

ORA: SOCIAL ENTREPRENEURSHIP



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An outcome of the Capacity Building for youth in neighbouring and enlargement countries

“ORA: Social Entrepreneurship as Tool for Sustainability / OSETS”

(December 2018 - February 2020)

Vasto, Italy (21 - 28 February 2019)

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Banja Luka, Bosnia Herzegovina (05 - 14 June 2019)

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Project realised by

Zdravo da ste - Hi Neighbour, in cooperation with ORA Network

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Здраво да сте
Hi Neighbour



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Layout and graphics by Vildana Hrnjić

Photographs by Branislav Ristić

English language supervision by Alan Hulme

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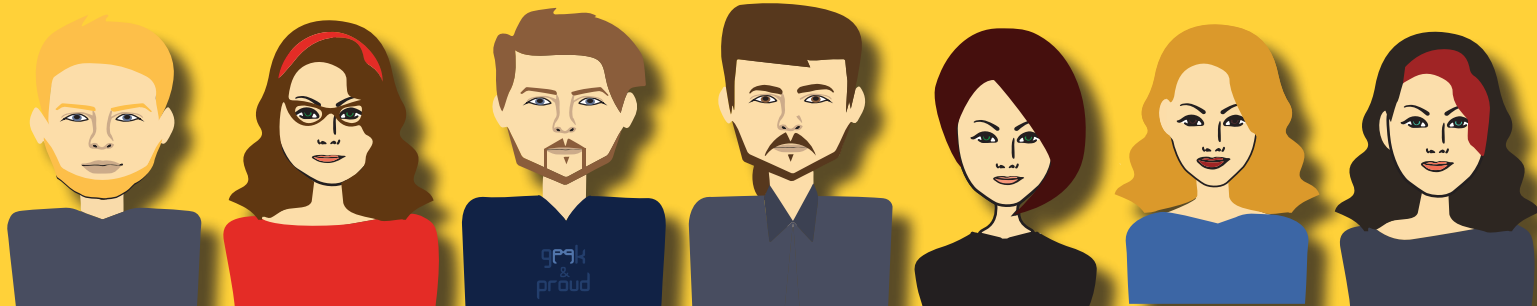
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INTRODUCTION TO THE PROJECT



INTRODUCTION TO PROJECT

Capacity Building in the field of Youth *"ORA: Social Entrepreneurship as Tool for Sustainability / OSETS"*

The overall aim of the project was to realize a long term non-formal education process at international level and among organisations (Youth Centres/Clubs, youth associations, associations of social promotion, cultural associations, NGOs, etc.) coming from 7 different European countries (EU and Western Balkans) able to empower the youth work through social entrepreneurship for the young people with which they work, to increase the competences of their youth/social workers to better include the different target groups in the social, cultural, and economic life of their communities.

General Objectives:

- 1) to support innovation and quality of non formal education in youth work acquiring and developing new methodologies, activities and competences;
- 2) to improve the youth work that our NGO's are doing in the field with young people through social entrepreneurship and to provide ideas for sustainability of partner organisations in order to empower their social, cultural and economical development and increase their inclusion opportunities;
- 3) To reinforce the relationship among partners with the specific objective to plan and realise future projects under the framework of the Erasmus+ Programme using the knowledge and competences acquired during this project. Future projects will represent a concrete opportunity of active involvement and personal and economic development for those young people with which all the partners work.

During all phases of the project we respected and applied the principles of non formal education (these include the methods of non-formal/ informal learning, ORA - Observe, Rethink, Act, experiential and active pedagogy, mentoring and/or peer support and relationship-based activities): all the methodologies that was used and activities proposed are designed to en-

sure the direct involvement of partners and participants at any time of the project promoting freedom of expression, exchange and cooperation, interaction and creativity. Furthermore, the methodology used is strongly oriented in terms of intercultural learning paying attention to the cultural diversity represented by the partnership (EU and Western Balkans countries), promoting a good environment, mutual understanding and cooperation among all participants.

Following the ORA approach, main activities planned are a Study Visit in Italy (Observe Phase), a Seminar in Serbia (Re-think Phase), a Training Course and a Conference in Bosnia Herzegovina (Act Phase).

A1 STUDY VISIT (OBSERVE PHASE)

VENUE: VASTO, ITALY

ACTIVITY DATES: 21-28 FEBRUARY 2019

PARTICIPANTS: 2 PARTICIPANTS PER PARTNER

The overall aim of the Study Visit was to explore and analyse examples of good practices in Abruzzo Region (Italy) in terms of methodologies, challenges, approaches, activities and policies realised by institutions, public bodies, NGO networks, associations, organisation on the theme of youth work and social entrepreneurship. Italy has a long tradition in the devel-



opment of innovative social entrepreneurship and represent an interesting and fruitful playground to work, learn and practice the relationship and the interaction between youth work and social entrepreneurship in the community development. Thanks to interactive field visits, meeting with stakeholders, working sessions and planning activities, it was possible to have positive experiences of inclusion and participation of marginalised groups in entrepreneurs models of work. In a specific session during the study visit, a set of possibilities on how to exploit acquired knowledge in local and international contexts we established through working sessions of participants.

A2 SEMINAR (RETHINK PHASE)

VENUE: NIŠ, SERBIA

ACTIVITY DATES: 25-31 MARCH 2019

PARTICIPANTS: 2 PARTICIPANTS PER PARTNER

Overall aim of the Seminar was to give a clear insight into the local experiences coming from all around Europe in order to find common standards and methodological platforms at international level concerning youth work and non formal education. The seminar offered the possibility to share experiences, good practice, innovative methodologies/approaches, legal framework for social entrepreneurship in countries of partners and case studies developed by each partner at the local level. All the results and outcomes coming from the seminar constitute the core part both of recommendation and of the online toolkit creating sustainable and replicable tools for other organizations and stakeholders throughout Europe. In a specific session during the seminar, a set of possibilities on how to exploit acquired knowledge in local and international contexts we established including the opportunity to develop different job shadowing projects among partners

RECOMMENDATIONS WITH CASE STUDIES AND ONLINE TOOLKIT

ACTIVITY DATES: MARCH - JUNE 2019

The realisation and dissemination of the Recommendations with case studies in which we have collect good practice and case studies developed by each partner at the local level, training modules and tools, innovative methodologies/approaches and the methodological and educational platform developed by participants during the seminar. Same contents constitute also the online toolkit that is available on the ORA domain (www.ora-network.eu). These additional measures of dissemination and exploitation support the promotion of the project results and make them available both to the partners directly involved in the project and to other associations, institutions, groups and networks.

INCUBATOR WORKSHOPS

ACTIVITY DATES: APRIL -MAY 2019

Between seminar and Training course, partners organised in their organisations workshops with members of their organisation on topics of social entrepreneurship. Workshops were used to present their experiences and work during seminar and study visit, but also in order to create incubator of ideas for social entrepreneurship in their local settings. Workshop results from all seven partner organisation are used as base for Training course in Banja Luka, BiH.

A3 TRAINING COURSE (ACT PHASE)

VENUE: BANJA LUKA, BOSNIA HERZEGOVINA

ACTIVITY DATES: 05-14 JUNE 2019

PARTICIPANTS: 3 PARTICIPANTS PER PARTNER

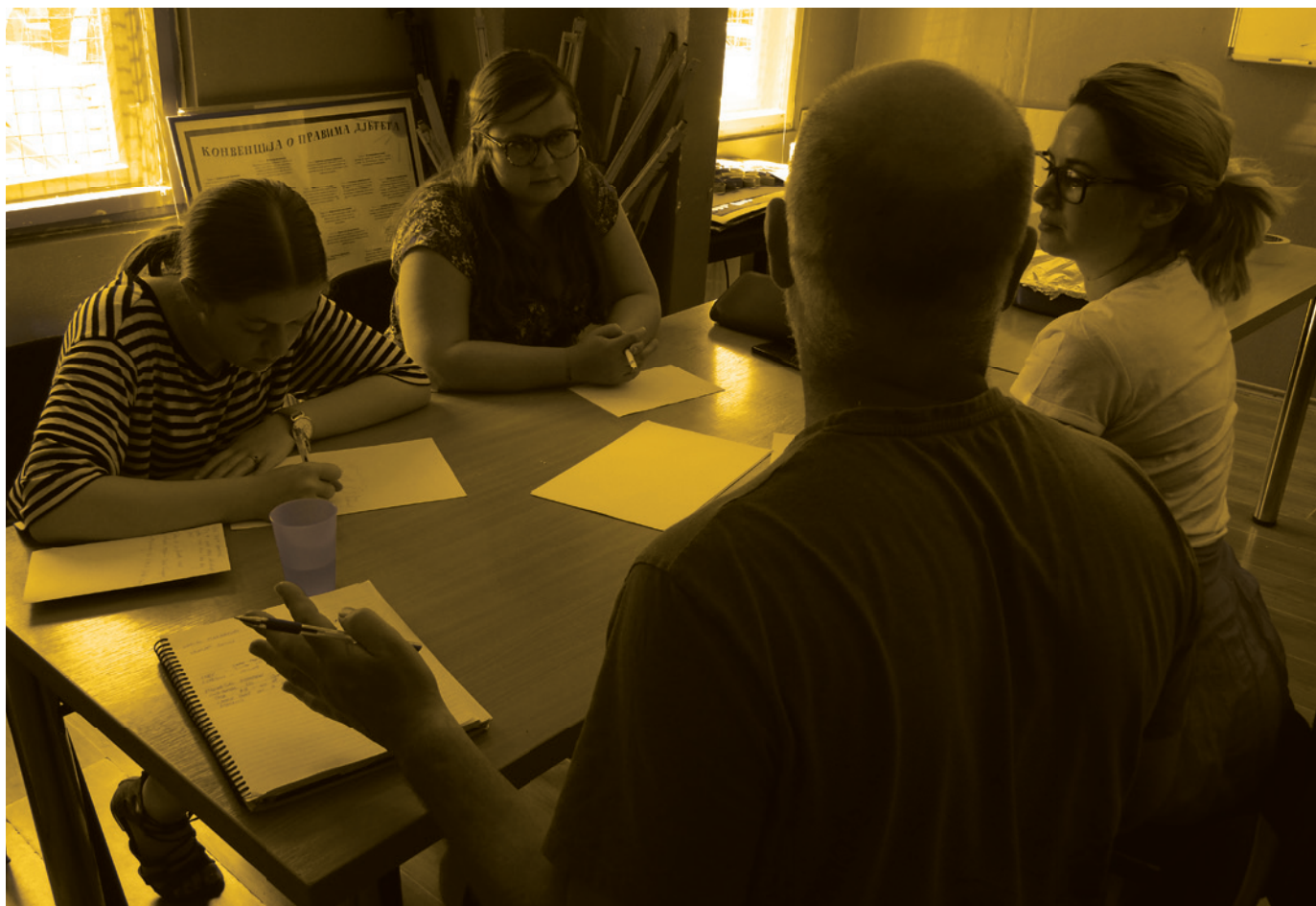
On the base of the results achieved in training, the focus of the Training Course was on development of ideas of social entrepreneurship. Overall aim was to empower participants to create business plan for their social entrepreneurship, make partnership ideas and to increase competences and skills among European youth workers, youth leaders, volunteers, peer educators in order to be able to support the ideas of young people in their realities.



