



Manual on Social Entrepreneurship

Guidelines containing comparative studies in Europe on methods of approach and teaching to young people how to launch a startup, in particular a social enterprise.

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Introduction

“European Social Entrepreneur” (ESE) is an Erasmus+ project that aims to disseminate good practices at European level through the training of youth workers that can provide innovative skills about the social entrepreneurial field to the young people, seeing their active involvement and of the entire local community.

The ESE project promotes youth empowerment by developing a set of tools that will improve their knowledge in the field of entrepreneurship, with a particular focus on social entrepreneurship, which combines the entrepreneurial dimension with the social one and with possible employment consequences.

Social entrepreneurship linked to young people is a concept that takes on different forms in each of the partner countries. Our project idea was born from the will of the partnership to create an effective and repeatable model at European level to disseminate inclusion techniques in the social entrepreneurial field.

The project involves 6 partners from 6 European countries:



CO-LABORY - Italy

CO-LABORY is a coworking space committed to promoting a new entrepreneurial culture based on personal social responsibility, centrality of the person, relationships of reciprocity and on the social function of business profit.



ACTA Center – Romania

European Center for Socio Professional Integration ACTA promotes educational activities, professional and social skills development of people in order to be able to adapt and integrate effectively in a dynamic society. ACTA aims to enhance peoples' empowerment, entrepreneurship, creativity and encourages people to develop their ideas and initiatives into concrete projects.



CAI - Conversas Associação Internacional - Portugal

CAI is an association, involved in social intervention in the field of Youth, Non Formal Education, and Adult Education. The association aims social intervention, cooperation and education for human and social





development in the areas of prevention, treatment, social inclusion of social issues, research, publications, training and cultural events.

CCIF Cyprus – Cross Culture International Foundation Cyprus



CCIF Cyprus established in 2016, with the MISSION to support social inclusion of all citizens especially youth including those with fewer opportunities, through youth exchanges, networking, transnational initiatives and cultural dialogues. Our VISION is to empower youth irrespective of gender, social, cultural, or educational background for active citizenship, volunteering, tolerance, respect, mutual understanding, sustainable growth and life development.

IED - Institute of Entrepreneurship Development - GReece



iED is a research organization established in 2005, focused on the promotion of entrepreneurship for everyone. The organization's main activity is the implementation of projects under some of Europe's most influential and groundbreaking Programmes like the HORIZON 2020 and the ERASMUS+ programmes.

MITRA FRANCE

Mitra France

Mitra France aims to foster intercultural understanding and responsiveness to social, ethnic, linguistic and cultural diversity through non-formal education. We create awareness among youth about their role in the society, and increase level of digital competence among people with fewer opportunities: unemployed, ethnic, national minorities, refugees and low skilled people.

This **Manual on Social Entrepreneurship** is an outcome of the project "**European Social Entrepreneur**". It is organized in three sections:

1. Definitions of Social Economy and Social Enterprises by the Europe Union and by each country partner;
2. Successful stories of social enterprises with a significant social impact on the territories in which they operate;
3. Tools that can support the development of a social enterprise.





1) Social economy and social enterprise in Europe

According to the EU

Social economy is intended to make profits for people other than investors or owners; in other words, it aims to serve the members and not to obtain a return on investment as the traditional mainstream capital companies do. The social economy includes cooperatives, mutual societies, non-profit associations, foundations and social enterprises.

The **European Commission** considers a **social enterprise** an operator in the social economy whose main objective is to have a social, societal or environmental impact rather than make a profit for the investors or owners. It operates by providing products and services for the market in an entrepreneurial and innovative way and the profits are mainly reinvested to achieve social objectives. It is managed in an open and responsible manner, in accordance with the principle of solidarity and mutuality by involving employees, consumers and investors affected by its commercial activities.

In Europe there are 2 million social economy enterprises, mostly micro, small, and medium-sized enterprises (SMEs), representing 10% of all businesses in the EU, more than 11 million people (about 6% of the EU's employees) work in these enterprises and up to 160 million people in Europe are members of social economy enterprises. Thus they have an essential role to the EU's employment, social cohesion, regional and rural development, environmental protection, consumer protection, agricultural, third countries development, and social security policies.

Across Europe we can find different legal forms and a wide range of products and services. Many social enterprises operate in the form of social cooperatives, some are registered as private companies limited by guarantee, some are mutual, and many are non-profit-distributing organizations like provident societies, associations, voluntary organisations, charities or foundations.

Despite their diversity, social enterprises mainly operate in the following fields:

Work integration – training and integration of people with disabilities and unemployed people;

Personal social services – health, well-being and medical care, professional training, education, health services, childcare services, services for elderly people, or aid for disadvantaged people;

Local development of disadvantaged areas – social enterprises in remote rural areas, neighborhood development/rehabilitation schemes in urban areas, development aid and development cooperation with third countries;

Other – including recycling, environmental protection, sports, arts, culture or historical preservation, science, research and innovation, consumer protection and amateur sports.



Below we present the legal forms of each partner country involved in this project and the evidence of this diversity between the countries.

For more information on this theme you can consult the following links of the European Commission:

https://ec.europa.eu/growth/sectors/social-economy_en and

https://ec.europa.eu/growth/sectors/social-economy/enterprises_en



Cyprus

Law Nº: The Cypriot state, considering the multiple benefits that the society and economy can reap from the development of such businesses, has prepared a draft bill entitled '[Law for the development and maintenance of a Registry for Social Enterprises](#)', which is currently before the House of Representatives.

Definition and Objectives:

"Social Entrepreneurship" and the broader "social economy", is gaining momentum in providing innovative responses to current economic, social and environmental challenges by developing sustainable jobs, social inclusion, improvement of local social services, territorial cohesion, etc.

A social enterprise, operating within the social economy, follows a differentiated business model from that followed by mainstream businesses; its primary objective is not to generate profits for its owners or shareholders, but rather to create positive social impact. The social enterprise operates normally in the market, providing goods and services in an entrepreneurial and innovative fashion and uses its profits mainly for social purposes.

In a recent policy statement the President made an explicit reference to social enterprises as an effective vehicle for providing services to vulnerable groups.

Every social entrepreneurship must support and build on all three pillars of sustainable development: The economy, the society and the environment. They also operate in a fair democratic and transparent manner.

Most of the social entrepreneurship in the country can be classified under two categories:

1. General purpose: social enterprise is a business with the main purpose to promote positive social and environmental actions aiming at the social interest. As so, most of its services or goods come from a business and reinvests at least 70% of their profits in promoting their social mission and it must be managed in a business, responsible and transparent manner, in particular with the participation of members and /or employees and /or customers and /or other stakeholders affected by its business activities and of course not a state –owned enterprise.





2. Social inclusion enterprise is defined as an enterprise whose primary purpose is to employ at least 40% of their workforce in people belonging to vulnerable groups. In addition, it must provide services or goods on the basis of a business model, with most of its revenue coming from business and being managed responsible and transparently through employee or customer involvement

Sources:

Directorate General for European Programmes, Coordination and Development
http://www.dgepcd.gov.cy/dgepcd/dgepcd.nsf/page60_en/page60_en?OpenDocument
<https://euromentor.eu>



Law N°: 2014-856 of July 31, 2014

Definition and Objectives:

This law defines the criteria of the social economy as follows: a purpose other than the distribution of profits, democratic governance, reinvestment of profits in the activity and compulsory asset lock. It therefore includes all associations, cooperatives, mutual organizations and foundations.

The Law on Social and Solidarity Economy, enhancing the position of the sector in the French economy and reinforcing its legal bases. While introducing a legal status for businesses with a social utility ("ESUS"), the law also extends the perimeter traditionally admitted in the SSE to include the model of social enterprises

In addition to these traditional legal forms of SSE, the law opens up the field of SSE to commercial companies whose economic activity:

- Has a social utility purpose (support to persons in a situation of fragility, fight against exclusion and inequalities, education in citizenship, sustainable development)
- Whose management meets the following criteria: the financial surpluses must be allocated in priority to the social mission and to compulsory reserves; the company's shares cannot be negotiated on capital markets; and an equitable wage policy (with a wage scale in which the highest salary does not exceed 10 times the lowest salary) must be implemented.

These commercial enterprises can be labelled as "solidarity enterprises of social utility" (Entreprise Solidaire d'Utilité Sociale, or ESUS) by public authorities (prefecture).

Source:

"Social enterprise in France: At the Crossroads of the Social Economy, Solidarity Economy and Social Entrepreneurship?" ICSEM Working Papers No. 34 Liege: The International Comparative Social Enterprise Models (ICSEM) Project. <https://evpa.eu.com/nexus/france>





Law №: 4430/2016 (Social and Solidarity Economy) and 1667/86 (Social Enterprises)

Definition and Objectives:

In Greece, social entrepreneurship (social enterprise) is legally recognized as "KOINSEP" - Koinoniki Syneteristiki Epicheirisi, which aims at the collective and social benefit.

Koinsep are distinguished according to their purpose in:

- Sustainable development
- Social services of general interest
- Inclusion of Special Groups (those groups of the population who are disadvantaged by their integration into the labor market for economic, social and cultural reasons)

Source: <https://www.taxheaven.gr/laws/circular/view/id/25006>



Law №: Legislative Decree n. 112 of 3 July 2017, recently amended by Legislative Decree no. 95 of 20 July 2018, which, in implementation of the Delegated Law no. 106 of June 6, 2016, revised the sector regulations

Definition and Objectives:

All private entities, including those set up in the forms referred to in book V of the civil code, which, in accordance with the provisions of the aforementioned decree, carry out a permanent and main business activity can acquire the qualification of social enterprise general interest, non-profit and for civic, solidarity and social utility purposes, adopting responsible and transparent management methods and promoting the widest involvement of workers, users and other subjects interested in their activities.

