



JOINT VENTURE

SUCCESS STORIES BOOK

2022

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INTRODUCTION



Joint Venture - business between socially excluded people and NGOs - is an Erasmus+ project that aims to build a more inclusive business world by enabling collaboration between NGOs, entrepreneurs, and people at risk of social inclusion.

OUR ASSIGNMENT

The Joint Venture partners are tasked with producing:

1. Training materials that have been adapted to meet the needs of the business world, entrepreneurs at risk of exclusion, and NGO professionals
2. Eight-eight best practice examples of business projects led by NGOs across Europe that have proved to be economically and socially viable
3. A practical authentication guide for business incubators (a specially designed programme to help young start-ups innovate and grow) by working with nine entrepreneurs and their individual NGOs. In this way, we will build business models supported by professionals from the business world
4. Indicators that will properly measure the social impact and success of the companies created

PROJECT PARTNERS

The Joint Venture consortium is formed of six organisations specialising in adult training for disadvantaged people facing social and economic exclusion, and represents a partnership across five European countries including the UK, Spain, Bulgaria, Romania and Italy.



[COMMUNITY ACTION DACROUM](#)

United Kingdom

Community Action Dacorum (CAD) is a charity that provides a circle of support to the local community. As a council for voluntary service, they bring people together to achieve more in their communities and improve quality of life. CAD supports voluntary organisations and community groups at the early stages of their development, provides funding advice, representation and a payroll service to help organisations grow and flourish, and deliver services and projects that support local individuals, businesses and community groups.



[ASOCIACIÓN CON VALORES](#)

Spain

The Con Valores Association is an NGO with a business focus, using professionals from the business world to solve social challenges. Their focus is job creation through entrepreneurship. They have created an environment where the business world works together with the social world, where companies contribute their experience to create an inclusive productive fabric while the NGOs share their knowledge in integrating people at risk of exclusion.



[FI GROUP](#)

Spain

FI Group is a leader in the research, development and innovation sectors at both national and European level, and has an ambitious internationalisation plan. They have a Corporate Social Responsibility Group that aims to promote, and coordinate initiatives related to the environment, social aid, healthy living, anti-corruption and equality, as well as collaborating with non-profit entities dedicated to some of these causes.



CSC DANILO DOLCI

Italy

The Centre for Creative Development “Danilo Dolci” is a non-profit association involving young people and adults, which mainly acts through projects in the educational field carried out in cooperation with schools, universities, institutions, associations and social groups both at local and international level. Organise maieutic workshops in schools, universities, organisations and institutions. Their activities include organising cultural and educational activities that promote the life and work of Danilo Dolci, and organising European seminars, training courses, youth exchanges, etc.



THE CASA IOANA ASSOCIATION

Romania

The Casa Ioana Association (Casa Ioana) is a NGO that empowers survivors of domestic abuse and family homelessness to self-dependency. Activities are designed to support survivors from the time they leave their abusers to when they feel ready to move on. Providing safe accommodation and help with meals ensures a beneficiary's physical and personal needs are met, while vital psychosocial support and help with life and job skills enable survivors to be financially independent.



CEED BULGARIA

Bulgaria

CEED strives for a world where entrepreneurs have the tools and support they need to spur innovation, create jobs, and build thriving economies. They provide entrepreneurs with business expertise through its accelerator programmes and connect participants to mentor and community of entrepreneurs to help take their small businesses to next level. CEED uses a holistic combination of market connections, community engagement, capacity building and access to capital. CEED drives economic growth by developing, connecting and mentoring entrepreneurs so they can create jobs and in turn accelerate economic prosperity. Building a community of entrepreneurs is paramount in their approach.



SUCCESS STORIES BOOK

This section summarises the key aims of collecting examples of best practice in social enterprises, analyses why they were successful, and why they were included in this publication.

The Joint Venture project consortium collected 88 examples of successful business led by non-governmental organisations (NGOs) working with people facing exclusion. The social enterprises came from across Europe and covered a wide variety of activities.

The project analysed why these social enterprises were so successful and how the structure between the NGO and the people it worked with helped the business to achieve its aims. Additionally, the project looked at if the people they worked with received training or mentoring.

The project examined what type of businesses models the NGOs developed and why these social enterprises were so successful. In particular, the project analysed:

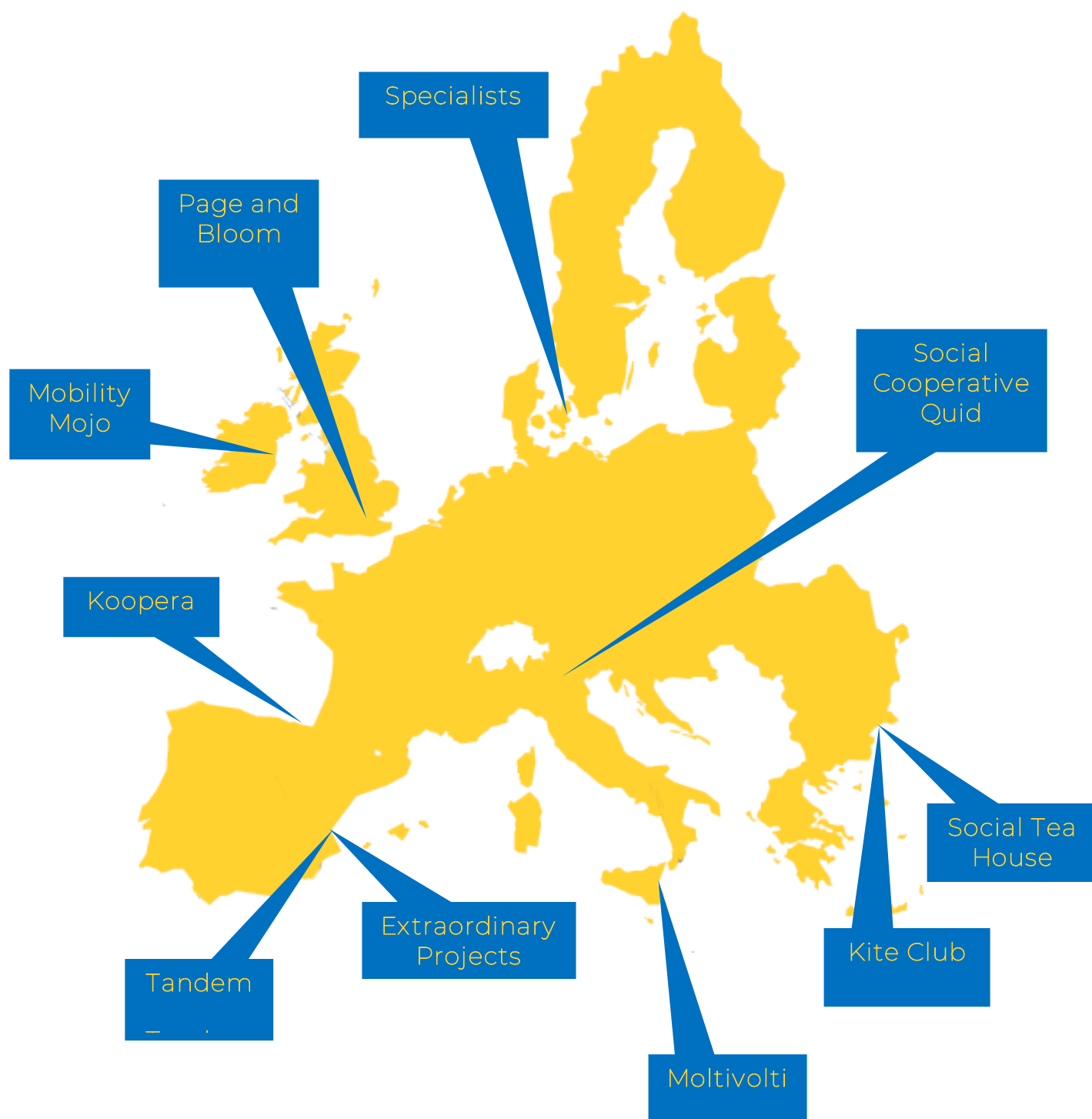
- what were the collaborative processes, and how did these partners participate
- if an organisation helped to develop or support these enterprises by providing important start up services, such as training, mentoring, funding, etc.
- what types of start-up services were provided and what type of organisations participated
- were there any limitations on the entrepreneurship capabilities of people at risk of exclusion, as well as the participating NGOs

A selection of the major findings and common success factors of the 10 highlighted social enterprise best practices are analysed in the next section, while all 88 best practice examples are included in a catalogue at the end of this book.



TEN EUROPEAN PROJECTS

The 10 European social enterprises highlighted in this section are initiatives based across Spain, Italy, Bulgaria, Denmark, the United Kingdom and Ireland. They aim to improve access to jobs for people facing exclusion.



The selected 10 best practice social enterprises covered Spain (2), Bulgaria (2), Italy (2), Ireland (1), Denmark (1), and the United Kingdom (1).

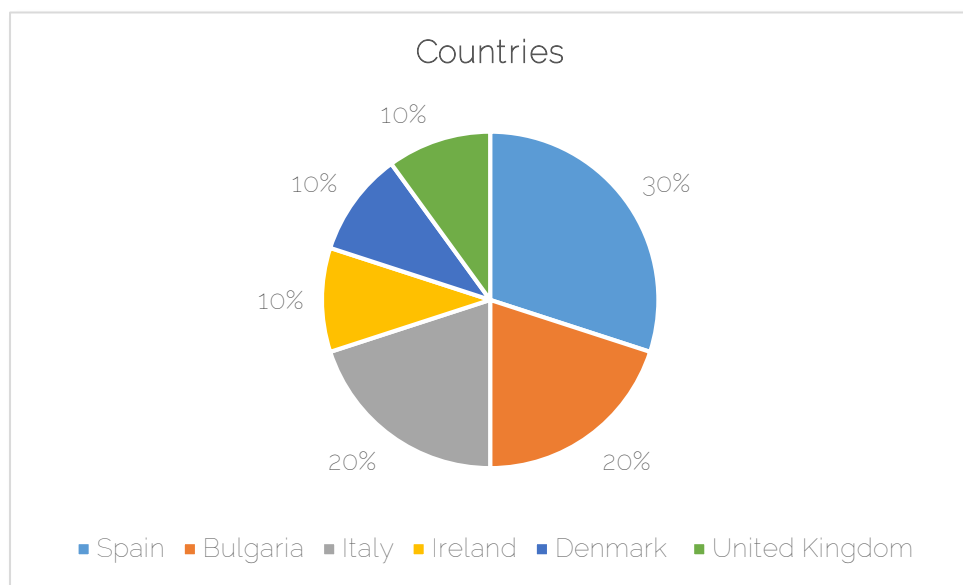


Chart 1: Social enterprises by country

All but one, were social firms, with the other being a cooperative. Professional services and employment were the prominent sectors covered by the enterprises, whilst the cooperative had an environmental focus.

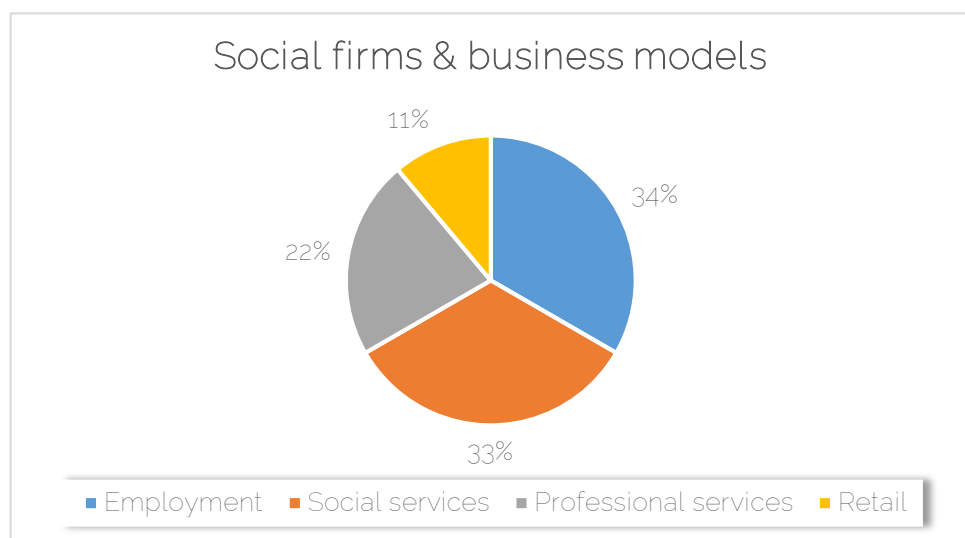


Chart 2: Types of business models served by social firms

These social firms served three main beneficiary groups: persons with disabilities (30%), minorities (20%) and migrants (10%). Forty percent of the remaining beneficiary group were identifies as other disadvantaged or vulnerable groups. The cooperative supported minorities.

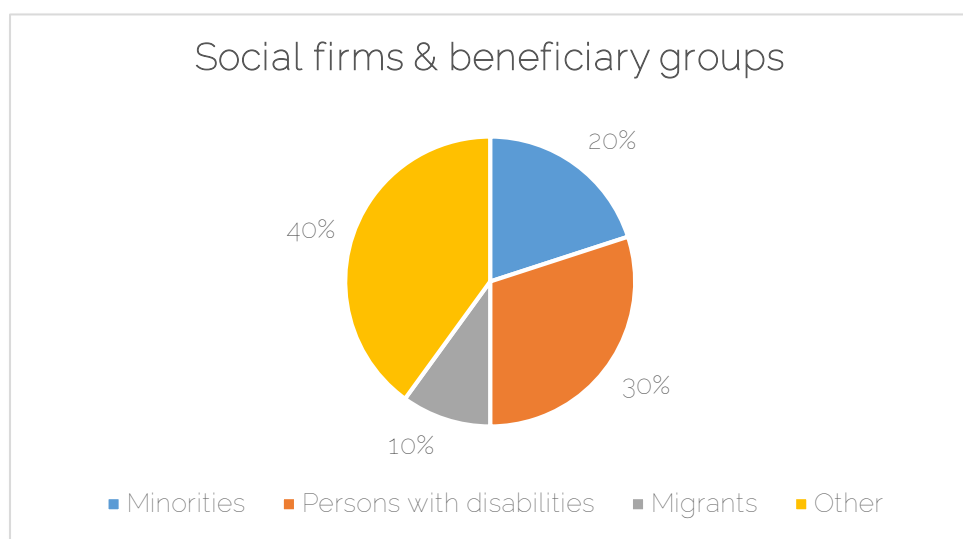


Chart 6: Types of beneficiary groups served by social firms

The employment business model supported migrants (1) and other disadvantaged groups (2), social services assisted minorities (1) and persons with disability (2), whilst the environmental model served minorities. The professional services model assisted persons with disabilities (1), whilst retail served other disadvantaged or vulnerable groups.



TANDEM

by Sant Joan de Déu

SJD Sant Joan de Déu
València

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Website: <https://goo.su/bSlaRUL>

Established: 1992

creating opportunities for people experiencing homelessness

BUSINESS OPPORTUNITY

Cycling is a popular means of personal transport across Europe and is rapidly becoming even more widespread for environmental and health reasons. Not all cyclists, however, have the knowledge or skills to undertake minor repairs to their bikes, and bike repair enterprises have started to spring up in response to this need. This makes it an ideal non-profit business, while offering people at risk from exclusion the chance to gain skills, experience, employment and confidence in their working life.

BUSINESS MODEL

Established: in 1992, the Tandem Bicycle Workshop is part of San Juan de Dios' extensive network of health and social centres in over 50 countries, focussing on integrating and supporting people experiencing homelessness, through training and employment in bike repairs.

The workshop has personalised social care programmes that offer comprehensive and professional services aimed at social integration. Personal responsibility, respect, hospitality and quality are underpinned by the Order's core values.

The public bring their bikes to the workshop for a range of repairs. Prices are dependent on the work undertaken and the cost of parts. Although this workshop is housed in a lock-up garage, any basic workshop that has space, lighting and easy access for customers would be suitable. Professionals and volunteers train participants in bicycle mechanics and how to carry out simple repairs.

SUCCESS FORMULA

This model requires little investment apart from the tools needed to repair bikes. The use of volunteers and professionals to offer a wider range of care to participants is easily adapted to include other groups of people facing exclusion.





Country: Spain
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 Website: <https://www.koopera.org/>
 Established: 2011

KOOPERA

by Caritas

creating opportunities for people experiencing homelessness

BUSINESS OPPORTUNITY

The enterprise's main aim is the integration of people at risk, or in a situation of social exclusion, through activities that make a positive impact on society and improves the environment.

Employment is the main tool to empower people, since employment is essential to access levels of equality and rights.

BUSINESS MODEL

Koopera is a non-profit 2nd grade cooperative, which brings together various entities in Bizkaia. They promote the improvement of the environment through a Collection Service for all types of waste, including textiles, electrical appliances, books, toys, paper, furniture, batteries, hazardous materials, and organic matter.

The socio-labour insertion services are transferable in all the areas where they work

and combine training at a professional level, with educational accompaniment, on an individual basis. Social educators help improve an individual's employability and promoting their technical qualification. An Employment Exchange involves companies wanting to employ successful trainees.

SUCCESS FORMULA

The enterprise is a network linked to the Cáritas, insertion companies, foundations and social initiative cooperatives. It develops business environmental services while providing training and employment whilst building a more ecological, inclusive and supportive society. By working to improve the situation of the people they serve, they succeed in making a social and solidarity economy a reality.

Koopera have two accredited training centres for teaching people facing exclusion in Bilbao and Gasteiz.



EXTRA- ORDINARY PROJECTS



**Proyectos
Extraordinarios**

Country: Spain

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Website: www.proyectosextraordinarios.org

Established: (Unknown)

transforming commercial waste into useful products

BUSINESS OPPORTUNITY

Reducing the amount of waste sent to landfills and incinerators is a major challenge, and innovative ways to recycle and repurpose waste materials are much in demand. Around the world, finding a job is much tougher for women than it is for men and when women are employed, they tend to work in low-quality jobs in vulnerable conditions. These two challenges offer the opportunity to reduce waste and while offering women with low-skills decent jobs.