A4 CONFERENCE ON SOCIAL ENTREPRENEURSHIPS

ACTIVITY DATES: 3-6 OCTOBER 2019

The applicant organised a conference which aimed to present the project results but we also invited “good examples” of social entrepreneurs in order to promote them and to hear their voice. This was also an opportunity for them to exchange their experiences with foreign colleagues (we invited one person per each partner organisation). In this way we have involved local social entrepreneurs in development of our Recommendations.



JOB SHADOWING (IMPLEMENTATION)

ACTIVITY DATES: JULY - DECEMBER 2019

On the base of the projects approved, different job shadowing activities were developed among partners in order to make visible and exploit the knowledge acquired during the whole process, to go deeper in the exploration and analysis of good practices, to contribute to the quality development of youth activities and to implement innovative approaches/methodologies in youth work.

ON-LINE FINAL EVALUATIONS

ACTIVITY DATES: DECEMBER 2019, JANUARY 2020

The constituted working group for the general management of the project have realised a final evaluation in order to verify the proper development of the project in terms of contents, results achieved, financial management, learning outcomes, etc. According to the results achieved, eventual changes, updating and modifications will be applied to the outputs (Recommendations and online toolkit) produced.



**ZDRAVO
DA STE**



ZDRAVO DA STE

ABOUT ZDRAVO DA STE

Association of citizens „Zdravo da ste“ is, by its mission, a group of professionals, volunteers and dedicated individuals, who are helping people in need of support for development. We support the right to development of children, young and adults through group and developmental activities. We believe that by supporting the group development, we support individual development and contribute to development of community.

Association „Zdravo da ste“ operates through two main program pillars:

- Child Rights Programme
- Youth Centres Development Programme

Youth Centres Development Programme

Youth centres have been identified as our most efficient method to organise work with young people, as they provide daily contact with young people, safe and supportive place and atmosphere for young people to spend

their free time and enrol in non-formal education, to create their own programme.

Through Youth centres, numerous activities are directed to healthy, creative, active and optimal development, on which every human being has a right, by being born on this planet. Through our work, we promote human rights, creative personal development, sustainable development and environment protection, solidarity and active engagement, lifelong education, intercultural and intergenerational exchange, group work and community building, and much more.

In 23 years of our presence in youth work in Bosnia and Herzegovina, we have established seven Youth centres, most of which are today independent youth organisations and contributed to growth and positioning of youth related issues in our country, from local community level to country level. In the past ten years we have been also active in developing our international network of contacts and presence, which resulted in a big number of young people in the field who benefited from our volunteer's exchange, projects with international partners, educations and learning processes, and ultimately, active engage-



ment in establishment and operations of the ORA network. Through projects realised with international partners we have significantly advanced our services for young people that we offer through Zdravo da ste Youth centre in Banja Luka, and our activities for young people on the field.

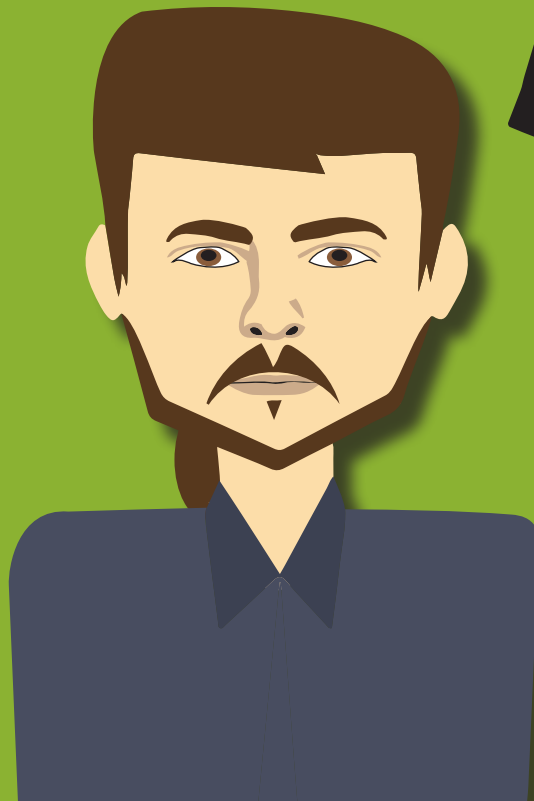
This is especially important for processes that a part of European integrations and reform agendas that relate to position and opportunities for young people in Republic of Srpska and Bosnia and Herzegovina. One of these topics, that are very important for future of young people in BiH at present, is social entrepreneurship, which is still something that we learn about in our country. There is no official educational curriculum in our educational system that would provide this knowledge and practical skills for young people in BiH, nor do we still have positive legal framework to support its development, even though it presents a great opportunity for young people to organise their own education, economic prospects and professional growth, all within socially responsible framework.

Therefore, we are happy to have an opportunity to organise for our young people opportunities to learn from their peers from other countries with more expertise and practise in area of social entrepreneurship, to provide direct contacts and opportunities, to see and learn by doing, to present and develop their

own ideas and inspire themselves and others. In this way they will become active participants in organisation of new social and economic realities, that are socially responsible, and contribute and push for changes that would support developmental opportunities for young people in our country, and Europe as well.



**ORA
NETWORK**



ORA NETWORK

OBSERVE, RETHINK, ACT

ABOUT ORA

In 2009, several European organisations launched an ongoing dynamic educational process called Observe Rethink Act or ORA. This process gathers together Youth Centres, Nature Reserves, environmental NGOs, social development organisations, cooperatives, small scale social enterprises, art collectives, cultural organisations, and Eco-centres. They came together in order to broaden the opportunities for the social, cultural, environmental and economic inclusion of young people in their communities. The concept underpinning ORA is to provide young people with the direct opportunity to Observe their context (both at a local and international level), to Rethink their own role (both as individuals and as members of society) and to Act as responsible citizens to strengthen their communities. In order to strengthen the relationship between the partners and make it sustainable in the long term we decided to create a shared platform by establishing an international network: ORA network was founded in July 2014 and registered in Germany as "ORA Network e.V.". 

ORA NETWORK VISION

Our vision is of an inclusive and participatory society without discrimination, where people achieve their full potential in harmony with the environment. In our work we are driven by the values of solidarity, cooperation, equal opportunities, intercultural understanding and respect.

ORA NETWORK MISSION

Our mission is to Observe, Rethink and Act: we educate ourselves, other citizens and young people; inspire and advocate for organizations, local communities and public institutions and our work is guided by respect for human rights and sustainable living. Within this framework,

through the interaction of a combination of social-cultural, environmental and economic elements, we aim to improve our society and all communities.