They cannot acquire the qualification of social enterprise:

- Companies created by a single natural person partner, public administrations as per art. 1, paragraph 2, of Legislative Decree 30 March 2001, n. 165, and subsequent amendments, and entities whose articles of association limit, even indirectly, the supply of goods and services in favor of members or associates only;
- Religious bodies civilly recognized according to the provisions of Legislative Decree n. 112/2017 apply to particular conditions;
- Social cooperatives and their consortia, as per Law no. 381, acquire the status of social enterprises by right. The provisions of Legislative Decree no. 112/2017 apply in compliance with the specific regulations of cooperatives and insofar as they are compatible.



Source:

<http://www.lavoro.gov.it/temi-e-priorita/Terzo-settore-e-responsabilita-sociale-imprese/focus-on/Impresa-sociale/Pagine/default.aspx>


Portugal
Law N°: 30/2013, 8th May
Definition and Objectives:

Social economy is defined as the set of economic and social activities that intend to pursue the general interest of society, either directly or through the pursuit of its members, users and beneficiaries' interests, when socially relevant.

These activities are freely carried out by the following entities: Cooperatives; Mutual associations; Mercies; Foundations; Private social solidarity institutions; Associations with altruistic purposes operating in the cultural, recreational, sport and local development; The entities covered by the community and self-managed subsectors, integrated under the terms of the Constitution in the cooperative and social sector; Other entities with legal personality, which respect the guiding principles of the social economy and are included in the social economy database.

Social economy entities are autonomous and operate within the scope of their activities in accordance with the following guiding principles:

- The primacy of people and social objectives;
- Free and voluntary membership and participation;
- The democratic control of the respective bodies by its members;
- The conciliation between the members, users or beneficiaries interest and the general interest;
- Respect for the values of solidarity, equality and non-discrimination, social cohesion, justice and equity, transparency, shared individual and social responsibility and subsidiarity;
- The autonomous and independent management of public authorities and any other entities outside the social economy;
- The allocation of surpluses to the pursuit of the purposes of social economy entities in accordance with the general interest, without prejudice to respect for the specificity of the distribution of surpluses, which is specific to the nature and the substrate of each socially constituted entity.

Source:

<https://dre.pt/pesquisa-/search/260892/details/normal?q=Lei+n.%2030/2013%20de+8+de+maio>





Romania

Law №: 219/2015

Definition and Objectives:

The social economy contributes to the development of local communities, the creation of jobs, the involvement of persons belonging to vulnerable groups in social activities and / or economic activities, facilitating their access to community resources and services.

Social entrepreneurship and the social economy have the following objectives:

- Strengthening the economic and social cohesion;
- Employment;
- Development of social services.

Source:

<http://www.mmuncii.ro/j33/images/Documente/Legislatie/L219-2015.pdf>



2) Successful examples of social enterprises

In this section we present 12 successful examples of social enterprises, that we hope could be used as an inspiration to create new and innovative projects in your community.

Capacitare, Consultoria e Negócios Lda

Website www.capacitare.pt

Country Portugal

Founded in 2017

Legal Form Private Limited Company

Operative Fields Personal social services, Other – consumer protection

Photo source:

Capacitare



Reason it was born and mission

Capacitare is born because of its founder's enormous desire to transform the lives of those looking for solutions! She worked many years as a social worker and associative leader of social organizations (associations of migrants, youth, sports and IPSS's). Thus, through Capacitare she proposes a set of essential requirements to achieve the desired results by taking advantage of the human potential that exists in each one of us, especially among the immigrant community.

The mission is to challenge the human potential, creating value and sustainable solutions. Capacitare helps people achieve their personal, professional and social fulfillment by transforming problems into capacitation and development opportunities.

Activities

Capacitare develops activities in the areas of:

- **Migration:** awareness services for the regularization/ maintenance of documents and conditions to access visas, nationality, residence permits and family reunification.
- **Training:** carries out skills development programs, continuous or specialty training, formal and non-formal, workshops, seminars, conferences, on the themes of personal and behavioral development, innovation and social entrepreneurship, law and migration, among others.
- **Coaching:** the contents are based on the Humanistic Methodology with the objective of elevating coaching and all human potential, developing motivational indices, entrepreneurs focused on the process and result.



- Consulting: specialized technical services in various areas such as investment incentives, internationalization, evaluation (social and environmental impacts), associative management.

Capacitare also involves young people through strategic partnerships with local social intervention projects in vulnerable socio-economic neighborhoods in Lisbon metropolitan area.

It also has specific skills development programs for young people that are promoted within Secondary Schools as well as through Municipalities (Storming4Building Program; Mission Employment).

Its success is due to

The application of a humanistic coaching methodology and the full conviction that in all human behavior there is a hidden intention that must be revealed helping the client understand that there is often a bias between what is being done with what they truly want

The new element(s) it has brought to the market, territory

It brought a new methodology and innovation to the type of service that other similar companies provide.

Capacitare invests in a good diagnosis (problem; solution and methodology); Then it supports the client in reframing the objective according to the result he intends and consequently enables him with the process that he appropriated himself.

The enterprise social contribution

- More documented people
- More informed and trained people
- Increased consumption capacity and quality of life
- More people and places trained for an ecological language
- More people and places trained for the development of human potential

Relevance of this enterprise for the ESE Project

The founder's personal motivation coupled with her accumulated know-how of professional experience sought to create her own job is an inspiration to others who seek to open their own start-up that has a social impact.

This start-up whose mission is to challenge human potential by contributing to their personal, professional and social fulfillment, has created an impact on localities where it intervenes.



Citizens in Power

Website www.citizensinpower.org

Country Cyprus

Founded in 2010

Legal Form Non-profit, non-governmental organization

Operative Fields Local development of disadvantaged areas; Personal social services; Other - research and innovation



Photo source:

Citizens in Power

Reason it was born and mission

C.I.P. Citizens In Power (CIP) is an independent non-profit, non-governmental organization. CIP aims at the development of different ramifications of entrepreneurship, education and democratic dialogue in Cyprus and abroad. To achieve those targets CIP has established an on-going collaboration with the majority of Cypriot leading universities, NGOs and research organizations in Cyprus, especially for the development of innovative projects and international trainings or seminars as well as for the deployment of pedagogical educational material, by primarily using web platforms and other technological innovations.

Their aim is to provide free training seminars that strengthen young people's skills. The seminars are held at CIP offices in Anthoupoli (Nicosia) and they focus mainly on democracy, entrepreneurship and empowerment. The literacy rate of young people from Cyprus is very high, the majority of the young population has tertiary education. CIP utilizes the expertise of these highly educated individuals to provide free seminars to young people who are thirsty for new knowledge and personal development.

Activities

During its ten years of contribution, CIP has implemented a considerable number of national and EU projects, with a focus on entrepreneurship and employment, whilst paying special attention to the certification of informal qualifications. The organization has also participated in a large number of 'ERASMUS+' activities, both as partner and leader; therefore has gained all the required experience and know-how in order to be able to implement and accomplish such projects in an effective way. In the context of the projects that have already been materialized, CIP has contributed to a large number





of studies and research activities, workshops, conferences and meetings, by simultaneously introducing innovative tools in a number of fields.

By promoting education, offering free training courses for unemployed migrants and refugees in order to inspire, empower and energize young Cypriots to work to achieve the vision for a peaceful, sustainable and multicultural Cyprus and be active citizens. This is done by creating a powerful platform for young people where they express their needs and concerns regarding the future of Cyprus and the world.

Its success is due to

Its success is due to their promotion of youth participation in elections, recruitment of young people, communication between political officials and citizens on issues affecting young people and society in general. Also, they involve more young people in politics and democracy and work for a fair and equal representation of men and women in decision-making processes (Parliament, local authorities, etc.) and generally in all sectors of society and business.

The new element(s) it has brought to the market, territory

Its humanitarian work for the Human Rights Defenders by the resolutions of the UN and other bodies of the European Union, as well as the environmental protection, the promotion of green growth and the facilitation of relationships such as networking between members belonging to different communities of Cyprus.

The enterprise social contribution

The organization's social contribution is the promotion of increased participation of young people in average volunteer work, the modernization of teaching, the research and creativity and finally, the development of new technologies. It also supports cross culture communication and people belonging to minorities, working against discrimination. It helps reduce unemployment and simultaneously increase the employability of young people through education, practical experience and generally improve their skills. It also assists in the promotion and implementation of partnerships to achieve diversity, solidarity, innovation, creativity, compassion and encourages and supports Coordination intercultural activities with the ultimate goal of building peace, protecting the environment and protecting human rights. The support continues with the training of members of our local and international networks through exchange of information, experience and ideas. In the end, they give attention to the arts, literature, theatre and sports in order to be as beneficial to society as possible

Relevance of this enterprise for the ESE Project

The environmental protection, the promotion of green growth and the facilitation of relationships such as networking between members belonging to different communities of Cyprus could set an example of an exchange.



Controcorrente S.O.S.