BUSINESS MODEL

Extraordinary Projects recycle waste such as truck and advertising tarpaulins, jute bags, leftover textile material, etc. and new products using these materials are designed. After receiving professional training in technical skills and entrepreneurship, women in Spain and in Africa, then manufacture useful items. These goods are generally disposed of through corporate social responsibility (CSR) campaigns benefiting schoolchildren and prison inmates, etc. Other items are used by corporations as business gifts. Examples of successful repurpose initiatives include the manufacturing of: 150 school bags from truck tarpaulins made in the Nguisguis Bamba workshop corporate curtesy gift bags from jute in the Valencia workshop 500 school pencil cases with cotton reams removed from over-production, made in the Thies workshop.

easily into business CSR plans that aim to

SUCCESS FORMULA

Recycling and repurposing keeps waste out of landfills and reduces land, water and air pollution. It inspires creativity and saves money by using already owned products instead of buying new products. One of the four main environmental issues that are most likely to influence the activities of a business is waste reduction.

Whereas Extraordinary Projects operates on two continents, its concept can be redesigned as a more local or regional enterprise. Additionally, other vulnerable groups with low skill sets can benefit through the employment opportunities that the enterprise can bring. The business model is popular with companies producing similar waste products and fits easily into business CSR plans that aim to make a big impact.





Country: Bulgaria

Email: info@thesocialteahouse.bg

Phone: +359 899 166 156

Website: <https://thesocialteahouse.bg/en/>

Established: 2014

SOCIAL TEA HOUSE

By IDEA Foundation

employing vulnerable young people

BUSINESS OPPORTUNITY

Cafes are popular everywhere with a wide variety of clients, whilst cultural, charity, youth and other local events need local and affordable spaces for their events. An enterprise that brings together support for young people from a problem background and giving them opportunities and tools to live an independent life, provides an easy way for community members to support something good.

BUSINESS MODEL

From the outside, the Teahouse looks like any other - they offer different types of tea, homemade lemonade, coffee and other beverages within a comfortable, informal environment – but it is founded on social principles. The ethos is to offer an alternative social space staffed by young people who have limited access to the labour market.

Sustainability is ensured through marketing events and renting space for co-working and presentations. Other revenue

streams include donations and project funding. Since opening, the Teahouse has expanded its activities and introduced a catering service. The social enterprise employs young people who have grown up in childcare institutions, and offers a sheltered workplace where they can take the first steps in their working life.

SUCCESS FORMULA

Cafés and coffee shops have proven to be a successful model. Social enterprises are compassionate businesses – driving social and/or environmental impact through business activities.

Social enterprise business models vary but the café/coffee shop is definitely one of the most popular and it's easy to see why.

Cafes can easily generate more than one income as they can also function as gift shops and event venues as well as exhibitions. Gifts and art are not only additional income streams, but also another channel to display crafts created by people who struggle with barriers.



KITE CLUB

Country: Bulgaria

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Phone: +359 878 183 875

Website: <https://klubhvarchilo.org/wb3/>

Established: 2019

changing lives for young people with disabilities

BUSINESS OPPORTUNITY

Many people design and create handmade products, clothes, accessories, sweets, etc. Although mostly seen as a hobby, there is money to be made from selling these products. Recent studies have found that a majority of young people are struggling to make the leap into adulthood and are looking for help to find a clear direction and sense of purpose. This is particularly so with young people with physical and mental disabilities. A social enterprise is a good place to provide work for young people, helping them feel positive about life, to feel useful, to become independent and to learn new workplace skills.

BUSINESS MODEL

The kite Club manufactures craft items made by its members. The social enterprise's activities engage young people in the production in a variety of foodstuffs and gifts, such as beautifully presented sets of handmade chocolates, biscuits and candles; office packs of drinks and appetisers and 'garden in a cup' kits – herb and flower seeds to plant in a small

container that can be easily grown. These are sold online through the organisation's e-shop.

The young people are also offered coaching, ranging from entrepreneurship training, to "success for life" online workshops, assistance with CV writing and communication skills. Social activities include nature walks and excursions, particularly aimed at those with little or no experience of the countryside.

SUCCESS FORMULA

The enterprise has a dual purpose: set up as a non-profit association offering a variety of social entrepreneurial activities for young people, while trying to change society's attitudes towards young people with disabilities and mental problems.

Traditional shops selling crafts and arts and hobby stores struggle to make their businesses attractive to the new age shopper. This business model however, reflects the changing shopping habits by preferring to opt for online commerce sources to meet these changing needs.



Country: Italy
 Email: Via website
 Phone: +39 045 834 1686
 Website: <https://www.quidorg.it/>
 Established: 2013



Social Cooperative Quid

ethical fashion from surplus textiles

BUSINESS OPPORTUNITY

Textiles are the second biggest polluting industry. Production waste includes scraps, damaged or defective material samples, fabric selvages and leftover fabric from the cutting process. On average, about 15 per cent of fabric used in garment production is cut, discarded and wasted. By employing people, regardless of their gender, age, education level, socioeconomic status, companies can help to make labour markets more inclusive.

BUSINESS MODEL

Quid, part of the Social Co-operative Sociale Quid, an award-winning Italian social enterprise that offers job opportunities to vulnerable people, especially women, but also people with disabilities, former drug abusers, prison inmates, and migrants - who have overcome difficult personal situations or who are facing a lack of government support.

The enterprise manufactures fashion garments under their "Progetto Quid" label, an ethical and sustainable fashion company brand that creates limited edition clothing

and accessories, made from surplus fabrics donated by fashion and textile companies. Each year, they extend the life cycle of thousands of rolls of fabric through their collaborative relationships

SUCCESS FORMULA

The organisation, born in 2013, started on a modest scale in Verona, working with a women's prison and selling the products in local pop up stores. Over the years, Sociale Quid expanded its workshops, retail outlets and workforce. By 2020, they employed 133 people, 84% of whom were women and 70% with a background of social and economic exclusion.

Today, sales are made through around 100 multi-brand shops, two outlets, an online shop, six conventional stores, producing a turnover of 13 million euros.

The operation is flexible and quick to respond to changing markets. In 2020, they rose to the challenge of the pandemic by converting production to making washable personal protective masks in under three weeks.



MOLTIVOLTI



Country: Italy

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Phone: +39 091 271 0285

Website: <https://moltivolti.org/>

Established: 2014

integrating migrants through food and co-working

BUSINESS OPPORTUNITY

Moltivolti is a gathering point in the multi-ethnic neighbourhood of Ballero in Palermo, Sicily. It was founded in 2014 by 14 people from eight countries (Senegal, Zambia, Afghanistan, Bangladesh, France, Spain, Gambia and Italy) and is often described as the perfect model of integration and sustainability.

Moltivolti's restaurant menu is a mix of Sicilian and other ethnic dishes inspired by the migrants and asylum seekers from many different cultures who find themselves in Palermo.

BUSINESS MODEL

The Moltivolti model is highly regarded internationally with recent visitors including the Dutch royal family and students of cultural economics and entre-preneurship, for example.

The restaurant has recently introduced an innovative way to tackle the post-Covid economic crisis. Customers are invited to pay more for their meal if they are able, so that other less advantaged people can pay less. Donations are also invited.

The restaurant is the profit area because, thanks to its income, it is able to finance the other fundamental part of Moltivolti, which is co-working, an important link with the surrounding neighbourhood.

The co-working area, which has workspaces for 18 people, has the aim of bringing together NGOs and voluntary groups, allowing them to collaborate and create synergies on various future projects. Some associations cannot afford to pay for the space, but their involvement is encouraged as they are in line with Moltivolti's vision of

the world and help create a real community space.

More recently, the founders of Moltivolti started two initiatives: firstly a new not-for-profit organisation to foster greater interaction between everyone who frequents Moltivolti, whether refugees, asylum seekers, or disadvantaged people from the local community.

SUCCESS FORMULA

The second initiative is around sustainable tourism. They have started to promote sustainable development and education through organised trips to Tanzania, Senegal, Morocco and Turkey, where social exchange and inter-culturalism are at the heart.

Moltivolti experienced a devastating fire at the beginning of 2022 that forced them to close until April 3rd. The whole community around them started a spontaneous fundraising and collected more than 100.000 euros: this amount of money helped Moltivolti to be rebuilt and pay salaries for the two months it was closed.



Co-funded by the
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of the European Union



SPECIALISTERNE

Passion for details



Country: Finland
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 Phone: Unknown
 Website: <https://specialisternefoundation.com/>
 Established: 2003

SPECIALISTS

harnessing the skills of people with autism

BUSINESS OPPORTUNITY

Autistic persons often struggle to feel welcome in the labour market despite having much sought after skills such as attention to detail, loyalty or an outstanding memory to name a few. While autistic adults have a desire to work and contribute, they are often disadvantaged by traditional recruitment and hiring processes. Research shows that in innovation-based competition, companies need new, original ideas and be able to recognise new and different kinds of value - they need people who think differently.

BUSINESS MODEL

Specialisterne is an innovative social business concept that is internationally recognised as the first and foremost example of how autistic adults can become effectively included in society and provide valuable, high quality services to employers.

The enterprise works to enable jobs for neurodivergent persons through social entrepreneurship, innovative employment models and a national change in attitude.

SUCCESS FORMULA

(The Specialists) Foundation is a non-profit foundation, which has very generated meaningful employment for one million neurodivergent persons. By raising awareness about the skills and rights of neurodivergent persons and highlighting the talents of neurodivergent persons, Specialisterne has successfully encouraged companies to utilise people with these skills.

The company is associated with the United Nations (UN) Department of Global Communications and is a member of United Nations Global Compact. They are trusted as a thought leader when it comes to changing the labour market and promoting the UN's Development Goals (SDGs).



Co-funded by the
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of the European Union



MOBILITY MOJO



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Website: <https://www.mobilitymojo.com/>

Established: 2021

disability consultancy for the hospitality industry

BUSINESS OPPORTUNITY

According to the World Health Organisation, there are more than 1 billion people with some kind of disability in the world today. Add to this the United Nations world population ageing statistics highlighting 700 million persons aged 65 years or over. Whilst most hotels are already prepared to receive guests with accessibility needs, almost none clearly advertises all the facilities, equipment, and adaptations they offer. Due to the lack of reliable information on accessibility, millions of people ultimately decide not to travel to avoid unpleasant surprises and stress.

Business Model

Working with accessibility and hospitality experts, software developers and customer-focused sales and support experts, the Mobility Mojo has created an award-winning audit service in an area where none existed beforehand. By creating an independent global rating system for hotel

accessibility, they have given hotels across the world a competitive advantage by displaying their accessible features on their hotel website.

Using the Mobility Mojo toolkit, a hotel manager anywhere in the world can collect accurate data about its accessibility features, integrate and display these features on their website in a standardised way within a matter of hours.

SUCCESS FORMULA

Mobility Mojo understood that senior and accessibility tourism is an immense and growing market and its economic potential undeniable, especially considering the multiplier effect, where one person with accessibility needs can influence where the whole group goes.

The award-winning platform works like TripAdvisor but focuses on accessibility. Through the Mobility Mojo platform, they have given people the confidence to go anywhere.



Co-funded by the
Erasmus+ Programme
of the European Union



PAGE & BLOOM

Powered by women

Country: United Kingdom

Email: hello@pageandbloom.com

Phone: Unknown

Website:

<https://www.pageandbloom.com/>

Established: Unknown

PAGE AND BLOOM

*paper flowers made from waste books***BUSINESS OPPORTUNITY**

Paper production often poses risks to virgin, old-growth forests: The newspaper and book publishing industries consume 153 billion gallons of water each year. Pulp and paper is the third largest industrial polluter of air, water and soil. Chlorine-based bleaches are used during production, which results in toxic materials being released into our water, air and soil. When paper rots, it emits methane gas, which is 25 times more toxic than CO₂. Often, survivors of domestic abuse need support to (re)gain the skills and confidence to move into work. Other women benefit from paid work experience, to gain the first stepping-stone into, or back into employment.

BUSINESS MODEL

Page and Bloom creates employment and career development opportunities for women who have experienced domestic abuse.

Working with domestic violence charities, Page and Bloom identifies women who would benefit from working or joining their training programmes. The employees create flowers from recycled and salvaged paper, which comes from books, maps, sheet music and

other paper items that would otherwise end up in landfill. The paper is donated by libraries, charity shops and second-hand booksellers, using books that may be damaged or otherwise difficult to sell for reading.

The work is flexible, secure and decently paid. Most women work with Page and Bloom for around a year, during which time, they are helped to develop transferable skills that will help them in future jobs.

SUCCESS FORMULA

By upcycling, these paper blooms use far less carbon, water and resources than cultivated flowers. The resulting paper flowers make stunning floral displays and bouquets that are very popular and easily sold in an online shop, supplied to corporate customers, weddings and other events or ordered as bespoke items tailored to individual requirements.

The process involves very few specialist tools - the magic happens with just wire, glue and a little bit of skill and imagination. Most of their employees have never made paper flowers before, and they are taught the basic skills in a few weeks.



In the following pages, we analyse the 88 Best Practice examples that were collected from across Europe, before highlighting them in a Catalogue at the end of this Success Stories Book. The study looked at the types of collaborations in place, kinds of training available, how these enterprises were supported as well as the challenges they faced.

Third sector organisations include charities, voluntary and community organisations, social enterprises and cooperatives, and operate at all levels of society, from the very local to the national and international, and they make a significant contribution to the health and well-being of society.

Social enterprises are businesses and like traditional businesses, they aim to make a profit, but they use their profits to create positive social change.

Countries

Country	Count
Czech	3
Bulgaria	8
Croatia	1
Cyprus	3
Czech	2
Denmark	3
Estonia	2
Finland	3
Germany	4
Greece	5
Ireland	4
Italy	5
Lithuania	1
Netherlands	2
Poland	2
Romania	5
Slovakia	1
Slovenia	3
Spain	22
Sweden	3
United Kingdom	6



Just over 25% of social enterprises analysed were based in Spain, 9% in Bulgaria and 6.8% in the United Kingdom. The remaining enterprises were evenly spread over the outstanding 18 European countries.

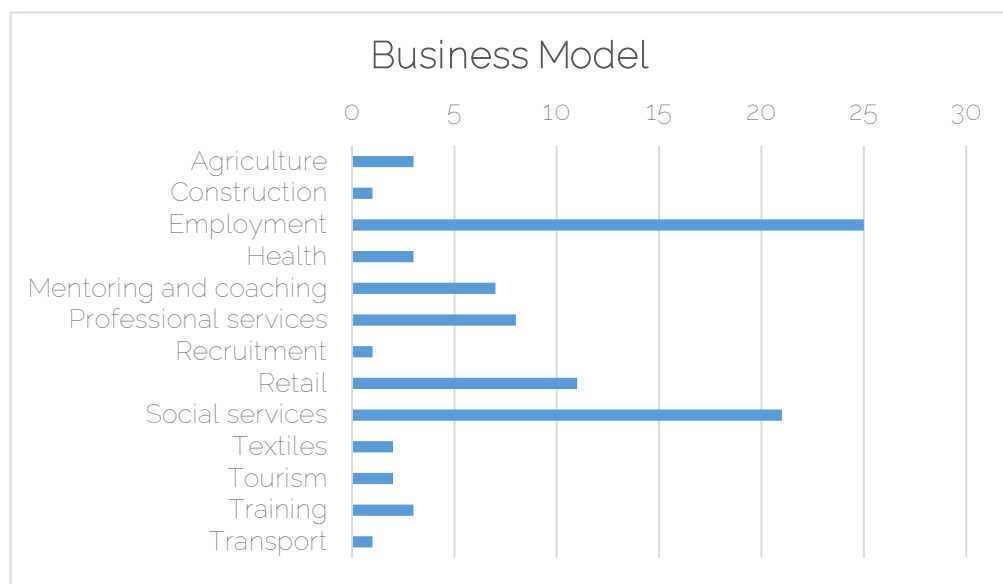


Chart 5: Social enterprises by Business model

The most popular business models adopted by the social enterprises focused on employment (28.4%), followed by social services (23.9%), retail at 12.5%, professional services (9%), and mentoring and coaching at 8%.

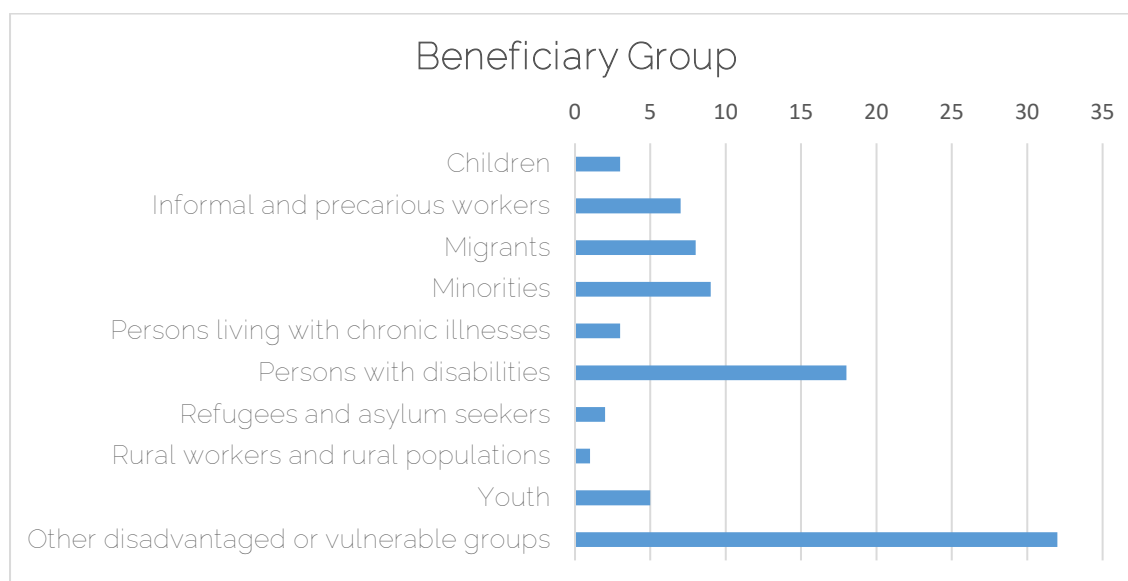


Chart 6: Types of beneficiary groups served by social enterprises

Looking at the types of beneficiary groups served by social enterprises, we found that 20.5% of enterprises focused on persons with disabilities, while 10.2% supported minorities, 9% migrants, whilst another 8% concentrated on Informal and precarious workers. The largest group however focused on other disadvantaged or vulnerable groups.

CHALLENGES FACED BY SOCIAL ENTERPRISES

Some of the key challenges include a lack of visibility, lack of funding, lack of legal frameworks and incentive structures, as well as a lack of recognition of the role of social enterprise within the community. In this section, we take a closer look at three of these important issues.

Finance

A major challenge facing the third sector is the difficulty in finding sufficient funding to support their activities.

