is regulated by law, so it is not possible to increase them. The recruiting person is a recruiting specialist who acts as a tutor during the internship and works directly with the group of recruited participants as a supporting psychologist.

In the event of departure of employees, the most common argument is health reasons or departure from work on leave. It often happens that after a long layoff, a person no longer returns to work. There are also cases where a person leaves because he has found employment on the open labor market without our help. Basically, the rotation in the KŁOS social company is not high. The company uses volunteers, but mainly in the case of organized events, it is not systematic and without specific regulation.

The essence of the case study

> "[…] Often the reason for leaving is due to health. For example, long sick leave [...] there are people who work for a month and then leave. They just go away and that's it. Are they talking to us about wanting to leave? It is different because very often the escape from work is sick leave. So, someone goes on sick leave. This sick leave is very long and after this release the contract ends and we do not see this person. I mean, I'm talking about this group that is leaving, it's not that every second person leaves us. For example, if a disfellowshipped person leaves because he has found a free-market job, we are very happy and then it actually gives us wings. A person finds a job on the free-market […]".

Internal trainings in the social company "KŁOS" are professional trainings carried out by the psychological and therapeutic division and training by our instructors and therapists. On the other hand, external training carried out by various training institutions is not only vocational training, but also general training that helps people the excluded to live. The "KŁOS" social company has its own training infrastructure and has many facilities in and outside of Łódź. Each of these facilities has rooms and workstations that allow you to prepare for the profession. Most of the facilities are adapted for people with various disabilities.

> "We organize trainings in 99% in our centers, of which we have a lot […] in Lodz and outside Lodz. Each of these facilities has rooms in which we can organize the trainings. These are not only meeting rooms for 30 people, but also workplaces preparing for the profession. We have a carpentry shop, handicraft, we can teach to paint [...] we use other centers very rarely [...] we have been creating our own training, professional and substantive infrastructure for 30 years and we mainly use it [...]".

The main goal of the training process is to eliminate the negative psychological effects of long-term inactivity in potential employees and to provide them with new professional skills that meet the needs of the social enterprise and the labor market. Therefore, it turned out to be important to have an effective training methodology system that will effectively reach recipients. As a result of these efforts, a number of documents were created to specify the course of the entire process of vocational re-adaptation:

1. Proprietary Professional Activation Program, specifying the stages of training: from the recruitment and recruitment process to professional internships in external companies; the document contains a number of additional specifying attachments, e.g. documentation templates.
2. Workstation Procedures – detailed, richly illustrated instructions describing the activities performed at individual workstations provided for in the KŁOS social company, e.g. cleaning cards for individual rooms, reception cleaning cards, reservation cards.
3. A strategy of cooperation with employers defining effective methods of establishing contacts with employers in order to encourage them to employ the excluded and mentally ill.
4. Regulations (guidelines) specifying the rules of stay and the adopted personal data protection policy, e.g. regulations for staying in a social company, guidelines for the processing of personal data, regulations for bicycle rentals.
5. Promotional materials. A number of promotional and information materials about the "KŁOS" social company have been developed, i.e. information leaflets, information boards and banners, etc.

The "KŁOS" social company also uses external training for its charges, interns and project participants. The organization conducting the training is selected in accordance with the

public procurement law, maintaining the principle of competition. The subject of the training is very diverse, e.g. language courses, driving lessons and is addressed to the following groups – disabled people, potential interns and excluded people.

The social company KŁOS has been cooperating for many years with the Occupational Activity Institution "U Pana Cogito" and OWES in the area of knowledge and experience exchange. The KŁOS social company also cooperates with about 20 centers that are part of the structure of the Society of Disabled People. In terms of projects implemented also with local government units, a project is currently being implemented in cooperation with the City of Łódź. Moreover, he has been a member of the international organization CEFEC (Confederation of European social Firms, Employment initiatives and social Cooperatives) for many years.

Another issue is running a social enterprise, e.g. in the form of a social cooperative, by people at risk of exclusion, e.g. mentally ill. These people obtained funding to run such a company, they are not always ready to run it, because they have difficulties in performing managerial functions due to decision-making difficulties and periods of reduced activity resulting from the medications taken. For these people, running a business often ends with the end of funding. In this case, a form of social franchise turns out to be a good solution, i.e. using a specific business concept/business model for social development by creating organizational units in different locations. They usually do not have legal personality, but an important issue in this initiative is the transfer of specific modes of action between individuals. These activities, in addition to business goals, pursue social goals that are considered superior in the form of social and professional integration of socially excluded people, and activate local communities.

"Creating such small gastronomic points and stations "0" where very healthy food will be promoted, no sugars, no preservatives, no enhancers, those that people do not harm."

To sum up, the social company "KŁOS" has an infrastructure prepared to conduct the training process of excluded people, qualified staff experienced in the implementation of vocational activation programs, an original vocational training program enabling the continuation of training after the end of financing under the project, well-prepared employees as a result of the training and internship program, standardized procedures that can be adapted to different circumstances.

Recommendations for the SEHUBS Project:

> "Above all, I have faith that what you are doing is very much needed. Because, as I said, there are many areas that require us to share our knowledge with each other, because maybe one of the partners has such valuable experience that will help us, for example, to support social enterprises in this period. Or it can not only support, but also develop employees' potential in some other way that we do not see. I have always believed in every partnership, and I also believe now that you will do something that will not go on the shelf, that will be practical and that will help at least one person. And if it helps to at least one of them, it means that it is worth doing." (interview with the President)
>
> "The first clue for the SE HUBS project [...] Learning marketing, how to do it to promote your product, your service, your offer as an organization or as an entity of the social economy, because I think it is very lame. This is one such important element in my opinion. The second element is to motivate these individuals, various entities, that

would use it, to benefit. It is also such an art for me that people want to take advantage of other people's experiences. Because it's not so obvious that they want to use. The third thing is such training, perhaps mentoring for the management of various entities. It definitely is. Because we fall into such a trap of a sense of infallibility and I have a lot of managers, directors, presidents and other people who feel that they know everything best and I think they would need such training. It is also an art to mobilize and motivate these people and that they would like to take advantage of such training. And that would be very useful [...]." (interview with the Manager)

Photographic documentation illustrating the assumptions, the most important undertakings and results







Sources on the basis of which the case study was developed (www, existing publications, reports etc.)

- Interviews with Director and Manager
- G. Golik-Górecka, R. Lisowska, J. Ropęga, Ł. Borowiecki, *Biznesplan firmy społecznej* KŁOS *Sp. z o.o.*, Wydawnictwo Uniwersytetu Łódzkiego, Łódź 2008.

SEHUBS partner/author/authors

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Vocational Activity Centre "U Pana Cogito" Pension and Restaurant

The name of the organization/ social enterprise

Poland

Country

Vocational Activity Centre "U Pana Cogito" Pension and Restaurant has been operating since June 2003. It is a place of work and professional activation for people with mental illness. "U Pana Cogito" currently employs 24 people after mental crises. All profits from the activities of the facility are transferred to the social and professional rehabilitation of the "U Pana Cogito" disabled persons. The facility is run in cooperation with the State Fund for Rehabilitation of the Disabled.

A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)

The guesthouse is a model example of a company that provides effective vocational rehabilitation (ergotherapy) for people with mental illness. The work and the direct contact between the employee and the client make them feel needed and give them a chance to take on a different role, which in turn has a positive effect on their functioning in their immediate environment.

The CASE STUDY includes examples from distribution of SEs' goods in a sustainable and visible for the community ways.

Reasons for choosing this organization

The analyzed organization is an example of a social enterprise functioning in the service area. "U Pana Cogito" pension is located in Cracow, in the old part of the city, near Dębnicki Square, 10 minutes from Wawel (Bałuckiego 6 Street). It has fourteen high standard rooms (bathroom with shower, telephone, Internet access, TV-SAT, mini bar and air conditioning), a restaurant and a conference room. The hotel has its regular customers who appreciate its cosy atmosphere. Despite the lack of information on the hotel's website and booking sites, most of the arriving guests are aware that as SE the hotel employs people with mental illness (the reason for this information policy will be discussed later in this case study). Those who are not informed about the medical condition of the hotel's employees have the opportunity to get to know specific staff members who have had a mental health crisis and experience a pleasant and professional interaction with them.

The essence of the case study

The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways

The presented case study focuses on the area of distribution of SEs' goods in a sustainable and visible for the community ways. Despite this, other areas such as staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices and securing of training facilities and expert knowledge on communication of SEs' impact and community importance, are also visible in the analysed case study and constitute an important component of the business model of SE "U Pana Cogito".

The analysis of collected materials, i.e. description of a good practice, two interviews with the Director of "U Pana Cogito" and the Manager of the hotel and on the basis of desk research confirmed that the "U Pana Cogito" Pension, which has been operating since 2003, applies strategic management and has a developed operational model (business model) combining elements of the social and technical subsystem.

In the desk research materials one can find a lot of information explaining the social enterprise (SE) model of the analysed organisation. However, these are not information materials about the scope of services provided by the pension "U Pana Cogito", but documents

and descriptions about the place and the role the pension plays in the functioning of the Family Association for Mental Health.

As pointed out by the managing director of the pension, Agnieszka Lewonowska-Banach, this is not an accidental action, but the result of a planned process involving the definition of the product and its distribution. Therefore, the service provided by the pension, which is typical for the HoReCa industry (Hotel, Restaurant, Catering/Café), is not promoted by clearly displaying that it is an SE company. As the guesthouse director underlines, "[…] our profile has not changed and neither has our distribution or information about us. We still do not advertise with the information that mentally ill people work for us. It has to be smuggled in, it has to be presented in a discreet way so that it does not immediately trigger stereotypes in a part of the society. Because this is something which is activated automatically and irrationally and will cause that someone will simply not choose us, our place to stay and our restaurant. On the other hand, we have to show and sell it in such a way so that people could find out about it, get excited, get interested and feel the value of it".

Based on the data obtained through desk research, good practice of the analysed guesthouse and two interviews, it can be concluded that the operation and development strategy of the analysed SE uses both strategic analysis and MIX marketing. This is confirmed by the respondents' awareness of the components of strategic analysis. Although the information obtained from the SE Hub survey was not collected based on SWOT analysis, it is possible to extract the components of this analysis. For company strengths, resources were demonstrated in areas such as: the social subsystem (an informed recruitment and selection process, aligned with the needs of the company's business model). Confirmation is provided by the quotes:

Director of the analysed SE – "The best recruitment practice is to spread the word in organisations, institutions, through social channels. Because formally we don't seem to be able to conduct good recruitment. The recruitment to Vocational Activity Centres is also connected to statutory solutions, which state that it is mainly the Poviat Employment Offices that are supposed to refer people to work in Vocational Activity Centres. However, Labour Offices are not able to refer such people, because there are no people willing to work, or there are no people with a recognised degree of disability at all. Another barrier is that people who have a disability certificate and at the same time have some kind of disability benefit (which is very common and frequent) cannot be registered in Labour Offices as unemployed. Therefore, they often do not appear in the registers of the Labour Offices. They can only be registered as jobseekers, and as jobseekers they are not subject to the same rights to support, to referrals, they do not have to accept job offers, they do not have to comply with the so-called preparatory paths that the Labour Office has in relation to people registered as unemployed. And this order is included in the statutory solutions for the Vocational Activity Centres and this should be changed. It should be deleted altogether". The quotation underlines the conscious application of the existing formal regulations while pursuing the aim of SE enterprise and the business model of "U Pana Cogito" pension.

A strong point in the field of the social subsystem is also the use of relationships that the analysed organisation and its management and employees have in the environment. For the SE environment the analysed pension is known. Especially at the local and regional level. As emphasised by the respondents, it is also partly known on a national and even international level. This situation favours the exchange of information on staffing needs. The network of direct contacts makes it possible for people with mental illness to apply

for recruitment. However, regulations further complicate the admission process itself in relation to the SE target. As the Director notes "For sure, the process of recruitment to the Vocational Activity Centre itself cannot be separated at all from the activities of the association and from its goal. Our goal is to support mainly the mentally ill, because that is the mission, that is the goal of the whole organisation. But here again, there are regulations. First of all, we have to meet formal statutory requirements, that is, we are looking for people who have a significant degree of disability. There has been a tendency for many years not to issue certificates with a significant degree of disability to mentally ill people. This is very noticeable. For several years now, we have been struggling with the problem that we do not formally have any people who could work or be admitted, because people with mental disorders, if they have a moderate certificate, that is all. On the other hand, we can have a limit of people with a moderate degree. This limit is always filled to the maximum, so the jobs for mentally ill people disappear". The result of the conscious application of legal regulations is a very rational employment policy. At the same time, the process of introducing and motivating employees is also carried out in a planned manner and in line with the strategy. Employees are inducted using arrangements that include the limitations of people with illnesses (including mental illnesses). The support of managers and other employees is evident in the phrase used with the manager of the "U Pana Cogito" pension, i.e. that they are like a "guardian angel" for the employees. A strong point of the social subsystem is the limitation of employee fluctuation through the internal system of job change, the possibility to indicate expected development opportunities or controlled transition to other organisations with the possibility to return (if it turns out that the employee did not manage in a certain period of time with another employer and wants to return to his former employer).

The strength of "U Pana Cogito" is its strategy-based ability to combine the components of the social and technical subsystems. In all sources of information there appears a relation between motivation and competences of employees and equipment and structure of material resources of the company. In the analysed activity the level of quality of provided services is determined by knowledge, experience and skills of employees. Preparing them to perform specific tasks and the training system itself (internal and external) is very important. Employees have the opportunity to exchange their experiences and opinions with the management of the pension. There is a possibility to change within the previously held positions and to work in other positions. Within the framework of internal and external training, employees gain additional knowledge and skills.

As part of the implementation of the strategy of the analysed SE, the weaknesses of the organisation are identified. Awareness of the weaknesses made it possible to adjust the business model so that they do not affect the quality of implemented processes. In some cases, actions are taken to weaken the impact of these weaknesses. In the case of the third area, an undoubted weakness is the size of the facility and the space for service provision. As the director of "U Pana Cogito" points out, "It is my dream that we will expand somewhere, develop somewhere. It's very insufficient. We don't have enough space, so we're always thinking about adding a shed here, to move some of our storage things. We've just had a meeting in the commune, because the place next to us has become available for rent. So, we're going for an interview. I don't know if I'm going to rent it, because it's the only place adjacent to our property and I'm only interested in breaking down the door there. If it can be done, then I will rent it. I will expand my business with another meeting room or more storage space. I am not able to move to another location. This is the kind of business that requires a lot of attention on an ongoing basis, so managing several facilities in different locations is very difficult. If you have something in place, you can manage it properly".

The provided quote confirms the company's limited development capacity and awareness of the investment that would need to be made to deliver such activities. The current assessment indicates that additional facilities located elsewhere would require organisational and resource changes. This determines the current activities, which are oriented towards the possible exploitation of opportunities without involving high-risk activities. SE companies, due to their specifics, have to a much higher degree to calculate the risk of errors within the framework of implemented changes. A possible limitation for the development of such companies is the lack of consent of their managers to introduce risky expansion strategies, the implementation of which could have a negative impact on the social subsystem of the organisation. The analysed organisation also identifies opportunities for its functioning and development. Both the director of the pension and its manager indicate a growing public awareness and interest in the functioning of SE. This fosters the creation of numerous initiatives to ensure the use of "U Pana Cogito" services throughout the year. Conducting trainings (as a result of projects won by the association), handling trainings commissioned by other entities (often from SE), providing accommodation and catering services for individuals and groups, providing catering services for institutions (e.g. schools, universities) and individuals at the regional level. Cooperation with persons representing institutions with SE profile (e.g. The Ombudsman, Associations of Vocational Activity Centres or Federation of Associations of Families of Mentally Ill Persons, etc.). The SE Hub concept, which fits as an opportunity for many SEs, can be considered significant in this context. However, as the authorities of the pension "U Pana Cogito" warn, it is important to appreciate beyond the undoubted benefits of networking of SEs, also the resources for maintaining relationships in such networks. For example, the manager of the analysed guesthouse, pointed out "If a social organisation or social enterprise joins a network, it is worthwhile for it to have a budget for networking. So that someone can go, stay overnight, pay for their own travel, fuel, or any time for managing, giving their opinion, or participating. Maybe it's easier now – you can meet at "Zoom". But normally I'm invited to countless networks that I'm not able to go to".

Here there are very concrete arguments about the resources available to a company that is able to enter the network. It is not only financial resources that will allow an actual (often direct) participation in the network, but also human resources constraints that make the involvement of an employee or network manager, limiting the possibility to fulfil other responsibilities. This is a typical limiting factor for SME companies and affects many SEs. According to the SE Hub researchers, there is an opportunity to create the theoretical and practical basis to develop a solution that will help small SEs to integrate much more than before.

Opportunities also relate to technical equipment and digitalization, which are used in current facilities of the HoReCa industry. The openness of the managers of the analysed company to this type of solutions is visible and, together with them, activities in the field of employee training (internal and external) are visible. The future in the HoReCa industry will definitely be based on new technologies, including digital technologies. Currently, the management systems of large hotel facilities using extended products use systems for collecting information about the needs and preferences of customers, both in the ex-ante system (collecting data on the preferences and expectations of guests booking their future stay – very important for preparing the staff of the "U Pana Cogito" pension to provide services quickly and accurately, despite the different degrees of disability of employees), ongoing collection of information (in the future it may be the collection of data on the activity of all services offered by current hotel guests – readers allowing to account for services performed on the premises when leaving the hotel), as well as in

ex-post system (collection of collective information, which will allow to learn about the main needs of current guests, indicated future preferences and conclusions and recommendations from the system of assessing the degree of customer satisfaction with the provided services). These are, of course, opportunities that the pension can exploit in the future. According to the researchers of the SE Hub project, the level of novelty for the industry is constantly increasing and the change in SE education resonates with the opportunities offered by the tourism industry, especially in such an attractive location as the Old Town area of Krakow.

During the COVID-19 pandemic, threats to the functioning of the entire HoReCa industry, including SEs such as "U Pana Cogito", have become particularly significant. Since March 2019, the entire market for this type of service has been in an extremely difficult situation. The current period is currently the one in which it is possible to conduct such activities. However, there is uncertainty about the future viability of this type of organisation. In the questions asked, the research team did not refer to the situation of managers and employees during the pandemic itself. From the information received, it appears that, regardless of the circumstances, SE "U Pana Cogito" continues to operate, with the safety rules in force due to the current epidemiological situation.

However, the above experience indicates a very high risk for this type of service, uncertainty about the development of the entire tourism industry (decline in the number of foreign and domestic tourists), including HoReCa (decline in orders for hotel and restaurant services and reduction in catering services in B2B and B2C relations). The greatest enemy of all businesses is uncertainty. Its result is a periodic modification of current development strategies. Similarly, "U Pana Cogito" the risk of future consequences of changes in the health or socio-cultural dimension is very high.

It is difficult to identify clearly the type of strategy adopted by the analysed company. However, there is evidence of consistency in the activities of the entire system of the organization and its cooperation with the environment. From the point of view of the selection of the third research area within the SE Hub project, the very well-thought-out product of the "U Pana Cogito" pension and its distribution should be emphasized.

In the opinion of the researchers, the key factor is the determination of Ms. Agnieszka Lewonowska-Banach, Director, who is also a member of the Association of Families Mental Health, the manager of the pension "U Pana Cogito" Ms. Małgorzata Indyk and all employees and associates who have led to the creation and development of the researched enterprise. However, determination alone is not enough to achieve success, hence the key role of managing the team in such a way as to ensure the market orientation of the guesthouse while achieving the SE objective, which in this case is the activation and creation of vocational training and rehabilitation places for people with disabilities due to mental illness in the hotel and catering industry. This required an accurate identification of the real product, while diagnosing the core product and achieving the extended product. The core product can be considered the core services of accommodation, meal preparation and vocational training of people with disabilities due to mental illness. However, the current period of operation of the guesthouse is activities at the level of the extended product. The expansion of the product took place when the basic components of the real product were combined and the degree of their use in meeting new or more adapted to the environment needs of customers was extended. Here one can point to the addition of more in-house training services, but also using external entities. This mainly concerns services for institutional clients who take advantage of training forms combining the use of accommodation and catering facilities with the infrastructure necessary

for training (professionally equipped conference room, suitable for conferences, training courses or company meetings with up to 40 people, equipped with a multimedia projector, sound system, presentation systems, etc.). The comfort of working in the room is increased by a system of roller blinds or air conditioning.

It is also important to include catering services in the typical catering services provided in the pension. Especially the service of institutional clients with the use of catering has become a basis for product extension, but also a way to implement some services in the pandemic period.

The core of the product should also not be forgotten, which, according to the strategy of the organisation under study, is not exposed as a message to individual customers. At the same time, the concept of activating people with mental illnesses itself is central to the establishment and functioning of this organisation. It is extremely important that people working in the hotel earn money rather than receive it, learn and improve professionally and are often motivated to a much higher degree than employees without mental illness. The quality of the process is largely due to the commitment, the determination to deliver the core services for which the guesthouse was established.

It is very important to build up a network of customers and suppliers both based on SE affiliation and on typical commercial relationships, which means responding to the preferences of both individual and institutional customers (the well-known and emphasized atmosphere of calm and friendliness experienced by hotel customers, high quality services, beautiful historic interiors of common parts of the establishment, etc.).

According to the information obtained, it can be concluded that promotion, in particular "word-of-mouth marketing", plays an important role within MIX marketing. It reaches both individual and institutional customers. It reaches mainly those who, through their sensitivity, are willing to support or even engage in relationship building in the long term. This results in an ever-growing network of relationships that are very well initiated and developed by managers.

The best evidence is groups of entities cooperating according to criteria: belonging to SE, functioning in the same industry, location, etc. The aforementioned criteria support the creation of cooperation networks both with customers (clients), suppliers, but also with strategic allies (often potential competitors). As part of the analyses carried out, the distribution components that are a strength of this particular SE were diagnosed. It is about the desire to improve the flexibility of the hotel staff in the execution of services. Their illnesses and the need to act according to established patterns (identifying customer preferences so as not to have to make changes during the stay) are an obstacle in competing in the free market with hotels where employees do not fall ill and are therefore able to adapt faster to changes.

Additionally, in "U Pana Cogito" the process of introducing changes is long, which also makes it more difficult to adapt to dynamic market changes. However, we should emphasise the determination of the persons managing the hotel and the awareness of the Director that the strength of the analysed SE is the team willing to learn and develop. This determination is the strength that allows to improve the process of taking and processing orders.

In this respect, customer service management sets the analysed organisation as an example to follow among other SEs. This is undoubtedly fostered by the employee training policy both internally and implemented by external entities.

In conclusion, it should be noted that SE Hub can be an additional, source of development for such an organisation, but specific organisational needs for such cooperation should be kept in mind. These needs should include: a clearly defined form of support that will be adequate to SE needs, optimal forms of support realisation (time of meetings and training used to the maximum, the possibility of realisation of meetings in a form limiting the time of travel (in selected meetings the use of remote form) and separation from professional duties, the possibility of rapid exchange of information within the SE Hub network, including best practice.

Photographic documentation illustrating the assumptions, the most important undertakings, and results





Sources on the basis of which the case study was developed (www, existing publications, reports etc.)