Website

<https://www.facebook.com/ControcorrenteSOS>

Country Italy

Founded in 2017

Legal Form Association of social promotion

Operative Fields Work integration



Photo source:

<https://www.facebook.com/ControcorrenteSOS/photos/p.1080359502313808/1080359502313808/?type=1&%3Btheater>

<https://www.facebook.com/ControcorrenteSOS/photos/a.533781213638309/629717390711357/?type=3&%3Btheater>



Reason it was born and mission

"Controcorrente SOS" is an inclusive kitchen project born in Bisceglie thanks to regional funding. It is an experiment of promotion and social inclusion for special children that focuses in particular on sport and work.

The project was born from the direct experience of three young people from Puglia, Luigi, Domenico and Alessandro who, for various reasons, deal daily with the theme of disability in the world of work.

Through these factors, the A.P.S. "Countercurrent S.O.S." aims to encourage the integration of disadvantaged people by aiming for a tangible and real active involvement in the world of work and raising awareness and education in the approach with disabled staff of both colleagues and users



Activities

Boys with difficulties and abled-bodied prepare street food and drinks on board a small Food Truck that goes around Puglia between private parties, festivals, concerts and public events of all sizes and orders, stopping occasionally on a permanent basis.

With the support of the whole community, and a crowdfunding campaign they set up a traveling bar to offer refreshment services and rental of sports equipment, during the summer season, near the beach facilities on the Apulian coast. It is a "Food Truck", a van - revisited in its aesthetics and use - entirely managed by special kids and educators that goes around the beaches of Puglia offering its services to lovers of the sea and water sports.

The "Camper Bar" is not a simple means of transport or a common refreshment point for passers-by and bathers, rather, it represents a meeting place, a space of contamination in which to know and share stories, tales and passions, generating good practices of inclusion and aggregation.

"ControcorrenteSOS" involve disadvantaged young people by initially organizing cooking, catering and sports courses not exclusively aimed at children with difficulties, but open to all in the full spirit of real and participatory integration.

Even today, in parallel with the "Food truck", the association's activities continue with trips, activities with animals and other initiatives aimed at getting in touch with local young people and including them in their activities.

Its success is due to

The fact that the Apulian entrepreneurs believed in the project right away, and in particular a well-known Apulian pasta factory donated the place to the association to make some of its preparations and made its own space available for this small social reality that tries to give young people with difficulties a chance in the world of work.

The new element(s) it has brought to the market, territory

The group of "Controcorrente" managed to involve and sensitize the territory, to create a job opportunity and autonomy of the subjects involved. There are more and more families in the area who contact Controcorrente SOS to be able to involve their children in a truly inclusive reality, who at the end of school face all the drama of their disadvantaged condition.

A constant activity, which engages and motivates young people, eager to "have something of their own" that goes beyond palliative measures, full day care and assistance.



The enterprise social contribution

The challenge of Controcorrente S.O.S. is to create a working context that integrates children with relationship and cognitive difficulties, going beyond mere welfare, in favor of a path of self-determination that is aimed at making the boys themselves absolute protagonists of their future.

The innovation of this process lies in bringing together the professional experience of young educators such as Francesco, Luigi and Alessandro, with the spontaneity and desire to get involved with Domenico, Cristiano, Gaetano, Saverio and many other "special" children such as theirs.

Cooperative and peer learning is the fulcrum to the entire project since, all the work done is a result of the profound synergies that is consolidated among the protagonists of this adventure. Everyone has something to learn and, in the same way, everyone has something to donate and share, in a spirit of personal and collective growth.

Relevance of this enterprise for the ESE Project

This project shows that it is possible to reconcile the desire to contribute to solving the social problems of a territory and at the same time to create a real job opportunity for the subjects involved.

Future World Center

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

Country Cyprus

Founded in 1997

Legal Form Non-profit Initiative

Operative Fields Local development of disadvantaged areas; Other - multimedia, technology

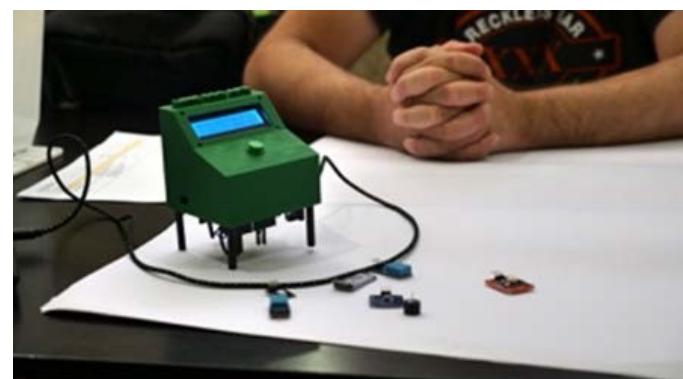


Photo source:

Future Worlds Center





Reason it was born and mission

Future Worlds Center (FWC) is an innovative non-profit initiative of social entrepreneurs using a model of horizontal entrepreneurial management.

Their work harnesses the power of emerging new technologies and the science of structured democratic dialogue in order to accelerate positive social change

Future Worlds Center pioneers in envisioning, designing and implementing projects that promote the culture of peace and reconciliation in Cyprus, the region and the globe. The Technology for Peace initiative is aimed to capitalize on the proliferation of the Internet as a means to bear the communication barriers between the northern and the southern parts of divided Cyprus. Other notable peace projects include the Civil Society Dialogue, the Act Beyond Borders and Everybody's song

Activities

Future Worlds Center is leading a number of pan-European efforts, which aim to promote the Millennium Development Goals within Europe and in Sub-Saharan countries. It was a founding member of the Cyprus Island wide Development NGO Platform and the Cyprus Community Media Centre.

The Accessing Development Education project has collected teaching materials or guidance books on topics like Development Education, Global citizenship, Human Rights, Millennium Development Goals and many others from across Europe into one central depository.

The Teach MDGs projects focus on increasing awareness and public support for the Millennium Development Goals by actively engaging teacher training institutes, teachers and pupils in developing local oriented teaching resources promoting the MDGs with a particular focus on Sub-Saharan Africa and integrate these into the educational systems of countries across Europe.

Different target groups profit from the services such as:

- Harnessing Collective wisdom
- Mental attributes profiling system
- Eye – tracking
- Safer internet center
- Refugee assisting services
- Youth participation

Its success is due to

The organization runs a number of projects that promote and implement research in the field of safer use of the Internet; Cyber ethics, Cyprus' Safer Internet Center, which includes a Hotline and a Helpline.





Future Worlds Center associates belong to multiple “circles” (i.e. projects) at the same time. They use the term “Distributed Project Participation” to describe this process. People's individual contributions and responsibilities in each project can vary the intensity. Projects have different sizes and purposes. Each project has one coordinator (upper semi-circle in each project) and several members, who can also be external associates. In addition, every associate must commit a percentage of their effort to working on logistics. Approximately 10% of one's time should be available “on demand” to those coordinating projects. Furthermore, everybody is involved in securing funds and writing new applications. Again, approximately 10% of one's time needs to be invested on what they call the “Distributed Organizational Responsibilities” principle

The new element(s) it has brought to the market, territory

Future Worlds Center is the implementing organization of the United Nations High Commissioner for Refugees Representation in Cyprus. Its Humanitarian Affairs Unit implements projects that aim to strengthen asylum for refugees and asylum seekers on the island. This Unit has founded the Unit of Rehabilitation of Victims.

The enterprise social contribution

- Supporting Vulnerable Groups
- Promoting regional peace

Relevance of this enterprise for the ESE Project

The safe internet practices can be a good practice for exchange.

Geopaideia

Website <https://www.geopedia.gr/>

Country Greece

Founded in 2017

Legal Form Social Enterprise

Operative Fields Local development of disadvantaged areas; Other – environmental protection

Photo source:

<https://www.facebook.com/geopedia.gr/photos/a.146240129292346/163438374239188/?type=3&fbtheater>





Reason it was born and mission

The founding members of Geopaideia are all holders of university degrees, such as Geology, Environmental Studies, Biology, Oceanography, Archaeology with many years of work experience on their respective fields and more specifically in the environment. They are passionate about environmental protection and sustainable growth and this has led them to establish this social enterprise.

Activities

Geopaideia is a group of active citizens with different backgrounds and work experience, that share a common idea: that our own quality of life depends on our contact with nature and the deeper understanding of our world. Geopaideia is a social enterprise that aims to promote and protect the environment and biodiversity, support sustainable growth and is working towards a future of a balanced relationship between people and the environment

The services they are providing focus on:

- **Environmental Education:**

They design and implement educational programs directed to citizens of every age group that promote ecology and protection of the environment. The educational programs take place either indoors (museums, schools) or outdoors through organized excursions. Interactive learning has a result an easier, more pleasant and better assimilation of knowledge.

- **Outdoor activities:**

Geopaideia designs, organizes and implements excursions that combine ecology with entertainment. People that share common interests and values get to know each other and discover nature's delights. They also focus in supporting local communities and products. The fact that these excursions are accompanied usually by scientists (geologists, biologists, etc) makes them particularly unique.

- **Environmental reports:**

Geopaideia in order to have a steady cashflow, also offers environmental services such as they write environmental, geological and hydrologic reports. They follow a holistic approach that goes beyond the usual limits between scientific fields, giving more focus on an experiential approach.

Its success is due to

The innovative way that deals with the lack of environmental protection and awareness, that exists in Greece especially during the late economic crisis years. Environmental education is a field that we should focus as it can potentially shape the future of our physical habitat, through shaping the younger generation towards a balanced environmental management. From the subpar waste treatment in the





cities and touristic areas to the lacking environmental education at schools there is enough space for meaningful progress and work on this field, in ways that can have a positive impact. Geopaideia is a social enterprise that tries to improve environmental awareness both for children and adults in ways that go beyond stale lecturing and offering a more hands-on approach. As a group they explore, study and discover the unique characteristics of areas of interest, in order to better understand them. They design, organize and implement interactive activities in their local area that combine entertainment and knowledge. They also participate in local events and actions that promote cooperation with likeminded people.