Some important trends influence financing for the third sector and have modified relations between the public administrations and the third sector. One trend is internationalisation, which refers to the process of increasing the initiative of a local company in the international market. Coupled with the liberalisation of markets, meaning the removal of controls in an industry or market to encourage the entry of new suppliers and increase the intensity of competition. In particular, affecting service businesses or companies that perform tasks for the benefit of their customers such as transportation, cleaning, traveling, hospitality, maintenance or consulting.

Another trend is the shift by public administrations towards payment by results, a type of public policy instrument where payments are dependent on the independent verification of results. It is being actively promoted by a number of governments for more effective implementation of domestic policy.

There are also implications with competition and collaboration. The increase in collaboration between public administrations and social enterprises can have a marked effect on competition. Contrary to instinct, collaboration may lead to an increase in rivalry. Most enterprises collaborate for offensive instead of defensive reasons. They aim to innovate and learn, rather than corner markets and raise prices.

This problem of public administrations lack of financing for the third sector threatens the maintenance and expansion of social rights, inclusion and citizen welfare because without financially sound social organisations, social change slows and faces paralysis.

To tackle these problems in relation to financing third sector organisations, a series of solutions are proposed that involve improving public-private cooperation at the Administration levels where there is a greater transfer of funds. Improvement in the system of third sector financing relate to two key issues:

The search for a more sustainable financing system, that creates a more stable regulatory, cultural and collaborative environment with public administrations together with a long-term approach.

This can be achieved by promoting a new model of public-private cooperation that goes beyond the principle of subsidiarity, by developing a strong dialogue based on clear systematic reasoning, supported by evidence. There is also a need to build on and follow the examples of public transfers where the financing model is more joined up. This new model must pay attention to changes involving new services to meet evolving needs and reinforcing cooperation between public administration and the needs of the sector.

There is a need to develop operational improvements in the way in which public procurement and the way that the financing and subsidisation of social programmes are used.

The transformation of how the third sector is funded is essential, particularly in these times of economic crisis. The social sector is one that often faces challenges when seeking and obtaining funding despite its key role in reducing inequalities.

Human Resources

Social entrepreneurship is not always generally recognised by the public, who are distrustful of the sector. This has led to a lack of awareness of the usefulness and potential for collaboration with social enterprises, particularly in Spain. This attitude has contributed to difficulties in attracting financing for projects because of an unwillingness to take a risk in financing these types of enterprises. This makes it very challenging for social enterprises that need incubating and sustained funding from the public sector in particular.

Social entrepreneurs often find themselves being pulled in opposite directions, balancing the increased demand of its social objective on the one hand with meeting its commercial goals on the other. The majority of social enterprises operate with limited resources, meaning that those enterprises that collaborate effectively with partners that can help towards addressing these issues are increasingly likely to be more successful.

Often, training needs are not always met. Three major areas were identified and need to be addressed:

- Leadership - organisational success requires training to balance the many diverse roles involved and the essential skills and competences that are required
- Attracting talent and recruitment – social enterprise leaders need training to make mindful choices about how they attract, recruit and select paid staff and volunteers
- Workforce management – training is required in structuring human resources within social enterprises so that they can operate successfully in a multi-tiered workforce model that includes employees and volunteers, as well as develop purposeful employment opportunities for employee-beneficiaries, who often find themselves disadvantaged in the labour market

Another challenge was the lack of training available for social entrepreneurs due to the limited resources available and the difficulty in attracting and retaining qualified talent. Additionally, there is a limited development and use of generally accepted measures of quantitative assessment commonly used for comparing, and tracking performance or production.

It was noticed that many social enterprises networks have evolved where numerous small initiatives with a local vision had been established. This made replicating and scaling up of social enterprises very difficult, as well as a lack of general support for social entrepreneurship.

Research showed that social entrepreneurs face human resource challenges that affect their ability to scale up, become sustainable and achieve social impact. They often struggle with various critical human resource issues such as attracting employees because of low rates of pay, providing growth opportunities for employees, retaining talent, providing clearly defined roles and tasks to employees, while balancing the complexities of the mixture nature of social enterprise. Social enterprises should more than ever think out-of-the-box and try a variety of innovative strategies to overcome these challenges.

Recognition

Social entrepreneurship is not always generally recognised by the public, who are distrustful of the sector. This shortfall has led to a lack of awareness about the usefulness and potential for community collaboration with social enterprises.

Many social enterprises networks have grown in some countries, where numerous smaller initiatives with a local vision have been established. This can make duplicating and scaling up of an enterprise very difficult, as well as creating a lack of general support for social entrepreneurship. This approach has contributed to difficulties in attracting financing for projects as it has created unwillingness to take the risk in financing these types of enterprises.

This makes it very challenging for social enterprises that need start up help and sustained funding from the public sector in particular.

The shortfall in recognising social enterprises has contributed to a limitation of available resources as well as difficulty in attracting and retaining qualified and talented people. This is made worse because little training is available in many countries for social entrepreneurs. Additionally, there is a little development and use of generally accepted methods to significantly assess, compare and track performance or production.

A regulatory framework, together with public policies that promote investment in the voluntary and community organisations social entrepreneurship sector, is required to support and further develop this sector.

Conclusions

Social enterprises are changing the world for the better. They innovate, experiment and fill the gap in existing services that are not being provided by the public or private sectors. They reach socially excluded people by providing volunteer, training and employment opportunities and can contribute to a sense of local identity, helping develop the self-confidence of local people. That being said, social enterprises often face hurdles that they must overcome to succeed.

The type and purpose of social enterprises differ across Europe. For instance, the third sector is strong because many social services are subcontracted to social enterprises. There is a strong tradition of cooperatives and associations however, In Southern Europe. In Scandinavia, although the strong welfare states take care of basic social services, many vulnerable groups are neglected, including the older people. In Central and Eastern Europe, the social sector is beginning to emerge and is facing the usual challenges such as a lack of organisation, resources, etc. There is an opportunity however, for the least developed sectors to learn from the experiences of the more advanced enterprises.

Funding appears to be the biggest challenge facing social enterprises, with many enterprises failing to secure start-up capital. Social entrepreneurs are individuals who often find it very difficult to gather enough funds to launch their enterprise or maintain its operation. Whilst traditional business models secure funding from banks and other financial institutions, this type of funding is much more difficult for social enterprises. To a large degree, this is due to the misconception that these kinds of enterprises are not profitable and will be unable to repay the borrowed sum. Additionally, many social entrepreneurs lack the necessary skills required to generate funding. Traditionally, many social enterprises are funded by grants made by charitable, philanthropic, and government bodies who do not expect a financial return and are more interested in the positive impact that the social enterprise will deliver.

There are opportunities however, with many social entrepreneurs often financing or resourcing their enterprises themselves or getting help from family and friends in order to start up their enterprise. Once they get off the ground, they can try to access seed funds and angel investors. Crowdfunding is another alternative. When the enterprise starts to grow, debt funding and venture capital can be used to scale-up activities and impact.

Another key challenge is that many social enterprises lack of good business strategy, which often results in trying to sell products or services that cannot compete with other brands.

The fact that social enterprises focus on social needs often hinders the development of a product or service and can interfere with the development of an effective business strategy where they can compete with the commercial sector. Additionally, many social entrepreneurs often start on their journey relying on goodwill and without any prior business knowledge. Consequently, many lack the managerial skills allowing them to plan, undertake strategic planning and financial forecasting, etc. and thus making fundraising a challenge.

Finally, Social entrepreneurs seek to create social value by addressing the social inequalities in society; however, the enterprise also aims to earn profit through its business model. This goes against the traditional view, which associates social enterprises with philanthropy or non-profit ventures. This two-fold identity is a major challenge for social enterprises as their business model is ambiguous and consequently, risky.

As you have seen, there are both challenges and opportunities with starting up and running a social enterprise. Nevertheless, budding social entrepreneurs should not be put off by the challenges they may face. Luckily, there is a wealth of information available on the internet to advice you on how to jump over the hurdles and then inspire you to the finishing line!

The following Catalogue of 88 best practice examples is only available in English. You can however, translate the Catalogue using this link to download the [Catalogue](#) to your own computer. You can then click this link [Translate Document tool](#) and upload the Catalogue from your computer. Select your language and Google will automatically translate the Catalogue, which you can then download in your own language.

We trust you will be inspired to change the world, one enterprise at a time!

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JOINT VENTURE - BUSINESS BETWEEN SOCIALLY EXCLUDED PEOPLE AND NGOS

For more information about the Joint Venture project, please email Musarat Inayat at Community Action Dacorum: <mailto:musarat1@communityactiondacorum.org.uk>

To keep up to date with the progress of Joint Venture, please visit our website: <https://www.jointventureproject.eu/en/home-english/>. The project website is available in all partner languages and contains all necessary information and the project outputs. You can also sign up for our newsletter. Again, newsletters are available in each of the project partners' languages.

Additionally, you can follow the JV project by clicking on the following social media links:



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CATALOGUE

Social Enterprise Best Practice Examples



JOINT VENTURE

Business between socially excluded people and NGOs

It is difficult to say what defines a best practice, so this Success Story Book therefore presents business models that have proven successful in their particular context and are seen as best practices by the social enterprises that initiated them. They are meant to inspire and help social entrepreneurs start their own businesses and have some ideas on what has worked well elsewhere and why.

Joint Venture has compiled a variety of best practices, from different business types and in different countries, to inspire social enterprises to set up their own social enterprise.

The following best practice examples should motivate potential social entrepreneurs to set up best-in-class social enterprises and initiatives, to base their operations on ethical principles, to consider social, environmental and long-term economic considerations, and to make a positive impact on their stakeholders. Best practice examples have been collected from Austria, Croatia, Cyprus, Czech Republic,

Denmark, Estonia, Finland, Germany, Greece, Hungary, Ireland, Italy, Italy, Lithuania, Netherlands, Poland, Romania, Slovakia, Slovenia, Spain, Sweden and the United Kingdom.

How to use this catalogue

Each of the best practice examples shown in the catalogue have been sorted firstly by the type of enterprise they are and include agriculture, construction, employment, the environment health, mentoring and coaching, professional services, recruitment, retail, social services, textiles, tourism, training, and transport.

Secondly, each of these categories has been further sorted to reflect the category of activity the enterprises undertake. Each of the best practice examples, shown in the catalogue, have been sorted firstly community-based organisations, NGOs with a commercial arm, social firms, cooperatives, Fairtrade and microfinance.

Lastly, each enterprise is listed alphabetically under each categories.



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Agricultural

■ Community-based Organisation

1. Holy Roof by the Therapeutic Addiction Community

Country: Cyprus

Email: info@agiaskepi.com

Phone: +35797623508

Website: <https://www.agiaskepi.org/>

Established: 1999

Main problem the enterprise is trying to solve:

The idea for a community for substance rehabilitation was inspired by the positive effect of the monastery's structured program on young men that were showing up there asking for help.

Agia Skepi is a rehabilitation program for persons struggling with long-term substance abuse, based in Cyprus. The program helps users address their dependence and provides them with the necessary skill-set for social reintegration.

The counselling centre is the point of contact for help. It aims to improve the living conditions of addicted persons and encourages them to seek treatment.

The Therapeutic Community, located near the village of Politiko, is a residential centre, where members participate in group therapy, in an ideal environment away from distractions. Daily activities include organic farming, packaging, baking bread, cooking, gardening and sports.

Once the members complete the residential part of the program, they move to the reintegration hostel. While continuing group therapy, they are urged to develop the necessary autonomy to re-enter society as active members.

Agia Skepi also offers counselling and support to users not enrolled in its programs and their families.

Business Model:

In the context of work therapy, the community has developed a social entrepreneurship action in the field of organic food products. Bio farming and rehabilitation share core values, such as sustainable and chemically free development, reward through labour and perseverance, and respect for nature. Members of the community farm the land and produce a range of organic products such as fruit, vegetables, dairy, eggs and bread. The products are sold commercial through a major supermarket chain operating in Nicosia and Limassol.

This action has resulted in the creation of a number of jobs for programme graduates. It provides members with a sense of accomplishment and is a source of inspiration for potential members.

More than 75% of those who complete the program manage to rebuild their life away from substances.

In addition, the Centre has developed an online shop, which finances their social activities.

■ Social Firm

2. Bee Country Paradise by Včelí kraj

Country: Slovakia

Email: info@kraj.sk

Phone: +386 0948 343 289

Website: <https://kraj.sk/>

Established: 2007

Main problem the enterprise is trying to solve:

The Bee Region project was created with support from the Ekopolis Foundation and Bybi. The aim of the enterprise is to raise the awareness of bees and beekeeping and to educate the public on the importance of pollination for the landscape. Moreover, the region is one with the highest rate of unemployment in Slovakia and the enterprise intends to address this trend by creating job opportunities, particularly for marginalised groups.

Business Model:

The enterprise was initially funded through the EEA Active Citizenship and Inclusion programme by a consortium led by the Ekopolis Foundation, working together with Children of Slovakia Foundation and SOCIA. The project is now financially independent through the sale of honey, beekeeping training and workshops. Forty people have been trained in beekeeping so far, mainly Roma, disabled people and unemployed women. Various activities have been attended by 720 people and 1,400 children have participated in experience programmes.

3. Eco-social Farm by Korenika

Country: Slovenia

Email: info@korenika.si

Phone: +386 70 752 559

Website: <https://www.korenika.si/korenika-en>

Established: 2006

Main problem the enterprise is trying to solve:

Originally, an idea of the Mozaik Society to offer work-skills training and job opportunities for people with disabilities, the Mozaik Society created a partnership with the Korenika Institute. This venture involved renovating an abandoned farm. In 2012, the Korenika eco-social farm was joined by Pribinovina and the refurbishment completed. Korenika's aims to foster respect towards nature and human dignity, nurturing good relationships with the local and global environment. Their business key lies in creating new jobs for vulnerable people and allowing them to do socially useful activities, whilst using the profits to develop and sustain the enterprise in the long-term.

Business Model:

The Korenika social farm is a social enterprise employing people with disabilities and other disadvantaged social groups. The land produces organic foodstuffs, crops, herbs, fruit and vegetables that are processed under their own brand. This produce is sold through a shop. An animal park attracts tourists and young visitors. The main goal is to improve the quality of life in the area by linking traditional cultural traditions with modern activities. The programme aims to help people develop practical work skills and find permanent employment through a variety of activities, such as forestry, agriculture, and environmental services. Through eco-social farming, they help create permanent employment opportunities for people with special needs.

Construction

■ Social Firm

4. MagikMe by Inclusive Play

Country: United Kingdom

Email: magikme@magikme.uk

Phone: +44 (0) 131 214 1180

Website: <https://www.magikme.uk/>

Established: 2014

Main problem the enterprise is trying to solve:

Together with a group of experts, the founders created a range of specially designed playground equipment that allows children with disabilities to get out of their pushchairs and wheelchairs and play. To date, the equipment has been installed in more than 40 public and nursery playgrounds throughout Hungary.

Families of children with disabilities often feel excluded from playgrounds, one of the most important socialising places for children and families. Average playgrounds might be accessible by wheelchair, but most of the equipment is not suitable for children with disabilities and does not allow them to play together with non-disabled peers.

The innovation is that MagikMe has developed equipment that is suitable for children with disabilities and that encourages children with and without disabilities to play together.

Business model:

The MagikMe Inclusive Play has been growing since its start. A crowdfunding campaign allowed the company to finish the design of its first model – Pillango – a four-seat rocker. Through the revenues generated, the second model – Bucka – an elevated sandbox was financed. Presently, the third product – a three-seated swing – is being designed. Approximately €20,000 has been invested, and during the 2015–2016 fiscal year, the company had revenues of €25,000.

MagikMe has plans to go international and to roll out its products in many European countries. The venture is selling its products and consulting services to local governments and retailers of playground equipment. The company is also evaluating a licence model to accelerate growth. MagikMe is incorporated in the UK and is a self-sustaining social business, with profits being reinvested.

Employment

■ Community-based Organisation

5. Timpers

Country: Spain

Email: veoveo@timpers.es

Phone: +34 644 247 814

Website: <https://www.timpersbrand.com/>

Established: 2020

Main problem the enterprise is trying to solve:

Timpers works for the full integration of people with disabilities by only employing people with disabilities, particularly the visually impaired.

Business model:

The design of Timpers' trainers is blind, having been designed by touch alone by people experiencing blindness. This characteristic makes them so special - they are footwear for everyone, attractive and seen with different eyes. Their marketing is unique and diverse from their brand being brand embroidered in braille to the colour contrasts, and packaging in braille.

The enterprise employs a workforce that comprises entirely of people with disabilities and is a certificated Special Employment Centre in Valencian. They contribute to the United Nation's 2030 sustainable development goals by fully integrating people with disabilities, in all areas of life, and with full accessibility.

Profits go towards sponsoring Carmen López, a blind surfer and the current world and Spanish surfing champion and the 5-a-side soccer team for the blind in Alicante, ONCE Alicante Timpers, current National League Championship.

■ Microfinance

6. Opportunities by Oportunitas

Country: Spain

Email: info@oportunitasimf.org

Phone: +34 722 681 187

Website: <https://www.oportunitasimf.org/emprendedor/jorge/>

Established: 2016

Main problem the enterprise is trying to solve:

Oportunitas was founded in 2016, and brings together more than 15 years of experience in the social microfinance sector and in labour inclusion activities.

The enterprise aims to be the first Spanish social microfinance institution, following the model of other European microfinance institutions, which are neither a bank nor a third sector institution. Oportunitas generates opportunities by granting social microcredits to people who cannot turn to traditional banks. In addition, it provides training and mentoring to its users in their professional and personal development process.

Business model:

This association offers a range of options, from training for entrepreneurship to a microcredit to start up a business. An example is Cook-working, which rents out kitchens to entrepreneurs for their cooking projects, thus avoiding the problems caused by having to cook at home. The enterprise also offers space so that customers can enjoy their food immediately after it has been prepared.

■ NGO with a Commercial Arm

7. Change Please Coffee by the Change Please Foundation

Country: United Kingdom

Email: Via the website

Phone: +44 20 3744 7434

Website: <https://changeplease.org/>

Established:

Main problem the enterprise is trying to solve:

The Foundation wants to tackle the homelessness crisis by serving people and communities with a simple win-win solution. People buy the coffee and the Foundation helps people experiencing homelessness back into homes and employment.

Business model:

The enterprises' pitch is simple: When is a cup of coffee, more than a cup of coffee? When it is a Change Please coffee, because Change Please is where social enterprise and coffee expertise blend, and where every cup they brew and sell helps change someone's life for the better.