- https://www.youtube.com/watch?v=dPZnWAODn6Q
- http://www.owes.info.pl/biblioteka/11atlas_bobrych_praktyk_cogito.pdf
- http://www.niepelnosprawni.pl/ledge/x/343567
- Interviews with Director and Manager of pension “U Pana Cogito”

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"Fundacja JMP – inspiracje w edukacji" ("JMP Foundation – inspirations in education")

The name of the organization/ social enterprise

Poland

Country

The "JMP Foundation – inspirations in education" was established in 2015. The main purpose of the Foundation is to carry out educational, educational and cultural activities, especially in the field of initiating, supporting and assisting in educational, educational and cultural undertakings for children, young people and adults. To promote the use of modern technologies in the field of education.

A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)

The Foundation on 2018 has the status of a social economy enterprise.

The main area of the Foundation's activity is the shaping of key competences by means of innovative methods and tools for teaching and learning (e.g. Prof. Tony Buzan) with the use of modern devices, technologies, applications and educational space.

As additional areas of the Foundation's activity the following activities can be indicated:

- "Supporting ON" – preparing educational materials; books, audiobooks, organizing social campaigns, intergenerational integration, supporting the long-term unemployed.
- Charity shop MUMCIUCH.
- "The Mama & Papa Toddler Club" for children up to 3 years old.

The CASE STUDY includes examples from staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices.

Reasons for choosing this organization

The main purpose of "JMP Foundation – inspirations in education" is to carry out educational, educational and cultural activities, especially in the field of initiating, supporting and assisting in educational, educational and cultural undertakings for children, young people and adults. To promote the use of modern technologies in the field of education. The Foundation JMP on 2018 has the status of a social economy enterprise. The premises of the Foundation are located on Prof. W.M. Bartel Street in the southern part of city of Krakow, in Lesser Poland voivodship.

The essence of the case study

The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways

The main area of the Foundation's activity is the shaping of key competences by means of innovative methods and tools for teaching and learning (e.g. Prof. Tony Buzan) with the use of modern devices, technologies, applications and educational space. The foundation's educational activities are provided throughout Poland thanks to online tools used for training. At the same time part of the activities, including those related to the running of charity shop MUMCIUCH [the name is a Polish-English play on words referring to clothes for mums] and "The Mama & Papa Toddler Club" for children up to 3 years old [online webpage – www.mamaandpapa.edu.pl] are operating in Krakow. Shop MUMCIUCH is a shop with a range of low-cost clothes and toys aimed mainly at pregnant women and young parents with small children. It also sells bric-a-brac for the social enterprise in the form of coffee (it is produced in cooperation with a local roaster) or special toys. In 2021, preparations are being made to implement the MUMCIUCH shop also in an online version [online webpage – mumciuch.pl].

The JMP Foundation has been staffed at a fairly stable level of 5–7 full-time employees since 2018. At the moment, due to the return to pre-pandemic activities (in particular the

Toddler Club), an upward trend can be assumed in the coming months. In addition, about 10 people work with the Foundation. These include, for example, a graphic designer (acting as a company) who produces various gadgets to be sold in the shop and other people involved in training and organisational activities.

The founder of the foundation is a person with many years of experience in business and business management. A few years ago, she suffered a traffic accident and, influenced by her personal experience, she decided to introduce the foundation into the sphere of social economy.

Employment is one of the key areas of the Foundation's management. Generally speaking, social economy enterprises employing people with different disabilities have particular employment challenges. And each group has different characteristics. The Foundation is aware that the health of employees sometimes does not always allow for work at full productivity level, and sometimes does not even allow for 50% productivity, so the employer must therefore be prepared in terms of organisation for sick leave or limited work. In the case of the Foundation, this applies to both mobility impairments and people with psychological problems.

JMP Foundation tries to benefit from volunteering, at the same time it should be emphasised that the special feature of volunteering in this case is the fact that the Foundation has not encountered any offers of volunteering from persons with disabilities or from socially vulnerable groups. Hence, activities under volunteering contracts have so far been carried out mainly by students of Kraków's universities and by non-disabled people from friendly associations and foundations.

Volunteers are important to the work of social economy entities, not least because they allow greater flexibility of action and relieve the burden on staff with disabilities. Since the outbreak of the pandemic, the Foundation has been facing a shortage of volunteers and trying different recruitment companies. However, the situation is difficult in this regard, hence the planned participation in a mentoring programme for social economy actors in the near future. They will be devoted to work on new ideas for recruitment of volunteers.

As part of the Foundation's personnel management, activities are carried out in the field of employee recruitment, selection and improvement of their qualifications. Recruitment in a social enterprise is a difficult process and involves a number of challenges and difficulties. In the case of the JMP Foundation, the search for job candidates consists of two types of activities:

1. Searching for willing people – searching portals with advertisements of people willing to work like Gumtree or OLX. The Foundation assumes that searching for a job by future employees indicates a relatively high level of motivation to work, hence it is a preferred source of candidates.
2. Publication of job advertisements – advertisements are published (i) firstly on websites and portals with job advertisements typically for people with disabilities, (ii) secondly in social media and (iii) thirdly announcements are sent to labour market institutions and other public institutions. In the third category are, among others, voivodeship (regional level) and poviat (county level) labour offices – because they have support programmes for people with disabilities and people from socially vulnerable groups, so this is the place where offers have a chance to reach candidates from the target groups. Job offers also go to the Małopolskie Social Economy Support Centre and other centres of this type. In these institutions it is also possible to get in touch with people who might be looking for a job or a place to provide services.

The JMP Foundation has not so far used a form of recruitment popular in the corporate market, i.e. outsourcing to an external employment agency. This service is perceived as quite expensive and pays off mainly in the case of large recruitments. Nevertheless, in the last days before the interview a decision was made to use the services of one of the employment agencies specialising in employment of disabled people.

During the search for new employees, the specificity of the Foundation as a social enterprise is clearly demonstrated. On the one hand, it is about differentiating itself from "normal" companies which use the employment of people with disabilities only as an element of their cost optimisation strategy. On the one hand, it is about distinguishing oneself from "normal" companies which use the employment of people with disabilities only as an element of cost optimisation. It is based on possible allowances and subsidies from the State Fund for the Rehabilitation of People with Disabilities (Polish abbreviation: PFRON), so most often people with disabilities work in positions requiring low professional qualifications in areas such as building security or warehousing. It is relatively rare for people with disabilities to find work that is commensurate with their qualifications and abilities.

JMP Foundation benefits from co-financing from PFRON (National Fund for Rehabilitation of Disabled Persons). The way to do this is to build the potential candidate's awareness of the specificity of the Foundation as a social economy enterprise. This is very important at the very beginning of the recruitment process to provide information that it is not only about saving on labour costs, but also about using the potential of the future employee.

The JMP Foundation notes a number of risk elements in the recruitment of people with disabilities and from vulnerable groups. One of these is the need to avoid employees who seek work mainly because of social security coverage and the possibility of going on sick leave. Employing an employee with this attitude exposes the company to a number of disadvantages. Consequently, instead of facilitating the realisation of a given function of the company, it causes the necessity of additional formal service activities. After previous experiences, the Foundation pays a lot of attention to the declared motivation related to work in the future position as well as to the display of "impatience" related to the possible commencement of work and signing the relevant contract. Such people are usually reluctant to go through the procedures of testing their skills and if they are given a trial task, they usually do not send its completed results.

On the other hand, a signal well received by the Foundation from a candidate for a job is diligence in carrying out a trial task, asking questions as to how it should be done or what the expected outcome should be. This attitude is appreciated and is a positive component of the evaluation. This is important because of the length of the recruitment process and the introduction of the employee to the duties. The whole process usually takes about two months of recruitment and about three months of induction, hence the caution on the part of the foundation to avoid mistakes. It is considered to be a lengthy process, time consuming and involving the human resources of the Foundation.

In the selection process of new employees, JMP Foundation uses trial tasks performed by candidates. They reflect part of the scope of subsequent responsibilities. For example, in the case of recruiting a person to support Internet sales and marketing, a task was applied in the form of describing a product and creating a short presentation as an offer addressed to a potential customer. This is necessary as the skills declared in the CV should be verified in practice. As part of the selection process of candidates, the Foundation does not use a checklist of characteristics of candidates – because the assumption

is to learn about the individual characteristics of the candidate and his/her motivation for future work.

During the pandemic, these types of interviews were mainly carried out through online tools such as ZOOM.

Training. JMP Foundation staff regularly participate in training courses to improve various types of skills. These are the following thematic areas:

1. Knowledge and skills related to the formal side of administrative services. In recent months this has included training on the e-puap and m-obywatel systems (both are citizens data administration systems introduced by Polish government).
2. Office and online training tools. In recent months, these have included training in Canva, Google suite.
3. Internet promotion tools. In recent months, these have included training in techniques for using Google AdWords.

Photographic documentation illustrating the assumptions, the most important undertakings, and results



Sources on the basis of which the case study was developed (www, existing publications, reports etc)

- Interviews with the Founder of Fundation JMP
- https://fundacjajmp.pl/
- https://mumciuch.pl/
- https://www.rodzinny-krakow.pl/dobry-adres/organizacje-i-instytucje/fundacja-jmp-oraz-charity-shop-mumciuch
- https://www.facebook.com/FundacjaJMP/

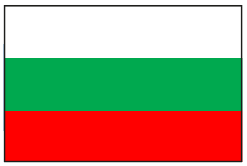
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PART III

Good Practices

BULGARIA



Betahaus – coworking space & community of entrepreneurs, startups & freelancer

Betahaus

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Betahaus | Sofia is the first coworking space in Bulgaria, one of the largest in the region and part of one of the most successful coworking networks in Europe with branches in Berlin, Barcelona, Hamburg, and Sofia.

Based in the heart of Sofia, betahaus educates, entertains and boosts a new generation of leaders.

Area of good practice

Securing of training facilities and expert knowledge on communication of SEs' impact and community importance

The essence of the practice

That instrument, namely the coworking space, has a powerful web of affluent partnerships with coworking spaces around the world, with global leaders in the financial industry and in media & technology sectors, with government and non-governmental organisations.

Betahaus | Sofia brings together the best from the creative scene in Bulgaria – startups, founders, freelancers, VCs and innovators.

The focus on the coworking space is to help people find plenty of opportunities for networking that encourage exchange between professionals from different fields.

Betahouse's motto is: "We grow ideas together!".

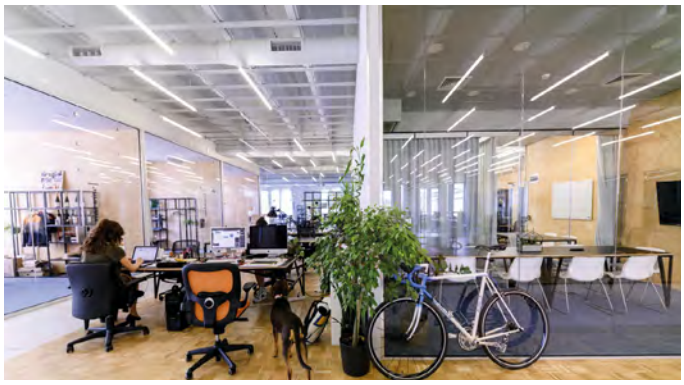
How this practice could be a part of the innovative se hub model?

It could serve as a good practice for organizing the shared training facilities of the SE Hub model and how to achieve the balance between financial sustainability and added value to its community of social enterprises.

Sources on the basis of which the good practice was developed

- https://betahaus.bg/en/ https://www.forbes.com/sites/karstenstrauss/2013/05/28/why-coworking-spaces-are-here-to-stay/?sh=3e4d38876e0e

Photographic documentation illustrating the assumptions, the most important undertakings and results









Caritas School

Caritas School

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Caritas Bulgaria is a Bulgarian non-profit organization implementing social work to support vulnerable people in society. Established in 1993 by decision of the Bishops' Conference of the Catholic Church in Bulgaria, Caritas Bulgaria is a federation of Diocesan Catholic organizations. It is part of the world family Caritas Internationalis – a confederation of the charitable organizations of the Catholic Church which unites more than 162 national organizations. The main areas on which Caritas Bulgaria concentrates its activities are:

- providing social, health and educational care and services;
- responding to emergency situations;
- advocacy activities before the Bulgarian government to develop and implement long-term and effective social policies that lead to sustainable improvement of the quality of life of the poor and vulnerable people all over the world.

Area of good practice

Staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices.

The essence of the practice

Caritas School is a special training center instrument, aimed at raising the professional capacity and motivation of the employees of Caritas.

In order to increase the professional capacity and motivation of Caritas staff and volunteers, the instrument is focused on carrying out a number of initiatives, including seminars, workshops, forums, summer volunteers camps and partner experience exchange meetings with other organizations.

Caritas School is a training center that seeks to raise the professional capacity and motivation of Caritas associates (paid and volunteer). Trainings are conducted by mobile teams of lecturers. The Caritas trainings are: basic – put emphasis on basic themes related to the Caritas vision, mission, values and structure; trainings that builds on the topics covered in the basic training, and specialized – closely profiled and related to the specifics of some Caritas activity.

Caritas School provides professional training at a national level, while Member Organizations conduct additional thematic local meetings and trainings for Caritas staff and volunteers at a regional level.

How this practice could be a part of the innovative se hub model?

It could serve as an example for organization of various trainings for the community of the hub and assembling them in various stages, etc.

Sources on the basis of which the good practice was developed

- https://caritas.bg/en
- https://caritas.bg/en/directions-and-activities/caritas-school-3/

Photographic documentation illustrating the assumptions, the most important undertakings and results





The House of Civil Organizations – community development

The House of Civil Organizations – community development

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Bulgarian Center for Not-for-Profit Law (BCNL) is a civil society organization which mission is to support the development of an enabling environment for non-profit organizations in Bulgaria, so that people can freely enjoy their right of association and to develop their initiatives. BCNL has helped more than 4,000 CSOs through training and consultations. One of BCNL's key initiatives is the Entrepreneurship for Non-Profit Organizations Program that fosters mission related economic activity as a way for the civil society organizations to achieve sustainable solutions for crucial social problems.

Area of good practice

Securing training facilities and expert knowledge on communication of SEs' impact and community importance.

The essence of the practice

The instrument is a co-working space built on mutual support and cooperation. It offers a working space to non-governmental organizations or a proactive citizen. It offers an inspiring working environment, networking opportunities and a chance to attend a variety of events and training. The instrument consists of a co-working space, inspiration and support to active citizens and organizations.

The House of Civil Organizations provides the opportunity to rent your own desk or office space in a shared work environment, access to a meeting room, high-speed internet, equipment and consulting, office and utility support, as well as many additional supports in the form of consultations and advice.

How this practice could be a part of the innovative se hub model?

The practice is a good example for elaborating a business model on how to combine profit and non-profit services to achieve a certain social impact for the NGO community as well as what is needed to keep such a community involved to keep, share and collaborate.

Sources on the basis of which the good practice was developed

- http://ngohouse.bg/en/
- http://bcnl.org/analyses/kashtata-na-grazhdanskite-organizatsii-ili-kakvo-e-obshtoto-mezhdu-predpriemachestvoto-doverieto-i-aktivizma.html

Photographic documentation illustrating the assumptions, the most important undertakings and results







DarPazar Platform

DarPazar Platform

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Accenture is a leading international company that offers a wide range of services and solutions in the following categories: strategies, consulting, digital services, technologies and operations. With its long experience and specialized knowledge in areas of more than 40 industries in all business sectors, Accenture works within the crossing point of business and technologies in order to help its clients to improve their performance and to create table added value. With around 469,000 employees in more than 120 countries, the company is a leader in the innovations that improve the way people live and work.

Bulgarian Center for Not-for-Profit Law (BCNL) is a civil society organization which mission is to support the development of an enabling environment for non-profit organizations in Bulgaria, so that people can freely enjoy their right of association and to develop their initiatives.

Area of good practice

Distribution of SEs' goods in a sustainable way visible for the community.

The essence of the practice

The instrument is an online Platform "DarPazar" where a person can find goods, products and services that are sold by social entrepreneurs with the aim to generate income that will help them achieve their missions. Buying from them a person supports a specific personal story, idea, development. Each purchase is part of a sustainable solution for a better social environment where everyone can succeed. The mission of DarPazar is to help small and large social entrepreneurs to reach out to the wider community. To be brave, to share what they are doing, to seek and find people who are ready to support important causes.

The Dar Pazar initiative supports social entrepreneurs in Bulgaria. It supports concrete sustainable solutions to social problems and causes.

How this practice could be a part of the innovative se hub model?

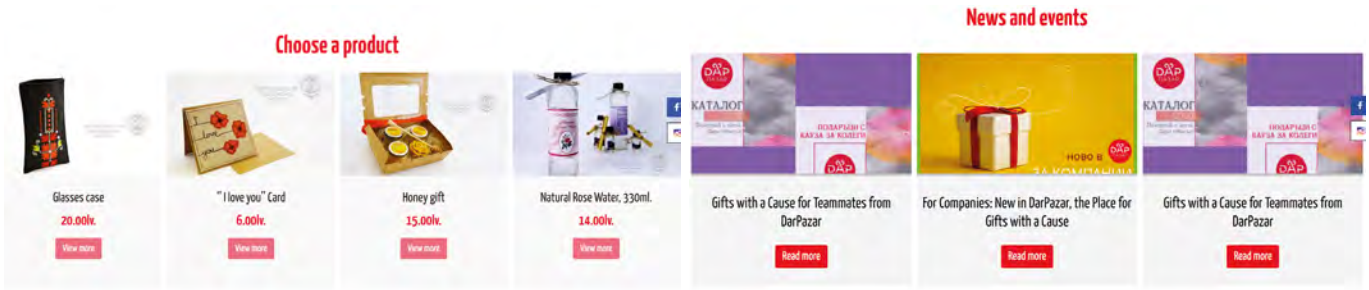
It could serve as a model for building a network of social enterprises within the SE Hub model that is transnational and provides an access to various markets.

Sources on the basis of which the good practice was developed

- https://www.darpazar.bg/bg/za-platformata
- https://darikradio.bg/dar-pazar-podkrepa-konkretni-ustoichivi-reshenia-za-socialni-problemi.html?fbclid=IwAR1JvEMFRnX9eFWjom6Nhpp6zH_a8gr69_6HquBtpRqunPoNgELn8krArCs

Photographic documentation illustrating the assumptions, the most important undertakings and results





European Forum on Social Economy (EFSE)
Bulgaria (The Plovdiv Fair of Social Enterprises)

The Plovdiv Fair of Social Enterprises

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

That annual initiative is established by several large associations of cooperatives for people with disabilities in Bulgaria. Each of these associations of cooperatives for people with disabilities in Bulgaria aims to integrate people with disabilities into business activities in order to support their community. All companies aim to help these people to find a job, to be able to financially support themselves and their families and most importantly: to feel an adequate and important part of our society.

Area of good practice

Distribution of SEs' goods in a sustainable way visible for the community.

The essence of the practice

The initiative is focused on measures to promote companies, undertakings and organizations of people with disabilities, and to present them with opportunities for partnership within the European Union. All this happens through a fair of enterprises and cooperatives from the social economy and different events with international participation.

The instrument provides an opportunity for social enterprises, on the one hand, to promote their activities and, on the other hand, to contact representatives of European and national institutions to get acquainted with current measures to promote this sector of the economy.

The fair shows goods produced in companies where people with disabilities work.

How this practice could be a part of the innovative se hub model?

It is a good practice for building an emblematic sectoral event that draws public attention to the SE topic. It is a combination of a fair and a networking experience and is a good way to involve various stakeholder groups in organizing it.

Sources on the basis of which the good practice was developed

- https://www.fair.bg/bg/page/za-nas
- https://www.fair.bg/uploads/event/form/file/5d15dd4f521c7017390091.pdf
- http://www.visitplovdiv.com/bg/node/7672

Photographic documentation illustrating the assumptions, the most important undertakings and results





Jamba

Jamba

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

The Social Future Foundation is the NGO that was established for the creation of Jamba.

Area of good practice

Staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices.

The essence of the practice

JAMBA is a risk free, secure and sustainable online platform that connects employers with exceptionally motivated and qualified job seekers with diverse abilities. Jamba's team offers to the employers suitable candidates based on their skills, preferences and needs.

JAMBA offers training targeted to the attainment of professional or technical skills in various fields. They also focus on development of soft skills, as well as preparation for job interviews, practice of successful methods for integration in the workplace and many other topics. Their trainings are group or individual. They work with qualified trainers and together with them they develop training plans for people, based on their needs and skills.

The mission of JAMBA is to contribute to equal access to education, acquisition of key skills and competencies as well as career start for people with diverse abilities.

JAMBA is the connection between people with diverse abilities (that's how we call people with disabilities) in Bulgaria and their future employers! Jamba is a place for education, internships and career.

How this practice could be a part of the innovative se hub model?

It could be a good example for making the connection and matching between those who seek job and those who need experts within various social enterprises sectors within the countries – an element that could be an added value to the SE hub model.

Sources on the basis of which the good practice was developed

- https://jamba.bg/en/

Photographic documentation illustrating the assumptions, the most important undertakings and results







"Ole Male"

Ole Male online shop of Dear Mother Foundation

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Elisaveta Belobradova and Krassimira Hadjiivanova are the creators of the website "Dear Mother!" (Maiko Mila in Bulgarian) and founders of the "Dear Mother" Foundation and its cause "Ole Male".

The main goal of the Foundation is to help mothers of children with disabilities to work and support themselves. The focus is particularly on enabling mothers of children with disabilities to work from home. The Foundation is currently working with over 20 mothers from all over Bulgaria.

Its activity is related to the organization of mothers, distribution of work, collection of products made by them, their storage in Sofia and fulfillment of orders to both corporate and private clients, organization of bazaars in different locations.

Area of good practice

Distribution of SEs' goods in a sustainable way visible for the community.

The essence of the practice

The Ole Male online shop helps parents of children with disabilities to get out of the shadows and take their lives back into their own hands. This is an online instrument that brings together the work of mothers of children with disabilities who have been forced or loving to find their second vocation – to create with their hands. The main amount of purchased product goes to the mother who made the product. The Foundation allocates a certain percentage to cover the costs of packaging, distribution, marketing and administration of products.

The tool is a free sales platform used by over 200 mothers of children with disabilities. In less than four years since Ole Male existed: They have organized and have taken part in over 40 bazaars with products made by mothers of children with disabilities from all over Bulgaria. The platform won first prize in the category "Marketing with a cause" at the annual awards of the Bulgarian Business Leaders Forum for the campaign "My mother is a superhero" in partnership with FANTASTICO.

How this practice could be a part of the innovative se hub model?

It is an innovative business model for an online platform that helps to promote and sell products with a cause. The practice could share its experience and be a good example for a well working business model for other social enterprises that support various vulnerable groups to start their own entrepreneur activity.

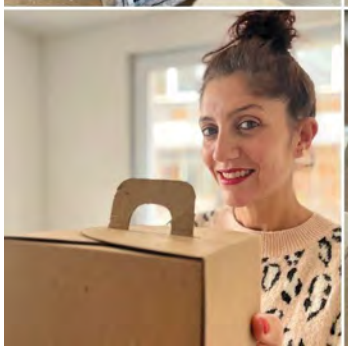
Sources on the basis of which the good practice was developed

- https://www.olemale.bg/
- https://www.olemale-shop.bg/about-us.html
- https://www.goodmorningamerica.com/family/story/mom-launching-toy-store-kids-autism-special-53873274

Photographic documentation illustrating the assumptions, the most important undertakings and results













The Social Market online shop

The Social Market

The name of the practice

Viva Pautalia Association is a non-profit organization founded in 2008 by highly experienced EU project management members. Association's main activities are aimed at development, implementation and transfer of innovative approaches and services in the social and ecological sphere.