TOOLS AND METHODOLOGIES

We regard learning as an intergenerational and lifelong process, and therefore we realize our activities and projects using the principles of Non Formal Education. The ORA Network should be seen as an educational process which constantly improves and adapts tools and methodologies, according to needs and context. In order to achieve its goals, ORA applies educational approaches based on different models and methodologies (e.g. active pedagogy, operational objective processes, CRACS - citoyen responsable actif critique et solidaire, intercultural education). At the same time, ORA develops and uses specific educational toolkits, workshops, trainings, seminars, exchanges, multimedia and artistic products, public events and awareness raising campaigns



OBJECTIVES

By designing and realizing workshops, trainings, seminars, exchanges, multimedia and artistic products, public events, and awareness raising campaigns, **we aim:**

TO FACILITATE ACTIVE CITIZENSHIP AND PARTICIPATION AS WELL AS PROMOTING VOLUNTARY WORK AND YOUTH ACTIVISM IN LOCAL COMMUNITIES AND ON AN INTERNATIONAL LEVEL

TO EMPOWER YOUNG PEOPLE, ADULTS, YOUTH WORKERS, AND EDUCATORS; IN ORDER TO INCREASE COMPETENCES, SKILLS AND THE QUALITY OF WORK DONE AT THE GRASSROOTS LEVEL

TO SUPPORT THE ACTIVITIES AND THE DEVELOPMENT OF YOUTH CENTRES, CULTURAL ASSOCIATIONS, ECO-CENTRES, ARTISTIC COLLECTIVES, ASSOCIATION FOR SOCIAL PROMOTION

TO PROVIDE INFORMATION AND EDUCATION ABOUT THE PROCESSES OF NATURE AND MORE SPECIFIC ENVIRONMENTAL TOPICS SUCH AS CLIMATE CHANGE, RENEWABLE ENERGY, SUSTAINABLE MOBILITY, WASTE MANAGEMENT AND COLLECTIVE GOODS

TO PRESERVE AND RAISE AWARENESS OF BIODIVERSITY AND PROTECTED AREAS (NATIONAL PARKS, URBAN GARDENS, NATURE RESERVES, AND SITES OF COMMUNITY IMPORTANCE AS DEFINED IN THE EUROPEAN HABITATS DIRECTIVE)

TO CREATE INNOVATIVE EDUCATIONAL MODULES AND TOOLKITS USING NON FORMAL EDUCATION METHODOLOGIES AND APPROACHES

TO EXPLORE AND GIVE SPACE TO NEW WAVES OF SOCIAL, ALTERNATIVE AND UNDERGROUND ART AND CREATIVE EXPRESSION

TO ACTIVATE CRITICAL THINKING AND RESPONSIBLE BEHAVIOUR AMONG CITIZENS

TO EXPLORE, PROMOTE AND GIVE SUPPORT TO INNOVATIVE, ALTERNATIVE, RESPONSIBLE AND SUSTAINABLE ECONOMIC MODELS



SOCIAL ENTREPRENEURSHIP THROUGH ORA METHODOLOGY

The structure of this chapter will follow Observe, Rethink and Act phase in the field of social entrepreneurship. The goal of this chapter is to reexamine social entrepreneurship through the ORA methodology.

Dealing with social issues could require a wide range of competencies, which essentially means to have developed knowledge, skills and values. So for each ORA phase we will focus on competences needed to successfully achieve general aim, goals and objectives.

Also, we will put focus on the main and general questions that future social entrepreneurs need to ask in order to maximize chances for successful and sustainable social enterprise.

OBSERVE PHASE

Within the OBSERVE phase one of our general goals is to collect as much information as possible. We collect information to be able to get a clear picture about the problem we are trying to solve with our social enterprise, which are the exact final beneficiaries of our social enterprise, who else is dealing with this problem, and how our idea could fit into national legal frameworks.

At the end of the Observe phase we should develop a wide perspective and deeper level understanding of the nature of the problem we are trying to solve.

The defining of the social issue and of the final beneficiary is not an easy task.

Main question: Who are you helping, why, and how?

Definition of the social issue and final beneficiary is not an easy task. Personal experiences of social entrepreneurs indicate that this is really important task, and that it should be performed well. One of the most used tools to assess these topics is Needs analysis. This tool focuses on the needs of our target group. Whatever idea we suggest it should be focused on answering to the needs of target group. From ORA point of view it can be considered as essential tool for understanding beneficiaries.

By collecting information and understanding our beneficiaries we develop empathy. In this context, empathy is ability to understand a person or a group on a cognitive, emotional, behavioral and social level. And that means to understand the reasons that keep that person or a group in a problematic situation.

The solution that we suggest through social enterprise should be adapted to cognitive, emotional, behavioral and social capacities of our beneficiaries.

Recommended tools:

- **NEEDS ANALYSIS**
- **RESOURCES ANALYSIS**
- **TREE OF PROBLEMS/TREE OF SOLUTIONS ANALYSIS**
- **SWAT ANALYSIS**

Defining research methodology

Main question: Are you really really sure that your idea is going to work? Really?

When we say “research” we mean that we should put our idea to the test. Putting idea to the test can mean a lot of things. It could mean to ask a friend for opinion, but it can also mean to conduct a survey, study or an experiment, and really put our idea to the test.

Sometimes we think that our idea is the best, and just by that, we tend to believe that it is granted for success. But when we face reality, we usually see that our idea was a bit unrealistic. Sometimes our idea is great, sometimes we need to change our idea a bit, and sometimes we can't do anything else but to completely abandon it.

Creative processes include imagination, and the very nature of our imagination can drastically distance us from the reality. That's why it is best to critically evaluate your idea after the creative process ends.

When you're in the creative process, you can think of your idea like it is the best one possible. But if you want to critically evaluate your idea, you need to change this premise and think of your idea like it is far from "best idea ever". That way you can learn about flaws that your idea has and use that knowledge to upgrade idea.

There is a wide range of different research tools and methodologies designed for the purpose critical evaluation of the idea. The fact that there are so many different tools to critically evaluate idea is telling us that we should take critical approach.



RECOMMENDED TOOLS:

- SURVEY
- EXPERIMENT
- ANALYSIS OF RESULTS
- MARKETING RESEARCH
- NETWORK RESEARCH
- EXPERT CONSULTANTS

GLOBAL VIEWPOINT

Main question: Did anyone already tried to do the same or similar thing?

Whatever we try to do today there is a big chance that someone already tried something similar. And that means that someone has experience, which can be really helpful. Especially if we are critically evaluating our idea. By exploring who already tried to do something similar you additionally expand your awareness and get a global sense of where you are in terms of your idea.

RECOMMENDED TOOL:

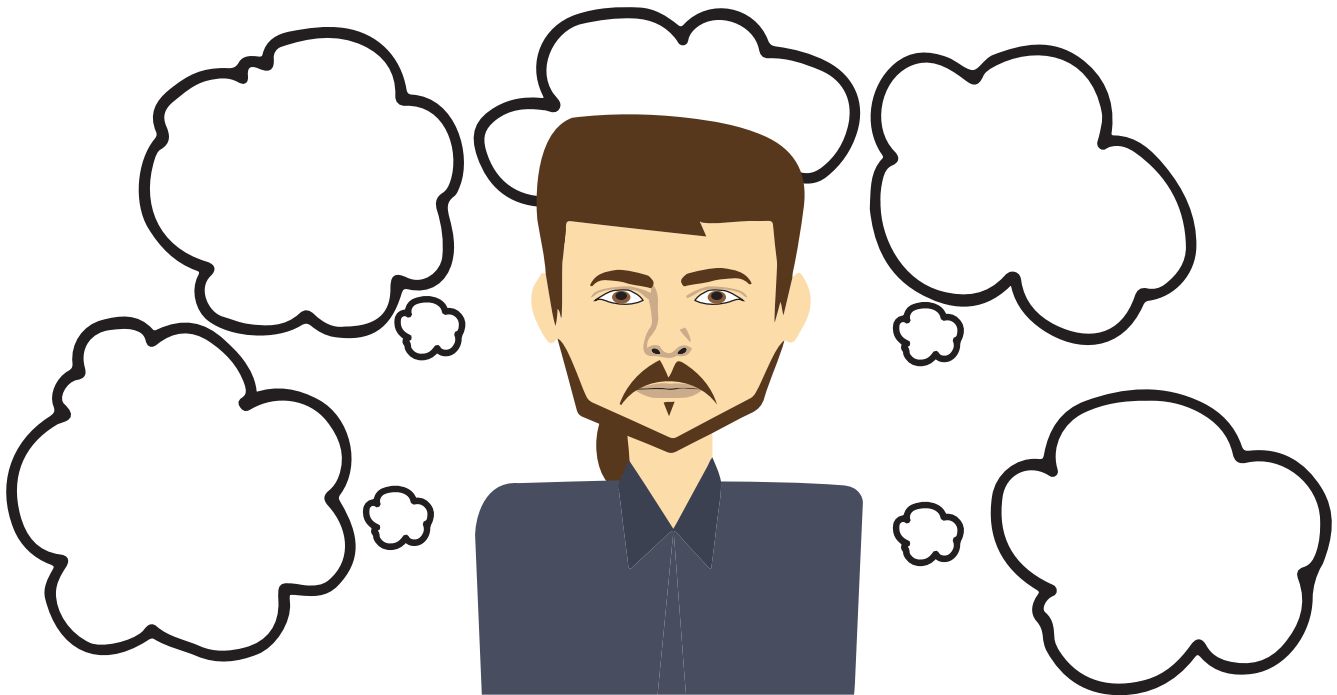
- *INTERNET RESEARCH*

NATIONAL LEGAL FRAMEWORK

Main question: How to start a social entrepreneurship in my country?

As we mentioned, there are a lot of different models of social entrepreneurship in the world. Legal framework is important because it can give you overview of the legal steps you needed to take to officially register your social enterprise. It also gives you the idea of the legal format of your enterprise. As we saw, there are different legal models that can support the idea of social entrepreneurship.

RETHINK



RETHINK

Within the Rethink phase we use all information that we collected as a base for design of business plan which is considered to be essential for successful enterprise. The development of good business plan takes time and effort and it also rounds up all previously described topics into a coherent structure that we use as a map that will help us to reach objectives, goals and aims at the end.

BUSINESS PLAN – ESSENTIAL FOR SUCCESSFUL ENTREPRENEURSHIP

Main question: What is your vision, mission, aims, goals objectives, activities, required skills...?