Where 100% of profits, goes into giving people experiencing homelessness, a living wage job, housing, training, onwards opportunities and a fresh shot at life. Their coffee is sold wholesale as well as in shops and online.

The Foundation operates an accredited training centre where a Change Please trainee's journey will start. They cover every aspect of coffee making, from green beans and roasting, through to latte art and customer service. The aim is to equip the trainees with the skills and experience they need to start a new career and have a secure place to live. In addition to work-based skills, they focus on the trainee's wider needs. A secure income means improved living circumstances and they assist with any therapy needs. Moreover, they offer support with completing the paperwork necessary to returning to work and managing finances.

8. Peoples Aid by Volkshilfe

Country: Austria

Email: spenden@Volkshilfe.at

Phone: +43 0800 4000 11

Website: <https://www.volkshilfe.at/>

Established: 1947

Main problem the enterprise is trying to solve:

Since its conception the focus of work at Volkshilfe ranges from the areas of care and support, poverty reduction, labour market policy, childcare, work for the disabled and humanitarian aid in the event of a disaster at home and abroad, through to asylum and migration work.

Business model:

Volkshilfe core work is in the areas of nursing care, poverty, asylum and integration, and work. Other areas include childcare, people with disabilities, child poverty, Roma and Sinti in Austria, humanitarian aid and development cooperation.

With its nine national organisations, Volkshilfe supports people with their social services. Whether in mobile care, in homes for the elderly, through integrative labour market projects, in childcare, helping the homeless or looking after refugees and migrants: the focus is on people. The organisation is one of the country's strongest NGOs, employing 9,000 staff and thousands of volunteers. Their work is financed from membership fees, donations, sponsoring, personal contributions, contracts, subsidies and public and private cost reimbursements for social services.

While Volkshilfe Austria operates as an association, Volkshilfe Steiermarkt (one of Austrian regions) is a public-benefit limited liability company and owner of the Volkshilfe gGmbH, which employ 2,800 employees, generating 117 million Euro turnover each year.

9. Store with Soul by the PRODE Foundation

Country: Spain

Email: tienda@yosiqueese.com

Phone: +34 918 282 144

Website: <https://www.yosiqueese.com/>

Established: 2015

Main problem the enterprise is trying to solve:

Yosíquesé is an enterprise full of passion and creativity in achieving a true social transformation, where people with disabilities have the same opportunities as other citizens. All the benefits generated by the project go entirely to generating employment or a decent occupation for people with intellectual disabilities, mental illness and other disabilities.

Business model:

More than 150 people with intellectual disabilities, mental illness and other disabilities work or have a decent job in this enterprise. Their work ranges from screen-printing t-shirts, sublimating cups, making aromatic candles, soaps, bookmarks, keyrings, jars, backpacks, etc., to counting, putting the packaging on the products, packing and sending web orders.

What most identifies Yosíquesé products, are their fun designs, made by artists with intellectual disabilities, something that, without a doubt, adds authenticity, originality and exclusivity to their products.

10. TopManta Solidarity e-shop by the Barcelona Street Vendor's Trade Union Association

Country: Spain

Email: pedidos@topmanta.store

Phone: +44 (0) 131 214 1180

Website: <https://www.topmanta.store/>

Established: 2017

Main problem the enterprise is trying to solve:

The enterprise aims to create jobs for sub-Saharan migrants who have been forced to flee their home countries. Current legislation and institutional racism prevent these migrants from accessing decent formal employment.

Business model:

TOP MANTA is a brand formed by sub-Saharan Africans migrants and a local NGO that allocates most of its turnover to a collective profit. Through using their skills, a wide range of products are designed and manufactured which are then sold on an e-shop platform. TOP MANTA has a very good communication strategy and uses social media to highlight the issues faced by migrants and the discrimination they face. Many of their products use anti-discrimination slogans.

Profits go towards addressing the needs of these migrants, including housing, legal advice, health, education and culture.

Challenges:

Unfortunately, sub-Saharan migrants continue to face persecution by the authorities, particularly street vendors, although their customer base and interest in the cause is good.

11. Used Items Agency by the Association for Assistance and Self-help of the Homeless (Kralji ulice)

Country: Slovenia

Email: stararoba.novaraba@kraljiulice.org

Phone: +386 059 010 075

Website: <https://www.kraljiulice.org/>

Established: 2015

Main problem the enterprise is trying to solve:

The basic idea of the enterprise is to accept and sell surplus and used items donated by supporters. Items are sold and the earnings used to employ and integrate people experiencing homelessness and further develop the project.

Business model:

One of the main purposes of this type of social enterprise is therefore to offer employment, training opportunities, skills development to homeless people with an activity that is also ecologically oriented.

The enterprise connects with antiques professionals who deal with old items. With this support, they also organise an annual 'Auction of Used Items'. Those involved are learning about antiquities, recognising and valuing items that are more valuable. In addition to the day-to-day work, they organise various activities, such as market stalls, sell at the flea market, and participate in various fairs dedicated to collecting antiques and second-hand items.

In 2016, Kralji ulice formally registered the Cooperative Stara roba, nova raba, a social enterprise that, in addition to the activities of forwarding second-hand goods, offers cleaning, removal, and transport services.

■ Social Firm

12. Cooked in Fragrance Laboratory by Regenerations Onlus

Country: Italy

Email: info@cottiinfragranza.com

Phone: Unknown

Website: <https://www.cottiinfragranza.com/il-progetto/>

Established: 2016

Main problem the enterprise is trying to solve:

Initially a project providing professional training in cooking and hospitality inside the Malaspina juvenile prison in Palermo, they have now opened their doors to other socially and economically excluded people. The enterprise is a laboratory for the preparation of high quality baked goods

Business model:

Cooked in Fragrance produce cookies and sweets prepared by young people convicted and sentenced to imprisonment. In 2018, Cooked in Fragrance inaugurated a second operational headquarters outside the Malaspina jail to help with sustainability, increase the number of young people involved, and to enable those leaving the juvenile prison an opportunity to continue working in the enterprise after their release, if they want. The new operational centre is located inside a former convent in the heart of the historical city centre. The location provides a place that combines the production of sweet and savoury biscuits, with meals for the city canteens, catering services mixed with sustainable tourism.

In 2019, Cooked in Fragrance inaugurated an Al Fresco Bistrò, which serves breakfast through to dinner and offers a space for events and exhibitions.

Gambero Rosso, an important Italian food school and online food focused paper awarded Cooked in Fragrance the best Italian Food Social Project for 2019, and today Al Fresco is part of the Slow Food Chefs Alliance, thanks to a menu that enhances the raw materials of the territory, the seasonality of the food.

13. Diakonie Broumov

Country: Czech Republic

Email: diakonie@diakoniebroumov.org

Phone: +420 491 524 342

Website: <https://diakoniebroumov.org/>

Established: 1993

Main problem the enterprise is trying to solve:

Diakonie Broumov aims is to provide employment for people with limited resources and provide assistance with social integration, and they do that by tackling also the issue of waste disposal and the use of resources. The cooperative acts as a shelter – housing facility – and assists clients who want to enter or re-enter the job market, finding them employment.

Business model:

The enterprise employs around 160 people and works with old textiles, sorting and processing up to 8000 tons annually. The materials come from various sources such as schools, municipalities, and other organisations. The public's involvement in the activities of Diakonie Broumov is high. Many individuals and groups volunteer to help in the organisation's activities.

One third of the enterprises profit finances the development of the social enterprise, whilst the rest is used to finance activities with a social scope. Financial turnover amounts to 2.3 million Euros annually

14. Extraordinary Projects by Proyectos Extraordinarios

Country: Spain

Email: info@proyectosextraordinarios.org

Phone: +34 618 317 339 / +34 606 414 465

Website: www.proyectosextraordinarios.org

Established:



Main problem the enterprise is trying to solve:

Extraordinary Projects focuses on job creation, professional insertion and entrepreneurship in groups of women with difficulties in accessing the labour market, both in Spain and in Africa. The enterprise provides them with a model, resources, space, and helps them build a new life.

Business model:

The enterprise builds and equips textile workshops in which they develop projects for the manufacture of sustainable products from waste that they convert into value. They work with socially committed companies, developing Corporate Social Responsibility projects with them, and help them to become agents of change.

15. Global Bike by TATU Project

Country: Spain

Email: via website

Phone: Unknown

Website: <https://www.tatuproject.org/es/proyecto-bicicletas/>

Established: 2013

Main problem the enterprise is trying to solve:

The Bicycle Shop is a bicycle rental business run by the women of Kazi na Sala, offering a stable income to managers, promoting responsible income management and encouraging saving. TATU also facilitates the process by providing training and mentorship for interested women.

Business model:

The enterprise gives the villages of Msitu wa Tembo and Londoto access to bicycle rentals that save community members time and money. As part of the programme, the project's wider goal is to foster economic empowerment by facilitating management and entrepreneurial skill transfer. The Bicycle Project has been managed by TATU Project in partnership with GlobalBike.

Opening a shop in Msitu Wa Tembo, has resulted in a centralised operation. Additionally, they have implemented best practices across the business and achieved efficiency gains. Managers have received extensive mechanical training, allowing the business to also offer maintenance and repair services.

The bicycle project is run by a project manager and a volunteer who work in close contact with the community, regularly attending meetings and nurturing a close relationship between the women of Kazi Na Sala and TATU Project.

Challenges:

To implement a more nimble business organisation, the project will require TATU Project staff and the shop's managers to receive extensive training and tutoring as well as substantial labour to support the women in their business endeavour.

16. Inservice by NAIM - Intervention and Mediation Alternative

Country: Spain

Email: info@asociacionnaim.es

Phone: +34 952 300 800

Website: <http://inservic.es/>

Established: 2010

Main problem the enterprise is trying to solve:

The NAIM Association is a non-profit entity in Malaga that generates, among other activities, insertion companies to facilitate the incorporation into the labour market of unemployed people and people at risk of exclusion. Inservice is a company promoted by NAIM.

Business model:

Inservice offers a wide range of services including commercial and private pest control and disinfection services. Additionally, they have extensive experience in carrying out works and improvements in homes, premises, shops and companies covering minor as well as major works. Services also cover repair and maintenance services in neighbourhood communities and agencies. Inservice offers a comprehensive range of services related to private, community and public gardens as well as cleaning service in spaces that require special treatment, such as filth resulting from Diogenes syndrome, accidents, traumatic deaths, etc.

17. Moltivolti

Country: Italy

Email: info@moltivolti.org

Phone: +39 091 271 0285

Website: <https://moltivolti.org/>

Established: 2014



Main problem the enterprise is trying to solve:

Moltivolti aims to integrate, socially and economically, disadvantaged people in Palermo and the many migrants who live there. The enterprise focuses on integration, closely linked geographically and symbolically to Ballarò, which hosts one of the city's most important open-air markets and represents the crossroad of many cultures.

Business model:

The enterprise operates a restaurant with the menu reflecting the countries of origin of the people who work in the business: it is a mix of Sicilian cultural dishes and many other ethnic dishes. A co-working space with 18 places is also provided.

Another piece of Moltivolti is promoting sustainable development and education through organised trips in Tanzania, Senegal, Morocco, and Turkey, etc.

Challenges:

Moltivolti experienced a devastating fire at the beginning of 2022 that forced them to close until April 3rd. The whole community around them started a spontaneous fundraising and collected more than 100.000 euros: this amount of money helped Moltivolti to be rebuilt and pay salaries for the two months it was closure.

18. Novaterra Catering by the Novaterra Foundation

Country: Spain

Email: clients@novaterracatering.com

Phone: +34 963 212 412

Website: <https://novaterracatering.com/>

Established: 2007

Main problem the enterprise is trying to solve:

The foundation's mission is the socio-labour insertion of people through the development of employability, intermediation and job creation, as well as raising awareness of the issues faced by people facing exclusion. Through working with people who have encountered multiple adversities in life, they can be supported to get and keep a job, get back on their feet and live a dignified life.

Business model:

Novaterra logistics centre and central kitchen is based in Paterna, Valencia and offer catering services in various locations throughout the province of Valencia and its surroundings. They cater for commercial and private events as well as weddings. The enterprise offers environmentally friendly products such as biodegradable material (plates, napkins, etc.), shops locally and uses Fair Trade products.

The foundation's clients receive training and employment through the catering company as well as professional support at events. Novaterra was awarded the Prize for the Socially Committed Company at the Night of the Valencian Economy 2021.

19. Quid Project by the Social Cooperative Why

Country: Italy

Email: Via website

Phone: +39 045 834 1686

Website: <https://www.quidorg.it/>

Established: 2013



Main problem the enterprise is trying to solve:

The Quid project is an award-winning not-for-profit social enterprise that offers safe job opportunities to vulnerable people, especially women, but also other with disabilities, former drug abusers, inmates, NEETs and migrants, who have fought and overcome difficult situations on a personal and social level. The enterprise aims to cultivate the unexplored talent of “enterprising and resilient people”, involving them in the production of ethical fashion garments and limited edition clothing and accessories. The “Progetto Quid” label is a recognised fashion brand and sign of an ethical and sustainable.

Business model:

The “Progetto Quid” collections come from surplus fabrics made available by prestigious fashion and textile companies. Besides social impact, their focus is on environmental sustainability by the use of textile left overs preventing the waste of thousands of meters of fabric every year.

In 2020, their turnover amounted to 13 million Euros and employed 133 workers, 84% women and 70% with a background of social and economic exclusion. Their net sales come from about one hundred multi brand shops, two outlets, an e-commerce venture and six shops.

20. Regseda UAB

Country: Lithuania

Email: info@regseda.lt

Phone: +370 671 15940

Website: <http://www.regseda.lt/>

Established: 1959

Main problem the enterprise is trying to solve:

Regseda is a social enterprise aiming to offer employment opportunities to people with disabilities. The majority of the company's employees are visually impaired, including blindness, as well as people with hearing, movement, nervous system and complex disorders.

Business model:

Regseda produces raw material for corrugated board, partitions and pallets, packaging with printing, assembly of furniture fittings, stationery and gifts as well as HFD flat corner cutting, gluing services. The enterprise also offers a day care centre providing social services and leisure activities.

The enterprise encourages the return to work and the social integration of economically inactive people unable to compete on an equal footing in the open labour market. They employ 188 people, 145 with disabilities including 87 with visual impairment. Job opportunities are available to people experiencing blindness as well, such as gluing, folding, strapping, assembling, packing and packing small parts.

21. Useful Deco by the Together with You Foundation (ADV)

Country: Romania

Email: marketing@utildeco.ro

Phone: +40 0232 275 568

Website: <https://www.utildeco.ro/>

Established: 2008

Main problem the enterprise is trying to solve:

Useful Deco aims to be an employment solution for young people with disabilities, those leaving the child protection system, or from dysfunctional families. Initially, offering vocational therapy and guidance, training courses to HIV-positive young people, Useful Deco found that employers were reluctant to hire these young adults. This was compounded by the 2008 financial crisis and they decided to develop an integrated concept of social and employment services that best meet the needs of young people with disabilities, especially those who came from the child protection system or families with problems.

Business model:

The enterprise produces various work clothing including uniforms and protective clothing for companies from all over the country and for all industries. They boast more than 800 custom made models, using sustainable materials in various colours. Additionally, Useful Deco makes a wide range of biodegradable packaging products and an extensive range of advertising materials. Profits are used to invest in the enterprise as well as a youth Club providing specialist support, and a national job platform promoting and supporting the employment of people with disabilities. Useful Deco is one of the largest protected units and social insertion enterprise in Romania. Their model is included on the European Commission's website as a model of good practice. In 2016, they were awarded the "EY Social Entrepreneur of the Year" award.

22. You Integrate by You Integrate

Country: Spain

Email: via website

Phone: +34 624 29 26 13

Website: <https://integrastuei.org/>

Established: 2010

Main problem the enterprise is trying to solve:

INTEGRAS.TÚ is a registered Insertion Company, which was officially born in 2010, although it has been operating as such since 2002. The purpose of INTEGRAS.TÚ is the socio-labour insertion of women who present special difficulties in accessing the labour market, being at risk of social exclusion, especially women who are victims of gender-based violence, Roma women and migrant women.

Business model:

The enterprise offers catering services offering a healthy food service with high-quality local products and promoting local gastronomy menus, trying to generate the least amount of waste. They offer a variety of culinary specialties including vegetarian, vegan, food intolerance, diabetics, etc. Additionally, INTEGRAS.TÚ offers cleaning services eco-friendly cleaning services.

Challenges:

- Their team of professionals is trained to cover a variety of different services, adapting to the new needs that arise, meaning they constantly introduce new training and information to improve services. This versatility helped them meet the challenges of the pandemic, increase the services offered and by extension, increase the workforce.

Environment

■ Community-based Organisation

23. Solidarity Oil by the Solidarity Trail Foundation

Country: Spain

Email: info@rastrosolidario.org

Phone: Unknown

Website: <https://www.aceitesolidario.org/index.html>

Established: 2011

Main problem the enterprise is trying to solve:

The catering industry produces very large amounts of waste cooking oil that is not always disposed of properly. Solidarity Oil acts as a bridge between businesses that generate large amounts of cooking oil and recycling centres, to ensure that the process is properly managed, and that the used oil is recycled correctly.

Business model:

The enterprise connects companies that produce large amounts of used oil and recycling centres that are able to recycle the used oil into fuel. Solidarity Oil offers to collect the used oil from hotels, restaurants and industrial kitchens, etc. The collected oil is then transported to recycling centres, previously identified by Solidarity Oil. These companies pay the enterprise for the oil and turn the used oil into fuel, which they then sell.

Profits from the business are used to fund social action NGOs as well as their own programme that supports people with intellectual disabilities.

■ Cooperative

24. Koopera by Caritas

Country: Spain

Email: koopera@koopera.org

Phone: +34 944 523 374

Website: <https://www.koopera.org/>

Established: 2011

Main problem the enterprise is trying to solve:

Koopera works for the integration of people at risk or in a situation of social exclusion who need opportunities through activities that have a positive impact on society, improve the environment and take care of the planet.

Business model:

The enterprise is a network linked to Cáritas, insertion companies, foundations and social initiative cooperatives. The network develops business environmental services, reuse and recycling (textile specialists), sustainable consumption stores, care services for people, etc., that provide training and employment as tools for inclusion, whilst building a more ecological, inclusive and supportive society.



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By working to improve the situation of the people they serve, they succeed in making a social and solidarity economy a reality. They are guided by Innovation and growth, with people at the centre of everything they do.