Brief characteristics of the social company/ hub in which the good practice has been implemented

Their main goals are development, implementation and transfer of innovative approaches and methodologies in various areas related to products of potential ecological and social importance. Organization's priorities in the social sphere have been reflected in the implementation of a number of projects fostering the problems of disadvantaged and marginalized children and youth, completed on a national and international level.

Distribution of SEs' goods in a sustainable way visible for the community.

Area of good practice

The essence of the practice

The instrument is an online marketplace – a place where social enterprises and people from the social economy come together, sell, buy, communicate and do so with a social cause! They do not have a warehouse – social enterprises sell things produced with a social cause. The Social Market makes things easier by helping people directly connect shopping and social purpose.

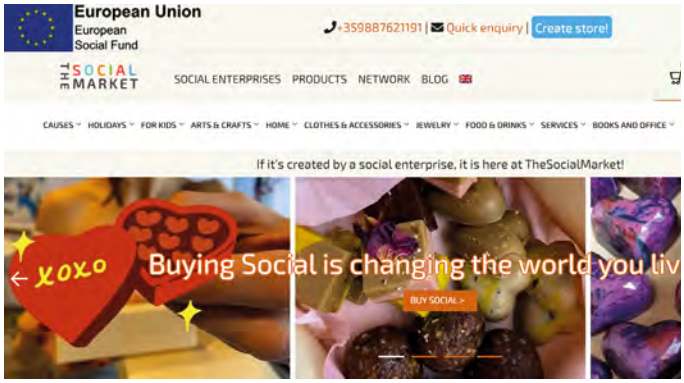
The practice is good from a technical point of view – it is a user-friendly instrument for SE themselves to upload and sell their products.

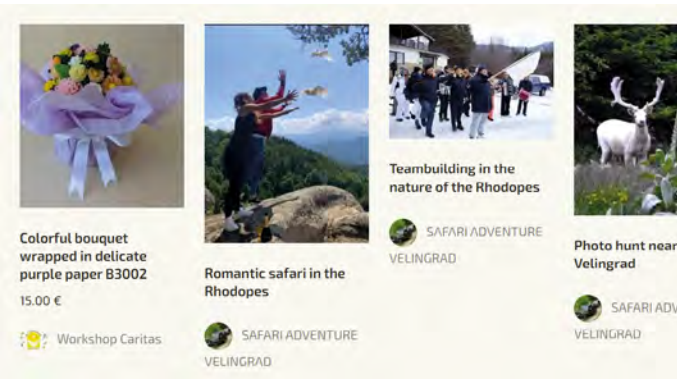
How this practice could be a part of the innovative se hub model?

Sources on the basis of which the good practice was developed

- https://thesocialmarket.eu/
- https://thesocialmarket.eu/en/about-the-conse-project/

Photographic documentation illustrating the assumptions, the most important undertakings and results





"Worlds" Daycare Center – WE CAN!

"Worlds" Daycare Center – WE CAN!

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Maria's World Foundation aims to improve the quality of life of people with intellectual disabilities and their families and help them achieve their full potential as individuals by providing access to high-quality services, developmental training and possibilities for gainful employment that are suited to their needs. The organisation was established in February 2012 in Sofia, Bulgaria, as a public interest foundation by the family of Maria, a young woman with intellectual disabilities.

Area of good practice

Staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices.

The essence of the practice

The "Worlds" Daycare Center is an approach of Maria's World Foundation. Since July 2013 it has enabled 30 young people with intellectual difficulties to acquire work and life skills in order to improve their personal independence and quality of life by providing an inclusive, accepting and stimulating environment that promotes development and offers daily activities for people with intellectual difficulties aiming to improve the quality of their life and build skills and attitudes that enable their social integration.

The Foundation implemented as an activity a course of 18 months, during which these young people's social skills improved by leaps and bounds. The effects have already appeared. These young people with disabilities improved their speaking skills, and they have learned to control one's emotions. The methods used are based on the service of a psychologist, a social worker and a family therapist who, along with group supervisors which are all helping each of their clients to develop their full potential. The establishment of the center is based on specific knowledge and skills, as well as established good practices in a number of countries, such as the Netherlands, the UK, and the United States. The good practice is developed with the support of group supervisors, because young people with intellectual difficulties acquire a broad range of social and daily skills: communication, housekeeping, personal hygiene, time orientation, personal finances management and many others.

How this practice could be a part of the innovative se hub model?

The practice could be used as a good example for developing matrixes for recruitment and training of SE staff with special needs. They have very good knowledge of the social service context in Bulgaria as well as a team of experienced social workers and a social enterprise.

Sources on the basis of which the good practice was developed

- http://mariasworld.org/en/
- http://mariasworld.org/images/references/media_2017.pdf

Photographic documentation illustrating the assumptions, the most important undertakings and results



Zone 21

Zone 21

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Zone 21 is a social enterprise that develops a training hub and space for events in the center of Sofia. They invest the proceeds of this activity in creating training events for young people between the ages of 15 and 29 to develop key 21st century skills.

Area of good practice

Securing training facilities and expert knowledge on communication of SEs' impact and community importance.

The essence of the practice

The instrument is a space for children, young people and 'adults' to develop 21st century skills – those skills that they need more and more to meet the demands of the world today and to be better prepared for the future. Zone 21 brings together trainers who work with non-formal and experiential learning methods. Each of the activities in Zone 21 develops one or more skills of the 21st century. The instrument is focused on the development of the skills we all need TODAY – effective communication, teamwork, critical thinking, creativity, problem solving skills, digital skills and more to be more successful and satisfied in what they do.

Guided by their principles for quality training, based on non-formal learning, with real and measurable results, their team creates a Pool of trainers, with which they can develop a comprehensive training program for skills.

How this practice could be a part of the innovative se hub model?

It is an innovative model on B2B sales of specific services and to integrate that within the meaning of a community.

Sources on the basis of which the good practice was developed

- https://zona21.bg/za-zona-21/
- https://www.facebook.com/zona21bg

Photographic documentation illustrating the assumptions, the most important undertakings and results





GREECE



AN.KA S.A.

AN.KA S.A.

The name of the practice

The development concept of AN.KA S.A. focuses on "capacity building" and "empowerment" of the local population, especially disadvantaged groups and the avoidance of social exclusion. The aim of the company is to contribute through programmes and projects to the exploitation, development, management, maintenance and protection of natural resources in the introduction of innovation and entrepreneurship in the production system, the introduction and expansion of the use of renewable energy sources, the support and development of new collective structures, the social development and more generally the development of the Prefecture of Karditsa and at the request of other regions of Greece. The organization occupies 40 employees. In addition, the number of people participating in the enterprise's action is around 1500 people.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance.

The essence of the practice

It is both an approach and instrument. Projects are designed and implemented to serve a coherent and integrated vision for local development. Each meets a specific need, meets a specific objective of this vision, which is constantly updated and enriched through social consultation.

Karditsa Development has created a flexible team of experienced and specialized, in many different subjects, executives, with international experience and full complementarity, in order to offer integrated solutions and consulting services in the public, social and private sectors. In the same context, it has developed stable and permanent cooperation with Research Centres, University Institutions, Technological Institutes and Development Agencies of Greece and Europe, as well as public and private sector services. This ensures efficiency, transfer of know-how and exploitation of recent research results and developments in general.

How this practice could be a part of the innovative se hub model?

The practice can be used by entities that focus on the production sector and by entities that aim in accessing the employment sector to socially excluded and marginalized people. AN.KA S.A can also share methods, practices and experiences in the entrepreneurship management sector.

Sources on the basis of which the good practice was developed

- https://www.anka.gr/index.php/el/

Photographic documentation illustrating the assumptions, the most important undertakings and results



Τοπική Ανάπτυξη με Πρωτοβουλία Τοπικών Κοινοτήτων

avka

LEADER

"SOLIDARITY CONSULTANCY & COUNSELING NETWORK" under the title: "COLLABORATIVETERRA.NET"

"SOLIDARITY CONSULTANCY & COUNSELING NETWORK" under the title: "COLLABORATIVETERRA.NET"

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

"SOLIDARITY CONSULTANCY & COUNSELING NETWORK" under the title: "COLLABORATIVETERRA.NET" is a scientific, non-profit organization in the form of Association of the Civil Code, with 45 scientists-members, located in Athens, which provides its services through its volunteer members, all over Greece. The organization focuses on sectors such as:

- Social and Solidarity Economy and Entrepreneurship;
- Professional Counselling;
- Psychosocial support;
- Social Innovation and Sustainable Entrepreneurship;
- Active employment and social cohesion policies;
- Culture and sports;
- Environment;
- Gender equality.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance.

The essence of the practice

They offer:

- Business Advisory (individual and group);
- Professional Counselling/professional guidance (for students, parents and counselors);
- Advisory on the cultivation of group spirit in potential social enterprises;
- Education;
- Public information in the fields of action.

They specifically focus on training & information procedures, on social impact, social capital measurement, grass root development of SE and the promotion of social enterprises through open, free of charge, online, monthly informative activities in which good practices of SEs are presented.

How this practice could be a part of the innovative se hub model?

The practice can help other entities that are in the field of counselling and training, to access more information regarding methods and techniques from the SOLIDARITY CONSULTANCY & COUNSELING NETWORK, that specifies on the sector of professional counselling, training, professional guidance and general advisory and education approaches.

Sources on the basis of which the good practice was developed

- https://www.facebook.com/collaborativeterra.net/about/
- http://www.collaborativeterra.net.gr

Photographic documentation illustrating the assumptions, the most important undertakings and results









Wind of Renewal (Anemos Ananeosis)

Wind of Renewal (Anemos Ananeosis)

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Wind of Renewal (Anemos Ananeosis) is a Social Cooperative that was created by socially active people in order to play a strategic, synthetic and scientific role in the promotion of the:

- Social – cooperative and responsible economy;
- Sustainable, effective, innovative social enterprises;
- Green – circular economy;
- Social and environmental innovation;
- Employment in green, social and cultural sectors;
- Incorporation of democracy and human rights in financial and social life.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- distribution of SEs' goods in a sustainable way visible for the community;
- responses to other social enterprises' challenges within the environment, e.g. computerisation, the international environment etc.

The essence of the practice

Their goal is to inform, exchange good practices, initiatives, knowledge, cooperation, self-organization and networking among the social cooperatives (regardless their legal status) in a local, regional, national and European level and cooperation based on values, principles and common positions, a Code of Conduct for Social Enterprises regarding the above sectors. Their essence of practice focuses:

- Participatory formulation of the strategy and the action plan in sectors that are related to environmental – social – economical sustainability;
- Enhancement of the environmental, social, technological, and economical innovation from research and R/D institutes, the society and the economy for the society interest;
- Exchange of Knowledge, good practices and experience concerning "Local Sustainable Development" in urban and rural areas;
- Networking and cooperation among organizations in local, regional, national and European level aiming at the environmental, social and economical sustainability;
- Consulting services and transfer of know-how for a greener economy, environmental protection and creation of "green" jobs in local level;
- Assessment and support in Social Entrepreneurship models targeting at the enhancement of social economy networks in local, regional and European level;
- Collaboration with social, business, local and regional stakeholders, chambers for the submission and implementation of proposals/programs (European, National, Regional) in sectors such as Environmental Protection, circular – green economy, local sustainability based on a strategic planning;
- Training and skills empowerment of public stakeholders, market representatives and social – commercial representatives on sustainable regional development, green economy, social entrepreneurship, environmental – social innovation, Sustainable Public Procurement, environmental management.

The practice can be used by entities that focus on the promotion of sustainability and green communities into their country. Wind of Renewal can provide to other entities techniques and methods regarding the social-cooperative and responsibility economy sector.

How this practice could be a part of the innovative se hub model?

Sources on the basis of which the good practice was developed

- https://anemosananeosis.gr/el/main/
- https://www.facebook.com/WindofRenewal.SocialCooperatives

Photographic documentation illustrating the assumptions, the most important undertakings and results







Diogenis (Shedia Street Paper)

Diogenis (Shedia Street Paper)

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Diogenis (Shedia Street Paper) is a non-profit organization founded in Athens, Greece, in March 2010, at the beginning of a major socio-economic crisis that devastated the country and its people. The main aim of *Diogenis* is to provide support to the most vulnerable members of our society. Homeless people, people on drug rehabilitation programs, asylum seekers and long-term unemployed are the groups in focus, while social integration through various activities and programs is our core aim. Raising public awareness on the issues of homelessness and getting people actively involved in various forms of activities against social exclusion is another core aim of *Diogenis*.

Their major projects are designed and developed in such a way as to energize, empower and mobilize vulnerable members of our society, to support them, support themselves, build capacity, self-confidence and finally rebuild their lives. In addition, *Diogenis* provides empowerment, educational, training as well as employment opportunities.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance;
- distribution of SEs' goods in a sustainable way visible for the community;
- responses to other social enterprises' challenges within environment, e.g. computerisation, the international environment etc.

The essence of the practice

"Diogenis NGO" runs the **"Shedia"** project. It is the only Greek street paper and a member of the International Network of Street Papers (www.insp.ngo).

"Shedia", like all the street papers around the world, is not sold at the usual press points (newsagents' etc.), but in the city's streets by official vendors. Vendors come from vulnerable population groups: homeless, long-term unemployed and other people experiencing extreme poverty and social exclusion. The cover price is 4.00€, out of which 62.5% (i.e. 2.50€) goes directly to the vendor, allowing them the dignity to earn a small income to cover some of their basic needs. In addition to being a special opportunity for people experiencing social exclusion to ensure a decent income and rebuild their lives, "Shedia" is a means of activation and social (re)integration.

"Shediart Upcycling Project" (Restarting life, www.shediart.gr). Past, unsold copies of the Greek street paper "Shedia" are upcycled, redesigned and transformed into high quality products. All products are handmade and unique, designed and produced in Greece highlighting the zeal, dedication and talents of their creators, using, as much as possible, environmentally friendly materials.

The core vision of "Shediart" is the creation of educational, training as well as employment opportunities for people who are homeless and/or live well below the poverty line, experiencing social exclusion at its most extreme, while actively encouraging and promoting their full social (re)integration. The first group of beneficiaries consists of people of older age (over 50 years old) who have found themselves in the distribution network of the

Greek street paper "Shedia". They were invited to participate in free upcycling workshops, acquiring and developing the skills to transform themselves into what, at first sight, may look and feel "obsolete", "trash" (as is the case with a past issue of a magazine) into high quality products.

It is a social and environmental project where the ideals and values of love, solidarity, education, participation, social inclusion, creativity, social enterprise, innovation as well as social and environmental awareness and environmental solutions are all converging.

How this practice could be a part of the innovative se hub model?

Diogenis supports vulnerable and marginalized members of the society, by giving opportunities to growth, and helping them integrate back to society. Other entities can get information regarding the training models that they use so that vulnerable people can access the employment sector and integrate into society. Additionally other entities can learn the process of the production of the street newspaper, and ways of attracting sponsors and investors.

Sources on the basis of which the good practice was developed

- https://www.shedia.gr/about-us/
- www.insp.ngo

Photographic documentation illustrating the assumptions, the most important undertakings and results









School Synergy Snacks

School Synergy Snacks

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

School Synergy Snacks is a Social Cooperative Integration Enterprise that envisions a world in which individuals with intellectual disabilities share equal employment opportunities, following the path of their harmonic integration into society. Their mission is to operate a Social Cooperative Enterprise, in which people with intellectual disabilities are employed in order to produce innovative healthy snacks based on traditional Greek recipes.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance;
- distribution of SEs' goods in a sustainable way visible for the community;
- responses to other social enterprises' challenges within environment, e.g. computerisation, the international environment etc.

The essence of the practice

The organization stands for:

- Equality: everyone must have the opportunity to unfold her/his skills and abilities in an effective and creative manner;
- Empowerment: They empower their people because they are their greatest asset. Their reward is their success;
- Commitment: They always search for way to deliver quality products to their customers;
- Passion: Their need is to serve their customers' in a passionate way. They love to do what they do;
- Inspiration: Inspiration is their undisputed ally. This empowers their creative actions and ultimate vision;
- Sustainability: They are dedicated to finding ingenious products that create value for their customers.

3S is a social enterprise that was founded by some teachers and 4 graduates of a Special Education School with a very small start-up capital but with a lot of volunteer work and faith in the project's vision. They also try to grow partnerships with organizations, other social enterprises and inspire volunteers.

How this practice could be a part of the innovative se hub model?

School Synergy Snacks leads by example. Other entities can get information regarding equal employment opportunities and working with individuals with intellectual disabilities. Furthermore, School Synergy snacks can share their knowledge and experiences in the food production industry and how to create a successful business model. They can also offer training and consulting to other enterprises that want to initiate something similar.

Sources on the basis of which the good practice was developed

- http://www.schoolsynergysnacks.gr/en/

Photographic documentation illustrating the assumptions, the most important undertakings and results









M-Power

M-Power

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

M-Power group consists of staff of the Greek Immigration Forum, members of immigrant communities and representatives of the second-generation immigrant group. The group aims to create a space dedicated to building skills and knowledge that will lead to their empowerment. The goal of this team is to analyze and improve the structure of the Migrant Hubs Project. The foundation employs 3 persons. The number of people who participate in the organization's actions ranges from 10 to 1000 people.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance.

The essence of the practice

M-Power operates on the basis of four categorized areas:

- Equal Rights: Promoting change of the Greek and European legal framework and policies.
- New Citizen: Empowerment of migrants and their organizations for promoting their integration with individual and collective responsibility.
- Against Descrimination: Contribution to the fight against discriminations and racism.
- Social Cohesion: Promoting communication, collaboration and understanding between migrant communities and greek civil society.

All actions, initiatives, practices and events are taken on the basis of accomplishing the above 4 categories.

How this practice could be a part of the innovative se hub model?

The practice can be used by all entities who operate with the purpose of integration of refugees and migrants in the society.

It can also be used as an exchange of information and knowledge regarding the practices and mechanisms used to combat racism and xenophobia.

Sources on the basis of which the good practice was developed

- https://www.migrant.gr/cgi-bin/pages/index.pl?arlang=Greek&type=index

Photographic documentation illustrating the assumptions, the most important undertakings and results









METAdrasi

METAdrasi

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

METAdrasi's mission is to facilitate the reception and integration of refugees and migrants in Greece. Believing that migration leads to development, METAdrasi is determined to uphold and protect the fundamental human rights of all those displaced and persecuted. METAdrasi Organization employs 600 individuales and hosts 132 active volunteers.

Area of good practice

The practice includes inspirational examples from the following areas:

- distribution of SEs' goods in a sustainable way visible for the community;
- responses to other social enterprises' challenges within environment, e.g. computerisation, the international environment etc.

The essence of the practice

It is both an Approach and instrument. Through innovative interventions, the organization fills crucial gaps in the reception and integration of refugees and migrants in Greece. Guided by the principles of consistency, efficiency, transparency, and the flexibility to adjust to emerging needs, METAdrasi is active in the following key areas:

- the provision of quality interpretation throughout Greece, enabling vital communication with refugees and migrants through the deployment of over 350 interpreters, trained and certified by METAdrasi in 43 languages and dialects – an activity that lies at the heart of any effective provision of humanitarian support;
- the protection of unaccompanied and separated children, through a comprehensive safety net of activities including accommodation facilities, escorting from precarious conditions to safe spaces and the pioneering activities of guardianship, foster families and supported independent living;
- the protection and support of other vulnerable groups through the provision of legal aid to asylum seekers, certification of victims of torture and deployment of humanitarian aid wherever needed;
- the education and integration of refugees and migrants through educational programmes, Greek language lessons, multilingual support guides and remedial education for children that enables access to the right to education, as well as soft-skills training, traineeship opportunities and work placements.

How this practice could be a part of the innovative se hub model?

Other entities that are operating in the refugees and migrants field can obtain information regarding how to successfully integrate these individuals into the host society. METAdrasi's involvement to numerous projects can help other entities to further develop and explore news ways of working with people from different ethnic and cultural backgrounds.

Sources on the basis of which the good practice was developed

- https://metadrasi.org
- https://www.facebook.com/metadrasi

Photographic documentation illustrating the assumptions, the most important undertakings and results







Iliaktida AMKE

Iliaktida AMKE

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Iliaktida AMKE, is a civil society actor (Civil Non-Profit Company) that was created through the needs of the local community in Lesvos to combat social exclusion through employment and personalized counseling of People with Disabilities and vulnerable population groups. The organization employs 250 employees.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance.

The essence of the practice

The organization focuses on the specific sectors:

- accommodation and protection for vulnerable asylum seekers;
- child protection and hosting;
- accommodation centers for refugee and migrant children;
- social integration of PwD and vulnerable groups;
- integration activities for refuges.

How this practice could be a part of the innovative se hub model?

Iliaktida AMKE, serves one of the criteria of a Social Enterprise, and that is to support the integration of vulnerable groups and individuals into society. They accomplish that through being at the core of the "refugees and immigrant crisis" in the island Lesvos. They also help minimize social exclusion of people with disabilities. Thus, their practices and their involvement in a respectful amount of projects they can bring into the SE hub model initiatives, ideals and new practices.

Sources on the basis of which the good practice was developed

- https://iliaktida-amea.gr/
- https://www.facebook.com/iliaktidamke

Photographic documentation illustrating the assumptions, the most important undertakings and results







Impact Hub Athens

Impact Hub Athens

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Impact Hub Athens is part of an International Network of social driven professionals and a variety of high impact creative professionals that are dedicated to prototyping the future of business. From social inclusion and social integration to environment and fair trade, the Impact Hub Athens is engaging expertise from its worldwide presence and creating a net of intercultural, high impact communities that act locally and internationally.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance;
- distribution of SEs' goods in a sustainable way visible for the community;
- responses to other social enterprises' challenges within environment, e.g. computerisation, the international environment etc.

The essence of the practice

The Impact Hub is mainly focused on the bellow:

- Workspace: They have designed a welcoming and inspiring space where you can work, schedule your meetings, host your events and collaborate.
- Events: They organize events, presentations and programs that inspire creativity, provide valuable insights and support to your business. They organize and host lectures and workshops that empower your team and encourage professional development.
- Education: They offer mentoring workshops, networking and funding opportunities. They offer access to resources, knowledge and talent to help one increase the positive impact of their work and watch their business grow.
- Community: They are experts in interconnecting people and promoting collaborations among members of both their local and global community, thereby creating a culture of social entrepreneurship.
- Entrepreneurial Tools: They offer access to tools and methodologies, expertise, mentors and financing opportunities, helping one increase the social impact of their venture.
- Consulting: They offer support and consulting services to professionals and organizations, from the idea generation stage through to the incubation phase and finally, the acceleration and scaling stage of their project.

How this practice could be a part of the innovative se hub model?

Impact Hub Athens promotes, activates and accelerates entrepreneurship and social innovation by providing workplaces, meetings and events, skills development & business planning solutions, and accessible services to those committed to developing sustainable solutions to social and environmental issues. Other entities can access the wide range of information regarding the above sectors and learn how to use technology for a good cause and how to adopt an urban sustainability system and to further understand the circular economy.