The new element(s) it has brought to the market, territory

Not just lecturing, but **actual involvement** of parties interested in Environmental Education through interactive activities.

The enterprise social contribution

This social enterprise with its services raises awareness, through educational programs, about ecology and environmental protection.

Relevance of this enterprise for the ESE Project

People who are interested to promote and protect the environment and biodiversity, support sustainable growth and is working towards a future of a balanced relationship between people and the environment can take this social enterprise as example in order to develop their own ideas on this topic.



Made in Carcere

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

Country Italy

Founded in 2007 by Luciana Delle Donne, who immediately became a brand.

Legal Form NGO

Operative Fields Work integration; Personal social services; Other - recycling, environmental

Photo source:

<https://cdn.gelestatic.it/repubblica/blogautore/sites/1028/2019/02/Made-in-carcerePuglia.jpg>
<http://mappa.italiachecambia.org/scheda/made-in-carcere/>



Reason it was born and mission

"Made in Carcere" was born in 2007 thanks to the intuition of the entrepreneur Luciana Delle Donne, who immediately became a brand.

The main purpose of "Made in Carcere" is to spread the philosophy of the "Second Opportunity" for detained women and "Double Life" for fabrics. A message of hope, of concreteness and solidarity, but also of freedom and respect for the environment. The artefacts produced thanks to this project, arise from the use of exclusively waste materials and fabrics, coming from Italian companies that are particularly sensitive to social and environmental issues.

Activities

Inside the Lecce prison, Luciana Delle Donne, has created "la Maison" a space that takes up the concept of home, furnished with furniture, carpets and sofas. Many cells have turned into reading rooms, a mini gym, a kitchen, a dining room and a meeting room, where women inmates spend most of the day.

The goal is to ensure that imprisonment can be a path of rediscovery of oneself, of elaboration and awareness, necessary to rebuild a new life outside. There are about twenty inmates involved in the project: they have been offered a training course aimed at developing valuable skills for their future reintegration into society, but also to give dignity to their position as prisoners.



Each bag, each accessory produced, becomes a means to bring a piece of themselves "out there" and a concrete way to earn a salary, to help their families raising children and breaking the vicious circle of marginalization.

In addition to "Made in Carcere", the cooperative carries out some main activities thanks to it manages to reach and intercept different target groups, most of them who live in difficult conditions.

Recently, a new social tailor shop has been launched in Bari, in a shelter for migrants (IT) called "The house of Culture-Caps". This idea was born in one of the most marginalized neighborhoods of the city of Bari, welcoming both migrants and people residing in this area. In addition to tailoring, they provide carpentry courses, also with recycled material, and produce design objects.

Another ambitious project is taking shape in the food sector: in a juvenile prison, in fact, it has been taught to kids to become pastry chefs. They have succeeded in creating excellent finest food, or a dessert called "le Scappatele", with high quality and organic ingredients. Their next step is to teach prisoners "the art of doing good and living well", a path of re-education that goes from nutrition to mental, emotional attitude; from the rediscovery of important values, to generate a new lifestyle.

Its success is due to

The circular economy model where everyone is a protagonist and everyone wins: the inmates, the environment, the community, and that part of the market that will be able to raise awareness of these issues.

The circular economy is a model of production and consumption that involves sharing, loaning, reusing, repairing, reconditioning and recycling existing materials and products for as long as possible. This extends the life cycle of the products, helping to reduce waste to a minimum. Once the product has finished its function, the materials of which it is composed are in fact reintroduced, where possible, in the economic cycle. In this way we can continuously reuse everything within the production cycle generating the other value.

The principles of the circular economy contrast with the traditional linear economic model, based instead on the typical "extract, produce, use and throw" scheme. The traditional economic model depends on the availability of large quantities of materials and energy readily available and at low prices.

(<https://www.europarl.europa.eu/news/it/headlines/economy/20151201STO05603/economia-circolare-definizione-importanza-e-vantaggi>)

The new element(s) it has brought to the market, territory

This non-profit social cooperative pursues multiple objectives:

- It promotes networking between and for women and young people considering the difference as a value;



- It strongly believes in actions aimed at instilling a feeling of hope and enthusiasm in women and young people;
- It informs, communicates and debates to better develop the feeling of belonging to Europe.

With her intervention, Luciana Delle Donne, succeeded in:

- changing the mentality of people and reducing prejudices, generating well-being for other human beings, helping them in the reorganization of their life, starting from work;
- contributing to the well-being of the environment, recycling waste fabrics from other companies that would otherwise end up in the incinerator, polluting the planet; raising public awareness through their products, by organizing events, conferences, seminars and university masters.

The enterprise social contribution

The “Made in Carcere” creations, not only give a second chance to women prisoners, but also a new life for the materials used. The production model implemented is defined as BIL, ie Gross Domestic Well-being, precisely because the brand wants to pursue a dual objective:

- Protecting the environment through the use of waste materials and textile residues from Italian companies that believe in the project and are particularly sensitive to social and environmental issues.
- Contain the recidivism of people in detention, thus reducing costs for the community. To date it is estimated that 80 of those who do not work return to commit crimes once they have served their sentence.

Relevance of this enterprise for the ESE Project

From this experience we would like to enlighten how a company that has social aims, providing for the involvement of disadvantaged individuals and by acting with respect for the environment, it can and must generate profit if it wants to get rid of public subsidies and private donations.

With regard to the ESE project, we believe that this experience has had great success and impact on the territory thanks to the skills of the team that designed and carried out this project with determination.



Muma Codrului

Website

<https://www.facebook.com/MumaCodruluiColesti/>

Country Romania

Founded in 2011

Legal Form Social enterprise

Operative Fields Local development of disadvantaged areas

Photo source:

<https://www.facebook.com/MumaCodruluiColesti/photos/>



Reason it was born and mission

This center was born out of a desire to give people a chance to value their products. The center was born through a social entrepreneurial action.

The objective is to value existing natural resources. The project initiators believe that the archaic production system in households is "the only one that is sustainable and can take care of the people that make it possible for it to exist."

The mission is to promote local products, create jobs in a depopulated area and promote healthy food

Activities

The people of Coleşti, a small village in Bihor County in the Apuseni Mountains, have their own center to sell their vegetables, fruits, meat or other products they produce in their own households.

It is a processing center that collects all local products in the village by buying from people and processing them to obtain different productions - collection of farmers products (milk, eggs), traditional cheese production and homemade jam and syrup.

Muma Codrului welcomes people to be part of their team as volunteers, employs or donors.

The Processing Center in Colesti village consists of services which includes a restaurant, a fruit-vegetable processing plant and a butcher shop *carmangerie*.

Also, they expanded this project in the tourism field and organize different events in the rural area.



Its success is due to

The job creation by purchasing local raw materials of wild origin or produced in small households in the area (self-subsistence); and also by creating jobs for processing products by hiring local people (the products are made from locally purchased ingredients)

The new element(s) it has brought to the market, territory

This project started with a young married couple (a Spanish man and Romanian woman) who decided to buy a land in Coleşti although they did not know anyone, thinking maybe they would someday come back.

In 2011 they bought an old house from Coleşti, which, with a lot of work they turned it into a home. When they moved to the village, they bought a herd of geese, a few cows and began to make traditional cheeses (Rueda cheeses)

The couple meet another young couple who had a traditional grocery store in town. They wanted to know the producers from Coleşti and, quickly, the two families became friends. Since they lived in Coleşti, both families live only from what they produce and sell, and they say it is enough "If you work, you also have money".

Both families grew in Coleşti, they decided to have children "If we were living in a city, we would not have children today. We would have always said that we do not have time, we cannot afford ... But here we are" says George.

The enterprise social contribution

The project was extended to other neighboring areas with the same social issue and it can be a model for other similar areas.

Relevance of this enterprise for the ESE Project

People who are interested on the rehabilitation of a deprived area with depopulation problems due to its isolation can multiply this model.



NaTakallam

Website <https://natakallam.com/> and
[https://www.facebook.com/pg/NaTakallam.FR/
about/](https://www.facebook.com/pg/NaTakallam.FR/about/)

Country USA, branch in France

Founded in 2014

Legal Form Social Enterprise

Operative Fields Work integration

Photo source:

<https://natakallam-2015.ecwid.com/>



Reason it was born and mission

In the summer of 2014 Aline Sara had just completed her Masters in International Affairs at Columbia University and was looking for an affordable way to practice her Arabic—specifically, her native Lebanese regional dialect—from New York City. It was also at that time that Syrians, fleeing the violence from the brutal civil war, were pouring into Lebanon, where today, roughly 1 out of 4 people are Syrian.

Like most Syrians outside of the country, and notably the 5 million-plus who are living in neighboring countries, Syrians in Lebanon cannot easily get work permits, making their capacity to work and sustain a livelihood incredibly difficult. The same daily struggle with varying legal realities holds true for Venezuelans living in Argentina, people from Burundi living in Europe or the Middle East, or Yemenis displaced inside their own country.