25. RepaNet by Reuse and Repair Network Austria

Country: Austria

Email: office@repanet.at

Phone: +43 877 878 700

Website: <https://www.repanet.at/>

Established: 2004

Main problem the enterprise is trying to solve:

RepaNet is committed to the economical and targeted use of material resources, to the highest possible quality of life for all people and, in particular, to the rights and opportunities for vulnerable people to participate in the prosperity of society as a whole. This goes hand in hand with the vehement resistance to the throwaway society, the waste and destruction of our raw material base, and our human potential.

Business model:

The enterprise is a network of 33 members, aimed at avoiding waste and to save resource production and consumption, patterns of repair and re-use, combined with the creation of jobs for the disadvantaged and the provision of affordable quality products for people on low incomes. RepaNet facilitate the shift towards a circular economy by preventing tons of products from ending up in landfills by proposing a mechanism for the collection, repair, re-use and upcycling of waste materials. They connect, advise and inform stakeholders, multipliers and other actors from politics, administration, NGOs, science, social economy, private sector and civil society on how to improve the legal and economic framework conditions for social-economic re-use companies, private-sector repair companies and to create civil society repair and re-use initiatives.

They are active in the award-winning project “BauKarussell (re-use in the construction/demolition sector), which combines the circular economy with the social aspect of creating jobs for those in difficult situations.

The RepaNet association also acts as the national umbrella organisation for the European network, RREUSE (Recycling and Reuse of European Social Enterprises), which represents national social-economic reuse umbrella organisations and networks in the EU.

■ Social Firm

26. Blagichka by Zero Waste

Country: Bulgaria

Email: blagichkacooks@blagichka.com

Phone: +359 896 976 855

Website: <https://blagichka.com/za-blagichka>

Established: 2016

Main problem the enterprise is trying to solve:

Blagichka is the first zero waste restaurant in Bulgaria and employs disadvantaged young people. They unite the love of food and the preparation of quality with the belief that young people need investment. They want to prevent obesity, and reduce the growing number of disadvantaged young people who cannot find work, through education and skills training.

Business model:

The enterprise provides a restaurant and a local food delivery service. They refuses to use plastic, reduces the amount of materials they need, reuses waste items to make new things, recycles

everything else, and disposes of all its organic waste in a composter. Part of the enterprises profit goes to promoting healthy and balanced nutrition by providing trainings to young people living in care homes and sheltered housing to develop skills to cook, plan shopping for the week, choose quality and affordable food and to take care of their body and spirit through the food they consume. Additionally, they also provide work opportunities by train and employing these young people in the kitchen.

27. CPU Reuse Company

Country: Slovenia

Email: ormoz@cpu-reuse.com

Phone: +386 31 689 920

Website: <https://www.cpu-reuse.com/>

Established: 2011

Main problem the enterprise is trying to solve:

The aim of the social enterprise is to work on the reuse and waste management sectors while implementing long-term programmes for disadvantaged people through formal employment.

Business model:

The enterprise works closely with the local municipalities and municipal sub-units around their headquarters and business units located in six locations in Slovenia. They work with volunteers, innovators and young industrial designers. In addition to 15 full-time employees, they employ hard-to-employ people and provide social integration training to their 45 employees working in the social economy network in this sector. Reuse is ranked second in terms of waste management priority, i.e. before recycling, which underscores its important environmental role.

The collected waste is used to create different items including clothing, backpacks, handbags, and protective masks that are sold via their website online store. The profits of these sales are reinvested in their activities.

28. Ecosia

Country: Germany

Email: info@ecosia.org

Phone: Unknown

Website: <https://www.ecosia.org/>

Established: 2009

Main problem the enterprise is trying to solve:

Ecosia neutralise CO2 emissions by understanding the connection between globalisation, climate change and how planting new trees to make a difference on a big scale. To help the environment they created a search engine to help finance planting and restoration projects.

Business model:

Like any other search engine, Ecosia earns money from clicks on the advertisements that appear above and beside the search results. The advertisements are clearly labelled as Ads and are text links to websites that pay for each click by users. The ads are delivered by their partner, Bing, who pays Ecosia a share of the revenue generated via these ads. They earn a few cents for every click on an ad, or a portion of the purchase price made through an affiliate link. Ecosia then gives the profits from this ad revenue to planting projects.

The enterprise plants in more than 30 countries with local organisations. They only plant trees in deforested areas where historically there have been trees as it offers an environment where trees can actually thrive. They work with native species in order to restore the natural situation that existed before. Occasionally they will plant non-invasive fruit or nut trees alongside native trees in agroforestry systems, to provide income and food for local communities.

Health

■ NGO with a Commercial Arm

29. Eco School of Life by the Solidarity Plus Association

Country: Poland

Email: wandzin@wandzin.pl

Phone: +48 59 8323413

Website: <https://wandzin.pl/>

Established: 1989

Main problem the enterprise is trying to solve:

The Solidarity Plus Association established the “School of Life” to provide professional help and support to people in difficult life situations, including people with HIV and Aids, disabilities, addiction issues, and people experiencing homelessness.

Business model:

The enterprises focus is to combine rehabilitation with environmental programmes to address a complex range of needs through outdoor activities and community based experiences for those taking part in the programme. They aim to be self-sustaining, where food is self-grown and the land is taken care of by the patients offering the opportunity to learn agricultural skills. Healthcare is provided by the local community in exchange for the self-grown products.

Various jobs have been created in the programme due to aligning the School with the International Convention on Biodiversity and the preservation of endangered species. Thus, the school receives financial donations to implement their environmental programmes, which intend to create more than 100 job placements.

Challenges:

Not applicable

■ Social Firm

30. Centre for Mental Wellbeing by My Mind

Country: Ireland

Email: hq@mymind.org

Phone: +353 818 500 800

Website: <https://mymind.org/>

Established: 2007

Main problem the enterprise is trying to solve:

My Mind estimates that there are more than over 200,000 people in Ireland unable to access counselling and psychotherapy services. My Mind is a not-for-profit social enterprise addressing the gap between the public and private mental health sectors by focusing on providing affordable and accessible mental health services within the community, thus bypassing the need for clinical referral, long waiting lists and high-cost services.

Business model:

The enterprise provides counselling and psychotherapy services in 15 different language through online and face-to-face services. In 2020, My Mind delivered 34,000 appointments and

aims to significantly grow its reach and affect in the coming years. Revenue from fee-paying clients is used to support reduced fees for unemployed clients.

Challenges:

A major challenge My Mind faced was with a large demand for its services due to people infected with Covid-19. Supported by the proposed reform of the healthcare system and the national public health and social care service however, My Mind was able to offer free online counselling for those most affected by the pandemic. This support was withdrawn by the authorities at the end of 2021.

31. SoulBottles

Country: Germany

Email: hello@soulbottles.com

Phone: Unknown

Website: <https://www.soulbottles.de/en/soulincubator>

Established: 2011

Main problem the enterprise is trying to solve:

SoulBottles was founded in Vienna although it is now based in Germany. They are a social enterprise that wants to tackle climate change and plastic pollution by promoting reusable glass and metal water bottles.

Business model:

The enterprise produces glass bottles and more recently, metal water bottles that they sell via their online platform. For every bottle sold by SoulBottle, one euro is donated to the German NGO Viva con Agua (<https://www.vivaconagua.org/en/>). Agua is a network of people and organisations committed to establishing access to clean drinking water and basic sanitation for all humans worldwide. In addition, they provide support for social enterprises and help entrepreneurs implement their ideas and projects for fighting plastic pollution. Finally, SoulBottle has created soulincubator, a unique support programme for social enterprises. The programme supports social entrepreneurs in putting their solutions for a plastic-free planet into practice. In this way, we make a positive and decisive contribution to the circular economy.

32. Start with Bites by Start Met Happen

Country: Netherlands

Email: pien@startmethappen.nl

Phone: +31 612774580

Website: <http://www.startmethappen.nl/>

Established: Unknown

Main problem the enterprise is trying to solve:

Obesity is a growing problem in the Netherlands and elsewhere. More than half of the population is overweight and even greater among people with additional care needs. Studies show there is an above-average amount of weight and health problems among various vulnerable target groups.

Business model:

Start with Bites created a do-it-yourself meal solution for care and wellbeing, by developing practical tools that offer people with extra care needs the opportunity to adopt a better eating behaviour, tailored to the requirements and budget of the client group. They offer care organisation and individuals, with solutions and resources such as their healthy meal box, especially designed for residential care facilities.

The enterprise offers a practical solution that makes cooking with fresh nutritional ingredients, together with clients, both simple and fun. The fresh ingredients are packaged and delivered to clients, together with balanced weekly menus and recipes designed by a professional.

Mentoring and Coaching

■ Community-based Organisation

33. Meeting Place Social Innovation (MIT) by of the Knowledge Foundation

Country: Sweden

Email: socialinnovation@mau.se

Phone: +46 040-665 77 54

Website: <https://socialinnovation.se/>

Established: 2010

Main problem the enterprise is trying to solve:

Meeting place Social Innovation is the national knowledge and collaboration platform for social innovations that actively follows what is happening in the field of social innovation, both in Sweden and internationally, to ensure that knowledge and experiences is developed, shared and used. They aim contribute to the United Nation's Development Programme's 2030 sustainable development goals

Business model:

As a collaboration platform, MIT arranges and facilitates meeting arenas to build capacity for innovation that meets societal challenges in collaboration between academia, business, and the public, as well as idea-driven actors.

They have identified a number of urgent and current societal challenges and themes where social innovation is part of the solution. The thematic areas drive change and require mobilisation and cross-border collaborations, as well as focusing on needs and issues. Presently, MIT is working with and bringing together actors for innovation and collaboration in work in the future, child rights, digital inclusion, public health equality and public space safety.

The enterprise uses webinars that provide further knowledge in current areas, to coalitions where actors from different sectors identify common issues and build relationships for joint development, and in-depth cooperation. MSI also arranges network meetings that focus on broadening networks and collaborations.

■ NGO with Commercial Arm:

34. Foundation for Social Change and Inclusion (FSCI)

Country: Bulgaria

Email: contact@bgfoodbank.org

Phone: +359 876 406 708

Website: <https://www.fscibulgaria.org/en/about-us/>

Established: 2008

Main problem the enterprise is trying to solve:

The Foundation for Social Change and Inclusion (FSCI) aims to work for the social development and integration of underprivileged individuals, groups, and communities in Bulgaria.

Business model:

FSCI breaks the vicious cycle of poverty and social isolation by restoring hope for a better future.

They believe that everyone has the right to access resources and opportunities that help them to live and develop themselves with dignity. They achieve this primarily through their network of family-type housing for young people leaving specialised institutions for children deprived of parental care. Additionally, FSCI works preventively on the early dropout of children from vulnerable communities.

To help fund these initiatives, the foundation created HOPE Soap that engages disadvantaged young people and people at risk of poverty, in productive activities to develop their social and work skills. This creative activity and routine are combined to develop psychosocial skills and work habits within a protected environment. The soap is produced from a ready base, with fragrances and colorants that meet all regulatory requirements for quality and hygiene. The enterprise offers an online catalogue of their products, which are bought by the public and companies for their corporate events.

35. Social Enterprise Estonia

Email: info@sev.ee

Phone: +372 59 047 365

Website: <https://sev.ee/en/front-page/>

Established: 2012

Main problem the enterprise is trying to solve:

Being a social entrepreneur can be difficult, especially in Estonia as the sector is new, few people know what social entrepreneurship is, and there are very few people from whom to seek advice. In addition to the difficulty of starting and running a business, creating an innovative business is more difficult. There is no specific legal form in Estonian legislation through which social enterprises are defined.

Business model:

Social Enterprise Estonia supports social entrepreneurs to overcome the initial challenges posed by a new business concept, by offering advice from other entrepreneurs who have already experienced similar situations. Clients can gain the knowledge and skills that hundreds of people have applied over the years. Through consultation or training, clients have the opportunity to take a step forward in their business idea and create a greater impact on society and the environment.

The enterprise created and developed the Estonian social entrepreneurship ecosystem by organising an Impact Day festival, training, participating in various commissions and are constantly on the lookout for different ways to help the social business sector grow. They offer individual consultation, international knowledge and practice acquired by research and experimentation with the best practices both in Estonia and abroad, and sharing experiences to learn from previous actions, mistakes and successes.

36. Social Initiative

Country: Sweden

Email: info@socialinitiative.se

Phone: +46 70-091 00 15/16

Website: <https://socialinitiative.se/en/>

Established: 2002

Main problem the enterprise is trying to solve:

The power of social entrepreneurship and the social impact it creates, is at the core of the Social Initiative model. The social entrepreneur's objective is not to maximise profits, but solve social or environmental challenges. Yet many budding entrepreneurs lack both capital and non-financial support to get their ideas off the ground.

Business model:

Social Initiative chooses to work directly with social entrepreneurs, thereby cutting out the intermediate steps. In addition, they create a deeper partnership between businesses, individuals and social entrepreneurs by harnessing the skills of each party. A key part of the model is to measure results to invest in those social entrepreneurs who generate the most substantial impact. Social Initiative's mission is to provide underserved people with the means to improve their lives.

To strengthen social entrepreneurs, the enterprise provides financial support from their partners as a precondition for social entrepreneurs to develop and scale their work. The non-financial support is equally important and includes strategic advice, strengthening impact measurement and sharing lessons learned, and best practice between entrepreneurs.

Working closely with businesses and philanthropists, it provides funding and capacity building to enable social entrepreneurs in India, sub-Saharan Africa, and Sweden to scale and deepen their impact.

■ Social Firm

37. jumpAgrade by JumpAgrade Limited

Country: Ireland

Email: info@jumpagrade.com

Phone: +353 61 513 048

Website: <https://jumpagrade.com/>

Established: 2015

Main problem the enterprise is trying to solve:

In remote areas of Ireland, students often do not have the opportunity to increase their grades by taking extra tuition. By offering top-quality tutoring that complements the work of teachers, jumpAgrade can reduce educational inequality. With up to 15 subjects to choose from, tutoring is available to second-level students, regardless of location, ability, or socio-economic background.

Business model:

jumpAgrade provides targeted academic and wellbeing support to students via an online platform. They work with partners such as University access programmes, Local development companies and corporations to support underrepresented youths in their communities. After assessing students' needs, they are matched with a teacher who addresses their requirements. Students view their schedule of online classes, teacher office hours and assignments, which are tailored to needs of the student who receives personalised video feedback from their teacher. The classes are available on-demand to watch any time that suits. Each week, students can ask direct questions to their teachers.

Students who sign up for JumpAgrade at a cost of €25 per week are given personalised worksheets each week after an analysis is done of their requirements. They work remotely with tutors through the platform. After completing a written assignment, they upload photos of their work and receive written feedback.

jumpAgrade was awarded the Social Entrepreneur Ireland Award for 2019, and more recently a 'Scale Partners' award in 2022. jumpAgrade have also received awards from Rethink Ireland Social Enterprise Development Fund and the Education Innovation Fund.

38. Social Enterprise Incubation Programme

Country: Estonia

Email: info@seincubation.com

Phone: Unknown

Website: <https://www.seincubation.com/>

Established:

Main problem the enterprise is trying to solve:

Building an enterprise means constructing a team. Many entrepreneurs did not start because they were experts at managing finances, optimising operations, or hiring great talent, but because they had a bold idea for social change. Connecting with peers allows questions about critical business functions about which they not experts and makes them a better leader in the process. Entrepreneurs need to surround themselves with people who understand what they are going through, ask the tough questions, and foster personal and professional growth.

Business model:

SEIP is an online network and incubation programme supporting social entrepreneurs, innovators and purpose driven businesses with an extended international network of peers, experts and mentors. Groups work as a friendly business club, where fellow social entrepreneurs support each other on their journey, by sharing their experiences and discussing their current challenges in business development.

Besides the business club, SEIP offers an online incubation programme that matches quality seeds with the best soil for sprouting. Additionally, they provide a three-month online incubation programme for young entrepreneurs (aged 17 - 26 years), and brand strategy workshops. Finally, SEIP offer a Social Entrepreneurship Incubation Programme in cooperation with seven universities, providing students with practice opportunities in business and project development by working directly with social entrepreneurs and purpose driven companies, in different countries.

39. Synthesis Centre

Country: Cyprus

Email: info@synthesis-center.com

Phone: +357 22252315

Website: <https://www.synthesis-center.org/>

Established: 2000

Main problem the enterprise is trying to solve:

SYNTHESIS is Cyprus' leader in social entrepreneurship and social innovation. They create and implement research and educational projects that have a social impact, particularly in the fields of social inclusion, employment, entrepreneurship, migrant integration and sustainable development, as well as managing a pioneering social innovation hub, which houses and supports organisations, entrepreneurs and enterprises with a social or environmental mission.

SYNTHESIS aspires to take part in activities that improve individual lives, enhance social inclusion, and contribute to a green and sustainable future.

Business model:

SYNTHESIS is an accredited Vocational Education and Training provider, with a focus on the development of training programmes that empower small enterprises and their employees, as well as enhancing the employability of people who are at the margins of society.

Alongside providing project based financing and providing paid consultation services, the enterprise provides mentoring and support to children and young people at risk of early school leaving. Additionally, teachers and schools are supported to develop programmes that help pupils acquire life and entrepreneurial skills.

SYNTHESIS also provides non-formal education to people who are at the risk of social exclusion, including NEET youth, migrants, people with disabilities, or those with fewer opportunities. The work focuses on developing a combination of knowledge, values and skills, which mobilise youth and adults to engage fully in civic, political and economic life.

Professional Services

■ NGO with Commercial arm

40. Sotek the Sotek Foundation sr

Country: Finland

Email: info@sotek.fi

Phone: +358 44 777 0409

Website: <https://www.sotek.fi/>

Established: 2004

Main problem the enterprise is trying to solve:

The Sotek Foundation sr provides personalised, diverse and high-quality services to the hard-to-employ. They develop their services and operations in cooperation with the operating environments. Sotek supports the long-term unemployed, people with disabilities, people with mental disabilities, migrants and young people lacking vocational training.

Business model:

The enterprise offers work services (subsidised work, supported work and training), rehabilitation services, productive work, and day-to-day activities to improve and support their target group. The goal is to maintain and improve an individual's ability to work and function in society.

Engineering and production services provide employment in several different areas and industries. Services include diverse subcontracting jobs, including metal and wood processing and assembly, and renovation and maintenance services for outdoor areas. The production line offers a variety of employment opportunities depending on an individual's ability. In addition to employment, the production line provides an on-the-job learning environment ideal for obtaining professional qualifications.