Sources on the basis of which the good practice was developed

- https://athens.impacthub.net/
- https://athens.impacthub.net/dimotiki-agora-kypselis/
- https://www.facebook.com/ImpactHubAthens

Photographic documentation illustrating the assumptions, the most important undertakings and results







HIGGS

HIGGS

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

HIGGS – Higher Incubator Giving Growth & Sustainability – is an initiative which aims to reinforce Non-profit Organizations NPOs operating in Greece, through educational and supportive programs and activities that are carried out at its premises. Their philosophy and the way they plan and implement their initiatives and programs are driven by the principles of philanthropy, solidarity, cooperation and trust. Their vision is that HIGGS evolves into a hub of creativity and open dialogue aimed at promoting collaboration and innovation in the NPO sector as well as a meeting place of all interested parties, both literally and symbolically.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance;
- responses to other social enterprises' challenges within environment, e.g. computerisation, the international environment etc.

The essence of the practice

They believe in the power of **teamwork** and **cooperation**. That is the reason why they designed and created HIGGS, a pleasant, comfortable and modern space that promotes the exchange of views and interests and inspires participants to think creatively on issues that concern them. HIGGS is an ecosystem where all members interact with each other and learn from one another, through open dialogue and synergies.

- They believe in education and organization. That's why they created an innovative and inspiring space which fosters learning, a space where Non-profit Organizations are provided with high quality educational programs that significantly enhance their effectiveness. Today NPOs have to adapt to an interdependent global economy and society that is constantly changing and is based on information and high technology. From our side, we possess the appropriate knowledge, skills and experience to help the Greek Non-profit Organizations assume a more impactful community role, by widening their fields of action, increasing the number of beneficiaries and improving the effectiveness of their intervention.
- They state that trust and openness are key components of how people interact with each other. That's why they created a co-working space where they can share their thoughts and their concerns. In HIGGS there is no gap nor competition. Both of their staff and participants work for their organization but also for all the NPOs of Greece, given that the knowledge and experience they gain during the time period they are with them will be disseminated to other members of their organization, to other NPOs with which they may collaborate, to the NPOs of their region, etc.
- They believe in the power of information. That's why they aim to make HIGGS an information channel for all the NPOs operating in Greece and a point of reference for foreign NPOs that wish to interconnect with a Greek NPO or to learn more about the Greek NPO ecosystem.

The HIGGS team believe that through this effort they are given a rare and valuable opportunity to offer something important, to do something beyond ourselves, something that

triggers a positive change in a large number of people, directly or indirectly, and something that can substantially help Greek society.

Other entities can learn from the training and educational programs that HIGGS offer. They can also discover ways to promote NGOS in their countries and the importance of collaboration and innovation in the NPO sector.

How this practice could be a part of the innovative se hub model?

Sources on the basis of which the good practice was developed

- https://higgs3.org/
- https://www.facebook.com/higgs3Greece

Photographic documentation illustrating the assumptions, the most important undertakings and results















Bios Coop

Bios Coop

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Bios Coop is a non-profit social consumer cooperative grocery in Thessaloniki created in 2012. It is place that stocks Greek and cooperative products, most of which come from our region and are produced in ways that do not harm humans or the environment. The quality of the products is ensured as they carefully select those that do not contain prohibited chemical additives, genetically modified, expired and other inappropriate and unsafe substances dangerous to our health and the environment.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- distribution of SEs' goods in a sustainable way visible for the community;
- funded exclusively by its clients and members;
- supporting local producers;
- based on the principles of direct democracy.

The essence of the practice

To achieve affordable prices for consumers yet fair to producers, Bios Coop bypasses intermediaries and works directly with the "Greek Food Coop" (a cooperative company set up by agricultural cooperatives and grocers from all over Greece) which supplies the grocery with products produced by agricultural cooperatives and small production units. This enables to offer (a) affordable prices to consumers, (b) a fairer deal to producers and (c) a more environmentally friendly approach to the production-distribution-consumption cycle. Any surplus that might be produced is returned to the people who helped produce it.

Their organization is based on working groups and assemblies that give voice to all members. Members take on various roles, switching them in order to increase members' participation.

Although they get no external funding and their income is based on their clients and members, they have an economy working group that focuses on the sustainability of the initiative.

How this practice could be a part of the innovative se hub model?

Other entities can learn from the democratic ways Bios Coop is organized. They can also discover ways to have a social and environmental impact, while being sustainable thanks to their products' high quality and networking.

Sources on the basis of which the good practice was developed

- https://www.facebook.com/bioscoop.gr

Photographic documentation illustrating the assumptions, the most important undertakings and results





EXAMPLES OF BAD PRACTICES

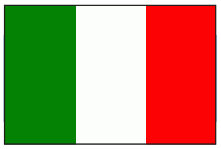
Examples of bad practice in the researched 3 areas enrich the overview of the analysed practices and are included in that section:

In Greece there are many reasons why many social enterprises fail to succeed. Social enterprises have special needs that stem from particular legal issues, shortcomings regarding the qualifications of employees, issues of peculiar administration and financial management. Many attribute the problems created by these needs to a lack of knowledge and understanding of the available management tools and methods. Key problems of social enterprises are considered:

1. The respective legal framework usually provides limited possibilities for their development or is oriented towards specific legal forms, as a result of which they are provided with limited fields of action, which often lead to the non-exploitation of opportunities.
2. Difficulty in finding financial resources, mainly through lending by private banks, which consider social enterprises as unsafe customers.
3. There are many obstacles to consolidating the culture that governs social enterprise, due to the existing model of prosperity based on speculation and consumerism.
4. Shortcomings in the vocational training structures in the field of social economy, resulting in the lack of competent executives familiar with the particular characteristics of social enterprises.
5. Inadequate awareness of people facing social exclusion, with the result that there is not much absorption in the labor market.
6. Insufficient information regarding the possibilities and peculiarities of social enterprises.
7. Insufficient networks to support the activity of social enterprises, which could be an important factor in creating positive economies of scale.
8. Providing reduced opportunities through tax systems, which could be additional incentives for activity in the sector.

The above problems are an obstacle to the viability of the social enterprise and increase the frustration in the circles of both potential entrepreneurs and employees as well as volunteers who want to be active in the field of social enterprise.

ITALY



Moltivolti

Moltivolti

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

In 2014, a group of friends with different culture, experiences, professional and social background, coming from 8 countries (Senegal, Zambia, Afghanistan, Bangladesh, France, Spain, Gambia and Italy) gives life to a space designed and structured to offer dignity, citizenship and value from diversity in the historical city centre of Palermo, Italy.

Moltivolti is a model of social enterprise based on relationships, a laboratory representing a new society in which the exchanges among diversities are the base of social development.

The project is intimately connected with the neighborhood of Ballarò in Palermo, that grows in equilibrium with the colourful market populated by old and new citizens.

Moltivolti is a **restaurant** with a Sicilian-ethnic and popular cuisine and a **co-working** space dedicated to the Third Sector. Two different areas that live in synergy with each other, the profit that supports non-profit but from which it draws the energy and meanings.

From **integration** to **interaction**, the kitchen as a metaphor for a new recipe of domestic partnership and support for social and economic development.

Because at Moltivolti**,** my land is where I lay my feet.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance;
- distribution of SEs' goods in a sustainable way visible for the community;
- responses to other social enterprises' challenges within environment, e.g. international environment.

The essence of the practice

Moltivolti Restaurant

Moltivolti is a Sicilian restaurant, with Ethnic flavours with a bar/cafeteria where to meet different cultures. A meeting place where food facilitates the encounter and relationships. Between bottarga and lemon spaghetti, gnocchi (dumplings) tenerumi and shrimp you will encounter new flavours in dishes such as Maffè (Senegalese national dish rice and peanut butter), fish cous cous and many other dishes available from the menu. Moltivolti is open every day for breakfast, lunch and dinner, with a menu that finds inspiration among the fresh products offered by the nearby historic market of Ballarò.

The Co-Working

Moltivolti is a space organised in 14 independent workstations, designed for sharing between associations, individual professionals, volunteers and informal groups who want to develop social, cultural, artistic or entrepreneurial projects. The co-working is open from 09: 00 am to 23: 00 pm offering:

- workstations;
- meeting rooms;
- internet connection;
- landline telephone;
- printing and photocopying;
- cleaning service.

How this practice could be a part of the innovative se hub model?

It is an innovative social business model for a social enterprise that helps promoting intercultural exchange and social inclusion of migrants. The project already shares its experience and is a good example for a well working business model for other social enterprises that support various vulnerable groups to start their own entrepreneurial idea to support the social inclusion of disadvantaged groups.

Sources on the basis of which the good practice was developed

- www.moltivolti.org

Photographic documentation illustrating the assumptions, the most important undertakings and results






Sartoria Sociale

Sartoria Sociale

The name of the practice

Sartoria Sociale is an ethical clothing shop and a creative laboratory based on the circular economy.

Brief characteristics of the social company/ hub in which the good practice has been implemented

It promotes textile recycling, involving professional tailors and disadvantaged people from different environments.

A human enhancement project that intertwines craftsmanship, sustainability and stories, to give a new life to things and people.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance;
- distribution of SEs' goods in a sustainable way visible for the community.

The essence of the practice

Tailored Clothing

Sartoria Sociale makes tailor-made suits for men, women and children. By choosing the Social Tailoring manufacturing people promote environmental sustainability and human relationships

Tailoring Repairs

Sartoria Sociale specializes in all types of garments: dresses, jackets, coats, high fashion garments. It offers a professional service for individuals, shops and boutiques, giving a second chance to life for damaged garments and a new look for intact ones, according to the customer's wishes.

Packaging | Gadget | Merchandising

Sartoria Sociale creates packaging and objects in fabric and paper, such as wedding favours, bags and decorations. They customize bags and accessories with the visual identity of your business or your brand logo.

Artistic upholstery

Sartoria Sociale gives a new look to the furnishings people don't want to throw away, making them even more beautiful. They suggest creative and imaginative solutions to renovate chairs, sofas, cushions and other accessories.

Remanufactured clothes and store stocks

Sartoria Sociale receives new, like new and vintage items from individuals, boutiques and companies. They sanitize them and put them back on sale at advantageous prices, with discounts of up to 80% compared to the original price.

How this practice could be a part of the innovative se hub model?

It is an innovative social business model for a social enterprise as they support people with fewer opportunities providing them job opportunities. The project already shares

its experience and is a good example for a well working business model for other social enterprises that support various vulnerable groups to start their own entrepreneurial idea to support the social inclusion of disadvantaged groups. The project is based on circular economy: recycling is an important part of the project activities. They also provide innovative ways of selling and showcasing their products/services.

Sources on the basis of which the good practice was developed

- https://sartoriasociale.com/
- https://coopalreves.it/

Photographic documentation illustrating the assumptions, the most important undertakings and results











Consorzio Sol.Co. – Rete delle Imprese Sociali Siciliane (Network of Sicilian Social Enterprises

Consorzio Sol. Co. – Rete delle Imprese Sociali Siciliane (Network of Sicilian Social Enterprises

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

The Sol. Co. Consortium, Network of Sicilian Social Enterprises, was founded in 1994 with the aim of generating a system of "networked" social enterprises that can contribute to the development of territories and communities. After more than twenty years, the goal can be said to be achieved, because Sol. Co. was able to promote quality social cooperation in Sicily, Italy with the courage and determination not to build a closed system, but letting the members – having reached the appropriate size and maturity – continue their path of independent growth. The Sol. Co. embodies and promotes a system of civil economy based on "proximity" and "local development" by interpreting the authentic values of social cooperation, placing man at the centre as a worker and as recipient of a system of services in synergistic action with the territory.

Area of good practice

The practice includes inspirational examples from the following areas:

- securing of training facilities and expert knowledge on communication of SEs' impact and community importance;
- distribution of SEs' goods in a sustainable way visible for the community.

The essence of the practice

For 27 years, the consortium has been supporting the innovation and development of companies that are part of the network by supporting them, designing and managing territorial services and actions together with them. In its business action Sol. Co. acts to enhance the territories and works to include the weakest sections of society, accompanying the most vulnerable and groups at risk of exclusion, the disabled, the victims of violence, migrants, children and young people from depressed areas, in "autonomy" paths.

Generating a cultural and social change, promoting new social enterprises, carrying out civil economy activities for a relaunch of participatory democracy; the mission of the Sol. Co. network of Sicilian Social Enterprises summarizes the system of values and its translation into an operational model of a social enterprise that is unique. Since 1994 Sol. Co. Network of Sicilian Social Enterprises represents the face of good social cooperation organised in Sicily, with a solidarity and entrepreneurial approach.

How this practice could be a part of the innovative se hub model?

The key to the success of the Sol. Co. system, which still represents today one of the most structured social cooperation systems in the Italian panorama, is the synergy between the companies that are part of it that share not only an entrepreneurial development plan that is always updated, but also the package of values that the Sol. Co. has identified as constitutive and essential. The organizational model of the Consortium is characterized by the continuous search for innovative elements that allow its sustainability as well as the replicability of models and good practices. From this point of view, the Sol. Co experience can represent a model of innovation in the social enterprise sector.

Sources on the basis of which the good practice was developed

- https://www.solco.coop/

Photographic documentation illustrating the assumptions, the most important undertakings and results

CONSORZIO Sol. Co.
Rete di Imprese Sociali Siciliane







Giocherenda

Giocherenda

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Giocherenda is an idea of solidarity-based economy. It is a unique ethical, circular and inclusive economic business model. Its most effective tools are the stories we have brought to Europe from our countries of origin. They are the seed allowing us and those who wish to challenge themselves to conceive new narratives. Giocherenda comes from pulaar (an African language) and it means "solidarity, awareness of interdependence, strength through sharing, the joy of doing things together". It is a group of creative young people who love inventing and creating new objects with their hands, as well as giving life to games that ignite narratives and foster an attitude of sharing. They offer companies and schools workshops on creativity to improve organizational processes and enhance business dynamics.

Area of good practice

The practice includes inspirational examples from the following areas:

- distribution of SEs' goods in a sustainable way visible for the community;
- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices.

The essence of the practice

Giocherenda is a social enterprise which was established thanks to a project funded by Fondazione Con il Sud in Palermo, Italy. It is a project of human development and cooperation, with a flipped perspective: the aim is to help everyone discover a mandatory solidarity as we all depend on each other, in a sense to discover the principles of Giocherenda. The social enterprise creates cooperative and non-competitive games so as to make people understand that everyone can have fun and win together. They also offer learning experiences that are part creative and storytelling workshops, part training concerning intercultural education, empathy and active citizenship. These workshops are adapted to formal and informal learning environments so as to meet the needs of both children and adult learners. They have a show in the historical city centre of Palermo where they sell their games, shopping bags, face masks, laptop bags, Memory Catcher cards, Wheel of Wishes, pilows.

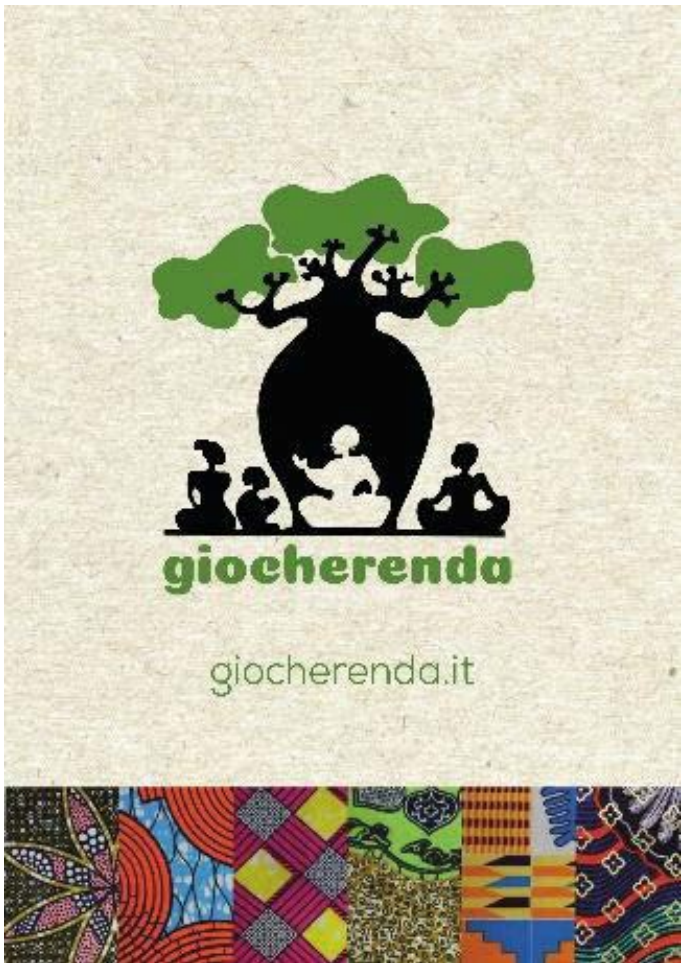
How this practice could be a part of the innovative se hub model?

Giocherenda is the perfect example of integration through a shared path of support, planning and tutoring of a group of migrants who managed to start up a social company based on their skills and passions. So, Giocherenda is a best practice which can be replicated in different EU countries because it has been created by a synergic effort made by different entities: NGOs, University, private foundations, public bodies and private sponsors that all worked with the aim of creating a social enterprise which is economically and environmentally sustainable.

Sources on the basis of which the good practice was developed

- https://giocherenda.it/

Photographic documentation illustrating the assumptions, the most important undertakings and results







Libera... Mente Social Cooperative

Libera... Mente Social Cooperative

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Libera... Mente Social Cooperative has developed and consolidated its professional experience in the field of supporting disadvantaged groups through the design and/or implementation of socio-welfare, socio-educational, socio-health interventions, mainly aimed at disabled people, minors, young people, the elderly, non-EU citizens and people at high risk of marginalization. It boasts a multi-disciplinary team with specific training in the field of migration. In recent years, it has invested a large part of its resources in the promotion, start-up and management of activities and/or services aimed at the socio-working integration of disadvantaged people.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- responses to other social enterprises' challenges within environment, e.g., local environment.

The essence of the practice

Libera... Mente offers a wide range of services to four different target groups: children, minors, disabled and elderly people.

In particular, the social cooperative runs:

Fantabosco – Small nursery

By micronid we mean a reality of reduced size compared to the nursery, characterized by a lower number of children than in the traditional nursery, in which the average age ranges from 3 to 36 months. Fantabosco, in Palermo, is a micronid that also offers a toy library service, intended for play and entertainment, managed by professional educators, leisure educators, recreational entertainers and teachers.

Community Housing for Minors

The Cooperativa Libera… Mente takes care of minors at risk. It runs two housing communities for minors that act with a preventive purpose and to recover from social hardship; they are in fact configured as family-type residential structures with a community character, characterized by the coexistence of a group of minors with a team of professional operators who carry out the educational function as a work activity.

Azalea community

Libera… Mente manages the Azalea Housing Community, for mentally disabled people. The community tries to recreate, as far as possible, a family and at the same time a social environment. Equipped with a dining room or living room large enough to allow the carrying out of activities aimed at socializing.

Care facility for the elderly

The property offers services of assistance and surveillance of guests; catering; laundry and cloakroom; animation.

These services will ensure the best possible level of life on a physical, functional, emotional, and social level, through the formulation of personalized plans that provide for an intervention that meets the particular needs of everyone in their daily life.

How this practice could be a part of the innovative se hub model?

Libera… Mente is the example of a successful social cooperative which has been able to differentiate its services to a wide range of target groups. It employs a big number of professionals and social workers and it represents one of the biggest social company in Sicily. Its management has developed winning strategies on the territory and it has been able to adapt and catch the opportunity that the market of social services is giving through the years.

Sources on the basis of which the good practice was developed

- https://www.libera-mente.org/

Photographic documentation illustrating the assumptions, the most important undertakings and results



Addio Pizzo Travel

Addio Pizzo Travel

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Mafia-free tourism, a new frontier for the ethical tourist, Addio Pizzo Travel supports those who rebel against the Mafia dominion. It is a tour operator which offers extraordinary cultural and artistic heritage. An experience which balances beauty with social duty. Addio Pizzo Travel gives an opportunity to understand, first hand, the most important moments, people and places of the Anti-Mafia movement, showing to the travellers the real face of Sicily, above and beyond stereotypes and tourist traps. The project wants to restore dignity to our country and raise the profile of the people who are fighting for change.

Area of good practice

The practice includes inspirational examples from the following areas:

- responses to other social enterprises' challenges within environment, e.g. local environment;
- distribution of SEs' goods in a sustainable way visible for the community.

The essence of the practice

The businesses which Addio Pizzo Travel uses for its tours do not pay pizzo (this is the Italian name for protection money, a sort of "extorted tax" imposed by the Mob). They are owners of hotels, B&Bs, restaurants, farms and transport agencies who have made the brave decision to rebel against the Mafia. Some of them work in premises confiscated from bosses of Cosa Nostra. Whoever travels with Addio Pizzo Travel chooses accommodation facilities certified by Addiopizzo and travels 100% pizzo-free. The idea is to take a stand and help the development of circulating a clean economy; take a stand and support the volunteers working on the front line of this social conflict; Take a stand and help Addio Pizzo stop the Mafia receiving a single cent of travellers' money. The tour operator emerged from Addiopizzo as an extension of the ethical consumer strategy against the pizzo: it specifically targets the tourism sector. This grassroots Anti-Mafia movement was founded in 2004 by a group of young people under one slogan: an entire people which pays pizzo is a people without dignity. The strategy used by Addiopizzo in its work is wholly innovative: ethical consumerism against the pizzo. Addio Pizzo Travel offers guided tours and activities, accommodation, study trips designed for school and university students: these training courses are aimed not only at increasing the student's knowledge of a certain topic, but also at broadening their understanding of different ways in which it is possible to make a contribution to society.

How this practice could be a part of the innovative se hub model?

Addio Pizzo Travel is part of a broader network of associations and bodies under the umbrella of Addio Pizzo, the civil society movement that fights against Mafia and pizzo, the extorted tax which many businesses have to pay in Sicily. The promoters managed to create a "brand", an umbrella organisation which is now working in different sectors of social economy in Sicily. Addio Pizzo is a grass root network which demonstrates the efficiency and economic sustainability of a social enterprise which fights against the organised crime in a region which is historically dominated by Mafia and mobsters. Addio Pizzo has been able to innovate and create new services/products for enhancing the culture of legality among various target groups.

Sources on the basis of which the good practice was developed

- https://www.addiopizzotravel.it/

Photographic documentation illustrating the assumptions, the most important undertakings and results

Travel ADDIOZZId SICILY INCOMING

TURISMOETICO PERCHIDICE NOALLAMAFIA







Libera Terra Mediterraneo

Libera Terra Mediterraneo

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Libera Terra ("freed Land") was created with the aim of developing stunning but historically "difficult" territories. After a social and productive rehabilitation of assets freed from various mafia groups, the organization aims to obtain high quality products, which respect both the environment and the dignity of its workers. But Libera Terra also plays an active role by involving other producers, who share the same principles, and by promoting organic farming more generally. The mission of the Libera Terra project is to give dignity to territories with a strong mafia presence through the creation of autonomous and cooperative farms that are self-sufficient, stable, and that are able to create work places, thereby establishing a moral economic system based on legality, social justice and market.

Area of good practice

The practice includes inspirational examples from the following areas:

- responses to other social enterprises' challenges within environment, e.g. local environment;
- distribution of SEs' goods in a sustainable way visible for the community.