FUNDING OPTIONS

Main question: How do I provide money for startup?

As far as money is concerned, the good news is that today money is available. Bad news can be that you will need additional skills to get that money.

RECOMMENDED TOOLS:

- *STATE/PUBLIC MONEY*
- *FOUNDATIONS*
- *PRIVATE SPONSORING*
- *CROWD FUNDING*

MENTOR SUPPORT

Main question: Who will I consult in case of issues?



ACT

At this point you should already have developed a wide perspective, deeper understanding and a good plan, which means that you can engage in Act phase. In this context it means that you should start with implementation of your business plan.

Through experience of development of a business plan you should become aware of the steps you need to follow.

HIRING RIGHT PEOPLE

Main question: Do my coworkers share similar inner passion, common goals and values?

Social entrepreneurship is not focused on gaining profit. So for social enterprise to be successful you need to have a crew that shares your passion, goals and values.

DEVELOPING COMPANY CULTURE

Main question: How do I/we present ourselves in our local community?

People sense reality through senses. So the real question here is are you aware of how do you touch peoples senses. How do you look or your products and services look like, how do they smell, taste, what is like to touch it or to hear it. By answering these question you get a perspective of what messages you send about yourself to the community.

Company brand, followers, supporters...

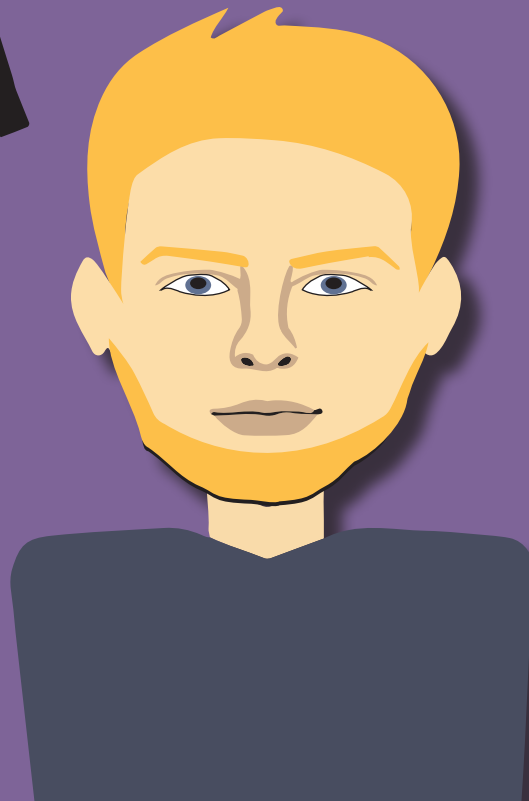
Global outreach

Main question: How does the future brings? Further development?

Reinvesting in business, sustainability, development, public sensibility, community....



SOCIAL ENTREPRENEURSHIP



SOCIAL ENTREPRENEURSHIP

Social entrepreneurship conceptual definition

Social entrepreneurship is defined as “the business where the social goals are primary and where they reinvest in accordingly (social) goal rather than maximizing stock profits or owners” (Defourny, Nyssens, 2008).²

By comparing forms of social entrepreneurship in countries that have developed a legal framework and formally regulated the socio-entrepreneurial type activities, one can see the diversity in legal and organizational sense.

Social entrepreneurship by European Commission

A social enterprise combines entrepreneurial activity with a social purpose. Its main aim is to have a social impact, rather than maximize

profit for owners or shareholders. Businesses providing social services and/or goods and services to vulnerable persons are a typical example of social enterprise.

Access to finance

Access to finance is one of the main obstacles to the growth of social enterprises, as identified in the Social Business Initiative (SBI) adopted by the Commission in 2011. The Commission also supports social enterprise via the European Social Fund.

Measuring the social impact

Social enterprises aim to make a positive impact on society. One of their challenges is to make this impact visible and tangible and to measure it. There are plenty of measuring tools available, but the approaches are diverse and comparability is compromised.

² According to the European Economic and Social Committee, socio-entrepreneurial activities are necessary to characterize the entrepreneur as social throughout the life cycle of the subject (EC, 2012). In his “Initiative for social business” The European Commission has designated a social entrepreneur across three dimensions: a) a social entrepreneur is defined as a carrier of entrepreneurial activity whose primary objective is social influence, not the generation of profit for owners or shareholders; b) the social entrepreneur acts to provide goods or services in the market in an entrepreneurial and innovative way, and uses the profits made primarily to meet social goals; c) how to manage entrepreneurial it is an open-ended entity and includes employees, users and other interested parties affected by the entrepreneurial economic activity (EC, 2011).



Therefore the Commission's expert group on social entrepreneurship (GECES) produced a report (Proposed Approaches to Social Impact Measurement) proposing key principles to be followed when measuring social impact.

Mapping social enterprises in the EU

In the Social Business Initiative, the Commission identified the need to obtain:

- complete information on the state and development of social enterprises in Europe
- evidence for further developing the policy framework

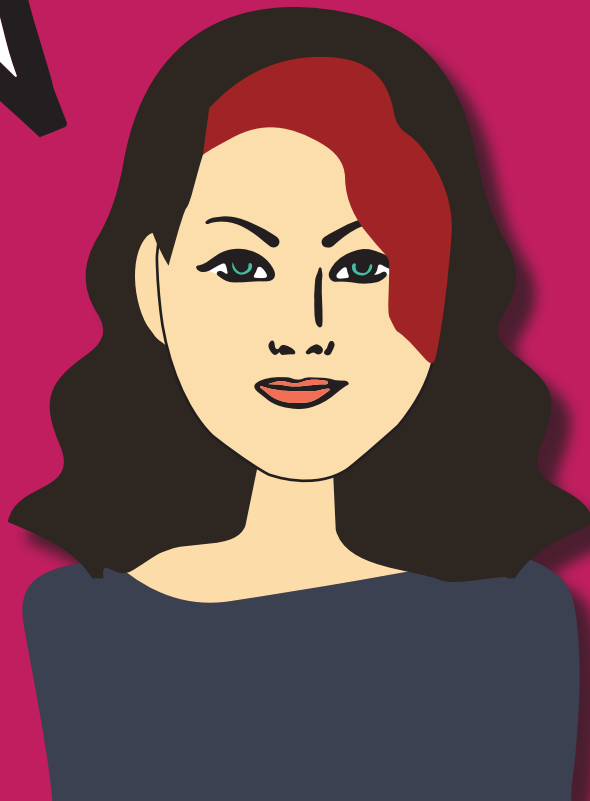
Therefore, the Commission launched an in-depth study on social entrepreneurship, mapping the reality of social enterprise in the 28 EU countries and Switzerland, using a common definition and approach. The study gives an overview of social enterprise ecosystems across countries, including factors constraining their development.

This study is a starting point for developing a comprehensive map of social enterprises in Europe. The situation changes rapidly and therefore an update was launched in 2016 with seven countries: France, Belgium, Spain, Italy, Ireland, Slovakia and Poland.

(source: <https://ec.europa.eu/social>)



NON-FORMAL EDUCATION



NON FORMAL EDUCATION

CRITICAL THINKING NEED ANALYSIS

WITHOUT THINKING YOU ARE LEARNING

ABSTRACT GOAL POSSIBILITY TO EXPLORE

INTERDISCIPLINARY SELF EVALUATION

FROM INDIVIDUAL TO SOCIAL TO TEAMWORK

POSSIBILITY TO MAKE MISTAKES **TO BE ADAPTED**

SOLIDARITY – CHALLENGE

LEARNING WITHOUT PRESSURE LEARNING BY DOING

CREATIVE CONTEXT **DEVELOP IDEAS**

MULTICULTURAL MULTIPLE INTELLIGENCE

VOLUNTEERING APPROACH

TEAMWORK COOPERATION

Non Formal Education

“Non Formal Education is an organised educational activity outside the established formal system that is intended to serve an identifiable learning clientele with identifiable learning objectives.”

(1996 Report to UNESCO of the International Commission on Education for the 21st Century by Mr. Jacques Delors)

Learning is a dynamic process and the current educational landscape cannot be understood only by looking at classrooms. Very often formal education institutions (schools and universities) and public institutions (such as youth councils) are not properly able to address the current needs of young people in terms of education, training, acquisition of skills, and competencies.

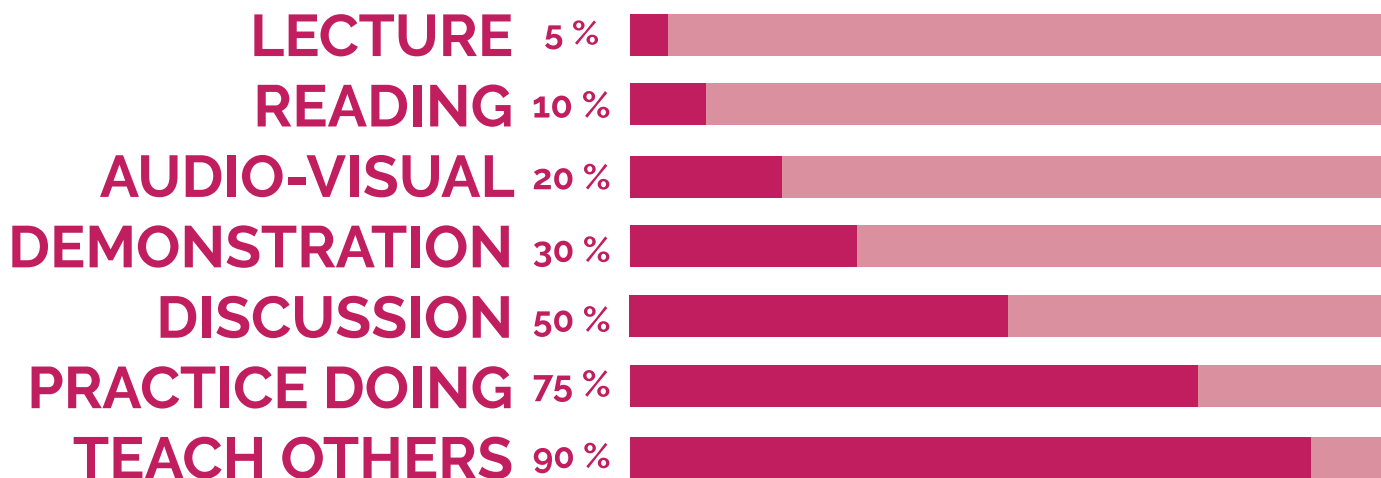
Non formal education (NFE) is a participatory way of learning through exploring, observing, playing, rethinking, acting and sharing. NFE is a structured pedagogical approach to education with clear learning goals and objectives, which enable young people to develop fresh perspectives and construct their own unique learning path.