Aline thought of connecting her need to access conversational Arabic to that of displaced Syrians to access an income and thus came to life the idea of NaTakallam, pioneering the concept of leveraging the Internet economy and refugees' language skills to provide language services to users worldwide, who, through their engagement, help support displaced persons' livelihoods. Thanks to their talented pool of conversation partners, the company is now expanding to serve other nationalities and offer more languages for more cross-cultural connections. There are branches of the company in the USA and in France.

Activities

The translation services are delivered by refugees in more than 9 languages (clients include the International Rescue Committee, Buzzfeed, and Malala Fund). The conversation partners are also available for company events, or other kind of events, as a virtual guest speaker to give a personal,



first-hand perspective on the global refugee crisis. The company also now offers translation and interpretation services.

The first important thing is that the company facilitates employment to people with fewer opportunities who are usually from migrant and refugee backgrounds. The second important thing is that the company provides affordable language classes and encourages intercultural exchange and social inclusion.

Its success is due to

The success is due to award-winning, high-quality language learning programs delivered by refugees, for all levels of Arabic, French, Persian and Spanish, as well as professional translation services to individuals and organizations worldwide.

Another factor of the success is that the founding team is made of individuals with extensive experience in economic and political development, conflict resolution, human rights, humanitarian affairs, language learning and journalism.

The new element(s) it has brought to the market, territory

The new element is that NaTakallam is an award-winning social enterprise that connects refugees and displaced people to remote work opportunities in the language sector. To date, more than 130 displaced persons have self-generated \$500,000 through translation jobs or by connecting with over 4.500 unique users.

NaTakallam has been featured in dozens of media outlets, notably in Fast Company, PBS, NPR, Al Jazeera and Reuters and by the UNHCR in a recent video.

The enterprise social contribution

The social contribution of the company is that the best way to learn a language is to immerse oneself in its environment.

Moreover, NaTakallam (“we speak” in Arabic) pairs displaced persons with learners around the world for language practice over Skype. The platform offers affordable, flexible, tailored language practice with native speakers for language learners while also providing a valuable income source to displaced people in Lebanon, Argentina, Turkey, Yemen, Iraq, Burundi, Egypt, France, Brazil, Italy and Germany, plus other countries not listed here.

Along the way, users and conversation partners engage in a powerful intercultural exchange, frequently developing boundary-breaking friendships between worlds that are often polarized or cut-off in the media and political spheres.



Relevance of this enterprise for the ESE Project

This example can be used as a good practice to be replicated in other European countries to create employment for people from migrant background and link them with local communities.

Para Onde?

Website <http://paraonde.org/>

Country 2016

Founded in Portugal

Legal Form Non Profit Association

Operative Fields Local development of disadvantaged areas; Other - environmental

Photo source:

<http://paraonde.org/>



Reason it was born and mission

Para Onde?(Where to?) is an Association that emerged with the aim of creating space-time (at local, national and international level), where different people can come together, get to know and grow, committed to a more just world.

In practice, Para Onde?'s mission is to promote awareness, cooperation, mutual support, tolerance, empathy, cultural and social diversity and the culture of peace, by promoting cultural immersion, a critical view of the world as a common challenge and active citizenship.

Its mission is carried out through the development, promotion and support of national and international volunteer projects, through its network of volunteers.

In this way, it is intended to fulfill the objective of contributing to the solution of global challenges such as prejudice, conflict and inequality and to contribute, in this way, to social transformation.

Activities

Para Onde? has as activities:

- the promotion, development of volunteer camps and other initiatives at national and international level;
- monitoring and supporting social organizations and projects;
- the training, preparation, support and monitoring of volunteers on all continents;
- In Portugal, they intend to multiply the occasions for sharing and valuing diversity.



Para onde? is financed through a set of revenues obtained in the following ways:

- Payment of a service fee that each volunteer pays when they sign up to participate in a national or international volunteer field. Each volunteer can register and participate in as many fields as they wish, and for each registration they will pay a service fee;
- Financial support from companies and other partners;
- Sale of merchandising and fundraising campaigns;
- Financing of existing national and international programs, calls and funds.

All of these revenue sources allow Para Onde? maintain its activity, and the increase in the number of volunteers is important for strengthening the association's structure

Its success is due to

The success of Para Onde? is due to the fact that they:

- Are partners with the largest international volunteer network supported by UNESCO;
- Are partners with several small associations, in several countries, who need volunteers;
- Have a dedicated, very committed and very proactive team;
- Have a network of partners;
- Have a base of around 1,000 volunteers and are growing.

The new element(s) it has brought to the market, territory

Para Onde? brought to the market:

- A differentiating intervention model;
- A global platform for volunteer projects in different areas of activity;
- A service totally oriented towards the volunteer and the organizations.

The enterprise social contribution

Para Onde? has an important social contribution to the community:

- Monitoring and supporting organizations and projects in the areas of education and training, community support and enhancement, environmental and animal protection, health, women's empowerment, arts, sports, support for migrants and refugees;
- In the training, preparation and monitoring of volunteers, who will intervene in activities aimed at training, valuing, promoting, improving and disseminating communities and territories, so that the needs for social support cease to exist or are reduced.

Relevance of this enterprise for the ESE Project

The example of Para Onde? can be replicated via:

- the concept of implicit social business;
- the existing sustainability model;
- the development of an activity with social impacts;
- the logic of comprehensive and extended intervention in projects aimed at the target group;
- cooperation and cooperative work with various organizations at national and international level;
- the provision of a targeted and adapted service, which includes the training of volunteers.



Plateau Urbain

Website <https://www.plateau-urbain.com>

Country France

Founded in 2017

Legal Form Social Enterprise

Operative Fields Local development of disadvantaged areas



Photo source:

<https://www.plateau-urbain.com/>

Reason it was born and mission

Branding itself as a “cooperative for temporary urbanism”, Plateau Urbain transforms the concept of squatting vacant buildings into a cooperative provider of temporary spaces for various uses, particularly artistic and cultural events.

Many promoters of associative, cultural or entrepreneurial projects struggle to find premises for their needs. Too expensive, ill-suited, difficult to find... Creators face many obstacles!

At the same time, millions of m² are empty. They weigh on the finances of the owners, whereas they represent a formidable resource.

Plateau Urbain was born from the idea of systematically using the many buildings awaiting projects to establish temporary occupations at reduced prices.

Activities

Fully legit, the cooperative provides its expertise to local councils, architects and property owners who want to make use of vacant properties. They have been active in several French cities.

The company gets its profit from the percentage paid by the customers. On one hand the entity that lends the property can pay a percentage or vice versa. It depends on the specific agreement with the customers. The percentage is calculated on the basis of the lengths of rent, the location, the purpose of the rent etc.

The company also employs young people with fewer opportunities. It gives them a possibility to acquire a working experience within a dynamic environment, create contacts and become more independent while working on tasks.

They instill in young people and general public the sense of sustainability, the sense of community and active citizenship. Most importantly, this social enterprise contributes to the revitalization of



old/abandoned urban areas/spaces and contributes to the development of artistic projects, consequently to the community building.

Its success is due to

The success of this social enterprise is due to the legal/legit form of use of the vacant properties.

The new element(s) it has brought to the market, territory

This enterprises helps to set up the project for their customers, as well it follows the customers during the process.

The enterprise social contribution

The company advises public and private entities on possible usages of their properties. Moreover, this enterprise helps to manage and implement various activities within the properties.

Relevance of this enterprise for the ESE Project

By showing an interesting and innovative perspective of management of abandoned spaces that can revitalize the urban areas in various EU countries.

Sunflower Design

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

Country Romania

Founded in 2010

Legal Form Social Enterprise

Operative Fields Work integration

Photo source:

<https://www.caminulfelix.ro/ro/proiecte/sunflower-design/>





Reason it was born and mission

The Felix Association founded this Sunflower Design, is focused on developing an economic model for managing a business portfolio that provides financially functional autonomy and at the same time provides an appropriate framework for practical training for young people with disabilities.

Activities

Sunflower Design is a tailoring social enterprise where it is made and sold specially designed, unique and quality products. Special products include: handbags, aprons, kitchen accessories, dolls, toys, bathrobes, bedclothes, curtains, curtains, household articles.

Its success is due to

The opportunity for individual development and social support.

The new element(s) it has brought to the market, territory

This social enterprise offer:

- Jobs for young people with disabilities
- Practical training in tailoring and other craftsmanship for young girls

The involvement of factories producing fabrics from Romania and other countries by donating the materials used to make the products

The enterprise social contribution

- Contributes directly to the creation of new jobs for people who encounter severe difficulties of integration on the labor market.
- Contributes to maintaining the activities of self-employed, craftspeople.

Relevance of this enterprise for the ESE Project

Sunflower Design offers the opportunity for individual development and social support for young people with mental and physical disabilities It promotes the awareness and involvement of young people in the community and can be an inspiration to entrepreneurs.



Sustainable Food Movement in Greece

Website

<http://www.sustainablegastronomy.eu/>

Country Greece

Founded in 2017

Legal Form Social Enterprise

Operative Fields Other – environmental

Photo source:

<https://www.facebook.com/sustainablegastronomy/photos/a.1186828844778479/1388079434653418/?type=1&%3Btheater>
<https://www.facebook.com/sustainablegastronomy/photos/a.1905867386207951/1933130913481598/?type=3&%3Btheater>



Reason it was born and mission

Sustainable Food Movement in Greece is a social enterprise registered in Athens, Greece aiming to tackle food waste and promote sustainable development in the Greek Culinary Arts Industry. The founder of this idea is Vee Bougani. Vee believes that environmental awareness, education, expertise, specialization and digital innovation are the only keys to progress and success.