■ Social Firm:

41. Specialists by the Specialisterne Foundation

Country: Finland

Email: info.foundation@specialisterne.com

Phone: Unknown

Website: <https://specialisternefoundation.com/>

Established: 2003

Main problem the enterprise is trying to solve:

The Specialists Foundation is a not-for-profit foundation with the goal to generate meaningful employment for one million autistic/neurodivergent persons through social entrepreneurship, corporate sector engagement and a global change in mind-set. Innovative thinking and different perspectives offered by autistic/neurodivergent talent is needed more than ever for businesses and institutions to emerge successfully from crises such as COVID-19, helping businesses to adapt to rapidly changing conditions through enabling a resilient and diverse workforce.



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Business model:

The Specialists is a socially innovative company where the majority of employees have a diagnosis on the autism spectrum. Employees work as business consultants on tasks such as software testing, programming and data entry for the public and private sectors, for instance systems, applications, and products consultants. By harnessing the special characteristics and talents of people with autism, businesses can get a competitive advantage whilst helping people with autism secure meaningful employment.

The enterprise has operations in numerous locations around the world. The Specialists have successfully created partnerships with a German software company and a US-based global IT company to create 650 and 100 jobs for people with autism.

42. All Ears by Telehandelshuset

Country: Denmark

Email: info@all-ears.dk

Phone: +45 35 10 14 14

Website: <https://all-ears.dk/>

Established: 1995

Main problem the enterprise is trying to solve:

People with visual impairments find it very difficult to find jobs, despite having a very special ability for communicating with people and working on the phone. Their visual impairment allows them to be active listeners and particularly good at communication. Additionally, few workplaces take into account the physical and cognitive challenges for people with a disability, making their offices difficult to work in.

Business model:

All Ears has united business and social responsibility. Over the years, they have trained and employed around 200 people with visual impairments in fundraising, marketing and customer service. To make everyday life easier for our employees, they use a number of computer programmes, which are designed to help the blind and partially sighted, either by reading aloud from the screen or enlarging the text. In addition, they have made room in the office for service dogs, so that their employees' most important helpers can come to work. They also help bring their employees to and from work when needed.

Recognising that in an increasingly digital world, human contact has never had greater value; their innovative telemarketing model covers fundraising, sales and customer retention. They are also experts in care calling, service calling and booking meetings. Fundraising is one of the most effective ways to increase the revenue of an organisation.

Challenges:

The challenge was in building a profitable business model that could turn someone's disadvantage into a successful and competitive telemarketing company.

43. Brave Lives by SoulEm

Country: Spain

Email: info@soulem.org

Phone: +34 913 821 771

Website: <https://www.soulem.org/>

Established: 2010

Main problem the enterprise is trying to solve:

SoulEm has developed professional activities that meet the social needs of vulnerable women and transforms them into specialists. Their work is based on comprehensive training and employment, whilst improving the quality of life of vulnerable women and female migrants.

Business model:

The enterprise provides integration opportunities for women who have survived extreme situations, such as human trafficking, gender violence or forced migration, through the sale of quality artisan products that they make. They are registered as a public utility and operated as a Social Insertion Company, promoted by the Between Women (Entre Mujeres) Association. The project consists of a reception, training, employment and integration programme.

Lampshades are created by hand by the women being served, which are purchased by prestigious hotel chains. The lampshades are handcrafted and made to measure, with various shapes and materials, while taking care of quality and decoration trends. Sewing and art therapy workshops have recently been included in the programme. Brave lives took second place in the MAD+ awards for social entrepreneurship in the Madrid City Council.

44. Hongares by the Association with Values

Country: Spain

Email: francisco@hongares.com

Phone: +34 605 592 599

Website: <https://www.hongares.com/>

Established: 2019

Main problem the enterprise is trying to solve:

Hongares is made up of a group of entrepreneurs, each of whom faced problems settling in a foreign country while looking for better opportunities for their families. They know the difficulties migrants face in trying to find a place to live. To address the issue, they collaborated with national advisors from Asociación con Valores, to meet the housing hopes of the many migrant families and NGOs in Valencia.

Business model:

The enterprise is the first agency specialising in rental management for migrants and NGOs in Valencia. They have a professional team providing a tenant management service for their network of private owners, collaborating real estate agents and investors with a social vision. Hongares manages the tenancy while guaranteeing economic stability with long-term contracts that are budgeted and subsidised by the state. Tenants are permanently supervised by social workers to avoid complaints from neighbours and the local community.

Similarly, Hongares' specialised advisors and professionals offer a personalised, professional and innovative service for users of NGOs, as well as migrants with recurring income, by matching them up with an appropriate tenant. Many of these families are referred to Hongares by international reception programmes subsidised by the Ministry of the Interior.

45. Mobility Mojo

Country: Ireland

Email: hello@mobilitymojo.com

Phone: +353 1 525 3013

Website: <https://www.mobilitymojo.com/>

Established: 2021

Main problem the enterprise is trying to solve:

Mobility Mojo works with hotels to help them deliver an inclusive and welcoming experience for guests with accessibility needs. According to the World Health Organisation, over one billion people globally live with some form of disability and an estimated half of these people do not travel as a result. Despite living in the most information rich time in history, 15% of the world's population still face barriers to travel and work partly because of a lack of accurate information on accessibility. Mobility Mojo wants to solve that problem.



Business model:

Mobility Mojo has made hotel accessibility information simple for hotels and workplace environments combining technology and human resources to empower hotels and facilities around the world to open their doors to everyone, including those with disabilities.

The enterprise has built a toolkit that enables a hotel manager anywhere in the world to collect accurate data about the accessible features in their premises. This allows the hotel to integrate and displays their accessible features on their website in a standardised way. Mobility Mojo's dynamic team consists of accessibility and hospitality experts, innovative developers, and customer-focused sales and support. They are revolutionising inclusion and accessibility for millions of people, giving everybody the confidence to travel where they want.

46. Radiant Cleaners

Country: United Kingdom

Email: office@radiantcleaners.co.uk

Phone: +44 7504 240988

Website: <https://www.radiantcleaners.co.uk/>

Established: Unknown

Main problem the enterprise is trying to solve:

Radiant Cleaners aim to reduce unemployment and homelessness in Nottingham. They provide tailored support and jobs for employees to overcome their barriers to employment and to succeed in their job with Radiant Cleaners. The change enables them to generate better lives for their employees, provides better job security and offers regular income while demonstrating the value of ethical business practices.

Business model:

The enterprise provides professional cleaning services to commercial spaces from between two hours a week and up to 10 hours per day. They also remove waste from construction sites and clean offices, toilets, canteens and staff welfare cabins, raising standards of hygiene and cleanliness onsite, and provide cleanliness standards and disinfection routines for hospitality venues.

Radiant Cleaners were awarded the 2021 UK Social Enterprise Award.

47. Social Few

Country: Sweden

Email: hello@thesocialfew.com

Phone: +46 073-504 36 84

Website: <http://www.thesocialfew.com/>

Established: 2019

Main problem the enterprise is trying to solve:

The Social Few is an insight-driven growth agency - meaning that they continuously insert analysis, data, and reasoning into the decision making process - that works for inclusive and sustainable societies. Their focus is on minority groups and their personal perspectives to ensure that organisations will not need to be significantly updated as technology advances by including more perspectives and reflecting the society we live in.

Through self-developed methods, they conduct language and target group-adapted surveys, digital dialogues and information initiatives for the quarter of Sweden's population that many often talk about but not with - minorities.

Business model:

The Social Few We conduct multilingual digital quantum and qualification surveys with Sweden's largest minority groups, locally, regionally or nationally while conducting internal analyses, including perspectives, within organisations to find perceptions that lead to

sustainable and inclusive growth. The tasks are then refined into relevant insights that are adapted to the current assignment or challenge. Based on these insights, they help organisations develop working strategies with a focus on conversion and impact.

The enterprise creates and launches measurable outlets for activating the people and target groups that organisations want to understand, reach and influence, whether internally or externally, and provide concrete proposals for future iterations.

48. Offploy

Country: United Kingdom

Email: Via their website

Phone: Unknown

Website: <https://www.offploy.org/>

Established: 2016

Main problem the enterprise is trying to solve:

Offploy's aim is to support people with criminal convictions into meaningful, mentored and sustainable employment while helping to fill a chronic skills shortage, reduce reoffending and to make society safer.

Business model:

Offploy is a recruitment company that has created a pathway to connect businesses and ex-offenders, and support both through every step of the employment journey. Their dedicated team of peer mentors supports ex-offenders and works with candidates through a nine-step candidate journey to ensure they have the best chances of securing and sustaining employment. Three of these stages are around education and our team of trained social employment advisors deliver and refer candidates to courses specific to their developmental needs and the employer's requirements. Offploy delivers a range of courses centred on motivation and employability as well as employer specific courses from CSCS card certification to business administration and customer service. For businesses, they offer specialist legal advice, HR guidance, staff training and more, so that from start to finish, companies only face opportunities, not obstacles.

In 2016, Offploy's founder, himself an ex-convict, was awarded Yorkshire's Young Entrepreneur of the year.

Retail

■ Cooperative

49. Fair and Bio

Country: Czech Republic

Email: objednavky@fair-bio.cz

Phone: +420 734 178 199

Website: <https://www.fair-bio.cz/>

Established: 2011

Main problem the enterprise is trying to solve:

Fair and Bio roast Fairtrade-certified coffee and employ people with disabilities while promoting economic, social and environmental sustainability.

All Fair & Bio grains are Fairtrade certified to support a fair trade setting and decent work. The vast majority of their coffee is grown organically and their carbon footprint as low as possible to care for the planet

Business model:

Fair and Bio is a social enterprise and the first cooperative coffee roaster in the Czech Republic and are members of the Ripes Europe (Network of Social Solidarity Economy). They roast their coffee in Kostelec and Labem in Central Bohemia for cafes, corporate and domestic markets. The coffee is hand-packed by people with disabilities who have been employed by the business.

Through cooperatives, they follow a common form of fair trade business - most growers in the countries of the global South involved in fair trade are currently organised in cooperatives, which creates a significant contribution to sustainable development. By occasionally hosting representatives from the Fair and Bio's roasting cultivation sites and cooperatives from Latin America and Africa they help to complete a sustainable coffee supply chain,

50. New Human by Humananova

Country: Croatia

Email: info@humananova.org

Phone: +385 040 500 765

Website: <https://humananova.org/>

Established: 2011

Main problem the enterprise is trying to solve:

New Human is a cooperative whereby through its activities, contributes to the building of a tolerant society and a balanced use of resources. Its main aim is to facilitate a work path for people with disabilities and other disadvantaged groups through employment in the production and sale of textile products, made from leftover fabrics donated by local markets.

Business model:

New Human is a social enterprise operating in three areas: the environmental, social and economic sectors. The enterprise employs 45 employees, including 25 people with disabilities and another 13 from other socially marginalised groups.

They collect donated textiles from their containers and local authority recycling centres. These items are sorted and those that can be reused are sold in their second-hand store. Cotton from

the rest of the items is extracted and made into cloth, which is then sold to the industrial cloth sector. Any other raw materials are then extracted and made into new products. In cooperation with Regeneracija Zabok, any remaining fabrics are ground and processed to become valuable felt or non-woven textiles, which are then packed and exported within the European Union.

A tailoring shop and sewing room create new products from either recycled or new cloth, and then sold on their online platform. Other activities include organising textile waste collection actions and creative workshops about textile recycling.

New Human is recognised as the leading Croatian example of a social enterprise for labour integration and reuse.

51. Solidarity Shop by the Valencian Association for Solidarity with Africa (AVSA)

Country: Spain

Email: cotasacooperativa@gmail.com

Phone: +34 630 29 16 12

Website: <https://cotasa.org/>

Established: Unknown

Main problem the enterprise is trying to solve:

People immigrating to Spain from sub-Saharan Africa find it difficult to cope with the differences in culture and language, as well as finding employment. AVSA is a social work cooperative that supports sub-Saharan migrants to integrate into the local community through education and employment.

Business model:

The enterprise provides job opportunities in growing food products by taking over and cultivating unused allotment plots. The food produced is sold in the popular local market and in their Solidarity Shop. Additionally, AVSA provides shelters for the migrants and provides them with a small amount of financial support so that they can pay their utility bills, as well as regular language training to facilitate their integration.

The enterprises' income comes from the sale of the food. The enterprise is also developing an online store to complement their conventional shop.

52. Coffee Circle

Country: Germany

Email: kundenservice@coffeecircle.com

Phone: +49 30 39821384

Website: <https://www.coffeecircle.com/en>

Established: 2010

Main problem the enterprise is trying to solve:

Coffee Circle's main aim is to sell coffee coming from certified fair trade where economic success is combined with social impact. The idea behind the enterprise is to personally scout for good coffee around the world and sell it in Berlin while supporting the community the coffee comes from. The coffee is high quality, single origin, organic coffee sourced directly from countries like Ethiopia.

Business model:

The enterprise follows strict principles to ensure that the coffee farmers receive a salary that is above the world market rate and invests €1 for every kilogram of coffee sold to develop projects that they implement together with the farmers. These projects promote economic independence and local ownership of project activities and actions together with measurable and realistic goals. Impact reports are regularly published. Projects focus on education, health and coffee cultivation to make a sustainable change to the living conditions of the local farmers. Ongoing projects are based in Ethiopia, Kenya, the Democratic Republic of the Congo, and

Myanmar. So far, €2.5 million have been invested in the coffee regions involved, reaching 174,978 beneficiaries through their 19 projects.

Every year, Coffee Circle visits countries to find the best coffees in the world. In the process, they taste dozens of coffees in so-called cuppings, sipping and smelling their way through countless aromas in diverse combinations before selecting the best coffee beans from the current harvest. In Berlin, Coffee Circle roasters develop individual roasting profiles for each variety, allowing them to develop coffees to satisfy every taste. The coffee is then packed to protect the aroma and shipped in a climate-neutral way.

■ Social Firm

53. Mifuko by the Mifuko Trust

Country: Finland

Email: Via their website

Phone: +358 50 470 3829

Website: <https://mifuko.com/>

Established: 2009

Main problem the enterprise is trying to solve:

In Swahili, mifuko means pocket, and the Mifuko Trust supports social advancement in sub-Saharan Africa and aims to ensure that no one is left with empty pockets. For the artisans in Kenya, Tanzania and Ghana, it means fair pay, empowerment and less dependence on unpredictable farming as a source of income. The enterprise is guided by their core values in everything they do, uniqueness, joyful and socially responsible. All their items are made from high-quality materials that can be recycled in an environmentally friendly process.

Business model:

Mifuko was founded by two Finnish designers who were inspired to combine modern design with traditional Kenyan handcraft and fair trade. To shed light to the stories of the people behind the products, each Mifuko product carries the name of the artisan who made it. They sell baskets, home décor items, scarves in an online store on their website. All their products are 100% handmade from sustainable materials such as sisal, recycled and upcycled plastic, paper, milulu, elephant grass, wood, ceramics and leather.

Mifuko is a member of World Fair Trade Organisation (WFTO), the highly regarded global community of social enterprises that practice Fair Trade.

54. Chocolatier by Stanimira Chocolate House

Country: Bulgaria

Email: stanimira@stanimirachocolatehouse.com

Phone: +359 888 939 947

Website: <https://www.stanimirachocolatehouse.com/en/>

Established: 2015

Main problem the enterprise is trying to solve:

Stanimira Chocolate House was founded by Tania Georgieva, a woman who lost her sight when she was 12 years old. The Chocolatier specialises in making high-quality organic and eco-friendly artisan chocolates and providing accommodation and job opportunities for vulnerable people.

Business model:

The enterprise specialises in creating and making high-end individual chocolates that are then sold on their online platform. The chocolatier also produces various other chocolate products including candies, chocolate figures, food and beverages, and creating events using chocolate products.

Importantly, Stanimira Chocolate House provides access to employment for vulnerable groups by creating opportunities for social and labour integration through training and employment in the chocolatier. The enterprise has implemented various projects with EU and national government funding. They are certified as ecO-chocolate Chocolatiers and are a member of the British Bulgarian Business Association.

55. Kirmal by the Con Il Sud Foundation

Country: Italy

Email:

Phone:

Website: <http://www.vocidelverboviaggiare.org/>

Established:

Main problem the enterprise is trying to solve:

Food, travel, storytelling, rights and multiculturalism are the ingredients of the "Voices of the world to travel – a Mediterranean welcome" enterprise. The project offers young people from different backgrounds a unique opportunity for human and professional training in the tourism and catering sector.

Business model:

Kirmal is an experimentation in the field of social and labour inclusion, placing tourism as an encounter between the different cultures living in Palermo. By working with the symbolic boundaries between local communities and migrant cultures, they created a new, more contemporary and mestizo description of the city. Additionally, the enterprise created job opportunities for migrants and non-migrants alike.

The enterprise is a multi-service social start-up that works in the area of cross-cultural gastronomy and experiential tourism, formed from the training experience of a group of 30 young aspiring migrant and local entrepreneurs. Kirmal is an example of cross-cultural social business, to change the social perception of migrant work in the south by developing pro-activities and social entrepreneurship as a work opportunity.

56. Lapapo

Country: United Kingdom

Email: Unknown

Phone: Unknown

Website: <https://lapapo.co.uk/>

Established: Unknown

Main problem the enterprise is trying to solve:

Lapapo believes that children with additional needs deserve more - more support, more awareness and more inclusion. They believe that parents and carers, who constantly give their best to support their children, deserve a dedicated space. Lapapo aims to raise awareness by making it easier for parents to find products for their children and share advice.

Business model:

The enterprises website is part shop, selling specialist products for children with special needs, and part online community, where parents can ask questions and receive support from others with similar experiences.

Challenges:

The founder has been building the business in her spare time, while working full-time as a special needs teacher. Now the site is online, she is about to go part-time with her job so that she can devote more time to running the business. She hopes that she will soon be in a position to leave teaching entirely and work full-time on growing the site. She is looking for investors, support from local businesses and volunteers to help with the website.

57. Page and Bloom

Country: United Kingdom
 Email: hello@pageandbloom.com
 Phone: Unknown
 Website: <https://www.pageandbloom.com/>
 Established: Unknown



Main problem the enterprise is trying to solve:

Page and Bloom creates employment and career development opportunities for women who have experienced domestic abuse. Working with domestic violence charities, Page and Bloom identifies women who would benefit from working or joining their training programmes.