The flow of everyday life brings us many learning experiences, and the increasing number of learning environments both virtual and IRL (in real life), create challenges for traditional education institutions. If they are to function well within this new network of learning environments they will need to adapt their practices and architecture. For schools this is difficult: they were created to serve a defined pedagogical mission and support traditional learning practices. From a critical perspective schools are equipped to control docile bodies (Foucault, M. - 1995, Discipline & punish, Vintage, New York.), not to offer flexible learning environments.

For these reasons, combined with the growing complexities of our globalised society and the social issues facing young people today (including issues of bullying, early school leaving, NEET status, special educational needs and cultural needs) NFE can play a significant part in adapting the current educational institutions. NFE can have a role in equipping young people with the skills that are needed in the labour market, in educational spheres, for their own

personal development, and for their well-being; whilst at the same time representing an efficient and effective tool to contribute to the mission of formal education systems and public institutions.

NFE methodologies include the methods of nonformal/informal learning, intercultural learning, experiential and active pedagogy, mentoring and/or peer support, and relationship-based activities. The methods are designed to ensure the direct involvement of participants at all times during the educational process, promoting freedom of expression, exchange, cooperation, interaction, and creativity. It is a solid base to use when working with a range of people and organisations, and this is the reason why NFE fits perfectly with youth work activities and community development.



In nature there is always diversity, so naturally there is also diversity in the learning styles of humans. NFE offers a playground where participants can use Multiple Intelligences to improve skills and competencies in alternative ways: it weaves together a variety of techniques to support this planned process of learning engaging the whole person into it (body, mind and heart) and generating a strong emphasis on the social and cooperative dimension of learning. The concept of learning as process of acquisition should be coupled with the idea of learning as participation (Communities of practice — Learning, meaning and identity, Cambridge University Press, Cambridge. Wenger, 1998) as a way of taking part in a community process.

Many important matters today — such as media and education, environmental education, peace education or entrepreneurial learning — require a holistic approach. The traditional

subjects of the school curriculum are not always capable of meeting the requirements of these fields. But new ways of promoting learning can be created through cooperation with NFE sector, especially when trying to tackle questions that lie outside traditional school subjects, where the methods used in NFE may be more appropriate.

NON FORMAL EDUCATION MAIN ELEMENTS:

ON VOLUNTARY BASIS

NOT INFORMAL LEARNING

STRUCTURED AND PLANNED PROCESS

FOLLOWING LEARNING THEORIES

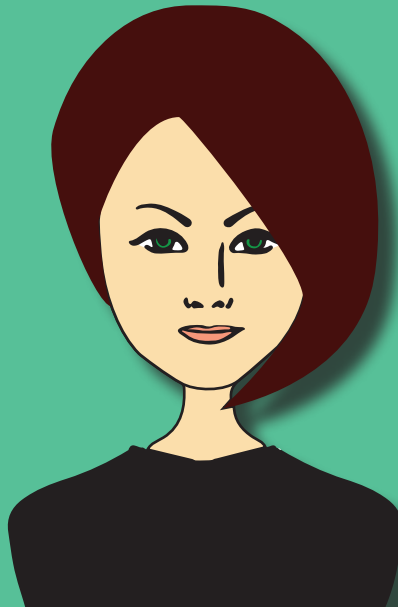
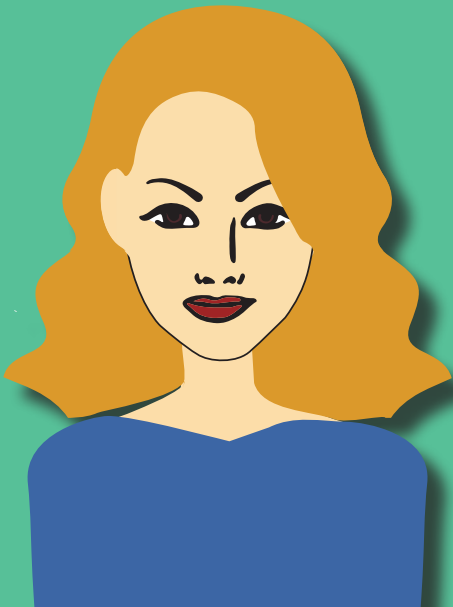
CAN BE EVALUATED

CARRIED OUT BY QUALIFIED PEOPLE

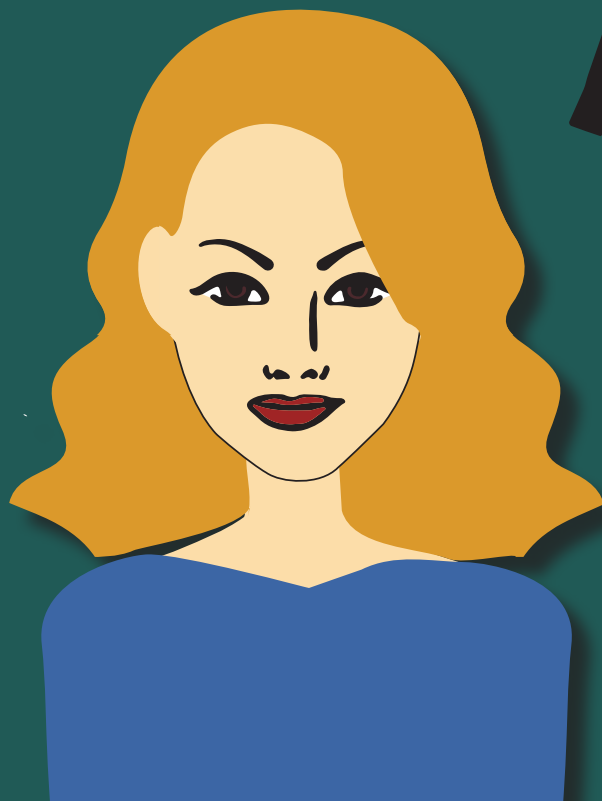
LEARNER CENTRED

NON-HIERARCHICAL IN NATURE

OSETS PROCESS



**STUDY
VISIT**



STUDY VISIT

A1 STUDY VISIT (OBSERVE PHASE)

VENUE: VASTO, ITALY

ACTIVITY DATES: 21-28 FEBRUARY 2019

PARTICIPANTS: 2 PARTICIPANTS PER PARTNER



The overall aim of the Study Visit was to explore and analyse examples of good practices in Abruzzo Region (Italy) in terms of methodologies, challenges, approaches, activities and policies realised by institutions, public bodies, NGO networks, associations, organisation on the theme of youth work and social entrepreneurship. Italy has a very long tradition in the development innovative social entrepreneurship and represent an interesting and fruitful playground to work, learn and practice the relationship and the interaction between youth work and social entrepreneurship in the community development. Thanks to interactive field visits, meeting with stakeholders, working sessions and planning activities, it was possible to have positive experiences of inclusion and participation of marginalized groups in entrepreneurs models of work. In a specific session during the study visit, a set of possibilities on how to exploit acquired knowledge in local and international contexts we established through working sessions of participants.



The Abruzzo region in Italy is a great location as an example of good practice. Throughout history, this area has undergone various challenges, so the locals are forced to Self organise to survive and develop.

We had the opportunity to visit very different types of cooperatives and organisations that deal with different problems and needs in their environment:

- LKL Onlus - Inclusion of disable people, on local and Europe level
- Cooperativa Babalù - Inclusion of disable people on local level
- Nature Reserve of Serranella -Visitor Centre and W/WF Oasis
- Terracoste and IAAP - protection, conversation and management of Nature areas
- Celenza sul Trigno Il Licineto - beekeeping and agriculture

- ARCI Network in L'Aquila (Capital of Region)- migrants and refugees, post earthquake social services, art and culture
- Recinto di Michea - Didactic Farm
- ARCI Isernia - mobile desk to support Migrants and refugees)
- Montessori kindergarten
- Cooperativa sociale "Vita Nuova" - Social enterprise based on recycling wood
- Associazione S.D. Arcivescovo Ettore di Filippo - agriculture, cooking, making oils and medicines from the herbs and honouring asylum seeker

You can see some examples of the files participants have created on the following pages, as an example of how they have experienced and documented visits.