Their mission is to:

- create public awareness on food waste
- promote sustainable gastronomy through consulting and education
- develop a Corporate Social Responsibility Model in the Culinary Arts & Tourism Industries
- introduce ethical consumerism
- support local farmers and small producers
- help people in need

Activities

Sustainable Food Movement in Greece is a social enterprise aiming to fight food waste and promote sustainability in the Culinary Arts Industry. The enterprise trains professionals in sustainable gastronomy and urges business executives and restaurateurs to become innovative through sustainability.



Sustainable Food Movement in Greece is welcoming people (also young people) to be part of their team as: i) volunteer, ii) member and ii) donor.

The services they are providing focus on:

- **Consulting**

They provide guidance, expertise, support and innovative solutions to stakeholders who visualize their enterprise environmentally friendly. They work with a network of experts and highly trained professionals in sustainable development strategies.

- **Education**

They are educating the general public in prevention and food waste management. They create awareness on ethical consumption and responsible food production for people of all ages, through public talks, cooking techniques and sustainable development workshops.

They train Culinary Arts and Hospitality students in becoming sustainable through theory and practice.

They are willing to build "green teams" in the Tourism Industry by providing a series of specialized workshops in Sustainable HR.

They design workshops for culinary professionals and Restaurateurs who wish to become sustainable.

They teach kids and youngsters sustainability in and out of class.

- **Events**

They're dedicated to fight food waste through sustainability. They design a series of events from charities, gala nights and pop up dinners to street happenings, cultural events and conferences aiming to succeed in tackling food waste.

Its success is due to

The solution that it provides. This social enterprise identified an actual problem that occurs from the lack of space, lack of adequate waste management infrastructure and limited information to the stakeholders involved in culinary and touristic activities about the need for integrated waste management and an outlined step by step plan towards to a zero waste strategy in the hospitality industry. Greece is attracting more than 22.5 million people each year because it's an attraction for international visitors mainly for the Mediterranean climate and the great gastronomy. But the growth of the Greek tourism industry through the last decades, has added an increasing impact on the environment. Waste generation in the southern Mediterranean region has grown approximately 15% over the last decade. In many regions in Greece, restaurants, resorts and hotel units, produce more solid waste than local residents. Food wastage (food waste) is an issue that affects everyone. It is of particular concern for businesses in the hospitality and food service sector, which in Greece dispose of an estimated 300,000 tons of wasted food every year.





Sustainable Food Movement company came to realization after research that 75% of hospitality businesses' (hotels and restaurants) environmental impacts are directly associated with excessive consumption. This is wasteful in terms of resources and it increases operational costs unnecessarily. They started focusing on Environmental improvement, that is an increasingly important factor for businesses to stay competitive and manage their supply chain risks. Increasing resource scarcity; rising raw material, transport and utility costs; and pressure from legislation, customers and society to reduce environmental damage, are combining to drive businesses to improve their performance and become sustainable. Moreover, it is economically beneficial for these businesses to pursue "green practices" in three areas, namely energy saving, water conservation and recycling and waste management. The challenges for the Greek hospitality and culinary sector is to creatively adopt instruments for sustainable development and waste management and become increasingly effective, maximizing the value of the resources used.

The new element(s) it has brought to the market, territory

Change of mindset around food.

The enterprise social contribution

This social enterprise with its services manages to assist Greek hospitality and culinary sector to creatively adopt instruments for sustainable development and waste management and become increasingly effective, maximizing the value of the resources used.

Relevance of this enterprise for the ESE Project

People who are interested on tackle food waste and visualize sustainable gastronomy for tourism can take this movement as example in order to develop their own ideas on this topic.





3) Supporting tools to develop a social enterprise

In this section you will find six tools that aim to support the process of developing a social enterprise.

The first three are activity sheets that guide the reflection process in order to structure a business idea according to essential points. The other three tools are free training and learning resources available online. All these tools complement each other and are essential to guide you in your process of creating a successful social enterprise.

Tool 1 | Personal reflection

Tool 2 | Entrepreneurial Aptitude Test

Tool 3 | Business Model Canvas

Tool 4 | Cyprusinno.com

Tool 5 | Curriculum for young social entrepreneurs based on ECVET principles

Tool 6 | Online social entrepreneurship course



Personal reflection

This tool has a set of questions that help you reflect on important aspects to consider when creating a business, such as financial support, family support, business idea, personal and entrepreneurial skills.

Before starting a business, it is necessary to be aware of the different requirements and the implications that they have on our personal, family, social and professional life. This awareness is essential to increase the probability of success of your social enterprise.

This tool is adapted and translated from the manual Couteiro, A. & Ferreira, J. S. (2014). Capacitar para o Empreendedorismo: Guia de apoio à implementação do projeto “Promoção do Empreendedorismo Imigrante”. Lisboa: ACM, I.P

1. Financial support	
Core questions	Clues for reflection:
What income do I expect to obtain from the business I intend to develop?	<ul style="list-style-type: none"> - What profit / income expectations do I have regarding the business? - Am I aware of the difficulties of the first months inherent to a new business?
If I open a business what is the initial amount I will need?	<ul style="list-style-type: none"> - Have I considered the financial needs for starting a business?
How will I get that amount?	<ul style="list-style-type: none"> - Do I have own funds (savings, others)? - Do I need a loan? - Do I have the possibility to anticipate unemployment benefit benefits?
If the business doesn't go well, what alternatives do I have so that it doesn't affect my income and the family budget?	<ul style="list-style-type: none"> - Do I have a “plan B” if the business doesn't go well?

Observations

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2. Family support

Core questions	Clues for reflection:
<p>What benefits will the business bring to my family?</p> <p>What negative aspects may occur that negatively affect my income as well as the family budget?</p>	<ul style="list-style-type: none"> - Are current family incomes sufficient for my household's livelihood? - Will the business bring more income? - Will the business have any impact on my family budget? - Will someone in my family be involved in the development of the business?
<p>How will I manage my time when I am an entrepreneur?</p>	<ul style="list-style-type: none"> - Will I be available for my family? - Will I be able to reconcile the business with my personal life? - How are my kids going to school? - Who takes care of my children after school is over? - Who does the housework?

Observations

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3.1 Business idea - Maturity of the idea

Core questions	Clues for reflection:
What products or services will I sell?	
How will my business contribute to the common good?	<ul style="list-style-type: none"> - Details of the business I intend to create.





What is the location of the business I intend to develop?	
Have I identified the suppliers?	
Who will my clients be?	
Who are my competitors?	
How will I promote / advertise my business?	

Observations

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3.2 Business idea - Skills and experience

Core questions	Clues for reflection:
How can experience/ training in the area help me in the realization of a business?	- The importance of experience and/or training for the development of my business.

Observations

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4. Personal skills and entrepreneurial skills

Core questions	Clues for reflection:
What aspects or personal skills do I have that will facilitate my role as a business owner?	- What are my strengths and weaknesses in running a business?
Do I consider myself a good entrepreneur?	- Self confidence





Am I available to investigate and research my business details?

- Do I have availability to be able to perform other activities inherent to the formalization of my business idea?

Observations

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Entrepreneurial aptitude test

The Entrepreneurial Aptitude Test is a self-report tool for measuring entrepreneurial potential, conceived by Professor Giuseppe Favretto, Director of the Youth Business Center of the University of Verona, Italy.

The main objective of the Entrepreneurial Aptitude Test is above all to foster awareness of one person's strengths and areas of improvement with a greater level of clarity a demanding professional choice such as that of self-employment / entrepreneurship.

Some of the characteristics that the entrepreneur must possess are certainly the risk taking, stress endurance, the ability to keep the situations under control, but also creativity and open-mindedness and the ability to establish new relationships. Some of these qualities are certainly innate, others can be learned or increased by job experiences, internships and training courses.

This test considers eight factors:

1. Orientation to the result – Determination to follow a goal and perception of having a strong check of the situation;
2. Leadership – attitude to manage;
3. Adaptability – Ability to perceive environmental changes and adapt to them;
4. Need for achievement – pushing to get fame and social success;
5. Need for self-empowerment – pushed to realize themselves through its own work;
6. Innovation – preparation and curiosities towards the new;
7. Flexibility – Trend to return own goals on the basis of the external situation;
8. Autonomy – Need to have your own autonomous space of decision and choice.

Thus, this simple self-assessment test of entrepreneurial attitudes, can be a helpful starting point to reflect on which are your strengths and weaknesses of your entrepreneurial personality in order to potentialize and improve them.



Test your entrepreneurial attitude

The full version of the TAI, Entrepreneurial Aptitude Test consists of 75 items, which can be consulted at <http://cd.univr.it/tai Sole>.

In the demo version (only 15 questions) presented here, the test is completed by assigning each item a score from one to five based on the degree of agreement with the statement. Each score is then assigned a multiplicative factor: the fifteen results are then added up and the corresponding profile is identified based on the total score.

Item	Statement	Score from 1 to 5
1	I often try to organize and manage other people's work	
2	I feel I constantly have new ideas	
3	I feel I have complete control over what happens to me	
4	When you cannot beat someone because they are stronger, it is good to team up with them in anticipation of better times	
5	I am not afraid to pursue ambitious goals, even if they require consistent and continuous efforts	
6	The person who wants to be successful in life must hide their feelings from others	
7	If I set myself a goal I want to achieve it at any cost	
8	I can be satisfied with my job even if other people despise or ignore it	
9	Social success fascinates me, I love fame and notoriety	
10	I can always find the positive side in unwanted situations	
11	I feel I can always make things go the way I want	
12	What is different and unusual stimulates my curiosity	
13	I admire people who can say unpleasant things gracefully	
14	My decisions have always had positive consequences	
15	I do my job mainly because I am interested in its contents	





Calculate your score

The scores (from 1 to 5) assigned to the fifteen statements must be entered in the first column. Each score must be multiplied by the number contained in the second column. The scores of the third column are thus calculated. Adding the fifteen scores gives the total score.