Business model:

Page and Bloom creates employment and career development opportunities for women who have experienced domestic abuse. Working with domestic violence charities, Page and Bloom identifies women who would benefit from working or joining their training programmes. The employees create flowers from recycled and salvaged paper, which comes from books, maps, sheet music and other paper items that would otherwise end up in landfill. The paper is donated by libraries, charity shops and second-hand booksellers, using books that may be damaged or otherwise difficult to sell for reading.

58. Proteus by Byowave

Country: Ireland
 Email: contact@mysite.com
 Phone: +353 834 227 664
 Website: <https://byowave.io/>
 Established: 2020

Main problem the enterprise is trying to solve:

Byowave estimates that there are more than 180 million gamers with disabilities worldwide, who are thus unable to play video games and aim to remove the exclusion and isolation felt by people with disabilities due to the design of video game controllers.

Business model:

The enterprise has designed and produced the Proteus Controller in response to that challenge. The controller allows users to build an individualised modular, accessible and customisable video game controller kit with everything needed to build a game controller in any configuration required.

ByoWave has ensured that disabled gamers have had a say in every part of the journey to develop the Proteus Controller and have tested the controller with disabled gamers, all over the world, to solve the problem of inaccessible video game controllers.

59. Woods by Human Results

Country: Denmark
 Email: info@humanresults.dk
 Phone: +45 20 77 44 03
 Website: <https://humanresults.dk/>
 Established:

Main problem the enterprise is trying to solve:

Woods by HUMAN Results aims to establish a connection to employment for vulnerable young people. They have created a workshop and through that, employment opportunities for their target group, specifically those aged 15 - 30 with complex underlying challenges. Moreover, these young people will be former criminals, active criminals or are at risk of being involved in crime. The focus is on reducing vulnerability, exclusion and social inequality.

Business model:

Woods BY HUMAN Results is a subdivision of HUMAN Results. They have established the trademark WOODS and produce timber goods for home decoration and furniture. Used timber is collected and used to make new timber products that are then sold from a conventional shop as well as online. Woods make a wide range of outdoor garden furniture and shelters, interior décor items and furniture from recycled timber. Profits help fund their work with vulnerable young people.

Social Services

■ Cooperative

60. The Social Pantry by TEB - School Workshop Barcelona

Country: Spain

Email: tebbarceloneta@teb.org

Phone: +34 932 215 512

Website: <https://www.teb.org/es/>

Established: 1974

Main problem the enterprise is trying to solve:

The TEB Cooperative Group believes in the abilities of people with intellectual disability and in the need to foster them as far as possible while constructing an inclusive environment. They aim to create an inclusive life for people with intellectual disability and provide support for their families through workshops that provide quality products and services.

Business model:

Taller Escola Barcelona (TEB) is the cooperative group that brings together the different cooperatives that make up TEB. The enterprise gradually expanded its activities to other parts of Barcelona, and currently has two sites in Sant Andreu, TEB/Estació and TEB/Sant Andreu, plus another one in the Verdum neighbourhood, TEB/Verdum. The cooperative has its head office in Sant Andreu, where it shares a building with 8,000 m² of floor space opened in 2006 with the cooperative group's general services.

TEB Barcelona is the owner of a special employment and occupational therapy centre, and provides integration services. Its business activities are focused on industrial services: a paint factory and on manufacturing odour removers. Its facilities are approved for handling cosmetics and food. They also pack and market exotic salts.

■ Social Firm

61. Living Project Foundation

Country: Spain

Email: info@proyectovivir.es

Phone: +34 96 385 70 58

Website: <https://www.proyectovivir.es/>

Established: 1994

Main problem the enterprise is trying to solve:

The Living Project Foundation is a non-profit organisation that fights for the development, emancipation and empowerment of women, based on the principles of gender equality and social justice. They aim to build transforming experiences by supporting women who are in a situation of vulnerability and who, due to the aggravating factor of gender, find it impossible to exercise their rights. To this end, they offer comprehensive, human and personalised support.

Business model:

The Living Project provides comprehensive and personalised support that offers economic security, training, moral support and psychological care, training to improve employability as well as help with childcare. Their training workshops involve guidance on employment, basic principles of electricity, sales, creative sewing, and applied technologies.

The enterprise operates a store that sells second-hand items that have been donated by the public. The profits from which help to finance their work with vulnerable women

62. Bulgarian Food Bank (BFB)

Country: Bulgaria

Email: contact@bgfoodbank.org

Phone: +359 876 406 708

Website: <http://www.bgfoodbank.org/en/>

Established: 2012

Main problem the enterprise is trying to solve:

The Bulgarian Food Bank (BFB) plays a vital role in improving hunger in Bulgaria and is the hub for food banks and raising awareness around hunger. It is a member of the Global Food Banking Network and the European Food Banking Federation. The BFB has held numerous food drives and events on occasions such as World Food Day. Bulgaria, as a whole, has taken action to ensure food security. By working with various organisations, implementing different policy changes and providing volunteer opportunities for individuals and groups, Bulgaria is decreasing hunger at a fast rate.

Business model:

The enterprise transforms food excess into a resource for different food support programmes. BFB collects donated food, which is delivered to warehouses where it is processed by volunteers. The food is then forwarded to partnering organisations to support their programmes and services for people in need.

Bulgarian Food Bank Foundation is the first registered food bank operator in Bulgaria, being a reliable partner to food industry companies in their effort to reduce food waste. The food secured by BFB reaches 8,000 people in need weekly, while 20,000 people annually are served through different food programmes supported by the enterprise.

63. Cabillon Farm by the EDES Foundation

Country: Spain

Email: fundacionedes@fundacionedes.org

Phone: +34 985 628 192

Website: <https://fincaelcabillon.org/>

Established: 2006

Main problem the enterprise is trying to solve:

The Cabillon Farm aims to integrate socially, people with intellectual disabilities into the labour market. They began their activity as a special employment centre creating job opportunities for the people they worked with before operating the farm, which offers their clients job opportunities.

Business model:

The enterprise is an economic and social project on a farm donated by the Town Hall of Tapia de Casariego. Their marketing model is based on direct sales, promoting trust between producers and consumers, and establishing fair trade relations for producers and consumers. Produce from the farm is sold, alongside other products, in their store and in regional markets through supportive consumer groups. The farm also offers gardening services that are

environmentally friendly and raise awareness of organic farming via training and dissemination activities.

64. eLiberare

Country: Romania

Email: info@eliberare.com

Phone: Unknown

Website: <https://www.eliberare.com/en/>

Established: 2013

Main problem the enterprise is trying to solve:

Human trafficking is a serious crime that happens in many countries, including Romania, which is one of the main sources of men, women, and children being exploited throughout Europe. There are more people in slavery today than in any other time in history with thousands of people from Romania are being exploited every year. Of those trafficked, 57% are sexually exploited, 73% recruited by relatives or friends and 37% were minors. eLiberare focuses on fighting this phenomenon.

Business model:

To fight this phenomenon, they launched their Bani pe Bune (Good Money) website - <https://banipebune.ro/> - that poses as a recruitment site advertising fake jobs to inform people of the dangers of going after jobs that look too good to be true. Once on the site, visitors are encouraged to apply for one or more of the “amazing” jobs advertised. If someone applies for one of these jobs, a video on human trafficking in Romania appears along with trafficking statistics.

Another campaign, “Scoala Altfel”, which means a “different kind of school”, is a national programme promoting informal education focused on human trafficking, reaching 37 of the 41 counties in Romania. The campaign involved sending educational resources to schools throughout the country, including a lesson plan, pamphlets, flyers and the video “Nefarious” to raise awareness and educate the students.

65. Entrepreneurship and Social Economy Group (EKO)

Country: Greece

Email: info@ekogreece.com

Phone: +30 210 523 2044

Website: <https://ekogreece.com/sample-page-2/who-we-are>

Established: 2013

Main problem the enterprise is trying to solve:

EKO, the Entrepreneurship and Social Economy Group, is a non-profit organisation based in Athens and operating at a local and European level, with youth as its main target group. Their primary aim is to contribute to the creation of an inclusive society, free from prejudice and discrimination.

Business model:

EKO's team has experience in the management and coordination of national and international projects and initiatives, including quality assurance, dissemination and sustainability planning. Their members have diverse expertise, which they utilise in conducting research, developing intellectual products and implementing training, according to each project's needs.

The enterprise designs and implements a variety of activities, and training for youth participation, empowering vulnerable youth and boosting youth employability, and designs and implements a variety of local and international advocacy and awareness events, as well as educational activities for the promotion of peace and intercultural dialogue & solidarity. EKO also collaborates with players in the social economy sector to promote sustainable social and

economic models and enhance entrepreneurial skills and attitudes in young people, women and vulnerable groups. Finally, they implement a wide range of youth-work activities aimed at serving the key needs and aspirations of young people.

66. Epanodos

Country: Greece

Email: grammateia@epanodos.org.gr

Phone: +30 210 881 5904

Website: <https://www.epanodos.org.gr/english/>

Established: 2003

Main problem the enterprise is trying to solve:

EPANODOS is a non-profit Legal Entity of Private Law supervised by the Greek Ministry for Citizen Protection and is the official agency for providing ex-prisoners with “after-care” services in Greece. They aim to provide vocational support, as well as prepare and promote the social reintegration of ex-convicts. Its scope includes encouraging, strengthening and adopting initiative from private, non-profit bodies or volunteer organisations active in the field of social exclusion.

Business model:

The enterprise provides psychological support, legal and employment counselling and support upon their release from prison. Ex-prisoners are provided with information about benefits entitlement, sickness insurance. Material benefits, especially financial ones, are limited and they rely mainly on motivating ex-prisoners, however they can be provided with a temporary stay of up to 10 days at certain hotels, free meals at a restaurant, a free phone card and public transport tickets.

67. e-Romnja Association

Country: Romania

Email: office@e-romnja.ro

Phone: +40 031 425 1992

Website: <https://e-romnja.ro/en/despre/>

Established: 2012

Main problem the enterprise is trying to solve:

Over time, negative images of the Roma promoted by the media, literature and the arts have had a major negative impact on the lives of Roma women, leading to inaccessibility of resources, and making them invisible and marginalised. Most importantly, their lack of visibility as women has a significant impact on public policies and programmes adopted to improve their situation. E-Romnja was founded by a group of activists to put the problems of Roma women on the public agenda. They work for the respect, integrity and dignity of Roma women and challenge the stereotypical image of Roma women, to reflect the reality and diversity of their lives.

Business model:

e-Romnja approach is intersectional, in the belief that democracy cannot exist without the full participation of women in the development of the communities to which they belong.

The enterprise focuses on community development through grassroots activities in three Roma communities around the country and being advocates for local budget redistribution to address the issues faced by Roma communities as well as financing programmes to meet the needs and issues Roma women are confronted with. Lastly, it acts as a watchdog to ensure that the rights of Roma women are observed and that the images of Roma women are realistically represented in the media, public spaces, and by politicians.

e-Romnja provides Integrated services for the Roma living in vulnerable communities, encourages participation through education for democracy, promotes solidarity networks for

Roma women, and provides innovative learnable reading tool for low skilled women. Moreover, the enterprise supports Roma women to develop local communities, tackles violence against women and girls, organises grassroots democracy by Roma women in the areas of empowerment and participation, create a common framework to understand the identities, privileges, and oppression of Roma women and other groups which intersect their work, promotes a "Sisterhood" mentoring programme. As well as combating discrimination against Roma women in Europe.

68. Green Laundry by the Global Initiative on Psychiatry – Sofia Foundation

Country: Bulgaria

Email: sofia@gip-global.org

Phone: +359 298 778 75

Website: <https://socialenterprise.bg/obstestvena-peralnya-zelena>

Established: 2009

Main problem the enterprise is trying to solve:

The Green Laundry aims to benefit people with mental disabilities and their immediate environment by creating employment opportunities and support for their social and labour integration. Alongside the activities related to running the laundry, the enterprise aims to implement a programme of occupational integration and help build a supportive environment that allows such to acquire and develop the necessary skills.

Business model:

The enterprise is equipped with small washing machines and dryers, which are thoroughly disinfected after each use, using only quality detergents from world-renowned manufacturers. Consequently, ensuring cleanliness, freshness and long-term use of treated clothing, bedding, tablecloths and more. Services include transport and ironing with orders completed and delivered within one to three days.

Their numerous and diverse clients comprise of businesses and individuals alike. Business clients include public health services, educational establishments, foundations and associations, homeless shelters, temporary accommodation centres, homes and day centres, etc.

Income from the social enterprise is reinvested in the foundation's work achieving a social effect on people from vulnerable groups - providing employment, improving their living standards, creating conditions for the development of their capacity as individuals despite the consequences of the disease.

69. Happy Moms Association

Country: Romania

Email: contact@happymoms.ro

Phone: +40 722 612 965

Website: <https://happymoms.ro/>

Established: 2014

Main problem the enterprise is trying to solve:

According to the Romanian Association of Banks, 50% of Romanians take out loans without studying any comparative offers, only 40% know what a debit card is, while 75% of Romanians do not know what an overdrawn account means - show the results of a study conducted by the. The Happy Moms Association contributes to the well-being of the community through projects in the field of entrepreneurial and financial education for mothers, children, young people and the family in general. They support personal and professional development through educational projects in the fields of entrepreneurship and finance.

Business model:

Business Kid is a financial education programme for the whole family. Children learn through theatre plays and through playing, as well as through practical workshops on how to earn, spend and save money. Additionally, they learn the differences between need and want. Parents learn through practical exercises on how to budget. The programme involves a storybook, a play and workshops held in the children's schools.

The enterprise also provides an online innovative financial education programme, "Business Kid", to introduce children to the world of money through a series of interesting and fun activities in Braşov, Cluj, Alba Iulia and Făgăraş. The programme is free, suitable for children between the ages of seven and 11, and available online.

70. Hub Nicosia by Synthesis

Country: Cyprus

Email: info@hubnicosia.org

Phone: +357 222 523 15

Website: <https://www.hubnicosia.org/about-us>

Established: 2014

Main problem the enterprise is trying to solve:

Hub Nicosia is a youth-oriented educational centre, co-working space and community of individuals, organisations and enterprises with cultural, environmental or social aims. Their aim is to be the first incubator for social enterprises in the country.

Business model:

Hub Nicosia offers a co-working space with desks, offices, and seminar and meeting rooms. The enterprise focuses on mobilising youth to engage fully in the civic, political and economic life of the country by offering learning opportunities to strengthen soft skills for empowerment, democratic participation and active citizenship, employment skills to assist youth transition into employment and enterprise skills so participants can start their own enterprises. Additionally, Hub Nicosia aims to develop new skills for professionals, particularly in the creative and cultural sector, enhance intercultural dialogue and promote shared EU values and mutual understanding through the arts, and equip youth and educators with skills, tools and competencies to raise awareness about global issues and to build capacity around sustainable development.

The initiative is financed through project funding (EU and local government), the renting of co-working space and the organisation of events, and successfully facilitates the social and labour inclusion of migrants through training and conventional employment. Hub Nicosia is a member of the European Creative Hubs Network.

71. HumanRights360

Country: Greece

Email: contact@humanrights360.org

Phone: +30 210 640 0214

Website: <https://www.humanrights360.org/who-we-are>

Established: Unknown

Main problem the enterprise is trying to solve:

HumanRights360 is a civil society organisation that seeks to protect and empower the rights of all and without discrimination although they pay particular emphasis on the most disadvantaged and vulnerable populations. They give priority to addressing the most pressing human rights violations, both acute and chronic, as a prerequisite for maintaining the rule of law in our society.

Business model:

The enterprise provides an integration service that provides legal aid to people experiencing homelessness, support for the reintegration of prisoners and activities to combatting racial violence. HumanRights360 defends the rights of migrants at the land border at Evros by providing legal and psychosocial support in the reception and identification centre. Finally, that act as human rights advocates and promote sustainable development.

72. iliaktida MAKE

Country: Greece

Email: contact@iliaktida-amea.gr

Phone: +30 225 104 5577

Website: <https://iliaktida-amea.gr/en/about/>

Established: 1997

Main problem the enterprise is trying to solve:

iliaktida AMKE, is a civil society actor (Civil Non-Profit Company), created through the needs of the local community in Lesbos to combat social exclusion through employment and personalised counselling of People with Disabilities and vulnerable population groups.

Business model:

The enterprise supports vulnerable groups of asylum seekers by offering housing within the city or in the broader residential area, under the ESTIA 2021 Programme. The programme focuses on the provision of good living conditions and support to applicants of international protection by providing functional and suitable homes and support services.

In collaboration with UNHCR and UNICEF, Iliaktida has set up nine accommodation facilities for unaccompanied asylum-seeking minors. Through the National Programme TAME, the enterprise also houses 16 year-old unaccompanied minors in supervised apartments, providing health care, psychosocial and legal advice, education and vocational guidance, cleanliness, etc. Practising

Iliaktida continues to support local people with disabilities and of social vulnerability throughout their efforts for social integration, for the prevention of racism – especially due to the latest focus on refugee and migrant populations.

73. Kite Club by the No Impossible Things Association

Country: Bulgaria

Email: office@nnn-varna.org

Phone: +359 878 183 875

Website: <https://klubhvarchilo.org/wb3/>

Established: 2019

**Main problem the enterprise is trying to solve:**

The Kite Club meets the needs of young people with physical and mental disabilities by providing a place where they can study, work and socialise and a team of specialists who support and motivate the young people to develop further. Some of these young people are employed in the Association's social enterprise. In addition to these activities, Kit Club seeks to raise awareness of the issues faced by youth with disabilities.

Business model:

The enterprise sells goods produced by young people with physical and mental disabilities on their online store, as well as services provided by the same young people. Catering services provide freshly prepared appetisers and drinks for home and office. From quality farm products, without preservatives and additives. 'Plant yourself a garden in a cup' sets with herbs and flowers for home or office, computer and advertising services, including a mini printing house for flyers,

cards, posters, etc. Additional services include quality colour copying and printing, lamination, binding, preparation of presentations, and professional translations from and into English.

74. Maria's World Foundation

Country: Bulgaria

Email: office@mariasworld.org

Phone: +359 242 397 41

Website: <https://www.mariasworld.org/en/>

Established: 2012

Main problem the enterprise is trying to solve:

There are 46,000 people with intellectual disabilities in Bulgaria, of which 8,000 live in the capital Sofia. People with intellectual difficulties in Bulgaria make up one of the most discriminated and isolated groups in society. Maria's World Foundation aims to improve the quality of life of people with intellectual disabilities and their families by supporting them in achieving their full potential. Primarily they achieve this by providing access to high-quality services, developmental training and employment opportunities suited to individual needs. Additionally, the foundation fights against the discrimination and social isolation of people with intellectual disabilities.