Associazione S.D. Arcivescovo Ettore di Filippo

EXAMPLES OF REPORTS

Associazione S.D. Arcivescovo Ettore di Filippo

On 23 of February, in the morning, we were in visit of "Associazione S.D. Arcivescovo Ettore di Filippo". The association was founded by father Francis Tiso in 2017, in Cantalupo. Target groups of association are young people who are asylum seekers and other refugees. The project called "Refuge radio Network" covers different activities such as agriculture, cooking, making oils and medicines from the herbs and honouring asylum seeker with that food and medicines. They also organizing intercultural mediation, yoga, meditation, theatre shows, excursions, herbal activities, gym. They can offer accommodation for asylum seekers and they are BiB as well, and can host international volunteers. As they reported, local community react in neutral way, they had few participants from local community on their common activities. They are trying to integrate these people in society and work on prejudice of Islam with local population.

In future they are planning to transfer to social enterprise and to make organic products (farming organic food, cooking, restaurant, make small laboratory for herbs and make herb products) They reported that they had problem with unclear conditions of the law in Italy, and "Grey economy" as in the village there are a lot of abandoned houses which can be reconstructed and used for these purposes. All of them in association are working 99% voluntarily. one of their

activities is informing asylum seekers and refugees through visiting Acceptation centres and Receiving centres and through social networks. They already started to educate youngsters who were interested but they don't have enough capacity to bring it up on higher level. The problems asylum seekers face are legal documents, language and a place to live, which are also association problems. They reported that they are welcome for support as they needed for project management, organization and social promotion.

ARCI Immigrazione Isernia

They are association founded in 1957. Main activities of their project are: political and civil rights, social and cultural activities, as well as leisure activities. They started working with migrants in March 2014, when first arrivals of asylum seekers had come in the province of Isernia. The problems they face with are: lack of awareness about rights and duties, linguistic communication, cultural differences, bureaucratic organisation, medical assistance and supplying of basic needs. They are working on: self - learning, training courses, language mediation and intercultural mediation. The main goal is to improve the knowledge and to include migrants in the new reality, through education, employment opportunities, leisure activities and mutual exchange. They organize activities both migrants and local people, art activities (concerts, listening music, dancing, etc) They were approaching migrants in Acceptation centres and Receiving centres and informing them about what they are doing, as well as about their rights and asylum procedure. Their focus is to identify asylum seekers skills and aspirations, enhance their self confidence and to include the activity in community.

For 3 years of activities they had 348 asylum seekers and refugees, 132 legal and bureaucratic assistance, 75 Italian students and 30 preparations for A2 language certification and enrolments in Secondary school. They organise common activity for local youth and migrants once per month, and the response of local children is pretty good around 10 - 12 per activity. They are planning the agriculture project with asylum seekers, but they faced problems as there wasn't cooperation with a local institution.

Montessori Kindergarten

In 2016 a group of parents started the process of setting up an independent Montessori kindergarten in a family centre in a children's centre/national resort. Montessori nurseries had fallen out of popularity in Italy and many people were surprised when the new kindergarten opened but now have come to accept it.

This one is unique as it is funded and organised by the parents. Each pays 230 Euro's per month for their child to attend. There are 3 educators working there who have studied the pedagogy of Montessori, they are no running from a new building which the parents found and helped to set up the nursery.

The parents also meet once a month to discuss how the development is going, what they should be working on at home to continue the work outside of the nursery and to discuss topics for the next month. It is not an official Montessori Kindergarten but is based on a home school model and co-ordinated by the parents.

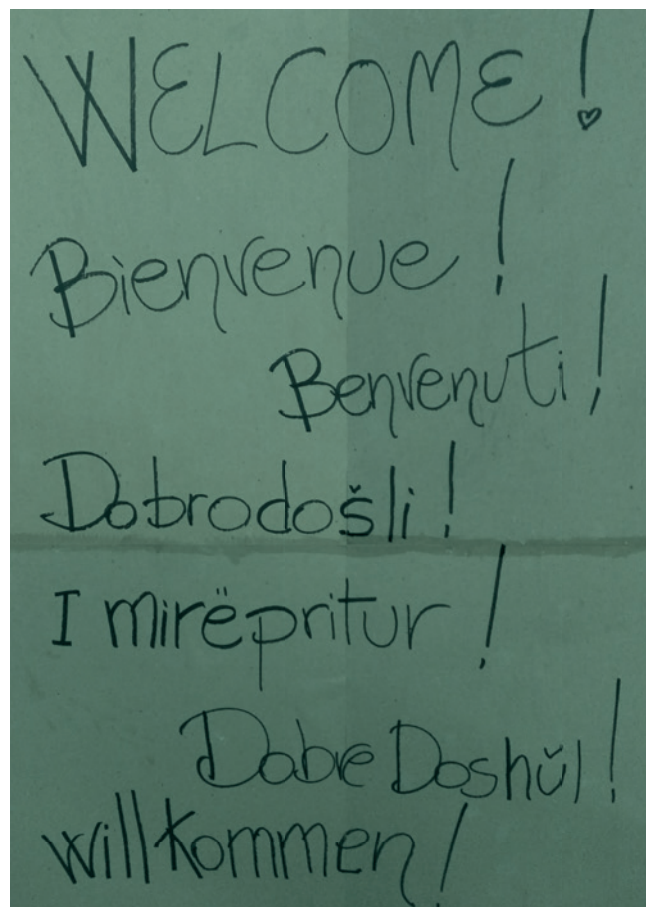
How a Montessori Kindergarten works

They work on 5 key areas of a child's development:

- Practical Life
- Cosmic Education
- Maths
- Language
- Sensory

The nursery is set out with these 5 areas available at all time with activities being chosen by the children. Children also work in the garden once a week with the responsibility of sowing, watering and growing flowers, fruit and vegetables.

They regularly visit other locations including the local Nature Reserve of Serranella where they can get involved with community projects and learn about the local wildlife and biodiversity.



The outdoors and nature is an important element in Montessori with examples clearly on show in the kindergarten including leaf mobiles and in the school with fossils collected from an excursion and mud painting to represent stone age artwork.

Montessori Kindergarten and Primary School

There are 10 children who attend aged 3 – 6 years. The children are required to be no longer wearing nappies and able to communicate to start at the Kindergarten.

After Montessori Nursery the children can choose whether to continue to the Montessori primary school or if they wish to go to the public/state school. The state school is free and they would need to pay for the Montessori school. Also they would need to adapt to the curriculum and style of pedagogy at the state school as it is a less progressive style of learning to the Montessori method.

Currently there are 4 children age 7 – 11 years in the Montessori Primary School.

Evidence that the Montessori Kindergarten - social enterprise works

- Parents are willing to pay for their children to go to the Montessori Kindergarten
- Some of the children travel from up to 20k away in order to attend
- Pupils need to pass an exam in order to attend the state primary school in order to assess their competency and they have

passed with success

- Pupils who attend a Montessori nursery gain additional skills from a standard kindergarten such as confidence, decision making, self assessment

Also, evidence was shown to us that the children involved were happy and enjoying learning.

The model of a social enterprise differs throughout countries but we believe that this Montessori Nursery fits is a good example as it meets a need of the parents that wasn't previously available in the area.

Networking is a key element to it's success as they have regular communication with the parents and they work with other local organisations such as Nature Reserve Serranella.

Providing a service for the whole community Non profit making as income is invested into the nursery. Innovative idea as it is a unique model setting up a no registered Montessori kindergarten run by parents.



Visitors Centre at the Nature Reserve of Seranella

We attended the Visitors Centre at the Nature Reserve of Seranella on February 24th 2019 where we were greeted by Andrea Natale – Coordinatore at IAAP – Istituto Abruzzese Aree Protette and received a comprehensive overview of their nature reserves and all the projects currently underway.

The team formed in 2008 and work in 5 key areas:

- Biodiversity
- Environmental Education
- Agriculture
- Culture and Cultural Heritage
- Slow Tourism

IAAP are responsible for a range of things from monitoring and developing the reserves, providing information, education and training as well as lobbying to protect the environment.

35% of the local territory is now under natural protection.

Partnerships and Projects

Through networking and partnerships with groups, including ARCI Provinciale Chieti e Teramo and Network ORA, IAAP currently have 30 active projects underway. These cover a wide range of activities from monitoring and encouraging biodiversity to delivering workshops and education.



Nature Reserve of Seranella – Visitors Centre and WWF Oasis

We began our exploration of the Nature Reserve of Seranella with an introduction to the site, its key features and biodiversity including their successful land management for 55 marsh turtles.

Boardwalks and a bird hide have been added to the reserve to help visitors get closer to the wildlife without disturbing it. On the day we saw 3 cormorants drying their wings from the hide.

We viewed a sustainable building made from natural materials and garden area, which had evidence of legumes and other plants emerging.

The area needed maintenance and was overgrown but the native seed varieties of plants grown here had been collected and stored in a seed bank ready for sowing.



There was evidence of habitat management for wildlife with bat boxes and bird boxes on display throughout the reserve. As well as clear interpretation boards to display the range of biodiversity on the site and information on the work done in order to encourage wildlife.

At least 50% of the work is done by volunteers who believe that improving the area is essential for wildlife and the community.

Social Enterprise Model - Nature Reserve of Seranella and the IAAP

The work of IAAP, especially at the Nature Reserve of Seranella follows the model of a social enterprise as it

It relies on volunteers to succeed – it is a vocation.

It provides a site of scientific importance to the local community.

Preserving the natural heritage of the area meets a need – for local groups who regularly use and visit the site as well as biodiversity and wildlife.