Item	Answer	Multiplicative Factor	Weighed Score
1		3	
2		2	
3		1	
4		3	
5		1	
6		1	
7		2	
8		2	
9		1	
10		3	
11		3	
12		1	
13		3	
14		2	
15		2	
Total of the weighed score:			



Profiles

FROM 30 TO 70 POINTS: EMPLOYEE

News scares you and original ideas are not your forte. Chance and others play an important role in determining your social and economic position. You tend to be distracting and disrupt activities. At work you prefer to deal with a limited area, perhaps under the direction of someone. Changes create you discomfort and stress. You hardly agree to change also because you often don't feel the need for it. Maybe that's why you fulfill yourself more easily outside of your job. You are not attracted to social success. You don't care what others think of you. You are pessimistic, you are not able to lie. Often you are unable to steer situations in your favor.

FROM 71 TO 110: CREATIVE

You don't lack creativity, but sometimes you prefer to fall back on things you know well. You happen to be unable to produce original ideas. You feel that you have control over what happens to you, even if chance and / or other people play an important role in your position in work and in life. You are determined and able to organize the work of others, but you prefer to deal only with the area of your competence. You have sufficient ability to sense changes, but you don't always know how to adapt. Social success only partially attracts you. The esteem of others is important, but you don't aim for success or fame. Work is your main source of personal fulfillment. You would never do a job you don't like, although satisfying on the economic side.

FROM 111 TO 150: LEADER

You have strong leadership skills and an aptitude for organizing and directing others. You are attracted to all that is innovative and convinced that a problem always has more than one solution. You are sure that you always have control over what happens, and you are convinced that your position in work and in life depends on your skills. You don't bend easily to obstacles. In work, you easily perceive changes. Do not hesitate to abandon beliefs and habits that are no longer adequate for the environment in which you live. You are ready to question yourself. You are attracted to social success. You are curious about news and sensitive to what others think of you (especially for recruiting staff), but without being conditioned.



Business model canvas

The Business Model Canvas is a business tool used to visualize all the building blocks of starting a business. These blocks are the following:

- **Customer Segments:** Who are the customers? What do they think? See? Feel? Do?
- **Value Propositions:** What's compelling about the proposition? Why do customers buy, use?
- **Channels:** How are your products and services delivered to the market?
- **Customer Relationships:** How do you interact with the customer through their 'journey'?
- **Revenue Streams:** How does your business earn money?
- **Key Activities:** What uniquely strategic things does your business do to deliver its proposition?
- **Key Resources:** What unique strategic assets does your business have to compete?
- **Key Partnerships:** What can the company outsource so it can focus on its Key Activities?
- **Cost Structure:** What are the major costs incurred by your business?

Each of these blocks needs to be accurately filled in, and revisited regularly to ensure the business model is still accurate. The Business Model Canvas comes gives you a way to create a pretty clear business model using just a single sheet of paper. And what is great about it is it can be used to describe any company – from the largest company in the world to a startup with just one employee.

Creating your Business Model Canvas provides you with several advantages, such as:

- **Easy to understand:** Because the canvas on just a single page and is very visual it's very easy to understand.
- **Focused:** It removes any fluff that might have been present in a traditional business model.
- **Flexible:** It's quick and easy to make changes to your model and sketch out different ideas.
- **Customer Focused:** the canvas forces you to think about the value you're providing to your customers, and only then what it takes to deliver that value.
- **Shows Connections:** The single page graphical nature of the canvas shows how the different parts of the model interrelate to each other. This can be really difficult to ascertain from a traditional business plan.
- **Easy to Communicate:** Because the canvas is so easy to understand you'll be able to share and explain it easily with your team, making it easier to get them on board with your vision.

How to build your Business Model Canvas

Left/Right Split

Broadly speaking we can say that those elements on the left-hand side of the canvas represent costs to the business, whereas elements on the righthand side generate revenue for the business. With that, let's dig into each of the nine building blocks in a little more detail.

1. Customer Segments

In this building block, you enter the different customer segments or that you will serve. If you can, create one or more persona for each segment you serve. A persona is simply a relatable description of each customer type you serve. They try to highlight your customers' motivations, their problems and capture the "essence" of who they are.





One really important point to get across here is that customers don't exist for you, but rather you exist to serve your customers.

Many businesses will serve just one customer segment, but not all. For example, Google serves two customer segments, people performing searches as well as advertisers.

If you think about breaking down the advertiser customer segment into personas, then there are many different types of advertisers you might identify. For example, Fortune 500 companies such as Nike with massive advertising budgets might be one persona, whereas small one-man businesses might form another.

2. Value Proposition

The value proposition describes the value that you deliver to each customer segment. What problems do you solve for each customer segment? What needs do you satisfy? The Value Proposition answers the question, "why will customers buy from us?".

Some of the most common value propositions are:

- Newness;
- High performance;
- Ability to customize;
- Design;
- Brand/Status;
- Price;
- Cost reduction;
- Risk reduction;
- Convenience.

3. Channels

Channels refer to how your products or services are sold to customers. To complete this section ask yourself how do your customers want to be reached? How are you reaching them now?

Broadly speaking you can either have your own channels or partner with someone else. Your own channels might include any combination of stores you own, a sales force you employ, or your website. Partner channels could include a multitude of options, from using a wholesaler to working with affiliates to sell your products or even using Google Adsense.

4. Customer Relationships

The Customer Relationships building block answers the question of how you get, keep, and grow customers.

Get: How do customers find out about you and make their initial purchase? For example, this could be through advertising on Google.

Keep: How do you keep customers? For example, excellent customer service might help keep customers.





Grow: How do you get our customers to spend more? For example, you could send out a monthly newsletter to keep them informed about your latest products.

The easiest way to define all of this is to walk through the entire customer journey in detail. That is how do customers find out about you, investigate whether to buy your product, purchase it and how are they managed after purchase.

5. Revenue Streams

Where does the money come from? In this building block, you state where your revenue is generated.

This might sound super simple, but it is not. You are actually trying to figure out what strategy you'll use to capture the most value from your customers? Will customers simply pay a one-time fee? Will you have a monthly subscription fee? Perhaps you give away your product for free like Skype and hope that some portion of customers upgrade to the paid premium product?

Consider Google, Advertisers pay Google to place their ads in front of users with buying intent. For example, if you search for "Nike trainers" you will see ads. If you search for something without purchasing intent, such as "picture of flowers" you probably won't see any ads. In fact, you could say that Google operates searches without purchase intent as a loss leader to keep people using the Google system.

Taking a step back

If you look at what we have done so far we've filled in our Value Proposition and the building blocks to the right of it. In a nutshell, we've developed our understanding of everything that relates to our customers. Now we need to work on the area to the left of the value proposition. We need to build our infrastructure to be able to best provide the value proposition. So with that let's move on to the first infrastructure building block, Key Resources.

6. Key Resources

This building block describes your most important strategic assets that are required to make your business model work. Broadly speaking resources can fall into one of four categories:

- **Physical:** such as buildings, vehicles, machines, and distribution networks;
- **Intellectual:** such as brands, specialist knowledge, patents and copyrights, partnerships, and customer databases;
- **Human:** sometimes your people will be your most key resource, this is particularly true in creative and knowledge-intensive industries;
- **Financial:** such as lines of credit, cash balances etc.

7. Key Activities

The Key Activities are the most important strategic things you must do to make the business model work. Key Activities should be directly relatable to your value proposition. If your Key Activities are not





relatable to your Value Proposition then something is wrong, because the activities you view as most important aren't delivering any value to customers.

Key Activities can typically be broken down into three broad categories:

- **Production:** refers to delivering your product. You will typically do this to either a high quality or a high quantity;
- **Problem Solving:** Consultancies and other service organizations often have to come up with new solutions to individual customer problems;
- **Platform/Network:** Networks, software platforms can function as a platform. For example, a key activity for Facebook is updating the platform.

When completing this section, it is a mistake to list all the activities of your business, instead only include activities which are absolutely core to delivering your value proposition.

8. Key partners

In this building block, you list the tasks and activities that are important but which you will not do yourself. Instead, you will use suppliers and partners to make the business model work.

Let's look at Spotify. Spotify's key activity is updating its platform. However, as it doesn't produce its own music one of the key partnerships of Spotify will be the deals it strikes with record labels and publishing houses, without which it would have no music!

There are usually three reasons for creating a partnership:

- Economies of scale.
- Reduction of risk and uncertainty.
- Acquisition of resources or activities (e.g. music for Spotify).

9. Cost Structure

In the Cost Structure building block, we want to map key activities to costs. We also want to ensure that costs are aligned with our Value Proposition. It should be straightforward to determine your most important costs and your most expensive after you've defined your Key Resources, Key Activities, and Key Partnerships.

Example of the Google Business Model Canvas

The first thing you should know about Google's business model is that it is multi-sided. This means that it brings together two distinct but related customers.

In Google's case, its customers are its search users and its advertisers. The platform is only of interest to advertisers because search users are also present. Conversely, search users would not be able to use the platform free of charge were it not for advertisers.

The Business Model Canvas for Google is shown below.