The essence of the practice

Libera Terra Mediterraneo is a non-profit consortium that includes the social cooperatives of Libera Terra as well as other operators that share the same principles. It was established in 2008 with the purpose of bringing together the farming activities of the different cooperatives in order to penetrate the market in a united and efficient manner. It is organized into different sectors, with, among others, product/market divisions. Highly-qualified professionals from different backgrounds deal with the different steps of product merchandising. Libera Terra Mediterraneo coordinates the production phases of its individual cooperatives and oversees the transformation from raw materials to finished product, looking for the best way to boost its products' qualities and ensuring economic value. Libera Terra guiding principle is always to stay true to its fundamental mission: the social re-use of confiscated property. The creation and safeguarding of farms with a promising future, which provide stable employment, is made possible by producing and selling the best goods, with outstanding price/value ratios. The pursuit of excellence guides every decision that has to be taken – and one of the payoffs is to see the products sold in the most prestigious Italian and international stores.

"Libera (Freed). Associations, Names and Numbers Against Mafia Organizations" was created on March 25, 1995 with the purpose of buttressing civil society in its fight against mafia organizations and with the hope of promoting legality and justice. Currently Libera coordinates more than 1600 regionally-based associations, groups, and schools committed to constructing political-cultural and organizational synergies, synergies which will spread a culture of legality. Some concrete examples of Libera's commitments are: the law on social use of goods confiscated from mafia organizations, educational projects promoting democratic legality, activism against corruption, anti-mafia training camps, work and development projects, and actions against exploitation. Libera is recognized by the Ministry of Social Solidarity as an "association of social advancement". In 2008 Eurispes (the most important Italian think tank dealing with social, political and economic research) declared Libera an Italian success story. In 2012 "The Global Journal" put Libera among the one hundred best NGOs (non-governmental organizations) – the only Italian

community empowerment organization present in the list. It is also the first non-profit organization on the list.

How this practice could be a part of the innovative se hub model?

Libera Terra is a broader network of associations and bodies under the umbrella of Libera, a civil society movement that fights against Mafia and pizzo, the extorted tax which many businesses have to pay in Sicily. The promoters managed to create a "brand", an umbrella organisation which is now working in different sectors of social economy in Sicily. Libera Terra is a grass root network which demonstrates the efficiency and economic sustainability of a social enterprise which fights against the organised crime in a region which is historically dominated by Mafia and mobsters. Libera Terra has been able to innovate and create new services/products for enhancing the culture of legality among various target groups.

Sources on the basis of which the good practice was developed

- https://www.liberaterra.it/en/

Photographic documentation illustrating the assumptions, the most important undertakings and results





Per Esempio Onlus

Per Esempio Onlus

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Per Esempio Onlus is a not-for-profit organization created in Palermo in 2011 by a group of young workers with different professional profiles willing to focus their skills on the third sector. Their aim was to blend professional wishes with the will to encourage a positive social change.

The association is inspired by values and practices aiming at cultural, social and ethical development through the promotion of active participation of individuals and civil society. Per Esempio mainly works in the fields of education, mobility, volunteering and migrants' inclusion.

Area of good practice

The practice includes inspirational examples from the following areas:

- responses to other social enterprises' challenges within environment, e.g. local environment;
- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance.

The essence of the practice

Per Esempio fights to prevent educational deprivation and to promote non-formal education paths in disadvantaged areas of Palermo. In the Borgo Vecchio neighbourhood, it runs a centre against early school leaving where youngsters are supported in learning activities and are involved in labs and events. Then, in the area of Ballarò Per Esempio implements actions to foster the inclusion of people with fewer opportunities and the strengthening of an educating community where families, organizations and institutions work together to support and improve youngsters' growth. The main goal of Per Esempio is to promote and encourage the processes of social inclusion, addressing in particular those segments of society who are at risk of marginality. Its interventions address four main target-groups:

- Roma people;
- Migrant children;
- NEETs;
- Women.

Per Esempio increased its interest in the disadvantaged socio-economic and cultural conditions in which Palermo's female population live in, focusing in particular on the neighbourhoods of Borgo Vecchio and San Filippo Neri. Per Esempio Onlus promotes and carries out several youth mobility activities addressed to young people, social workers, volunteers and adults, that, in step with a lifelong learning, allow the acquisition of knowledge and skills. The design of interventions within the Erasmus+ programme is fulfilled in the realisation of international exchanges, study visit, youth workers exchanges, training courses, volunteers, operator and European youth organizations' reception, with educational or training purposes.

How this practice could be a part of the innovative se hub model?

Per Esempio puts a strong accent on human resources management as one of its founders has a master's degree in HR management and he is very keen on applying the most

updated HR management tools. Per Esempio is also part of Moltivolti co-working space and it is an example of a fast-growing social enterprise in the Third Sector in Sicily.

Sources on the basis of which the good practice was developed

- https://peresempionlus.org/en/per-esempio-onlus/

Photographic documentation illustrating the assumptions, the most important undertakings and results

Per Esempio ONLUS

Marielle
Never stop rising





Booq

Booq

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Booq (neighbourhood library and lab) was founded in 2014 from an action of re-appropriation and care of a space abandoned for years in the historical centre of Palermo for the opening of a social library. Booq is an intercultural and intergenerational neighbourhood library and lab that combines culture and sociality, knowledge and practices, accessibility and rights. It is a place of life and relationships where you can find information and orient yourself to services, read, spend time and meet. A transversal space open to all people. Literature, politics, education, society are the themes of the collections that the library continues to update and offer to readers.

Area of good practice

The practice includes inspirational examples from the following areas:

- responses to other social enterprises' challenges within environment, e.g. local environment;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance.

The essence of the practice

Booq has special sharing spaces capable of responding concretely to the needs of a mixed-race society with an idea of culture without borders in which to find one's own identity. This is how the Ideas Box project was born, an intercultural media library that makes the library a place cultural and aggregation aimed at migrant boys and girls. Sharing knowledge also means being able to access theoretical and practical contents and feed a circular system of exchange and not possession of the planet's resources, thus creating ZERO shared tools, the library of things presents in the booq spaces. The bibliofficina is an accessible and equipped space for studying and reading, open every day and with long and comfortable hours. Booq regeneration project was born within the 2018–2021 activities of "Dappertutto – Territories and communities to invent the future", a project funded by Fondazione Con il Sud. Regenerating means giving new life and new opportunities to the territory and its inhabitants, to offer spaces in which to become passionate about reading, to move freely and to involve educators and parents in meetings and workshops.

How this practice could be a part of the innovative se hub model?

Booq is in itself a co-shared space where locals can meet and exchange experiences. It is a co-working space for the neighbourhood where local and migrants can work and read together. It is a new model of shared space and from this point of view it represents an innovative space created by the synergies of different entities: private foundations, private companies, donors and citizens. It is a social experiment which is giving new life to the local area in which it is located and it has been able to connect different people among a common project.

Sources on the basis of which the good practice was developed

- https://www.booqpa.org/spazio/

Photographic documentation illustrating the assumptions, the most important undertakings and results







CLAC

CLAC

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Active from 2003 in Palermo, CLAC is a resilient organisation which develops new projects that promote innovative cultural services and products. The key feature of CLAC's work is the capacity to adapt to changing contexts. CLAC believes in the resilience of communities and strives so that project development and cultural innovation may be the basis for the transformation of the local territory.

CLAC defines itself a "cultural enterprise" to give new ethical and political meaning to the idea of self-entrepreneurship. CLAC supports projects and enterprises that chose to share resources and give priority to access rather than ownership. Its business model is not defined by a single sector or by specific functions but is based on the interaction between the world of culture and other worlds. CLAC sees its cultural work as the capacity to move within diverse social and economic systems, using crosscutting capacities.

Some of its work includes:

- Management of cultural projects;
- Promotion of cultural heritage;
- Support of creative industries;
- Promotion of community-based tourism;
- Work in the sharing economy;
- Development of social innovations.

Area of good practice

The practice includes inspirational examples from the following areas:

- responses to other social enterprises' challenges within environment, e.g. local environment;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance.

The essence of the practice

CLAC members work in the following areas:

Cultural projects

They think, write, produce and organize projects in the artistic and creative fields. Contemporary art, new media, audio-visual, performance, museums and heritage and everything that has to do with contemporary creative production. They like beauty when it is also useful, they like creativity when it questions the existing and indicates possible change.

Heritage

They develop projects to support communities that want to invest in the future through the enhancement and education of heritage in its broadest sense: resources inherited from the past, in all forms and aspects – material, intangible and digital, monuments, sites, landscapes, skills, practices, knowledge and expressions of human creativity and the collections preserved and managed by public and private bodies such as museums, libraries and archives. (Faro Convention on the value of cultural heritage for society)

Social enterprises

Entrepreneurship is an instrument of independence, of self-determination of one's work, of investment in one's own territory. They develop and accompany projects in which the social enterprise in the cultural and creative field is an anti-welfare tool against the waste of resources; entrepreneurship thus means management skills and care for the community.

Urban regeneration

The city as a right, the public space as a meeting place, conflict mediation, inclusion. They think of the city as a space for social, cultural and political action and experimentation. They like to take care of spaces, make them safe, welcoming and above all open.

Social innovation

Even before finding innovative solutions to social problems, they believe that "social innovation" is knowing how to listen, interpret and understand what the problems are! CLAC generates services, activates organizations and manages spaces where social experiments are born.

Organization and production

They are gate-keepers for those arriving from outside the city, they know locations, suppliers, tools, vehicles and what it is necessary to make a project in Palermo well and low cost. Thinking, managing, communicating, and engaging on social and cultural events and activities is what CLAC has been doing since 2003.

How this practice could be a part of the innovative se hub model?

CLAC is an example of social enterprises' incubator. CREZI PLUS is a project funded by Italian foundations which represents a hub for social enterprises in Italy. So CLAC is the promoter of a SE hub in Palermo which can be taken as point of reference for SEHUBS project, an example to study and get involved in the next steps of the project.

Sources on the basis of which the good practice was developed

- http://www.clac-lab.org/site/english-version/

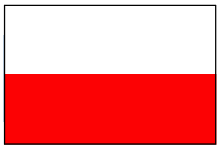
Photographic documentation illustrating the assumptions, the most important undertakings and results







POLAND



The Apache Social Cooperative

The Apache Social Cooperative

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

The cooperative was established in order to create jobs for handicapped people with Down's Syndrome. The main activity of the company is concentrated around packaging cosmetics into sachets for cosmetic companies. The cooperative integrates people with disabilities into the local community and breaks stereotypes about people with intellectual disabilities.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- distribution of SEs' goods in a sustainable way visible for the community.

The essence of the practice

The social cooperative was established in 2014. One of the members and founders is Graal – Association for the Development of Children's Personality – a public benefit organization. The members of the Cooperative are fully independent people with Down syndrome, having full legal capacity.

The cooperative operates on the commercial market, competing with other entities, and regardless of its social mission, it is verified as a commercial entity. For this reason the cooperative employs professional managers, the company uses all available tools and ways to expand its activity on commercial markets: networking, trade fairs, also abroad, portals like oferteo.

At the same time, in building a business model, great emphasis is placed on building on the potential of people with disabilities, shaping their positive image in society and effective cooperation with business and local government.

The cooperative actively participates in meetings organized for social economy entities, workshops organized by the National Disabled Persons Rehabilitation Fund.

The cooperative's activities to combat social exclusion have been noticed and appreciated in the province. The company took first place in the competition Malopolska Social Entrepreneurship Leader 2019, also has a certificate of the Quality Mark of Social and Solidarity Economy and the Mark of Social Economy "Prosocial Purchase".

For many customers of the cooperative, in addition to the high level of service, speed of implementation and price, it is important to work with a company with a social profile in which profit is important insofar as it gives the opportunity to continue operations and develop them in order to employ new workers at risk of exclusion.

Results:

- building a business model based on the potential of people with disabilities, shaping their positive image in society and effective cooperation with business and local government;
- promotion of conscious choice of purchases in social companies and changing consumer habits;
- involvement of the local community. Students from a friendly school assist employees with Down syndrome, employees with disabilities and Graal Association charges, work in organizing the audience of mass cultural events.

How this practice could be a part of the innovative se hub model?

The practice can be used by all entities that aim to implement active forms of counteracting unemployment of socially excluded people.

Exchange of experience and knowledge in the field of operational practices and business model building.

Sources on the basis of which the good practice was developed

- https://a-paczki.pl/o-nas
- https://rops.krakow.pl/dzial-publikacje/esoes-2–2019

Photographic documentation illustrating the assumptions, the most important undertakings and results









Training Center "Kłos"

Training Center "Kłos"

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Training Center "KŁOS" is an entity providing hotel services for organized groups. It organizes in-house internships, during which the project beneficiaries – under the supervision of qualified instructors – acquire practical skills in such positions as: maid-cleaner, waiter, receptionist, housekeeper, gardener, kitchen assistant. The internships are part of a professional readaptation program for mentally ill and long-term unemployed from rural areas.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- securing of training facilities and expert knowledge on communication of SEs' impact and community importance.

The essence of the practice

The project Coalition of Breaking Social Resistance "KŁOS" carried out by the Society of Friends of the Disabled was aimed at creating a social company. During the project a social company hotel was tested in a center near Łódź, where mentally ill and long-term unemployed people from rural areas worked. The project was awarded the title "The best investment in man 2007". As a result of its realization "KŁOS" was created, operating on the basis of a social company model, offering employment and internship for mentally ill people in the field of hotel and catering services.

The purpose of creating the social company was:

- to create and maintain jobs for disabled people – mentally ill;
- implementation of training programs and job placements for people with mental illnesses;
- development of the social company as a commercial enterprise realizing a social mission;
- gaining and establishing a strong position on the local market for accommodation and training services.

Results:

- thanks to the implementation of the project, an entity specialized in vocational training of the long-term unemployed and the mentally ill was established; conditions here were recreated identical to those prevailing in commercial companies operating in the tourism and hotel sector; moreover, a new model of social company was tested, whose policy combines business activity with social mission;
- the added value is a change in the perception of an excluded person; the beneficiary is not a ward, but an employee with specific professional predispositions, which can be used in the process of his training and practical vocational training;
- an infrastructure prepared to carry out the training process;
- the "trained staff" consisting of the beneficiaries of the project, whose potential can be used to train other groups.

How this practice could be a part of the innovative se hub model?

The practice can be used by all entities that aim to implement active forms of counteracting unemployment of socially excluded persons.

Exchange of experience and knowledge on innovative methods and training instruments.

Sources on the basis of which the good practice was developed

- http://alfa.pao.pl/dpf/17052011/PL_STEPS_18.04_KLOS.pdf
- http://www.tpn.org.pl/szukasz-pomocy/aktywizacja-zawodowa/firma-spoleczna/

Photographic documentation illustrating the assumptions, the most important undertakings and results



DALBA social cooperative

DALBA social cooperative

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Cooperative brewery and pub chains. First cooperative brewery in Poland to employ people with intellectual disabilities. Under the developed social franchise model, cooperative pubs are launched, creating jobs for people with disabilities and people suffering from mental illness.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- distribution of SEs' goods in a sustainable way visible for the community;
- responses to other social enterprises' challenges within environment, e.g. computerisation, the international environment etc.

The essence of the practice

Adjusting the idea of franchising (as a business model) to specific conditions of social economy entities.

Social franchising is a response to the need to develop the social economy sector, while reducing risks associated with starting and running a socially engaged business.

The aim of undertaken activities was to develop a model for creating a network of profitable social enterprises, based on a proven business model and a model of work of a disabled and mentally ill person's assistant in a catering facility.

Within the framework of model building, cycles of theoretical and practical trainings for leaders and franchisees in the field of social franchise management are organized.

Theoretical trainings concern:

- organizational issues, principles of running a business with social elements;
- legal issues;
- effective marketing tools;
- financing options for business start-ups.

Practical trainings are organized as 10-day internships for franchisees and future employees in a cooperative pub, which allow you to learn the specifics of daily work in the pub, on individual positions with particular emphasis on the needs of people with disabilities and/or mental illness.

Results:

- Opening of two community pubs in Łódź and Toruń – creating jobs for people with disabilities and mental illness. Work for adults with disabilities or mental illness is the best form of therapy and rehabilitation and a chance for independence.
- Creation of places – pubs, where integration meetings are organized and distribution of goods is balanced and visible for the community.
- Conducting workshops for employees, whose aim is to build teamwork and learn good communication. Workshops are conducted with an innovative method – therapeutic and rehabilitation diving program.

- Creation of Franchise Fund built from franchise fees and other funds, aimed at supporting the network, increasing the sustainability of the system and strengthening relationships within the franchise system and its development.

How this practice could be a part of the innovative se hub model?

To use the experience of building a model of running a social enterprise based on social franchising to achieve operational and financial stability of SEs.

Exchange experience and knowledge on innovative training methods and instruments.

Sources on the basis of which the good practice was developed

- https://www.franczyzaspoleczna.com/
- https://www.browarspoldzielczy.com/strona-glowna

Photographic documentation illustrating the assumptions, the most important undertakings and results





Tracing the Adventure

Tracing the Adventure

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

The Social Cooperative Tracing the Adventure. The cooperative makes it possible for people, who thanks to its support leave the circle of people threatened with social exclusion, to find their place of work. The activity of the cooperative is to prevent the escape of young people and encourage them to return to their families after graduation.

Area of good practice

The practice includes inspirational examples from the following areas:

- distribution of SEs' goods in a sustainable way visible for the community.

The essence of the practice

The Tracing the Adventure Social Cooperative was established in 2013 as part of a project carried out by the Association for Integration and Development. Its founders were the Polish Scouting Association Kielce Group and Volunteer Fire Brigade in Bilcza.

The cooperative deals with the broadly understood tourism of children and young people, mainly school trips, summer and winter camps, as well as company events (events). The cooperative is also the author of more than 70 scenarios of original city and terrain games in the whole country and realizes several dozens of events per year.

It gives work to those who have problems with finding it and prevents the outflow of scout instructors outside the province. It is with them in mind that the cooperative was established. They are a group particularly vulnerable to social exclusion – young, often inexperienced, not knowing their value on the labor market.

The Tropem Przygody Social Cooperative is the winner of a competition organized by the Regional Center for Social Policy of the Marshal's Office of the Świętokrzyskie Province – Social Economy Leader 2017 and 2018 in the category of Social Enterprise

The cooperative implements two projects:

- "OUT-formal!" – Project of Civic Increase of Non-Governmental Activity with the use of elements of non-formal education is a project addressing low social engagement among youth based on interesting solutions such as knowledge quizzes, workshops, urban games or study visits.
- The Project "Efekt – availability and development of social services in Kielce" under the Regional Operational Programme of the Świętokrzyskie Province for 2014–2020, during which summer and winter trips for project participants are implemented, trying to make the time spent on the trips, not only a time of fun and relaxation, but also a time devoted to improving knowledge, skills and forming new competencies.

How this practice could be a part of the innovative se hub model?

The practice can be used by all entities that aim to implement active forms of counteracting unemployment of socially excluded people.

Exchange of experience and knowledge in the field of operational practices and business model building.

Sources on the basis of which the good practice was developed

- http://koowes.pl/wp-content/uploads/2019/01/Sklad-nr-4.pdf
- http://www.tropemprzygody.pl/

Photographic documentation illustrating the assumptions, the most important undertakings and results







Pension "U Pana Cogito" (Pension at Mr Cogito's)

Pension "U Pana Cogito" (Pension at Mr Cogito's)

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

Pension "U Pana Cogito" (Pension at Mr Cogito's). Vocational Activity Centre. Social and professional activation of people after mental crises with moderate or severe disability who find it difficult to find their way on the open labour market.

Comprehensive approach to helping people with mental illness: medical, therapeutic, rehabilitative and vocational assistance.

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- distribution of SEs' goods in a sustainable way visible for the community.

The essence of the practice

The venture began in 2003 at the initiative of the Family Association "Mental Health". The boarding house functions as a vocational activity facility, subsidized by the State Fund for Rehabilitation of Disabled Persons.

Before starting the boarding house, the Association had been running courses for two years, which were a form of occupational rehabilitation for mentally ill people. The rehabilitation program was structured around developing knowledge and skills necessary in the tourist market.

Catering courses, consumer service courses, internships and placements in Krakow's hotels and cafes were organized. In addition, courses in computer skills, marketing and gardening were conducted.

The "U Pana Cogito" pension employs over 20 people after mental crises, mainly those suffering from schizophrenia. In addition, the so-called professional staff is employed, among others, a nurse and an occupational therapist. All profits from the activity are spent on rehabilitation of the employees – mainly on subsidizing the purchase of medicines, rehabilitation holidays and further education.

The "U Pana Cogito" Pension is a model of cooperation between non-governmental, self-governmental and governmental organizations.

The aim is to create an environment that ensures individual rehabilitation of each disabled employee. Apart from a place for rehabilitation, the operation of the boarding house is subject to the realities of the market like any normal business

business.

Based on the experience of the guesthouse, an 8-month training module was also created for people wishing to work in tourism who have a history of mental illness. The program was facilitated by lecturers from the Institute of Tourism in Warsaw. The training program has a recommendation from the Polish Hotels Association and contracts with Cracow hotels for internships and apprenticeships.

Pension "U Pana Cogito" has been awarded many times, among others in the competition "Social Enterprise of the Year", Icebreaker.

The results:

- The "U Pana Cogito" pension socially and professionally activates people after mental crises, carrying out rehabilitation and therapeutic activities, which serve to recover patients from crises.
- Workplaces have been created in which conditions are adapted to the capabilities of the wards – persons after mental crises, which helps to overcome the disease and enables the ill to function on the labour market.
- The principle is applied that the road to success of social enterprises leads through high quality. Thanks to this, the Pension competes successfully in the difficult market of hotel services.
- Changing the negative image of mentally ill people through "silent education" Guests are not always aware of the Pension's role. Services are not advertised by the fact that they are performed by people with mental illness. However, regular guests or people staying at the guesthouse for a longer period of time are aware of the specifics of the place.

How this practice could be a part of the innovative se hub model?

The practice can be used by all entities that aim to implement active forms of counteracting unemployment of socially excluded people and therapy and rehabilitation of these people.

Exchange of experience and knowledge in the field of operational practices and construction of a business model based on a professional activation facility.

Sources on the basis of which the good practice was developed

- https://www.youtube.com/watch?v=dPZnWAODn6Q
- http://www.owes.info.pl/biblioteka/11atlas_bobrych_praktyk_cogito.pdf
- http://www.niepelnosprawni.pl/ledge/x/343567

Photographic documentation illustrating the assumptions, the most important undertakings and results





The Foundation for Social and Economic Initiatives (FISE)

The Foundation for Social and Economic Initiatives (FISE)

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

The Foundation for Social and Economic Initiatives (FISE) is an independent non-profit organisation but isn't a social company.

It was created in 1990 by people who were affiliated with the democratic opposition in the times of communist Poland.

The Foundation's activities concentrate on unemployment issues, labour market and employment. Till 2019 it has realised over 150 projects, trained almost 8 thousand employees of public and private labour market institutions and published several tens of publications on labour market issues.

Area of good practice

The practice includes inspirational examples from the following areas:

- responses to other social enterprises' challenges within environment, e.g. computerisation, the international environment etc.

Other:

- promotion of SE idea in society, promotion of good practices.

The essence of the practice

Jacek Kuroń Award for the Best Social Enterprise of the Year. Until 2020, 9 editions of the national competition for the best social enterprise took place. The competition promote the idea of a social enterprise and supports the best enterprises in Poland. The competition takes place in the following categories:

- main prize and the title of "Social Enterprise of the Year" – currently 15,000 PLN;
- "Idea for development" award – currently 10,000 PLN;
- "Discovery of the Year" award – currently 5,000 PLN;
- Audience Award – currently 3,000 PLN.