It is not for profit and they reinvest any grants/income into continuing to manage the site. They have expanded their idea to several sites to create more impact. They continue to follow their original values to work for wildlife. They have social goals, not just business goals.



SEMINAR IN NIŠ & CASE STUDIES



SEMINAR

VENUE: NIŠ, SERBIA

ACTIVITY DATES: 25-31 MARCH 2019

PARTICIPANTS: 2 PARTICIPANTS PER PARTNER



Overall aim of the Seminar was to give a clear insight in local experiences coming from all around Europe in order to find common standards and methodological platforms at international level concerning youth work and non formal education. Seminar offered the possibility to share experiences, good practice, innovative methodologies/approaches, legal framework for social entrepreneurship in countries of partners and case studies developed by each partner at the local level. All the results and outcomes coming from the seminar constitute the core part both of recommendation and of the online toolkit creating sustainable and replicable tools for other organisations and stakeholders throughout Europe. In a specific session during the seminar, a set of possibilities on how to exploit acquired knowledge in local and international contexts we established including the opportunity to develop different job shadowing projects among partners.



Social Inclusion:

“Babalù fattoria dell’amicizia”

KeBueno

Mehrgenerationenhaus “Buntes Haus”

"Babalù fattoria dell' amicizia" **SOCIO- OCCUPATIONAL CENTER**



This center was inaugurated on second of the June two thousand and eleven. And as you have understand, it deals with providing new opportunities for children with disabilities and cognitive disorders. The Babalu center has recently been awarded by the Plamieri foundation in Bologna for conceiving people's disability in an innovative way. We currently host 18 children and each of them has a specific goal that serves to improve their capacity.

Year in which it was established and/or realised: 2011

Duration of the initiative: 8 years

Theme(s):

Social inclusion
Disability
Participation of young people

Context/Location:

Farm/Social farm
NGOs structure
Rural area

Target group(s): 20 - 45 YEARS OLD

For greater personal and economic autonomy
Study of the place (territory)
Collaboration with municipalities and social services
Sensitize the community (reports, publications, initiatives)



Objectives:

- Respect for intrinsic dignity, individual autonomy - including the freedom to make their own choices - and people's independence;
- Non-discrimination;
- Full and effective participation and inclusion within the company;
- Respect for the difference and acceptance of people with disabilities as part of human diversity and humanity itself;
- Equal opportunities;
- Economic independence
- Accessibility;
- Social Inclusion

Different phases of the initiative and/or list of activities:

- Solidary catering
- Bottle packaging
- Pet therapy
- Vegetable garden and animal care.

Number of youth workers, volunteers, operators engaged: 18

In addition for the formation of the operators we used a fundraising approach. After that it is necessary individuate the catchment area with direct knowledge, or through social services of the municipality where the project will be realized.

Number of people directly and indirectly involved: 28

Outcomes and impacts of the initiative:

Babalù is the first social farm located in the Abruzzo region. Our social farm has been a great success because it contributes to the personal and work growth of people with disabilities.

Donors, Partners and stakeholders' involved:

- The families of the children contribute with the payment of a fee.
- Foundations
- 5 x 1000
- Intern Ministry



Ke Bueno - Social enterprise



Social inclusion

*Fight against poverty and marginalisation
Active citizenship and community work
Education and training*

KeBuono! is established in the framework of the “C.A.U.S.E – Confiscated Assets Used for Social Experimentation” project, implemented by Partners Albania for Change and Development, in partnership with Project Ahead and Comitato Don Peppe Diana and in collaboration with the Agency for the Administration of the Sequestered and Confiscated Assets. The project is funded by the European Union. CAUSE project, the first of its kind, can be seen as part of a larger mosaic, which is the successful implementation of the Justice Reform and the fight against organized crime in Albania supported by international partners as well.

In the second week of July 2018, the first social entrepreneur started in the framework of this project, in Fier, which was a sport lottery, and was made a confectionery managed by an Italian NGO.

Being the first initiative of its kind in Albania and the Western Balkan countries, KeBuono will transform cooking and sweets into opportunities to stimulate social cohesion for disadvantaged people, thus enabling them to recruit and regenerate dignity and a role within society. It will support and reinforce the self-confidence by finding a job and building new human relationships to young people endangered by crime or assigned to the probation service and women victims of violence, divorced or married with men convicted in prison. In the confectionery are now employed women who were identified as affected by domestic violence, in cooperation with the Municipality of Fier. As part of the model, staff will be trained, both in this business environment and in the following ones.

Context/Location:

Cooperative/small scale enterprise
Rehabilitation centre
Urban area

Target group:

Young people endangered by crime or assigned to the probation service and women victims of violence, divorced or married with men convicted in prison.

Needs and background:

Every illegally placed property, based on a criminal activity, according to Albanian law is placed under seizure. In their range may also be immovable property upon which, after the seizure, the authorities decide on confiscation, a process which is under the responsibility of the Agency for the Administration of Sequestered and Confiscated Assets, which lasts two to three years. According to a 2017 report of this Agency, the number of properties seized in Albania was around 100, of which half are confiscated, which have closed the cycle of court proceedings. Today the agency has under its administration 263 seized and confiscated assets in total, with a value of 30 million euros of all assets, immovable property or assets such as assets, bank accounts etc.

For the agency has not been too easy to resell this properties, due to the high level of depreciation of assets, but also to a kind of "fear" of

the public to buy properties that were previously owned by incriminated persons.

This is why the collaboration between the agency and the NGOs to stimulate this kind of initiatives is very wanted in order to help marginal groups.

According to law, marginal groups and those affected or at risk of being affected by criminal activity, who should be given priority to be employed.

Objectives:

The purpose of the grant scheme is to establish a model for the effective reuse of properties confiscated from organized crime, encouraging organizations to introduce models of social entrepreneurship.

Turning to the public an unfairly-owned property, from a criminal activity that may have affected a particular area. Activity in such areas aims to promote community support and solidarity.

Different phases of the initiative and/or list of activities:

NGOs are invited to apply after the open call for a specific property. Only one will be selected.

The Agency offers the property for 5 years, with right to use without lease, Partners Albania provide 100-150 thousand euros with funding from EU, support that is used for re-



construction and other necessary property, funding that will be for almost 1 year. They get the fund needed and are frequently monitored by Partners Albania in order to succeed.

Donors, Partners and stakeholders' involved:

KeBuono! is established in the framework of the "C.A.U.S.E – Confiscated Assets Used for Social Experimentation" project, implemented by Partners Albania for Change and Development, in partnership with Project Ahead and Comitato Don Peppe Diana and in collaboration with the Agency for the Administration of the Sequestered and Confiscated Assets. The project is funded by the European Union.

Number of youth workers, volunteers, operators engaged:

9 young people and women from marginal groups are employed.

Number of people directly and indirectly involved:

I'm not really sure about this, but for now I'm saying that 20 people are directly involved in the social enterprise and around 300 is the number of their clients, children who join their open hours, "students" who follow their classes.

Also Indirectly involved are NGOs who can take this initiative as in example and initiate one themselves and all people from marginal groups who can start believing in their abilities of employment and better life conditions.

Outcomes and impacts of the initiative:

This initiative has had a big impact to the community as the first of its kind. Beside of being a social confectionery and raising the employment of marginal groups, this business is one of the most wanted in Fieri city. In less then one year the now realise catering, open days for childrens to join the confectionery and also created a small school for other young people and women to learn how to make sweets.



Mehrgenerationenhaus “Buntes Haus”

Promo:

<https://www.youtube.com/watch?v=VNOsc21vI8s>
News article about it (German):
<https://www.youtube.com/watch?v=kMrwNlrDTLE>
<https://www.youtube.com/watch?v=hJx-oNuMBWA>

Title/Name: International learning

Short introduction of the initiative:

Introducing youngsters 3-10 years old to the different clutters through food and improving soft skills by being included in the preparation of it.

Year in which it was established and/or realised:
2012

Duration of the initiative: N/A

Theme: Intercultural learning

Context/Location: Multigenerational family centre

Target group:

Young people, visitors of Multigenerational family centre daily activities from 3 to 10 years old.

Needs and background:

Depend on the activity but it can vary from the bonfire and some basic ingredients to a fully equipped kitchen.

Objectives:

Making young people aware of different cultures. Learning of different cultures. Caring for others.

Different phases of the initiative and/or list of activities:

Planning of the recipe, an adaptation of it for group preparation or local reality, provision of goods, brainstorming and a short discussion of recipe origin, preparation of food, consummation/testing, reflection and opinion of youngsters about it.



Donors, Partners and stakeholders' involved:

Activities are financed by regular budget of the centre, in it is next to youngsters involved pedagogical staff, volunteers at international volunteering projects, local volunteers, families of the children or unemployed people who are involved in the work of centre by special contract with job agency.

Number of youth workers, volunteers, operators engaged:

2-3 it depends on a number of the children involved in the activity, complexity and type of the food for preparation.

Number of people directly and indirectly involved:

2-3 people involved in leading the workshops

10 children

5-10 staff, employer, families, volunteers at dissemination activity

Outcomes and impacts of the initiative:

Socializing with other children, multigenerational learning, intercultural learning, care of each other, understanding of basic operations in the kitchen.