Business model:

The foundation's sheltered café complements and builds on the other programmes of the centre. The café is a place for work rehabilitation and acquisition of skills depending on individual needs, and an opportunity to practise and further develop their work and communication skills. The enterprise aims to integrate people with intellectual difficulties into other suitable work places in the mainstream labour market.

Additionally, the foundation has developed Bon Appétit, which provides training for young people with intellectual disabilities in the acquisition of basic work skills and the performance of complex tasks. This is achieved through providing catering services for workshops, business breakfasts, lunches or dinners, coffee breaks, receptions or corporate parties, etc. These events allow these young people to prepare and serve meals and to demonstrate their work and social skills within a real working environment.

75. METAdrasi

Country: Greece

Email: info@metadrasi.org

Phone: +30 214 100 8700

Website: <https://metadrasi.org/en/metadrasi/>

Established: 2009

Main problem the enterprise is trying to solve:

METAdrasi facilitates the reception and integration of refugees and migrants, and upholds and protects the fundamental human rights of displaced and persecuted people. The name METAdrasi is a synthesis of the Greek words "meta" and "drasi, meaning "then + action" and encapsulates their purpose and philosophy."

Business model:

METAdrasi provides interpretation through 350 interpreters, trained and certified by the organisation in 43 languages and dialects as well as accommodation facilities, guardianship, foster care and support in independent living for unaccompanied and separated children. Additionally, the enterprise supports other vulnerable groups by providing legal aid to asylum seekers, certification for victims of torture and humanitarian aid together with the education and integration of refugees and migrants through educational programmes, Greek language lessons, multilingual support guides and remedial education for children, as well as soft-skills

training, traineeship opportunities and work placements. METAdrasi is financed mainly by project funding and donations.

76. Roma Entrepreneurship Development Initiative (REDI)

Country: Romania

Email: office@redi-ngo.eu

Phone: +40 743 767 579

Website: <https://redi-ngo.eu/about-redi-2>

Established: 2016

Main problem the enterprise is trying to solve:

The Roma Economic Development Initiative is an ecosystem builder focusing on developing tools to increase the economic empowerment of vulnerable communities. Led by a team of young Roma Professionals from different European countries, REDI aims to provide access to affordable finance for Roma entrepreneurs in Central, Eastern Europe, and the Balkans and provide technical assistance for a selected pool of entrepreneurs to increase their expertise and skills. The enterprise is dedicated to facilitating funding for start-ups and businesses among Europe's most vulnerable group – the Roma people, leading to long-term employment and boosting job opportunities in the communities.

Business model:

In cooperation with the REDI Fund, REDI NGOs are active in three main directions. Firstly, community outreach, through its network of business facilitators, identifies potential eligible entrepreneurs, pre-assessing their business potential and referring them to different partner microfinance institutions. Secondly, building a network of Roma lending specialists, i.e. loan officers and credit risk officers, focused on assessing loan requests from Roma entrepreneurs. Lastly, supporting the development of Roma business clubs acting as resource-sharing hubs for Roma entrepreneurs active in a specific region, and thus developing a pan-European network of interconnected clubs to create the basis for REDI-run Social Enterprises.

Since the direct target group and primary beneficiaries of REDI's activities are the Roma, they strive to design and implement the organisation's projects and programs to promote Roma's inclusion, economic empowerment, facilitating access to finance for Roma entrepreneurs, and Roma communities. The economic growth in Roma communities will contribute to their inclusion in society by creating more job opportunities, business initiatives, and investments.

77. Social Catering by For You Woman

Country: Spain

Email: asociacion.portimujer@gmail.com

Phone: +34 963 476 774

Website: www.asociacionportimujer.org

Established: 2011

Main problem the enterprise is trying to solve:

For You Woman contributes to the fight against gender violence and for the empowerment of women to exercise their rights and to achieve gender equality, social justice, sustainable human development, and peace. Reports indicate that during the pandemic, migrant women are usually one of the groups most exposed to job loss, due to both their socio-demographic profile and the type of jobs, which they usually occupy. Through the provision of catering services, their strategy is to offer employment to integrate migrant women over 45 years who are unemployed, vulnerable and facing difficulty in accessing the job market.

Business model:

The enterprise provides catering services to the hotel and catering sector as a means of integrating vulnerable migrant women. Initially, the participants receive individual help in

deciding which side of the catering business they want to work in and then provided with the necessary skills through workshop training.

The training methodology involves creating four equal groups of women to work in either administration, waitering, kitchen assistance, or in public relations, marketing and protocol. Participants are invited to attend all 10 workshops to deepen their understanding of the business. Subjects covered are cooking, customer care and service, waitering, protocol, safety and hygiene, pastry and confectionery, event planning and organisation, cocktail and ethnology, basic English skills, and catering management.

78. The Social Teahouse

Country: Bulgaria

Email: info@thesocialteahouse.bg

Phone: +359 899 166 156

Website: <https://thesocialteahouse.bg/en/>

Established: 2014



Main problem the enterprise is trying to solve:

Basic competencies, such as social and communication skills, emotional intelligence and basic work habits, are imperative to develop in this world. They offer young people living in care, a three-year mentoring programme that supports them in adjusting to an independent life. The mentors themselves come from a variety of backgrounds (education, medicine, design, engineering, hospitality, etc.) and each has their own unique approach and contribution to the programme.

Business model:

The Social Teahouse is a place for tea and herbal drinks, events, workshops and most of all, a sheltered workplace for young people from local social institutions. Their goal is to support young people from a problematic social environment by providing opportunities and tools to live an independent life through personal and professional development. Besides serving tea and lemonade on their first-floor lounge, they have an events and presentations space on the second floor and a co-working space on the third floor. Since its opening, the Social Teahouse in Varna has become a centre for many cultural, charity, youth and alternative events in Varna. Major revenue streams from economic activity, donations and project funding ensures the enterprise's sustainability.

Challenges:

One of the main challenges faced by the enterprise is the sustainable functioning of the Teahouse. Thanks to our loyal supporters, volunteers, the people who organise and attend the cultural and other events, they have managed to fund their cause while developing the local cultural and social life.

79. Solidarity Shops by the Pro-liberty Foundation

Country: Spain

Email: libertiendas@prolibertas.org

Phone: +34 957 485 325

Website: <https://www.prolibertas.org/portfolio-items/tiendas-solidarias/>

Established: 2001

Main problem the enterprise is trying to solve:

Pro-liberty Foundation aims to fight against marginalisation and the social exclusion of people who lack the means of finding a solution, through social and labour integration.

Business model:

The enterprise operates two shops, one in Madrid and the other in Cordoba. Liberty Stores sells both new and second-hand donated clothes, footwear, accessories and other products from businesses and the public in each of their stores. All the profits obtained are reinvested directly

into the various programmes carried out by the Foundation, such as the Trinitarians social dining room and the Miguel Ferrer shelter.

They support people experiencing homelessness, vulnerable families, prisoners and ex-prisoners, migrants and others at risk of social exclusion. The Foundation offers comprehensive care, orientation and social programmes for prisoners, a day centre programme for people experiencing homelessness and a comprehensive care, orientation and social integration programme. Additionally, they provide job opportunities in their two shops.

80. Tandem by San Juan De Dios

Country: Spain

Email: <https://goo.su/bSlaRUI>

Phone: +34 963 665 070

Website: <https://goo.su/bSlaRUI>

Established: 1992



Main problem the enterprise is trying to solve:

Sant Joan de Déu València is a non-profit religious organisation dedicated to caring for homeless people in Valencia, through its Social Care Programmes, developed to meet the needs of people experiencing homelessness, with a focus on social integration.

Business model:

The enterprise provides an Occupational Centre to provide a daily routine, encourage social interaction, while providing employment through manufacturing jobs and occupational training. The Centre established a bicycle repair workshop, where the programme participants are employed, with the profits going into helping to maintain the Centre and its integration work. Bike repair workshops are also made available to the public.

Textiles

■ Social Firm

81. Federation for Associations (HUMANA)

Country: Spain

Email: info@humana-spain.org

Phone: +34 938 402 182

Website: <https://www.humana-spain.org/que-puedes-hacer-tu/comprar-ropa/>

Established: 1987

Main problem the enterprise is trying to solve:

The Federation for Associations is connected to the International Humana People-to-People Movement, which aims to achieve a greater positive impact on global development by strengthening cooperation among its members. The 30 member associations are independent and located throughout Africa, Asia, Europe, and the Americas. They share a common set of values to protect the planet, build communities and help people to organise, thus boosting their capacity for change and positive action. They aim to protect the environment through the reuse of textiles and to improve the living conditions of developing communities, both nationally and internationally, through programmes based on solidarity and the active organisation of people, with special attention to young people.

Business model:

Every year more than 2 million donors deposit their used clothes in the enterprises containers while more than 1 million people use their second-hand stores enabling them to promote environmental protection and funding their cooperation and social aid programmes.

Donors deposit clothes, footwear and home textiles in one of 5,000 containers available in 15 regions in Spain. Alternatively, supporters can deposit their donations at any of their 44 stores in Barcelona, Madrid, Seville and Granada. These stores offer a multi-brand selection of second-hand clothing, footwear, accessories and home textiles in various styles and trends, at affordable prices. Each year, more than 18 million kilos are donated whilst 550 jobs have been created.

Each year HUMANA is involved in developing projects, both with its own funds and with other funds from grants and public and private donations, in more than a dozen countries, including China, Ecuador, Laos, Malawi, Mozambique, Namibia, Senegal, and Zambia. Their cooperation programmes provide support in education, agricultural and rural development, renewable energy and energetic efficiency, contagious diseases, emergency assistance, and technical support. Since 1987, €32 million have been invested in these types of projects.

82. Makers Unite

Country: Netherlands

Email: share@makersunite.eu

Phone: +31 207 230 506

Website: <https://makersunite.eu/>

Established: Unknown

Main problem the enterprise is trying to solve:

Makers Unite is a textile-based creative agency with a social mission to support newcomers with access to the job market through the collaborative design and production of sustainable products and in the process, shifting narratives around immigration globally. They support the

creative talent of newcomers by providing them with training programmes that develop both soft and hard skills enabling them to work independently as well as working with the agency on their partner's creative assignments.

Business model:

The enterprise operates a Creative Lab that aligns participants with the demands of the Dutch creative industry and its multi-disciplinary nature. During the programme, they work individually with participants to connect them to their next professional step. The six-week programme covers design methodologies, masterclasses from industry experts, training in the Dutch working culture, assessment of professional skills, and the writing of CVs, portfolios, and career plans.

The enterprise produces and delivers high quality textile products and creative ideas that come from unique perspectives. They manufacture high quality sustainable clothing for promotional and fashion purposes, and design and develop textiles into fashion collections and merchandise, specialised in re-purposing waste material. From strategy to storytelling and from video or photography concepts to exhibitions, the experienced newcomers work with partners on tailored workshops for creative thinking. A remote Makers Workshop provides a unique experience where people are guided by newcomers during a creative online workshop, thus creating meaningful connections between people from different cultural backgrounds.

Tourism

■ NGO with Commercial Arm

83. Linnanmäki Amusement Park by the Children's Day Foundation

Country: Finland

Email: Via their website

Phone: +358 10 5722 200

Website: <https://www.linnanmaki.fi/en/>

Established: 1950

Main problem the enterprise is trying to solve:

Linnanmäki amusement park was founded in 1950 by six child welfare organisations. In 1957, the six organisations created the Children's Day Foundation. The Foundation develops and maintains the amusement park to raise funds for child welfare work.

Business model:

Linnanmäki is Finland's oldest and most popular amusement park, located in the Alppila quarter of Helsinki. The amusement park has over 40 rides, many different games, as well as restaurants and cafés. The most popular ride in the amusement park is the wooden roller coaster.

The Children's Day Foundation maintains and develops Linnanmäki amusement park to raise funds for work on child welfare. So far, the Children's Day Foundation has donated over €120 million to this important cause. While visitors have fun at the park, they also support child welfare.

The Children's Day Foundation was founded by six child welfare organisations: the Central Union for Child Welfare, the Mannerheim League for Child Welfare, Barnavårdsföreningen i Finland, the Federation of Mother and Child Homes and Shelters, Parasta Lapsille and Save the Children.

Challenges:

Not applicable

84. Magdas Hotel by Caritas of the Archdiocese of Vienna

Country: Austria

Email: info@magdas-hotel.at

Phone: +43 1 7200 288

Website: <https://www.magdas-hotel.at/en/>

Established: 2012

Main problem the enterprise is trying to solve:

For people with a refugee background, it is difficult to find work in Austria. Initial lack of German language skills, the resentment of many employers, as well as the circumstance that refugees are only allowed to accept work after receiving a positive response to an asylum application, which often takes months or years, makes integration difficult.

The Magdas Hotel is a social enterprise situated in Vienna and part of a social business funded by Caritas of the Archdiocese of Vienna. People seeking asylum from 11 nations are employed at the hotel.

Business model:

The hotel is economically self-sustaining and employs 14 different migrant nationals seeking asylum. Originally, a Caritas retirement home, the building was adapted to be a hotel using a Caritas loan and crowdfunding. Together the conversion cost more than €1.5 million. During the refurbishment, a programme of recycling and upcycling in respect of the hotel's furniture and facilities was implemented. Supported by Viennese architecture office "Alleswirdgut" and the artist Daniel Büchel, former furniture and fittings were converted into tables, lamps, benches, and mirrors, etc.

- With the support of the Federal Ministry for Digitisation and Business, a further focus was added enabling apprenticeships to be awarded. Currently 13 young people with a refugee background are being trained to work in various areas of the hotel.

Training

■ Cooperative

85. The Association of Disabled People for the Environment - EKON

Country: Poland

Email: Via their website

Phone: +48 225 466 065

Website: <https://ekon.org.pl/aktualnosci-en>

Established: 2003

Main problem the enterprise is trying to solve:

Ekon has a twofold aim: first to support the vocational training of people with disabilities and secondly, the creation of job opportunities in the environmental sector and on the open labour market.

Business model:

Ekon has created an environmental protection enterprise that provides a door-to-door waste collection service, with the waste products being recycled. Their waste collection system is convenient for residents and highly valued by those who use the service. The waste materials are separated, with 90% being turned into new materials and used again. By implementing various employment projects, EKON Association supports people with disabilities to pursue a career or return to work. More than 300 people with disabilities have been employed in Warsaw in the field of environmental protection, waste separation and recycling.

The enterprise, together with the Non-Public Centre of Social Functioning and Vocational Rehabilitation of Adult People with Disabilities, implements specialist-training programmes in diverse soft skills training for the workplace. Within the framework of the Platform for the Integration of Disabled People (PION), EKON provides supported employment on the open labour market. More than 300 people with disabilities have been employed in Warsaw in the field of environment protection and recycling.

86. Valemour by the Vale Un Sogno Coop Social Cooperative

Country: Italy

Email: info@valemour.it

Phone: +39 045 242 6071

Website: <https://valemour.it/>

Established: 2010

Main problem the enterprise is trying to solve:

Valemour is a business generator that was created to encourage the employment of young people with intellectual disabilities by providing job opportunities through the creation of a social and participatory economy, capable of realising shared social value in the operational area. They adopt an intervention logic that provides taking full responsibilities for the employee and offering a personalised and integrated pathway. The cooperative operates both on social needs and on job placement.

Business model:

Valemour has created a social inclusion and community relations programme to help young people with intellectual disabilities to live independently. At the end of a rehabilitation process managed by the Più di un Sogno Foundation, young adolescents begin their first experiences of autonomy by living in an apartment. Eventually, longer term housing solutions are found. To help with independence, Valemour has formed enterprises that employ these young people.

The programme has created a corporate catering service, “Good Food” that offers the company a corporate catering service for employees’ lunches and for special events. The large kitchen laboratory, professionally equipped, offers new employment opportunities to those who find it difficult to find employment elsewhere because of their disability. Through a dedicated web-app, employees order their lunch from a weekly rotating menu. Italian legislation requires companies to include people with disabilities in the company, thus Good food enables businesses to comply through the provision of catering services.

Another social enterprise is “Good Look” that creates clothing and accessories products and co-branding with brands already on the market. Cobranding companies include Dondup, HTC, Reign, K-Way, and Geox. Its products are characterised by the skilful use of colour and quality involving small artisans or other social cooperatives. The products can be purchased on their online e-shop.

■ NGO with commercial Arm:

87. Outside the Box by Über den Tellerrand

Country: Germany

Email: team@ueberdentellerrand.org

Phone:

Website: <https://ueberdentellerrand.org/start-englisch/>

Established: 2013

Main problem the enterprise is trying to solve:

Outside the Box wants people to live in a society founded on social cohesion, mutual respect and inclusiveness, and in which all people are treated as equals. They want to enable people of different backgrounds to meet as peers and work to advance and spread our vision of an open and tolerant society to enable intercultural coexistence across Germany and Europe for the long term.

Business model:

Outside the box creates opportunities for people of different cultures to meet and get to know each other, based on shared interests. They provide diverse activities, mentoring programmes, cookbooks and cooking courses to bring people together in over 35 cities across Germany and around the world.

The enterprise brings people together as equals, creating opportunities for personal exchange and friendship between those with or without refugee experience. Their network includes intercultural communities in 40 cities, throughout Germany, Austria, the Czech Republic and Colombia. At culinary, creative, and sporting events, people from different cultures regularly interact with and get to know and appreciate each other.

The headquarters of Outside the Box is the Kitchen Hub in Berlin Schöneberg, and is a place for almost daily joint activities. The Hub creates activities around cooking, gardening, beekeeping, making music or languages. Their professional cooking courses are not just about creating dishes and enjoying a relaxed dinner – with guidance from chefs from Afghanistan, Syria and Niger – participants learn about other countries and their culture and traditions. They also opened a café in Munich that employs migrant.

Transport

■ Community-based Organisation

88. TECHO by the University of Reus

Country: Spain

Email: Unknown

Phone: +34 877 640 825

Website: <https://www.dipta.cat/empren/hub/teco>

Established: 2020

Main problem the enterprise is trying to solve:

Teco is a company committed and dedicated to the environment, with the goal to make their city a green place through ecological mobility.

Business model:

The enterprise operates in the city of Reus where they sell, maintain and repair electric scooters as well as vehicles for people with reduced mobility, and electric bicycles. Additionally, they provide training and job opportunities in their shop/repair facility for people facing exclusion in the city.



JOINT VENTURE

Business between socially excluded people and NGOs