PwC Polska – partner of the Competition – awards the prizes of Individual Mentoring Support, which assume the possibility of substantive support from PwC in the scope of business development and management.

For each awarded company a short (approx. 1.5 min) promotional film is created, which can be used to promote the company.

The competition is promoted in nationwide media and it has prestigious partners such as Orange, PwC, Towarzystwo Inwestycji Społeczno-Ekonomicznych TISE SA (belongs to Crédit Coopératif).

The process of selecting the winners is designed to ensure all-sidedness and objectivity of assessment (43 companies applied in 2019). It is divided into two stages (1) the stage of formal, economic and social evaluations cavilify the companies for the final (13 companies qualified in 2019), (2) the companies in the final are evaluated in parallel and independently by two economic experts and social experts. The social experts visit each of the companies qualified for the finals. On the basis of the evaluations and analyses collected, the Competition Council selects the winning companies. The Competition Council includes experts and representatives of the partners and organisers of the Competition.

It can be concluded that this is the only competition evaluating social economy entities in Poland, which applies such complex and comprehensive evaluations.

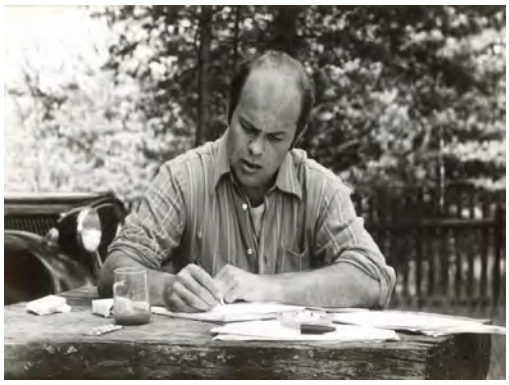
It may be introduced as award for best SE cooperating with Hub.

How this practice could be a part of the innovative se hub model?

Sources on the basis of which the good practice was developed

- https://konkurs-es.pl/
- https://publicystyka.ngo.pl/znamy-najlepsze-przedsiebiorstwo-spoleczne-2019-roku
- https://dowes.pl/aktualnosci/352–9-edycja-konkursu-im-j-kuronia-na-najlepsze-przedsiebiorstwo-spoleczne-roku
- https://glosowanie.konkurs-es.pl/?fbclid=IwAR1slLw5pEg__eLBxl_ZgH6V370L4Q_JEhJOad3R0e4zgwIkAVILS6X4Rd8

Photographic documentation illustrating the assumptions, the most important undertakings and results







Foundation "Leżę i Pracuję" ("I am lying and working"), Katowice, Poland

Foundation "Leżę i Pracuję" ("I am lying and working"), Katowice, Poland

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

The Foundation employs 13 people. It deals with designing promotional and social campaigns, brand strategies, creative concepts, communication, visual identity and websites. It provides training and consultancy in value marketing and savoir vivre to people with disabilities.

Area of good practice

The practice includes inspirational examples from the following areas:

- promoting inclusive educational approaches and mainstream practices;
- responses to other social enterprises' challenges within environment, e.g. computerization;
- creating a positive social image of people with physical disabilities.

The essence of the practice

The promotion strategy of the Foundation and its services on the market/commercial offer takes advantage of and at the same time creates a positive image of the professional potential of people with physical disabilities. The Foundation creates a coherent complementary image consisting of:

- The Foundation's name referring to the possibility of remote work, in which one does not have to be physically active.
- The image on the website and social media, where images of people working remotely are presented (with no difference whether they are able-bodied or physically disabled). The Foundation prides itself on employing people with physical disabilities.
- Building and running a web portal called "Zdalniacy" ("Remote Workers") which focuses on recruiting people with physical disabilities.
- Producing two editions of a report on the labour market situation of people with physical disabilities.

The equality (and professional equality) of all employees of the Foundation is emphasised. This is visible in the promotional pictures where all employees are lying in bed in similar positions – so it is not clear who is physically disabled and who is not. On the home page of the company, each employee tells where and how they "like to lie", which further equalizes the staff.

The Foundation runs a unique training programme on savoir vivre for people with disabilities.

How this practice could be a part of the innovative se hub model?

The practice includes inspirational examples from the following areas:

- responses to other social enterprises' challenges within environment, e.g. computerisation, the international environment etc.

Others:

- the practice can be used by organisations trying to promote their activities as social enterprises; specifically, how to create an image of their disabled employees and their competences;
- exchange of experience and knowledge on operational practices in the field of promotion.

Sources on the basis of which the good practice was developed

- https://lezeipracuje.pl/
- https://publicystyka.ngo.pl/znamy-najlepsze-przedsiebiorstwo-spoleczne-2019-roku

Photographic documentation illustrating the assumptions, the most important undertakings and results







Association for the Assistance of People with Disabilities "Siedlisko"

Association for the Assistance of People with Disabilities "Siedlisko"

The name of the practice

Association for the Assistance of People with Disabilities "Siedlisko"

Brief characteristics of the social company/ hub in which the good practice has been implemented

Area of good practice

The practice includes inspirational examples from the following areas:

- staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices;
- distribution of SEs' goods in a sustainable way visible for the community.

Others:

- promoting inclusive educational approaches and mainstream practices;
- distribution of SEs' goods in a sustainable way visible for the community.

The essence of the practice

As part of its business activities, "Siedlisko" has been operating a 24-hour nursing home for the elderly and chronically ill since 2015. It was established to create jobs for people with disabilities, who skillfully and efficiently perform care activities and establish positive relationships with seniors. It should be emphasised that the majority of disabled employees/wardens function under unfavourable conditions for personal development i.e., they mostly do not have families and have been residents of care homes since childhood. It is emphasised that the tasks of people with disabilities have been designed to be real work that makes use of their strengths and abilities in terms of repetitive and interaction-oriented work in the care home.

The activity of the care home generates some incomes but is made possible in practice thanks to the income generated by the "Siedlisko" (in parallel with the care home) catering services. The financial surplus generated makes it possible to carry out social activities.

The company employed (at the end of 2019) 34 people of which 24 are people at risk of social exclusion (19 people with moderate or severe disabilities with mental health conditions and 5 people over 50 years of age).

How this practice could be a part of the innovative se hub model?

The practice can be used by all entities that aim to implement active forms of counteracting unemployment of socially excluded people.

- Exchange of experience and knowledge on operational practices and business model building.

Sources on the basis of which the good practice was developed

- http://siedlisko.org.pl/
- https://konkurs-es.pl/9edycja/stowarzyszenie-siedlisko/
- https://publicystyka.ngo.pl/znamy-najlepsze-przedsiebiorstwo-spoleczne-2019-roku

Photographic documentation illustrating the assumptions, the most important undertakings and results





Association for the Promotion of Senior Citizens' Activity "AS"

Association for the Promotion of Senior Citizens' Activity "AS", 06–500 Mława, ul. Chrobrego 7

The name of the practice

Brief characteristics of the social company/ hub in which the good practice has been implemented

"AS" Association has almost 10 thousand members(!). Its activities include running daytime occupational therapy workshops and restaurants in Mława and Płock (under the name of "Granny Krysia's Gars"), where seniors benefit from a helpful food programme. Their budget is strengthened by the production and sale of Helpiki Gnomes. It has been operating as a social enterprise since 30 April 2017.

Area of good practice

The practice includes inspirational examples from the following areas:

- distribution of SEs' goods in a way visible for the community;
- responses to other social enterprises' challenges within environment.

The essence of the practice

The association has built up interconnected activities, which allow for stable and sustainable aid activities on a significant scale.

An important part of the economic activity is the running of two restaurants in Mlawa and Plock (Mazowieckie Region, Poland). They operate under the name "Gary Babci Krysi" and provide catering services (especially lunches). Throughout the week, "AS" members are provided with two-course dinners (dish of the day) with a 50% discount at the price of 8 PLN. All the funds generated in the restaurants from commercial activities, such as organising events, selling full-course meals (for non-members) and selling à la carte meals, are used to subsidise dinners for seniors, cover the costs of salaries and maintenance of the premises. In January 2020, a new restaurant called "Granny Krysia's Parlour" was opened in Plock, where dishes referring to native, regional and home-made flavours are served. Here, too, all the profit generated from the activities is allocated to the statutory activity – support for seniors.

The statutory activities are aimed at providing material support for senior citizens and involving them in active social life. One of its forms is run at the AS Sewing Room, where seniors produce the association's mascot, the Helpik Gnome. The gnomes sewn by seniors are distributed around the world. During the Covid pandemic, protective masks are also sewn in the sewing room.

The AS Association runs various activities for seniors on all days of the week. Seniors take part in the following activities: language, dance, theatre, singing, literature, movement, thematic lectures, study visits. AS also organises a range of tourist trips (at low prices), mainly thanks to its involvement in the implementation of local government, government and European projects. In this way funds are raised to subsidise holidays for seniors. Dance evenings are organised for AS's senior citizens on Wednesdays and Fridays.

The association employed (in the first half of 2020) 60 employees.

How this practice could be a part of the innovative se hub model?

The practice can be used by all entities that aim to implement active forms of counteracting unemployment of socially excluded people.

Exchange of experience and knowledge on operational practices and business model building.

Sources on the basis of which the good practice was developed

- https://aktywnysenior.org.pl/jak-dzialamy/
- https://publicystyka.ngo.pl/znamy-najlepsze-przedsiebiorstwo-spoleczne-2019-roku

Photographic documentation illustrating the assumptions, the most important undertakings and results







Fundacja Leny Grochowskiej (The Lena Grochowska Foundation)

Fundacja Leny Grochowskiej (The Lena Grochowska Foundation), ul. Brzeska 134, 08–110 Siedlce, Polska

The name of the practice

Fundacja Leny Grochowskiej (The Lena Grochowska Foundation), ul. Brzeska 134, 08–110 Siedlce, Polska

Brief characteristics of the social company/ hub in which the good practice has been implemented

Area of good practice

The practice includes inspirational examples from the following areas:

- personnel promoting inclusive educational approaches and mainstream practices;
- distribution of SEs' goods in a sustainable way visible for the community.

The essence of the practice

The Lena Grochowska Foundation was established in 2014, its first goal was to help Poles displaced beyond the country's eastern borders during World War II return to their homeland.

Since 2019, the main area of activity has been to support people with intellectual disabilities. This is done through the activities of the "toMy" Handicraft Workshop. People with disabilities are integrated into society through their employment, and through their making of handicrafts.

After the first year of the Workshop, after a very positive evaluation of the great impact the work had on the people employed at the Workshop, the Foundation decided to replicate this model and create a field branch. In June 2020 the first branch was opened in the village of Łochów. It is located in handicraft houses where, in addition to employing people with disabilities, art workshops and workshops on dying professions are also conducted.

An important part of the business model is the operation of an online shop (https://kupujeszpomagasz.pl/), which sells manufactured items. The shop is intensively promoted through social media (Facebook, Instagram) as well as through groups created by the founder of the Foundation (Arche Group): (1) Macenas of the Foundation and (2) Partners and Sponsors.

The recognition of the Foundation's activity is confirmed, among others, by the Audience Award in the national competition The Best Social Enterprise organised by FISE.

How this practice could be a part of the innovative se hub model?

The practice can be used by all actors who aim to implement active forms of therapy and inclusion of people with intellectual disabilities into society.

Exchange of experience and knowledge on operational practices and business model building.

Sources on the basis of which the good practice was developed

- https://fundacjalenygrochowskiej.pl/
- https://publicystyka.ngo.pl/znamy-najlepsze-przedsiebiorstwo-spoleczne-2019-roku
- https://kupujeszpomagasz.pl/

Photographic documentation illustrating the assumptions, the most important undertakings and results

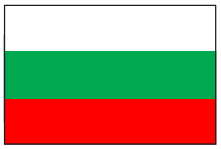
fundacja
Leny Grochowskiej



PART IV

Role Models

BULGARIA



Darina Borisov

Darina Borisova

Name of the person

Deaf Kids Power Foundation

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

The "Andy and Aya" Academy was established in 2017 and its main mission is to be a place where children develop their personal potential, to inspire and learn through experience and play, and last but not least – gain confidence and self-esteem. Darina's goal is to develop and implement innovative educational approaches that take into account dynamic societal processes and that combine development of communication skills and logical thinking, familiarisation with art and culture, use of new technologies.

The Academy is managed by the Deaf Kids Power Foundation with the active support of the social enterprises "Deaf Kids Power" and the "Listen up" Foundation. The training in the Academy is paid only partially by the parents (30–50% of the tuition fee) and is subsidised by donations and additional commercial activity – products with a cause of "Deaf Kids Power". The collected donations and revenues from products with a cause are invested purposefully in the development of the Academy – attracting additional specialists, preparing and upskilling, developing new methodologies and educational courses, purchasing equipment and aids, developing educational resources and materials, including interactive online materials, creating more and more diverse learning opportunities.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://deafkids.bg/en/academy-2/
- https://academy.deafkids.bg/about/
- https://da-dk.facebook.com/academyandyaya/videos/%D0%B0%D0%BA%D0%B0%D0%B4%D0%B5%D0%BC%D0%B8%D1%8F-%D0%B7%D0%B0-%D0%B3%D0%BB%D1%83%D1%85%D0%B8-%D0%B4%D0%B5%D1%86%D0%B0-%D0%B0%D0%BD%D0%B4%D0%B8-%D0%B8-%D0%B0%D1%8F/188500942475095/

Stanimira Georgieva

Stanimira Georgieva

Name of the person

Stanimira Chocolate House

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Stanimira Chocolate House specialises in high-quality artisan chocolates made with care and fine fresh ingredients, to ensure a delicious flavour with every piece. Chocolate is a little miracle wrapped in a package. All Stanimira Chocolate House activities support social projects.

Main objectives: facilitating access to employment of vulnerable groups; creating appropriate opportunities for the realisation of vulnerable groups involved in the employment and social inclusion of vulnerable groups by creating the right conditions for their professional integration into the social economy.

Activities: making a variety of chocolate products – candy, chocolates, figures from chocolate, food and drink and making delivery; organising events with chocolate products.

They have a shop in Romania, as well.

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://www.stanimirachocolatehouse.com/en/aboutus.html
- https://www.facebook.com/stanimirachocolatehouse/

Alexandra (Alex) Mircheva

Alexandra (Alex) Mircheva

Name of the person

Zone 21

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Zone 21 is a training hub that develops 21st century skills. Zone 21 brings together trainers on different topics that work through non-formal learning and experience learning methods. Each training develops one or more skills of the 21st century.

The team of Zone 21 believes that the skills of the 21st century are what every young person needs TODAY – effective communication, teamwork, critical thinking, creativity, problem solving skills are just some of them. Zone 21 is a space for children, young people and "grown-ups" to develop 21st century skills – those skills we increasingly need to meet the demands of the world today and be more prepared for the future. The facility brings together trainers who work with non-formal learning and experience learning methods. Each of the activities in Zone 21 develops one or more skills of the 21st century.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities/

Sources

- https://zona21.bg/
- https://www.facebook.com/zona21bg/

Grozdan and Tsetska Karadjovi

Grozdan and Tsetska Karadjovi

Name of the person

Maria's World Foundation

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Maria's World Foundation aims to improve the quality of life of people with intellectual disabilities and their families. The organisation was established in February 2012 in Sofia as a public interest foundation by the family of Maria, a young woman with intellectual disabilities. The foundation has the goal to facilitate the social integration and realisation of the full potential of people with intellectual disabilities as individuals by providing access to high-quality services, developmental opportunities and possibilities for gainful employment that are suited to their needs.

Up to now, the Foundations has several SEs: supporting people with ID in applying and retaining jobs on the market, produce goods that are sailed to open market and with the funding the social programs are supported; have catering services where people with ID are trained to cook, serve, etc. Recently, the Foundation opened its last SEs activity – a special training centre "Nadezhda" for recruitment, training and development of skills of people with ID.

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://mariasworld.org/en/
- https://www.facebook.com/MariasWorldFoundation

Milen Gechovski

Milen Gechovski

Name of the person

Zakrilnitsi Association (Protectors Association)

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Milen is a representative of one of the few non-profit organisations in the Montana region. He is a typical community person who combines many and different activities driven by cause to support young people (children and youth) with disabilities and/or without families. The organisation is a provider of social services and from several years they develop social entrepreneurial activities. Each of them is a complex of activities and develops the young people's abilities to work, to be independent and motivated to develop themselves as part of the community.

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://zakrilnitsi.com/%d0%b5%d0%ba%d0%b8%d0%bf/
- https://www.facebook.com/ZAKRILNITSI

Mariya Metodieva

Mariya Metodieva

Name of the person

St. Nicolay The Wondermaker Foundation

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Mariya is a community person whose life is dedicated to the support of people with intellectual disabilities. The organisation is not a social services provider and Mariya works with people from all social services for such people in the Dobrich region. In the last several years Mariya and her team of "St. Nicolay The Wondermaker Foundation reached the moment where they started a social enterprise in order to hire many of the people they are supporting through the years. "The Wonder Garden" is their social entrepreneurial activity where more than 20 people with disabilities found their first job. Besides all operational activities around the social enterprise (its management and development), Mariya is dedicating a lot of efforts on the communication, telling the successful stories of the Wonder Garden and the people working there and thus Mariya constantly works as an advocate for their rights. "The Wonder Garden" has thousands of active followers and many community supporters.

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://www.facebook.com/fondationstnicolay

Kostadin Andonov

Kostadin Andonov

Name of the person

WWF BULGARIA Association

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Kostadin is an Innovation and Development Coordinator of the WWF BULGARIA Association. Before that he was part of the fundraising team of WWF Bulgaria. The reason for selecting him as a role model is his ability to develop a process from the idea to its realisation and escalation. Namely, Kostadin participated in BCNL's Entrepreneurship for Non-Profit Organizations Program and showed very strong ability to act as a social entrepreneur – problem » innovative solution » idea how to realise it and openness to hear and collect different opinions » action and collaborations toward success.

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☑ other (what): someone whose determination and mission-driven ideas could inspire others.

Sources

- https://bg.linkedin.com/in/kostadin-andonov-7114aa79

Joana Koleva and Iva Tsolova

Joana Koleva and Iva Tsolova

Name of the person

Social Future Foundation (JAMBA)

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Joana together with Iva are the founders of Jamba project – the connection between people with diverse abilities (that's how they call people with disabilities) in Bulgaria and their future employers, a place for education, internships and career. They are young ladies, open to the world and the people and very dedicated to the mission of their organisation. They managed to develop the organisation's activities very fast, to attract partners from Bulgaria and abroad, to launch several public campaigns aiming to positively change people's attitude toward people with disabilities. They also are a model of supportive actions toward each other and their team members.

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://jamba.bg/en/

Baycho Georgiev and Milena Stratieva

Baycho Georgiev and Milena Stratieva

Name of the person

NINE Foundation (9 Academy)

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Baycho and Milena are two professionals mainly in the marketing sphere. They have many experience with the non-profit sector and namely with different social entrepreneurial projects – as mentors and trainers. Both of them are part of the 9 Academy team – a business academy and a sustainable community of young professionals. The reason for selecting both of them, besides their professional skills, is their individual approach and readiness to support, as well as provoke the person toward the success of his/her idea or project.

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://9academy.com/za-nas/
- https://bg.linkedin.com/in/baychogeorgiev
- https://bg.linkedin.com/in/milenastratieva

Rumyana Ivanova

Rumyana Ivanova

Name of the person

Bulgarian Biodiversity Foundation and Bulgarian Nature in a Box Project

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Rumyana Ivanova is the Executive Director of the Bulgarian Biodiversity Foundation. She is one of the ideologists behind the social entrepreneurship project of the Foundation – Nature in a Box. Within her work she appreciates the added value of joint cross-sectoral efforts within the social entrepreneurship sphere. The motivation that pushed her to start thinking about social entrepreneurship was the conclusion that a CSO should have its own sources of income in order to be able to continue its mission. That conclusion was provoked by the last years of constant "black PR" against the non-governmental sector, especially those organisations that work in the area of ecology and human rights. She has also demonstrated good management skills within her team helping them to go through a tough period in the foundation's life – a period without donors and funding.

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☑ other (what): someone who can share the added value of partnerships and joint efforts, as well as cross-sectoral collaboration.

Sources

- https://biodiversity.bg/en/
- https://offnews.bg/obshtestvo/priroda-v-kutia-za-lichnoto-prezhiviavane-na-prirodata-i-obshtnost-716738.html

Maya Doneva

Maya Doneva

Name of the person

Karin dom Foundation

The organization that the person represents

The Social Teahouse social enterprise of the IDEA Association

Brief description of her/his activity and reasons for selecting as a successful role model

Maya Doneva is a trainer, international consultant and lecturer on the topics of social innovations and active citizenship. She holds a Master's degree in Management from Cardiff Metropolitan. Maya is a co-founder of one of the first social enterprises in Bulgaria – The Social Teahouse, supporting young people who grew up without parents. As an expert in social entrepreneurship and innovations, she is one of the initiators of Varna application for European Youth Capital. After two successful mandates on the Board of the National Youth Forum, Maya joins the team of one of the biggest world organisations focused on children and youth – The European Youth Forum. She has worked in more than 35 countries on issues like human rights, innovative management models, child and youth participation and advocacy. Maya has won a number of awards for active civil position, amongst which: The Outstanding young people by JCI – Junior Chamber International in the field of civil and political matters and Human of the Year Nomination of Bulgarian Helsinki Committee. Currently she is the CEO of one of the largest social organisations in the Balkans – Karin dom – an organisation with a tradition in the therapy of children with special needs, which has been with children and their families in the most difficult stages of their lives for almost 22 years. Her trip to Karin Dom started a little over two years ago in a transitional period for herself (as she says) and for Karin dom as an organisation. Being a CEO of the foundation she describes her position as "Responsible for happiness and a busy working day – I try to make everyone as happy as possible at work and to give the most of themselves, so that families and the children we support are happy and calm".

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://bg.linkedin.com/in/maya-doneva-1b391016b
- https://9academy.com/obuchiteli/maya-doneva/

Ivan Dimov

Ivan Dimov

Name of the person

Single Step Foundation and The Steps project

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Ivan Dimov is the founder of Single Step Foundation, whose mission is to help young people with different sexual orientation and gender identity in Bulgaria to go through their daily challenges, to be free and to feel part of a community. Ivan is also the CEO of The Steps – the social enterprise of the Foundation – which owns and operates a bistro and a fully-equipped multifunctional space for virtual and physical events in Sofia. His professional career was in the field of finance, as an investment banker and venture capitalist in New York and Sydney, Australia (Credit Suisse, Gramercy Communications Partners, Lazard), mainly in the fields of media, telecommunications and technology. He comes back to Bulgaria.

Ivan is the co-founder and CFO of the Bulgaria Innovation Hub in San Francisco, a social enterprise that aims to support entrepreneurship in Bulgaria and facilitate the access of Bulgarian technology startups to the US market – to create a two-way bridge between the Bulgarian entrepreneurial ecosystem and Silicon Valley.

Combining his passion for CrossFit and marathon running, Ivan ran the 12 marathons in 12 weeks in order to fundraise the money for the establishment of the Single Step Foundation in 2016. Thanks to Ivan's business experience, he and his team mate – Nikoleta Gabrovska, chose the approach of social entrepreneurship to further develop the activities of the foundation. They create Single Step as a typical startup: first identify the problem (huge demand, minimal supply), find the right solutions to the problem (hotline, centre, awareness campaigns) and provide the necessary resources (sustainable funding, partnerships, like-minded people, communications). The Steps is the only one social start-up in Bulgaria that has received equity funding from a bank.