Business Model Canvas: Google



www.expertprogrammanagement.com

As you can see the diagram gives you an immediate understanding of the key parts of Google's business model. Google makes money from the advertiser customer segment, whose ads appear either in search results or on web pages. This money subsidizes a free offering to the other two customer segments: search users and content owners. Google's business model has a network element to it. That is, the more ads it displays to web searchers the more advertisers it attracts. And the more advertisers it attracts the more content owners it attracts. Google's Key Resource is its search platform including google.com, Adsense (for content owners) and Adwords (for advertisers). The key strategic activities that Google must perform are managing the existing platform including its infrastructure. Google's key partners are obviously the content owners from whom a large part of its revenues is generated. OEMs (Original Equipment Manufacturers) also form a key partner. OEMs are companies who produce mobile handsets to whom Google provides its Android operating system to for free. In return, when users of these handsets search the internet they use the Google search engine by default, thus bring more users into the ecosystem and generating even more revenue.

The source of the provided information are the following links:

<https://eship.ox.ac.uk/business-model-canvas-explained/> and

<https://expertprogrammanagement.com/2018/10/business-model-canvas-explained/>



	Customer Segments
	Customer Relationships
	Channels
	Key Resources
	Revenue Streams
	Cost Structure
	Value Proposition
	Key Activities
	Key Partners





Cyprusinno.com

www.cyprisinno.com

This website is a tool that provides social entrepreneurs with access to training, mentoring and funding opportunities. Its users have the opportunity to:

- Learn about the recent policy developments concerning the sector of Social Entrepreneurship in Cyprus;
- Discover Social Entrepreneurship policies and practices across Europe;
- Get to know innovative Cypriot Social Entrepreneurs and Social Enterprises, the work they do and the challenges they face;
- Learn of the European projects "European Social Entrepreneurs" and "Invest in Innovation" which develop and promote Social Entrepreneurship and Innovation;
- Learn of funding programmes related to social entrepreneurship and innovation;
- Startups map;
- Co-working spaces;
- Accelerators & Incubators;
- Conferences and events.

The creators of this tool believe that the future of Cyprus is in the hands of its entrepreneurs, because entrepreneurs drive technological, political, and social innovation. Also they believe that the future of Cyprus is to provide tools for all Cypriot entrepreneurs that will help them connect, network, collaborate and exchange knowledge online to lead the social and economic growth of Cyprus" with the vision of "replicating Cyprusinno model, which uses entrepreneurship and innovation as peace-building mechanisms.



Curriculum for young social entrepreneurs based on ECVET principles

<http://athena.entre.gr/en/courses/social-entrepreneurship-for-young-unemployed>

This website provides innovative and comprehensive training material on the topic of Social Economy and Entrepreneurship aiming at supporting young (potential) social entrepreneurs in order to start their own social enterprise.

The tool which is based on the ECVET principles aims to:

- Foster your entrepreneurial motivation, skills and mindset;
- Raise your awareness of the various aspects of starting up and running a successful business and social enterprise - legal, financial, managerial, leadership, marketing, etc.;
- Provide a comprehensive online learning environment combining theory, practice, online coaching from experienced trainers and mentors, active networking with peers and opportunity to attract potential investors;

The inspiring experiential learning journey will be based around tasks, missions and challenges, through which – enabled by the game elements of the platform– you will develop the basic knowledge, skills and mindset, required to become a social entrepreneur.

The main topics covered through the course are:

- The concepts of social entrepreneurship and social innovation
- Social issues, unmet needs and opportunities
- How to realize social projects
- Legal framework, management and administration of the entity
- Creating a business model
- Marketing and communication strategies
- Fundraising and attracting investors
- Business plan preparation
- Networking, management and human resources
- How to assess impact, ensure sustainability and growth

You can benefit from this tool and gain knowledge, skills and competences on how to start, manage and run a social enterprise. The tool covers all the aspects of the business environment which is essential for you to know.



Online Social Entrepreneurship Course

<https://www.ro-win.ro/curs-online-de-antreprenoriat/>

This tool is a learning program that includes 8 educational modules, with over 20 hours of video content adapted to the needs of a social entrepreneur at the beginning of the road, plus 20 hours of practical work topics.

What can you learn from this course?

- How to Develop a Social Business Plan;
- How to develop a financial planning and define your social business model (Social Business Model Canvas);
- How the main markets in Romania work.
- How to cope with the challenges at the beginning of the road, such as how to take the first steps in the relationship with suppliers and distribution networks and how to overcome bureaucratic difficulties.

The online entrepreneurship course covers 8 topics

1. From the ideas to the social start-up

- How do I turn a good idea into a successful social business?
- How do I make sure there is a market for my social business?
- How do I define and test a viable social business model?

2. Social start-up – first steps

- What is the most appropriate legal form?
- What should I know about registering names and trademarks?
- What about contracts, taxation or accounting?

3. Operational management

- What do I need to know about suppliers, production and distribution of products or services?
- How do you ensure the balance between quality and speed?
- What processes are essential to my business and how do I organize them?

4. Marketing and promotion

- Who are my clients?
- How does he find out about me? How do I convince them to buy? How do I measure and improve sales performance?
- What is my competition? But what about my competitive advantage?
- How do I set the correct price?

5. Financial management

- How much does it cost me to start a social business?
- How can I predict sales?
- How much should I sell to make my social business profitable?





- How long will it take until I can support the business from sales (and not from my money)?

6. Management of the team

- How many employees will I need?
- How do I build a team culture?
- How do motivated employees grow and attract?
- What are the legal aspects that I have to take into account for employees?

7. Social Business Launch Strategy

- What are the contact points?
- What are my priorities at launch?
- Where can I invest my limited resources?
- How can crowdfunding help me?
- What growth and scaling strategies can be useful to me?

8. SUSTAINABILITY & EQUALITY OF OPPORTUNITIES

- Why is it worth investing in sustainability and what does that mean?
- How do you ensure equal opportunities in your social business?





4) Conclusion

We hope that has a youth worker this **Manual on Social Entrepreneurship** will be helpful in your journey supporting youngsters in their process of creating a Social Enterprise.

As seen in the first section of this Manual social economy is intended to make profits for people other than investors or owners. A social enterprise is an operator in the social economy whose main objective is to have a social, societal or environmental impact. In Europe they have a major impact in employment, social cohesion, regional and rural development, environmental protection, consumer protection, agricultural, third countries development, and social security policies.

Across Europe we can find different legal forms such as social cooperatives, some are registered as private companies limited by guarantee, some are mutual, and many are non-profit-distributing organizations like provident societies, associations, voluntary organizations, charities or foundations. In our research and comparation among the country partners there are differences in the legal form, Greece, France, Italy and Romania embrace social enterprises in their legislation, Portugal focuses on the general concept of social economy not having a specific legislation on social enterprise and Cyprus is at the moment creating a law that regulates social enterprises. All countries have in general the same objectives agreeing in it intend to make profit for people by creating a social or environmental impact.

The partners of this project agree that social enterprises will grow and continue to have a great impact in our society in the future, they must be seen as a solution for some of the society's challenges, such as, unemployment, youth unemployment, environmental protection, social cohesion among others. Therefore it is important the creation of new social enterprises and the reinforcement of the existing ones. Europe Union and each member country have the responsibility to invest in policies that will strengthen the growth of this sector in our economy.

Beside the different legal forms of social economy, these entities present a wide range of products and services operating in different fields such as work integration, personal social services, local development of disadvantaged areas, environmental protection, consumer protection among others. As youth workers is our role and responsibility to challenge our youth to see this wide range of possibilities and guide them in the process of exploration and understanding what is their life purpose and how they can contribute to society.

The successful case studies presented in this manual, illustrate this diversity in terms of the legal form, products, services and field of action. May these examples be an inspiration, motivation and starting point for all the young people that aim to be part of the change in their community. A lot of reflection on personal, family and financial aspect has to be taken into consideration when we intend to start a successful enterprise; it implies a lot of personal investment and effort to launch and maintaining an enterprise for this reason it's very important to have a strong backbone. Our hope is that the tools provided will be a good support in this process, they could be illustrated and experienced during training and coaching sessions involving youngsters.





Thank you for supporting the ESE- European Social Entrepreneurship project by consulting this manual,
visit our website for more resources on social entrepreneurship <https://socialentrepreneur.eu/>



5) Acknowledgments

- Addiopizzo www.addiopizzo.org
- Anakyklos Perivallontiki <http://anakyklos.org>
- APS Controcorrente S.O.S Busceglie <https://www.facebook.com/ControcorrenteSOS/>
- Capacitare, Lda www.capacitare.pt
- Citizens In Power www.citizensinpower.org
- Future Worlds Center www.futureworldscenter.org
- Geopaideia www.geopedia.gr/
- Green House Farming <https://valentinoland.ro>
- Knowl for Education and Lifelong Learning <http://knowl.gr>
- Konexio www.konexio.eu/en.html
- Made in Carcere www.madeincarcere.it/en/
- Muma Codrului [www.facebook.com/MumaCodruluiColesti/](https://facebook.com/MumaCodruluiColesti/)
- NaTakallam <https://natakallam.com/> and <https://www.facebook.com/pg/NaTakallam.FR/about/>
- Pra Onde? <http://paraonde.org/>
- Plateau Urbain www.plateau-urbain.com
- Sea Agency <http://www.seagency.org>
- Sunflower Design www.caminulfelix.ro/
- Sustainable Food Movement in Greece www.sustainablegastronomy.eu/





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