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☑ other (what): someone who can share the process of social entrepreneurship from a professional and personal point of view.

Sources

- https://btvnovinite.bg/bulgaria/predpriemachat-ivan-dimov-varnah-se-v-balgarija-za-da-pomogna-na-edna-obshtnost-kojato-se-stigmatizira.html
- https://singlestep.bg/about-us/ivan-dimov/
- https://www.vesti.bg/bulgaria/obshtestvo/bivsh-investicionen-banker-se-zavyrna-v-bylgariia-sys-socialna-kauza-6074599

Elisaveta Belobradova

Elisaveta Belobradova

Name of the person

Dear Mother Foundation and Ole Male online shop

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Elisaveta Belobradova is one of the well-known influencers on Facebook, in Bulgaria. She is better known as Letiashtata Kozzila Erato. She is one of the creators of the website "Dear Mother" and leads the campaign to help mothers of children with disabilities "Ole Male!" – an online store that helps them to sell their products and have work that could be compatible with their everyday responsibilities. "Dear Mother" ("Mayko Mila" in Bulgarian) Foundation is her everyday job – an entrepreneurial project that she started together with Krasimira Hadziivanova. "As for our foundation and the Ole Male cause, this is my way of being involved, and because I am a workaholic with an entrepreneurial spirit, our cause is workaholic with an entrepreneurial spirit – we help mothers of children with disabilities to work, to support themselves and be independent" – says Elisaveta about their social enterprise.

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://www.olemale.bg/about
- https://terminal3.bg/elisaveta-belobradova-letiashtata-kozzila-erato/

GREECE



Vasileios Bellis

Vasileios Bellis

Name of the person

AN.KA S.A, Development Agency of Karditsa

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Vasileios Bellis is a Chemistry Engineer. He has worked in industry for the first 8 years of his professional career. Since 1990 he has been working in Development Karditsa (AN. KA S.A.) of which he is General Manager. He is actively involved in the formation of the modern cooperative movement of the Prefecture of Karditsa. It is particularly concerned with the collective use of local resources such as Renewable Energy Sources (RES) and especially biomass. He is a member of the Energy Cooperative of Karditsa (ESEK), as well as of the non-profit Organization "Oikosphera". He has been actively participated in the establishment of the Credit Cooperative of Karditsa in 1994, which transformed in a Co-operative Bank in 1998. He has been systematically involved in the creation and support of the local "Karditsa Cooperation Ecosystem". He, also, is a member of the Forum of Social Entrepreneurship and the People's University of Social Solidarity Economy "UnivSSE Coop". During the last years he participates, actively, in the establishment of the first Greek educational platform www.kalomathe.gr in the field of Social and Solidarity Economy.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- www.anka.gr

Theodora Ntoulia

Theodora Ntoulia

Name of the person

"SOLIDARITY CONSULTANCY & COUNCELLING NETWORK" under the title: "COLLABORATIVETERRA.NET"

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Ntoulia Theodora is an **economist, consultant, expert, mentor, author and adults' trainer** on Social Economy, Social Entrepreneurship, Microfinance, Equal Opportunities and Life-long Learning issues. As an adults' trainer, she has been working in public, private and 3rd sector organizations (e.g Hellenic Kapodistrian University of Athens – (EKPA) – Center for Distance Learning, Educational centers of the Ministry of Education and Educational Centers of private sector). She has 35 years of experience both in **Public sector** as General Secretary of Equal Opportunities in Greece (responsible for equal opportunity policies application) and as Civil servant & Manager on General Secretariat of Adult Education, General Secretariat of Youth and on the Prefecture of Ioannina and in **Private and 3rd sector organizations**, responsible for designing, implementation and management of projects co-financed by National and Community resources in the fields of Management, Networking, Structures development, Promotion, Publicity, Business Organization, Human Resources development and access to Microfinance, all targeting on existing and future entrepreneurs, unemployed people, women, refuges, migrants, lonely families and other excluded target groups. She has organized many congresses and other dissemination activities (50) and is an author of books (7) on the above referred issues, training manuals (2) and many publications. She is an active member in Women Organizations and co-founder & president of the Scientific Association **"SOLIDARITY CONSULTANCY & COUNCELLING NETWORK".**

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://www.facebook.com/collaborativeterra.net/about/
- http://www.collaborativeterra.net.gr

Nikos Chrysogelos

Nikos Chrysogelos

Name of the person

Anemos Ananeosis (Wind of Renewal)

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Nikos Chrysogelos is a chemist and environmentalist. He has been a member of the European Parliament and organiser of a number of conferences and events on eco-innovation, green economy, social economy, industrial symbiosis, RES cooperatives, green ports, green shipping, etc. He has also been a trainer of trainers, educators, technicians and scientists on environmental and social issues related to sustainability, a lecturer about sustainable development and environmental consultant in a number of European projects.

Which of these criteria suit best to the selected person?

The criteria:

☐ someone whose **main life story is social entrepreneurship**;

☑ someone who **can share leadership and motivation** how this changed his/her life and the community;

☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;

☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;

☐ other (what): . . . . . .

Sources

- https://anemosananeosis.gr/en/

Aimilia Douka

Aimilia Douka

Name of the person

Diogenis (Shedia Street Paper)

The organization that the person represents

Communication & Social Project Manager

Brief description of her/his activity and reasons for selecting as a successful role model

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- www.Shedia.gr
- www.shediahome.gr

Dimitris Gkouvis

Dimitris Gkouvis

Name of the person

School Synergy Snacks – Social Cooperative Enterprise for the integration of individuals with disabilities

The organization that the person represents

Mr Gkouvis has been an educator for more than 15 years in the field of business/economics and also has an important experience in the private sector as a tourism business consultant and researcher. D. Gkouvis is a founding member of 3S and has been involved in all company's stages of development. He holds an MSc degree in Tourism Policy and planning and also a Master degree in Special Education.

Brief description of her/his activity and reasons for selecting as a successful role model

The criteria:

Which of these criteria suit best to the selected person?

- ☐ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☑ other: Someone who has a **heightened social awareness for vulnerable social groups**.

Sources

- https://schoolsynergysnacks.gr/en/

Adla Shashati

Adla Shashati

Name of the person

Greek Forum of Migrants (M-Power)

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Adla Shashati originates from Khartoum and Serres. She is a journalist with a degree in Media and Cultural Studies and a postgraduate diploma at the Kapodistrian University of Athens in New Media Technologies. She has experience in issues of immigration, the fight against racism and xenophobia at national and European level. She was a representative of the countries of the South in the European Network Against Racism and Xenophobia (ENAR). She is a member of the Greek Forum of Migrants and a director of the organization`s office.

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- www.Migrant.gr

Lora Pappa

Lora Pappa

Name of the person

METAdrasi – Action for Migration and Development

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Lora Pappa is the founder and president of the non-profit civil society organisation METAdrasi. Since the early 1990s, Lora Pappa's main interest and focus of work relates to the reception and integration of refugees and asylum-seekers. Through all her extensive experience in the field, Lora Pappa was aiming to find the best possible ways for consolidating efforts and facilitating life conditions of refugees and asylum-seekers, and, particularly, unaccompanied minors. After many years of work in the humanitarian sector, Lora Pappa founded the NGO METAdrasi – Action for Migration and Development.

METAdrasi addresses long-standing gaps in the reception and integration of refugees and migrants in Greece through innovative activities that include the provision of communication and interpretation in the context of asylum procedures, and of other State and IGO/NGO services for migrants and refugees, as well as the protection of unaccompanied minors and other vulnerable groups.

Lora Pappa was awarded the 2015 North South Prize of the Council of Europe in a ceremony that took place in Lisbon in 2016. The prize was awarded for her outstanding dedication in promoting North-South solidarity, human rights and democracy. In 2016 the Hellenic Initiative (THI) granted Lora Pappa the THI Leadership Award, while in 2017 she was honored by the French state for her social contribution and exceptional work with the "Legion of Honour" decoration. In 2018, METAdrasi was awarded the "NGO of the Year" award in the category "Society" at the "Hellenic Responsible Business Awards 2018" for the proven innovative work, with strong social impact, as well as the continuous commitment and efficiency, with measurable results.

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://metadrasi.org/en/metadrasi/
- https://metadrasi.org/en/staff-page/lora-pappa/

Antonis Zeimpekis

Antonis Zeimpekis

Name of the person

Iliaktida Amke

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Field Coordinator – A social scientist responsible for all field teams and operations in Lesvos and N. Greece

Which of these criteria suit best to the selected person?

The criteria:

- ☐ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://iliaktida-amea.gr

Kokkinakis Dimitris

Kokkinakis Dimitris

Name of the person

Impact Hub Athens

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Dimitris Kokkinakis is a co-founder of Impact Hub Athens. His experience with the global Impact Hub network has allowed him a profound insight of mobilizing resources and seizing opportunities in order to generate greater value and creative interactions among peers. His studies in Administrative Science and Technology taught him that through a creative design of systems and technology it is possible to increase the efficiency of an organization.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://athens.impacthub.net

Emirza Alexandra

Emirza Alexandra

Name of the person

HIGGS – Higher Incubator Giving Growth & Sustainability

The organization that the person represents

Alexandra Emirza is HIGG's Deputy Director. Since 2012, she has been a key lecturer in capacity building trainings and regularly she evaluates projects, measuring social impact.

Brief description of her/his activity and reasons for selecting as a successful role model

The criteria:

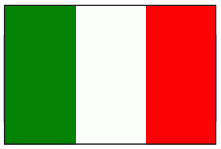
Which of these criteria suit best to the selected person?

- ☐ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities.

Sources

- https://higgs3.org/

ITALY



Claudio Arestivo

Claudio Arestivo

Name of the person

Moltivolti Social Enterprise

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Claudio is one of the founders of Moltivolti, a social enterprise, co-working space, restaurant. Claudio is an activist and protagonist of many social enterprises at local and national level. He is the promoter of social campaigns and he is able to put together many people around social projects.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☑ other (what): he is a true social innovator and protagonist of the Third Sector in Italy.

Sources

- www.moltivolti.org

Ernesto Paci

Ernesto Paci

Name of the person

Per Esempio Onlus

The organization that the person represents

Ernesto is one of the founders of Per Esempio, a social enterprise, Ernesto is an HR specialist with a Master Degree in HR management. He introduced advanced tools for recruiting and managing HR in the Third Sector in Palermo.

Brief description of her/his activity and reasons for selecting as a successful role model

The criteria:

Which of these criteria suit best to the selected person?

- ☑ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): he is an expert in recruitment and HR management.

Sources

- https://peresempionlus.org/staff/
- https://www.facebook.com/ernest.pax?fref=ts

Filippo Pistoia

Filippo Pistoia

Name of the person

CLAC ETS

The organization that the person represents

Filippo is one of the founders of CLAC, the leading social innovator in Palermo. He is the promoter of several cultural and social projects, managing spaces and innovative SE hubs like CREZI PLUS and ECOMUSEO Memoria Viva. He is a true leader and protagonist of the cultural life in Sicily.

Brief description of her/his activity and reasons for selecting as a successful role model

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community,
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies,
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities,
- ☐ other (what): he is a true social innovator and protagonist of the cultural management in Italy.

Sources

- https://www.facebook.com/filippo.pistoia
- http://www.clac-lab.org/site/

Christian Paterniti as known as "Picciotto"

Christian Paterniti as known as "Picciotto"

Name of the person

Per Esempio Onlus

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Christian Paterniti, alias "Picciotto", is a rapper and youth worker who has been working for 10 years fighting against early school leaving through sport and music. "Picciotto" won the last edition of "Musica contro le mafie", a national rap contest promoted by the national non-profit association Libera. The creative writing workshops based on rap are a natural consequence of his performances that talk about social marginalization and rise from the suburbs of Palermo.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): he is a rapper and he is able to work in difficult contexts thanks to his music skills.

Sources

- https://www.facebook.com/christian.picciottogsp
- https://peresempionlus.org/en/staff/

Johnny Zinna

Johnny Zinna

Name of the person

Moltivolti Impresa Sociale

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Johnny is one of the founders of Moltivolti, a social enterprise, co-working space, restaurant. Johnny is an activist and protagonist of many social enterprises at local and national level. He is the promoter of social campaigns and he is able to put together many people around social projects.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): he is a true social innovator and protagonist of the Third Sector in Italy.

Sources

- https://www.facebook.com/giovanni.zinna
- www.moltivolti.org

Valerio D'Antoni

Valerio D'Antoni

Name of the person

Addio Pizzo

The organization that the person represents

Valerio is one of the founders of Addio Pizzo, the anti-mafia movement which has changed Palermo in the last 10 years. He is a lawyer supporting business owners who were endangered by Mafia.

Brief description of her/his activity and reasons for selecting as a successful role model

The criteria:

Which of these criteria suit best to the selected person?

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who can **share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

- https://www.facebook.com/valerio.dantoni.5

Carmelo Pollichino

Carmelo Pollichino

Name of the person

Libera Palermo

The organization that the person represents

Carmelo is the president of Libera Palermo, the anti-racket association which promotes many initiatives connected with the fight against Mafia and organised crime in Italy. In the past he has been the promoter of social enterprises and he is able to put together many people around social projects.

Brief description of her/his activity and reasons for selecting as a successful role model

The criteria:

Which of these criteria suit best to the selected person?

- ☑ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

- https://www.facebook.com/carmelo.pollichino
- https://www.liberaterra.it/it/

Roberta Lo Bianco

Roberta Lo Bianco

Name of the person

CESIE

The organization that the person represents

Roberta is well known in Palermo as she is actively involved in projects for the social inclusion of migrants. She is an expert in migration policies and she is also one of the co-founders of Moltivolti co-working and restaurant.

Brief description of her/his activity and reasons for selecting as a successful role model

The criteria:

Which of these criteria suit best to the selected person?

- ☑ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

- https://www.facebook.com/roberta.bianco.75
- www.cesie.org

Dario Bisso

Dario Bisso

Name of the person

Bisso Bistrot

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Dario is one of the most famous restaurant owners in Palermo. He is the creator of Bisso Bistrot, a well-known restaurant and cultural spot in Palermo. He is a model for his social engagement and support for the local community. For example, he hires migrants in his restaurant and organises social events to support families in need.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

- https://bissobistrot.it/

Reda Berradi

Reda Berradi

Name of the person

Santamarina Bistrot

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Reda is a social entrepreneur who runs ethnic restaurants in Palermo. Since he arrived in Palermo in the Eighties from Morocco, he has been active in the social sector creating social enterprises such as "The house of cultures" in a disadvantaged neighbourhood in Palermo. He is a cultural mediator and entrepreneur. He founded Santamarina Bistrot, a social restaurant serving ethnic and local food.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

- https://www.facebook.com/reda.berradi
- https://www.facebook.com/Santamarina-bistrot-2153001204955241/

Clelia Bartoli

Clelia Bartoli

Name of the person

Giocherenda Impresa Sociale

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Clelia is the coordinator of Giocherenda, a social enterprise founded by a group of migrants who arrived in Palermo. Clelia is professor on Human Rights at the University of Palermo and she is an activist in the field of human rights and migration.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

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- https://cleliabartoli.wordpress.com

Salvatore Di Dio

Salvatore Di Dio

Name of the person

PUSH

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Salvatore is the managing director of PUSH, a design lab that works in the fields of environmental sustainability, digital technologies and social innovation. Salvatore is a social innovator and he has been the protagonist of several projects in the field of sustainability, smart cities and mobility.

Which of these criteria suit best to the selected person?

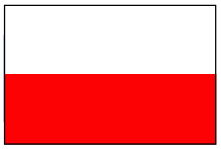
The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

- https://www.linkedin.com/in/totididio/
- www.wepush.org

POLAND



Magdalena Chaszczyńska

Magdalena Chaszczyńska

Name of the person

Apache Social Cooperative

The organization that the person represents

Graal – Association for the Personality Development of Children

Brief description of her/his activity and reasons for selecting as a successful role model

Magdalena Chaszczyńska has been involved in pro-social activities for many years. In addition to her professional work (legal counselor), she founded the "Graal" Association for the Personality Development of Children, which aimed to integrate people with Down syndrome into society. Seeing that the wards of Graal grow up and lack opportunities for further development and places where they could take up work, in 2014 she founded the Social Cooperative "Apache" with a view to people who are rehabilitated and want to be independent (to the extent of their abilities). From the very beginning, she combines social and commercial activities and proves that it is possible to create such a business model in which it is possible to combine dynamic development with helping those who need support.

Magdalena Chaszczyńska is the originator of the "Give me a paw" aid and information campaign aimed at drawing consumers' attention to social cooperatives and pro-social shopping. The campaign "Give me your paw" aims at raising awareness of how social companies operate and how they are financed. A special task is to promote their services and products certified as "social shopping". Conscious choice of such purchases has a significant impact on helping others.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

- https://rops.krakow.pl/dzial-publikacje/esoes-2–2019

- https://graal.org.pl/
- https://www.facebook.com/Apaczki/photos/pcb.1887717091366781/1887717061366784/?__cft__[0]=AZWNjHWp7PpmdgZ5W2jCIyCcYW0Ba5LoUDHJVG6J3296CYqvRcFbvWbZGig743-X0DjiwpGuNM27Dd79IYO4RKVrG0OUTG0TQvmsUFUCbcJmron8ODdR6IV6laJkZCyGXYcLylKc2e5W5M4H0Tnub_Ye&__tn__=*bH-R

Dominik Murawa

Dominik Murawa

Name of the person

The RESTART Social Cooperative

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Dominik Murawa combines his work and passion and at the same time is involved in helping to create jobs for people at risk of social exclusion. He uses the experience gained in many years of work in the Society of Friends of the Disabled and in the Vocational Activity Centre. In 2019, he was awarded the title of Employer of Social Involvement. The Social Cooperative he founded operates on the basis of a social franchise developed by the DALBA Social Cooperative. The professional activation and entry into the labor market of people with mental illness, including people with disabilities, is crucial for their treatment and rehabilitation. People with mental illness are a social group that continues to face discrimination and disadvantage, especially on the labor market. Creating jobs for them is the best form of therapy and rehabilitation and – at the same time – a chance for independence.

Dominik Murawa, by running a social cooperative, joins the current of social economy, which is extremely important both for the national economy and for groups of excluded people. With experience in working with people at risk of social exclusion and experience in managing a social enterprise Dominik Murawa can share it with other leaders and encourage them to get involved in employing people with mental illness and spread the idea.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

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- http://www.tpn.org.pl/aktualnosci/relacja-z-wydarzenia-gala-przedsiebiorcow-zaangazowanych-spolecznie/

Marcin Jedliński

Marcin Jedliński

Name of the person

The Social Cooperative Tracing the Adventure

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Vice-president of the management board of the cooperative, he decided to co-create a social cooperative, because he wanted to use his experience in scouting, and at the same time he wanted to live and work in his hometown.

He is a member of the Regional Committee for Social Economy Development, Municipal Council for Public Benefit Activity, experienced initiator and implementer of many social actions, scoutmaster, long-term commander of the Polish Scouting Association Kielce – City, coordinator and originator of several hundred city, field and role-playing games.

As part of the activities of the Regional Centre for Social Policy, Employment Fairs, promotes the idea of social economy among university graduates, encouraging them to stay in the province and develop their business here, while supporting the local community.

He believes that social economy is important because cooperatives teach co-responsibility for the fate of all.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

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- http://www.tropemprzygody.pl/

Agnieszka Lewonowska-Banach

Agnieszka Lewonowska-Banach

Name of the person

Association of Families "Mental Health"

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Agnieszka Lewonowska-Banach is the director of the U Pana Cogito Pension and Restaurant – she participated in its establishment and has been managing it since 2003.

She has a Master's degree in nursing, since 1996 she has been associated with Cracow community psychiatry and social economy. Graduate of postgraduate studies at the Cracow University of Economics in Small and Medium Business Management and postgraduate studies in social economy. Specialist in the field of work organization in tourism and hotel industry.

In 2005, on behalf of the Association for the Development of Psychiatry and Community Care (SRP), she was involved in the creation and start-up of the social enterprise Laboratorium Cogito Sp. z o.o. in Cracow, acting in its first year of operation as Vice President of the Board.

Since 2015, she has been a member of the National Committee for the Development of the Social Economy and the Małopolska Committee for the Development of the Social Economy.

For many years she has been promoting the idea of professional activation and rehabilitation of people with mental illnesses, considering it also in social aspect.

With experience in working with people at risk of social exclusion and in managing a social enterprise Agnieszka Lewnonowska-Banach can share it with other leaders and encourage them to engage in employing people with mental illness and promote the idea of changing the image of such people in society.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

- https://www.youtube.com/watch?v=kvfhNeU7CuI
- http://www.owes.info.pl/biblioteka/11atlas_bobrych_praktyk_cogito.pdf
- https://www.youtube.com/watch?v=dPZnWAODn6Q

Majka Lipiak

MAJKA LIPIAK

Name of the person

Foundation "I am lying and working"

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Majka Lipiak is an entrepreneur and social innovator. She is the co-founder of the Leżę i Pracuję Foundation and its and President of the Board. It is the first marketing agency in Poland, which was created in order to give jobs to people with physical disabilities. Co-founder of the startup "Zdalniacy" ("Remote workers"), which connects employers with candidates with physical disabilities who could work remotely.

In her activity she debunks myths about disability, promotes talents of people with disabilities and innovation and remote working as an opportunity to reduce barriers on the labour market.

She was awarded the title of Businesswoman of the Year in the social activity category (https://bizneswomanroku.pl/majka-lipiak/), was a laureate of the Polish edition of the Forbes "30 Under 30" ranking, and represented Poland at the Merit360 event, which brings together young people determined to achieve the UN Sustainable Development Goals.

She is a member of the Business Council of the Faculty of Management at the University of Economics in Katowice.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

- https://bizneswomanroku.pl/majka-lipiak/
- https://zdalniacy.com/
- https://lezeipracuje.pl/
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Anna Bocheńska

Anna Bocheńska

Name of the person

Family Assistance Foundation "MEN IN NEED"

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Anna Bocheńska started working in non-governmental organizations in 2005, working as an assistant to the President of the HIPPOLAND Association of Disabled People. In the years 2009–2011 she was the director of the office of the Management Board of the Association of Social Initiatives PERES. In 2010, she also became the President of the Social Scholarship Fund Foundation. Since 2014, he has also been the President of the Human in Need Family Support Foundation. She has organized many charity and social events.

In 2018, she founded the DIFFERENT Restaurant, which is one of the few restaurants in Europe in the dark, served by blind waiters. Anna Bocheńska says that its goal is to create an innovative place for culture, integration and education, where proper relations between various social groups will be shaped, based on mutual tolerance and respect.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

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- https://mcps.com.pl/ludzie-ekonomii-spolecznej/widziec-czlowieka-w-potrzebie-rozmowa-z-anna-bochenska-menedzerem-restauracji-different/

Dagmara Janas

Dagmara Janas

Name of the person

Association for Disabled People TOGETHER

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Being the mother of a child with special needs, she had to learn to deal with the so-called "Emergency situations". She also realized that around her there are many people in need of help who can also help each other. This is how the idea of establishing an Association and organizing parents struggling with problems similar to hers was born. She had to learn to take challenges, take risks, and make difficult choices. The Association runs a kindergarten, nursery, community self and restaurant "Rose Tavern". The activity of the Association in Radom is not only noticeable, but also important for the local environment. Organizes social and rehabilitation work. She is also in constant contact with other non-governmental organizations. She also places great emphasis on maintaining good relations with the parents and carers of the participants of the institutions. This translates into the respect of the local community, the brand and the perception of the Association as a responsible partner and employer.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

- https://razem.radom.pl/ludzie-ekonomii-spolecznej-wywiad-z-dagmara-janas/
- https://mcps.com.pl/ludzie-ekonomii-spolecznej/wiemy-ze-jestesmy-potrzebni-rozmowa-z-dagmara-janas-prezesem-stowarzyszenia-na-rzecz-osob-niepelnosprawnych-razem-z-radomia/

Rafał Chmielewski

Rafał Chmielewski

Name of the person

Association for the Promotion of Senior Citizens' Activity "AS"

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Rafał Chmielewski is the president of the board and one of the founders of the Association for the Promotion of Senior Citizens' Activity "AS" in Mława. An association that deals with the activation of elderly people and various forms of support for them. Support for them is provided in the form of food support and the organization of various types of social activity (including educational, recreational and leisure activities, information and creative activities). During the pandemic, the association supported its members, incl. by the production and distribution of masks among seniors.

Rafał Chmielewski has built an effective model of the association's operation, including aid recipients into the association and operation. As a result, the association established in the small town of Mława has gradually expanded its activity and operates also in the much larger Płock. The number of members of the association reached almost 10,000 people.

Rafał Chmielewski initiated a new undertaking of the association – opening a new format of a restaurant where dishes referring to native, regional and home-made flavors are served. In 2019, he was nominated for the "Personality of the Year" award organized by the Polska Times in the category of Social and Charity Activities.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

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- https://aktywnysenior.org.pl/category/aktualnosci/
- https://www.rdc.pl/tag/rafal-chmielewski/

Ewa Konczal

Ewa Konczal

Name of the person

Valores Foundation

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Ewa Konczal manages the activities of the Valores Foundation in Poland. Parallel to her work at Valores, Ewa is the manager for the CEE region of the European Venture Philanthropy Association EVPA, an organisation that promotes the venture philanthropy approach and social investment.

Ewa Konczal has over 15 years of experience in finding and supporting social entrepreneurs and their organisations in Poland and Central and Eastern Europe caoutries. She ran the Ashoka programme in Poland and Central Europe for 14 years. Previously, she co-founded the Polish-Egyptian Businessman Association in Egypt, and worked with Nobel Peace Prize winner Kailash Satyarthi in India in the Global March Against Child Labor in India. With a partner, she founded the Magic Mountain Foundation, which uses the mountain environment and natural horse work to rehabilitate people with social and physical deficits.

Pro bono, Ewa also work on the Council of the Culture Foundation and on the Board of the Ecological and Cultural Association Klub Gaja. Ewa has been awarded the Ford Motor Company Fellowship, the Remarque Forum of New York City University and the AIESEC International Global Leadership & Entrepreneurship Award, among others.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

- http://www.valores.pl/kim-jestesmy/zespol/
- http://niepelnosprawni.pl/ledge/x/298872;jsessionid=173D0C80E921068B05E0975E10727336
- https://evpa.eu.com/people/ewa-konczal
- https://sukces.rp.pl/sukces-story/1809-strategia-spolecznego-pomagania/

Cezary Miżejewski

Cezary Miżejewski

Name of the person

Polish National Audit Union of Social Cooperatives

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Cezary Miżejewski is a social activist who has been promoting and implementing the idea of social enterprises. He actively promotes the presence of social enterprises in Polish social policy. He works for efficient legal regulations in the area of social enterprises.

Since 2009, he has worked in the "Opoka" social cooperative in Klucze (Lesser Poland). He also serves as the president of the All-Poland Union of Social Cooperatives Revision. The association's objectives are: (1) to promote and support the idea of social cooperatives, (2) to act for widely understood social and professional reintegration, (3) to provide associated social cooperatives with assistance in their statutory activities.

Since 2013 he has been a member of the Board of the Working Community of Associations of Social Organisations (WRZOS), and since 2015 – President of the Board of WRZOS. He fulfils social expert roles within the Polish Committee of the European Anti-Poverty Network (EAPN), as well as the Council for Public Benefit Activity under the Minister of Labour and Social Policy, and then (from 2018) under the President of the Committee for Public Benefit. He is co-author of the draft National Programme for the Development of the Social Economy.

In the 1990s he was a Member of Parliament and in 2004–2005 he worked as Deputy Minister of Labour.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☑ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

- http://ozrss.pl/zwiazek/wladze/
- http://es.lubuskie.pl/pl/Prelegenci-opisy/CEZARY-MIZEJEWSKI
- https://web.archive.org/web/20180912204243/http://www.ekonomiaspoleczna.gov.pl/Sklad,Krajowego,Komitetu,Rozwoju,Ekonomii,Spolecznej,3943.html
- https://sires.ekonomiaspoleczna.pl/1_9_webinaria.html

Maciej Augustyniak

Maciej Augustyniak

Name of the person

Foundation "Poland without barriers"

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Maciej Augustyniak is the creator and president of the foundation "Poland without barriers", which since 2012 has been involved in activities aimed at eliminating architectural and other barriers that make difficult day-to-day life of people with physical disabilities.

He gained experience in social activity during his work for the Friends of Integration Association, where he worked with people with physical disabilities.

Maciej Augustyniak initiates and leads projects in various fields of life:

- Actions popularising the issue of accessibility of buildings and urban space – in national, regional and local media, as well as at conferences and seminars.
- Actions for the introduction of accessibility standards in the strategic documents of Polish cities. Maciej Augustyniak has coordinated the consultation of standards for Warsaw and Wroclaw.
- "Accessibility audit" – which checks the architectural accessibility, availability of customer service and the scope of offerings addressed to individual users.
- "Accessibility certificate" – A positive result of the audit described in the report or the implementation of recommended changes is the basis for obtaining an Accessibility Certificate. The certificate describes both the level of accessibility of a given facility and the overall score.
- Professional training on the requirements and needs of people with motor disabilities in the building and urban space, e.g. training for architecture students carried out in 10 cities in Poland, for a total of 200 students. Trainings aimed at providing knowledge on

The "Poland without Barriers" Foundation received in 2018 the "Idea for development" award in the national Jacek Kuroń "Social enterprise of the year" competition.

Which of these criteria suit best to the selected person?

The criteria:

☑ someone whose **main life story is social entrepreneurship**;

☐ someone who **can share leadership and motivation** how this changed his/her life and the community;

☑ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;

☐ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;

☐ other (what): . . . . . .

Sources

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- https://wyborcza.pl/duzyformat/7,127290,23002093,do-nas-tacy-nie-przychodza-kto-wyklucza-osoby-z.html
- https://warszawa.wyborcza.pl/warszawa/1,54420,13139639,Od_lat_walczy_z_barierami___Czasem_siadam_na_wozku_.html
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Jarosław Pilecki

Jarosław Pilecki

Name of the person

Multi-branch Social Cooperative Arte

The organization that the person represents

Brief description of her/his activity and reasons for selecting as a successful role model

Jarosław Pilecki is involved in social activity since 2001. He is the founder and president of Arte Multi-trade Social Cooperative founded in 2012. The idea of its establishment grew out of the experience of Mr. Pilecki and his co-workers from the Mission of New Hope in Bielawa. New Hope, founded in 2001 (J. Pilecki was co-founder), is a centre conducting social, terapeutic, didactic, cultural, informative and evangelical activities for addicts and other people in need. It deals with support in a very broad sense.

The Arte cooperative was established to give work to people who are beginning to recover from addiction and thus to strengthen them in this journey. During the first 7 years of its activity, the Arte cooperative worked with over 120 people who were recovering from addiction. Jarosław Pilecki has long experience in working with addicts. Thanks to this, recruitment for the Arte cooperative is carried out in places where addicts are found, such as prisons, city streets, under the liquor shops or in drug den areas. Recruitment is done with a view to finding a talent/ability that can be used in work and also in therapy.

Usually there are 25 full-time employees in the cooperative, working within 4 branches:

- construction services: renovation, scaffolding;
- care services: greenery, snow removal, cleaning of offices, halls, clinics and flats;
- production and decoration of ceramics: hand-painted ceramics;
- production of advertising gadgets: key rings, coasters, graphics on ceramics and textiles.

Which of these criteria suit best to the selected person?

The criteria:

- ☑ someone whose **main life story is social entrepreneurship**;
- ☐ someone who **can share leadership and motivation** how this changed his/her life and the community;
- ☐ someone who is **recognized as community hero and through their stories easily can be shown the social impact** and the solidarity as an important value in European societies;
- ☑ someone **whose stories and leadership will encourage others to become engaged in society**, and to think differently about themselves and their place in their communities;
- ☐ other (what): . . . . . .

Sources

- http://arte.bielawa.pl/#onas
- https://wartowiedziec.pl/serwis-glowny/wywiady/48638-jestesmy-normalni
- https://www.siepomaga.pl/ZBIORKAHOSTEL?fbclid=IwAR2YpH4IrAfPilU0WSVE8wL6I4JNeL0EEVWYcVrZrcorvYTdRSP4I4nhdXQ
- http://nnbielawa.com/historia/

Annex

Directory of institutions offering SE's support

Directory of institutions offering SE's support in a broad sense.

Some of the organisations promoting and supporting the development of social enterprises are listed below (European Commission, 2015):

Type	Organization
Policy makers and shapers	European Commission ► https://ec.europa.eu/info/index_en
	European Commission – Internal Market, Industry, Entrepreneurship and SMEs ► https://ec.europa.eu/growth/sectors/proximity-and-social-economy/social-economy-eu/social-enterprises_en
	European Commission – Employment, Social Affairs & Inclusion ► https://ec.europa.eu/social/home.jsp
	European Commission – Futurium. Futurium is a platform dedicated to Europeans discussing EU policies. Feel free to join any – or many of the groups of this platform. ► https://futurium.ec.europa.eu/en
	European Parliament ► https://www.europarl.europa.eu/portal/en
	European Economic and Social Committee ► https://www.eesc.europa.eu/en
	The Organization for Economic Co-operation and Development (OECD) ► https://www.oecd.org
Providers of Finance	**European Investment Fund (EIF)** Part of the European Investment Bank (EIB) Group, the EIF is a specialist provider of finance to small and medium-sized enterprises (SME) and more recently, social enterprises across Europe. ► http://www.eif.org/
	European Venture Philanthropy Association (EVPA) A network of more than 160 members from venture philanthropy funds, grant-making foundations, private equity firms and professional service firms, philanthropy advisors and business schools from 22 countries committed to practicing and promoting high-engagement grant making and social investment in Europe. ► http://evpa.eu.com/
	Toniic A global network of impact investors, both individuals and institutions with members in over 20 countries. ► http://www.toniic.com/
	Global Impact Investment Network A global network of impact investment community (asset owners and asset managers) and service providers engaged in impact investing. ► http://www.thegiin.org/cgi-bin/iowa/home/index.html

Type	Organization
	Ashoka Ashoka is an international non-profit organization which supports leading social entrepreneurs through business development support and facilitate access to finance (via the Ashoka Support network) and assist in scaling their impact globally. Ashoka currently operates in over 70 countries Worldwide. ► https://www.ashoka.org/
	NESsT NESsT support the development of social enterprise across Central & Eastern Europe and Latin America through the provision of specialist professional services and support including financial and investment readiness support. ► http://www.nesst.org/
	Impact Hub A global community of "individuals, organisations, and businesses" wishing to create social impact. There are 61 impact hubs around the world, including 8 EU Member States. Impact Hubs provide physical and virtual workspaces, organize events and workshops to foster collaborative learning and run the Impact Hub Fellowship which is a topic focused entrepreneurial award and one-year incubation programme. ► http://www.impacthub.net/
	Social Impact Lab Social Impact Labs are a platform for social entrepreneurs, freelancers, and social enterprises. The Labs offer an ecosystem for social entrepreneurs: physical space for working, networking and exchange, business advice and start-up support. There are currently four labs operating in Germany. ► http://socialimpact.eu/lab
	The Social Entrepreneurship Network SEN A Learning Network promoted by Managing Authorities of the European Social Fund from nine EU Member States and regions, which exchanges knowledge and experience and shares good practice in order to develop a comprehensive support environment for social enterprises through ESF funding. ► http://www.socialeconomy.pl/
	Irish Social Finance Centre Clann Credo Clann Credo – Community Loan Finance provide loans to community organizations, charities, and social enterprises. ► https://www.clanncredo.ie
	Financing Agency for Social Entrepreneurship (FASE): An intermediary for hybrid financing, Germany The Financing Agency for Social Entrepreneurship (FASE) is a financial intermediary providing hybrid financing to social enterprises. It uses a highly tailored, "deal-by-deal" approach in order to design innovative financing schemes that match the needs of social enterprises and impact investors. ► https://fa-se.de/en/
Researches networks	**EMES European Research Network** This leading research network on social enterprise gathering 13 established university research centers and over 100 individual researchers from 30 countries around the world aims to gradually build up a corpus of theoretical and empirical knowledge, pluralistic in disciplines and methodology, around 'Third Sector' issues with a specific focus on the European context. ► www.emes.net

Type	Organization
	European Research Institute on Cooperative and Social Enterprises (EURICSE) Research centre designed to promote knowledge development and innovation for the field of cooperatives, social enterprises, commons, and nonprofit organisations with a focus on all forms of private organisations and enterprises that pursue purposes other than profit, are characterized by participatory management models, and adopt a development approach that blends social and economic well-being. Its main activities are research; training for young researcher's managers of social enterprises and cooperatives; consulting services, and dissemination of research findings. ► http://www.euricse.eu/en
	International Centre of Research and Information on the Public, Social and Cooperative Economy (CIRIEC) A non-governmental international scientific organization comprising of both individual and collective members from countries undertaking and promoting research, in the fields of public services, social enterprises, and the social economy. ► http://www.ciriec.ulg.ac.be/
Advocacy and sector networks	**EUCLID NETWORK** A network of civil society actors dedicated to help build an enabling environment for civil society to operate effectively. It also provides a platform for advocacy by bringing together the expertise of its members and contacts on specific overarching issues and using this to develop useable recommendations for policymakers at national and EU level. ► http://www.euclidnetwork.eu/
	The European Network for Social Integration Enterprises (ENSIE) The European platform for representation, cooperation, development, and advocacy of 26 national and regional networks and federations of Social Integration Enterprises, representing 20 countries of the European Union. ► http://www.ensie.org/
	DIESIS NETWORK DIESIS Network supports the development of the social economy and in particular cooperatives, social enterprises, and worker-owned enterprises in Europe through training, project design, consulting and advisory services, technical assistance and research. ► http://www.diesis.coop/
Examples of umbrella networks and mutual support mechanisms	The Social Enterprise Network in Denmark which is established and facilitated by the Centre for Social Economy. The network performs as a platform for social enterprises to share knowledge, get inspiration and seek mentoring. ► https://socialeentreprenorer.dk/english/
	Estonia Social Enterprise Network (ESEN) which was set up with the purpose of increasing the number, capability, and impact of social enterprises in Estonia and raising awareness of social entrepreneurship as a valued and important sphere of activity in society. ESEN operates as: (1) a member organization: informing and inspiring members, creating and mediating cooperation, training and consultation opportunities, advising on the evaluation of social impact; (2) an advocacy organization: representing member's common interests, collaborating in creation and development of financial and non-financial support arrangements; (3) a developer and spokesperson of the field: supporting educational activities and research, participating in international cooperation, informing general public about social entrepreneurship. ► https://sev.ee/en/front-page/

Type	Organization
	The Social Enterprise Coalition in Finland which is an initiative of social enterprises and other interest groups to form an organization with the objective of giving a voice for the sector. The Coalition is effectively a loose network, which has been used as a 'discussion forum' regarding issues pertinent to social enterprises, such as how to raise their profile and how to best influence social and industry-related policies. ► https://www.socialenterprisebsr.net/social-enterprises-support-organisations/arvoliitto/
	The Irish Social Enterprise Network which was launched in 2013 with the purpose of creating the social enterprise sector more visible. In particular, the network holds events, organizes training and provides promotion for the social enterprise sector. ► https://www.socent.ie
	Social Enterprise NL which is a growing network of social entrepreneurs. It represents and connects and supports social enterprises. It organizes events, offers (interactive) information to social entrepreneurs, workshops, business support, coaching and facilitating contacts among entrepreneurs and potential investors and financiers. ► https://www.social-enterprise.nl/english
	Social Enterprise UK (SEUK) which was established in July 2002 as the Social Enterprise Coalition and is the main representative body for the sector in the UK. It focuses on providing a coordinated voice for social enterprise and enables stakeholders to cooperate to develop the sector. Equivalent bodies also operate in Scotland (Social Enterprise Scotland), Northern Ireland (Social Enterprise NI) and Wales (Wales Co-operative Centre). ► https://www.socialenterprise.org.uk
	TESSEA in the Czech Republic which was founded in 2009 and currently includes legal and physical persons from business, academic and non-profit spheres. Its main aim is to promote social economy and entrepreneurship among lay and expert audiences. ► https://www.tessea.cz/cz/
	In Italy, social cooperatives often group together in consortia to be effective in the marketplace. The consortia plays an essential role in the development of social co- operatives, supporting, advising and sometimes directly participating in the development of new business opportunities (European Commision, 2015). ► https://ec.europa.eu/info/index_en
	The Social Innovation Factory in Brussels (Belgium) is a support structure for early-stage businesses support that also raises awareness about social innovation and social entrepreneurship (2013). The Factory's main subsidies come from the Agency for Innovation and Entrepreneurship (a recent fusion of the Agency for Entrepreneurship and the Agency for Innovation through Science and Technology), which falls under the authority of the Ministry of Work, Economy and Innovation in the Flemish region. The Factory was initially designed as an Innovation Platform funded by the Agency for Innovation through Science and Technology, which funded various Innovation Platforms acting as support structures to promote innovation in specific sectors such as food, mobility, media and logistics. ► https://www.socialeinnovatiefabriek.be
	Solidarité des Alternatives Wallonnes et Bruxelloises (SAW-B) is a federation of social economy actors, as well as a research and training centre, offering integrated support to social enterprises and shaping, through lobbying activities, an institutional landscape favorable to their development. ► https://saw-b.be

Type	Organization
	The National Strategy for the Development of Social Entrepreneurship aims to establish an enabling and coherent policy framework for social-enterprise development in Croatia. The Strategy's main objective is to boost social enterprise creation and growth in Croatia by establishing a more supportive institutional and financial environment. ► https://betterentrepreneurship.eu/en/node/33
	Copenhagen Project House (KPH) is a local incubator facilitating the entrepreneurial process from idea to action. The underlying business model of the KPH incubator rests on a robust multi-partner mentoring scheme and strong partnerships. KPH supports not only social enterprises (very narrowly defined in Denmark), but also entrepreneurs with a social mission. ► http://kph-projects.dk/
	Alter'Incub is the first regional incubator driving the creation of social enterprises in France. It develops a multi-stakeholder response to unmet local needs and establishes an enabling the ecosystem for social enterprises. The scheme was launched in 2007 by the Regional Union of Co-operative Companies of languedoc-Roussillon (URScop-IR), in partnership with the Regional Council of languedoc-Roussillon. Both shared the ambition of supporting the social and solidarity economy (SSE) sector, and the creation of social enterprises. ► https://www.alterincub.coop
	The French Law on the Social and Solidarity Economy (SSE), adopted in 2014, provides an enabling and encompassing regulatory framework to better support traditional SSE organisations and new social enterprises. ► https://betterentrepreneurship.eu/en/node/91
	PHINEO (Germany) is an intermediary providing market intelligence relevant to non-profit organisations and social enterprises seeking financing, as well as to social investors seeking a project. It also raises awareness of impact measurement as a useful function in substantiating and improving non-profit activity. As an intermediary organization with think tank and consultancy capacities, PHINEO provides information (i.e. market intelligence) relevant to the social sector. It builds bridges between social investors (e.g. donors, foundations and corporate-citizenship or corporate social responsibility programmes), non-profit organisations (NPOs) and social enterprises to enhance social impact. Unlike some other European countries, Germany has no specific legal form for social enterprises, which can take a variety of forms: foundations (Stiftungen), non-profit corporations (gAG), voluntary associations (Vereine) and non-profit limited liability companies (gGmbH). Hence, this contribution refers to both NPOs and social enterprises. ► https://www.phineo.org/en
	JEREMIE European Social Fund Social Finance is a financial instrument designed to improve access to finance for small and medium-sized enterprises and social enterprises in Sicily through a microfinance scheme. It aims to support the creation and development of organisations that promote the economic empowerment of vulnerable workers by facilitating access to the labour market. ► https://ec.europa.eu/esf/home.jsp
	Social Impact Factory: A business-support structure, Netherlands – The Social Impact Factory is a business-support structure that aims to spur social enterprise creation and embed more socially responsible behaviors in businesses. It fosters multi-stakeholder and cross-sectoral partnerships to tackle social challenges. ► http://www.socialimpactfactory.com/founding-fathers/

Type	Organization
	ES Fund TISE: A loan fund, Poland – ES Fund TISE is a pilot programme providing loans to social enterprises coupled with free advisory services. The programme aims to increase social enterprises' access to finance, which is necessary to the expansion of their activity. ► https://tise.pl/en/social-and-economic-investment-company-tise-sa/
	Portugal Inovaç ą o Social: An integrated approach for social innovation, Portugal – Portugal Inovaç ą o Social acts as a market catalyst promoting the social investment sector in Portugal through the mobilisation of EU structural funds. Its funding programmes support innovative financing instruments tailored to the needs of both social enterprises and investors. ► https://betterentrepreneurship.eu/en/node/37
	Barcelona City Council Decree for Socially Responsible Public Procurement – The Barcelona City Council Decree for Socially Responsible Public Procurement was designed to tackle the city's increasing unemployment, in particular of people with the most pressing socio-economic needs. Through a participatory process, binding social clauses for public procurement contracts were developed and adopted to facilitate social enterprises' access to market. This initiative describes the Decree's objectives and rationale, as well as its features. It presents the challenges faced in developing and implementing the Decree, and the impact it has achieved so far. It also includes lessons learnt and conditions for transferring this practice to another context. ► https://betterentrepreneurship.eu/en/node/32
	El Hueco: A local incubator, Spain – El Hueco is a co-working space and social-enterprise incubator. It aims to create a favourable environment for the creation and development of social enterprises, particularly in sparsely populated areas (SPAs) such as the Soria province of Spain. ► https://www.elhueco.org/financiacion/
	Big Potential: An investment readiness programme, United Kingdom – The Big Potential programme provides grants for investment readiness support, and raises awareness of investment approaches for voluntary, community and social enterprises in England. ► www.bigpotential.org.uk
	The Partnership for Supporting the Social Enterprise Strategy, United Kingdom, Scotland – The Partnership for Supporting the Social Enterprise Strategy is a multi-level framework, designed and supported by the Scottish Government. It aims to develop the capacity of social enterprise intermediaries to provide a holistic "peer support" network, and enhance the sector's collective influence and contribution to policy development. ► https://www.gov.scot/policies/third-sector/
	Specialisterne & SAP: A partnership for access to markets, multiple countries/Denmark – Specialisterne and SAP have established a partnership that aims to harness the special skills of people with autism and provide them with training and work- integration opportunities. To this end, they have implemented the "Autism at Work Programme". ► https://www.sap.com/about/company/purpose-and-sustainability.html

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