Enviromental:

***Vervicoop Cooperative
The Rooftop Beekeeper***

Vervicoop Cooperative
(SCRL FS Société coopérative à responsabilité
limitée à finalité sociale) - CJRECO



Title/Name: VERVICOOP

Vervicoop is an innovative "Verviétois" project, offering a non-profit cooperative supermarket with a social purpose. It is managed by its members, for its members: the cooperators. The active participation of all members-cooperators in the management of the grocery store allows access to quality products, primarily from sustainable agriculture and short circuits. This mode of operation favors the local economy and makes it possible to pay producers at the right price. While giving meaning to consumption, Vervicoop wishes to give birth to a place of exchange, solidarity, sharing and awareness of current food issues.

Year in which it was established and/or realised: Started in march 2018

Duration of the initiative: On going





The Rooftop Beekeeper

Promoter: Urban Organic (UK) CIC

Short introduction of the initiative:

Roof top beekeeping on a supermarket

Year in which it was established and/or realised: 2018

Duration of the initiative: Ongoing

Theme:

Social inclusion
Disability
Health and well-being
Environment, Global environmental challenges and climate change

Context/Location:

Already existing social enterprise
Urban area

Target group: Local disability groups and supermarket customers

Needs and background:

Most people have not had the opportunity to put on a bee suit and get close to bees, which is a fascinating and highly therapeutic

activity, and in some cases can be life changing. Through this activity we aim to provide this opportunity for a wide range of people and especially for local disabled people for whom the benefits are even more pronounced.

Objectives:

Improved knowledge and awareness through practical experience of getting up close with bees. Better understanding of what is involved in honey production, problems facing bees and how humans and bees can live more sustainably.

Different phases of the initiative and/or list of activities:

Beekeeping experience sessions from April to September each year. Honey sales and bee products promotions for health at regular intervals during autumn/winter months.

Donors, Partners and stakeholders' involved:

Booths supermarkets and Urban Organic



Number of youth workers, volunteers, operators engaged:

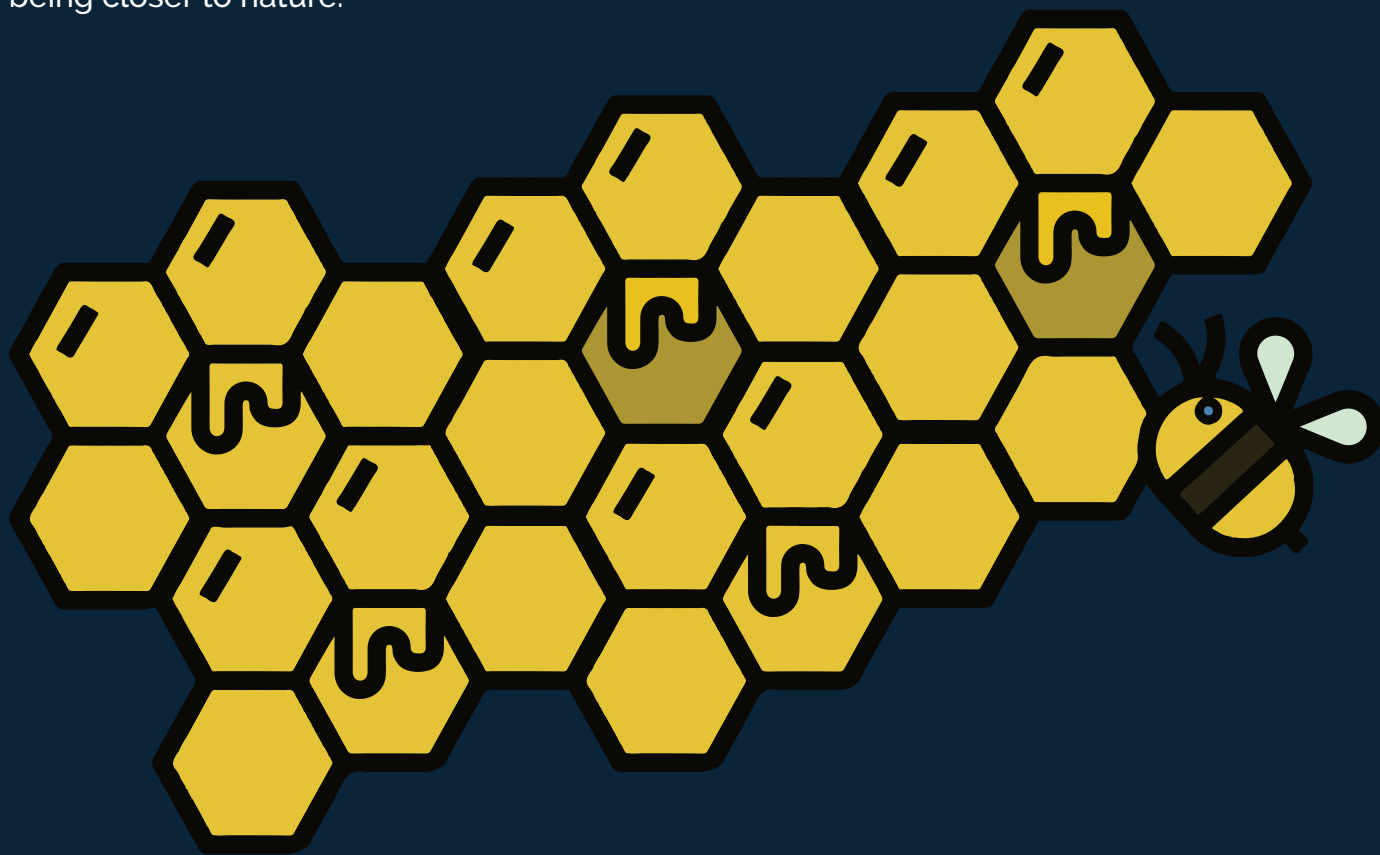
3 Urban Organic staff plus 3 volunteers.

Number of people directly and indirectly involved:

Approx. 266 through experience sessions and a much wider audience of awareness through Booths social media approx. 22,000

Outcomes and impacts of the initiative:

Improved environmental awareness amongst a wide range of people. Also, improved knowledge and interest in food origins and healthier living. Stimulated interest in sustainable living and seasonality. Contact with bees is highly therapeutic - improves well being and sense of being closer to nature.



Art & Culture:

KREATIVNI AVGUST

Sulla Linea Gustav



KREATIVNI AVGUST

August Month of Creative Development



Promoter:

NGO "Zdravo da ste"
(Bosnia and Herzegovina)

Short introduction of the initiative:

"Kreativni avgust" is a project that our organisation has been using annually for 11 years. The idea behind it was to organise and support young people, who have some skills in different creativity fields, to develop and lead workshops for young people and children. The workshops are for free and happen during the whole month of August.

Theme(s):

- Social inclusion
- Art and Culture
- Disability
- Active citizenship and community work
- Youth volunteering and Personal development
- Urban/Rural development
- Youth policies
- Media and communications
- Sport to promote healthy lifestyles and Education
- Environment, Global environmental challenges and climate change;

Context/Location:

Outdoor best, if possible.

Target group(s):

Young people and children.

Objectives:

- Organising daily activities in the period from 10 to 30 August
- Organizing quality free time
- Supporting the development of creativity and youth initiatives
- Promotion of positive values, sustainable development and healthy lifestyles
- Work on socialisation and development of vulnerable groups within the population of young people
- Exchange of knowledge and experience among peer groups and inter-generationally
- Strengthen skills, qualities and competence in young people
- Promotion of volunteerism and youth mobility



Sulla Linea Gustav – Il cammino della memoria

Promoter: Soc. Coop. Terracoste a r. l.

Short introduction of the initiative:

Sulla Linea Gustav - il cammino della memoria was born to save the memory of historical facts of the Second World War that involved part of the Abruzzo region. The main goal is to give back to collective memory what happened during war time, using the Gustav Line historical path to lead hikers and mountain bikers on a territory that is also rich of cultural, nature and local product resources.

The path starts in a Commonwealth War Cemetery on the coast of south Abruzzo (Sangro River War Cemetery) and it ends on the Apennine Mountains (Abruzzo, Lazio and Molise National Park). It is 130 km long and it involves 20 villages in 2 different provinces. The path is divided in 7 steps for MTBikers and 10 for hikers. Going down the “memory path” is possible to visit Nature Reserve/Park, old boroughs, castles, museums, church and places of remembrance.

The project includes a book, a website (www.sullalineagustav.it), and a Facebook page Sulla Linea Gustav that is updated with events we organize, news and links with other historical institutions.

Year in which it was established and/or realised: 2017

Duration of the initiative:

Ongoing. Hikes are more easily planned and realized from springtime to autumn. Information and publicity meetings can be organized all year long.

Theme:

Art and Culture
Historical Heritage
Slow tourism

Context/Location:

Cooperative/small scale enterprise

Target group:

Citizens, municipalities, cultural local associations, schools, hikers, MTBikers

Needs and background:

During 1943 nazi army create a fortified defensive line along the Sangro river course and this involved about 20 villages from the coast to the Apennine mountains. This defensive



line was called Gustav Line from Germans and Winterline from Allies. The battlefield stayed about 8 months in this area and during that time the war changed the face of our land and the lives of the people. For the 70th anniversary of these events, Winterline Sport Association decided to retrace the historical path and after some years Cooperativa Terracoste applied a more complex proposal for a regional call to develop local touristic projects.

Objectives:

Sulla Linea Gustav. Il cammino della memoria aims to stimulate the knowledge and the memory of the Second World War's historical facts that involved our territory. At the same time it wants to promote slow and responsible tourism and the creation of a network that can involve institutions (political, social and cultural), schools, cultural associations, Nature reserves, private small scale business and sustainable- historical tour operator to encourage another model of economic development for our Abruzzo.

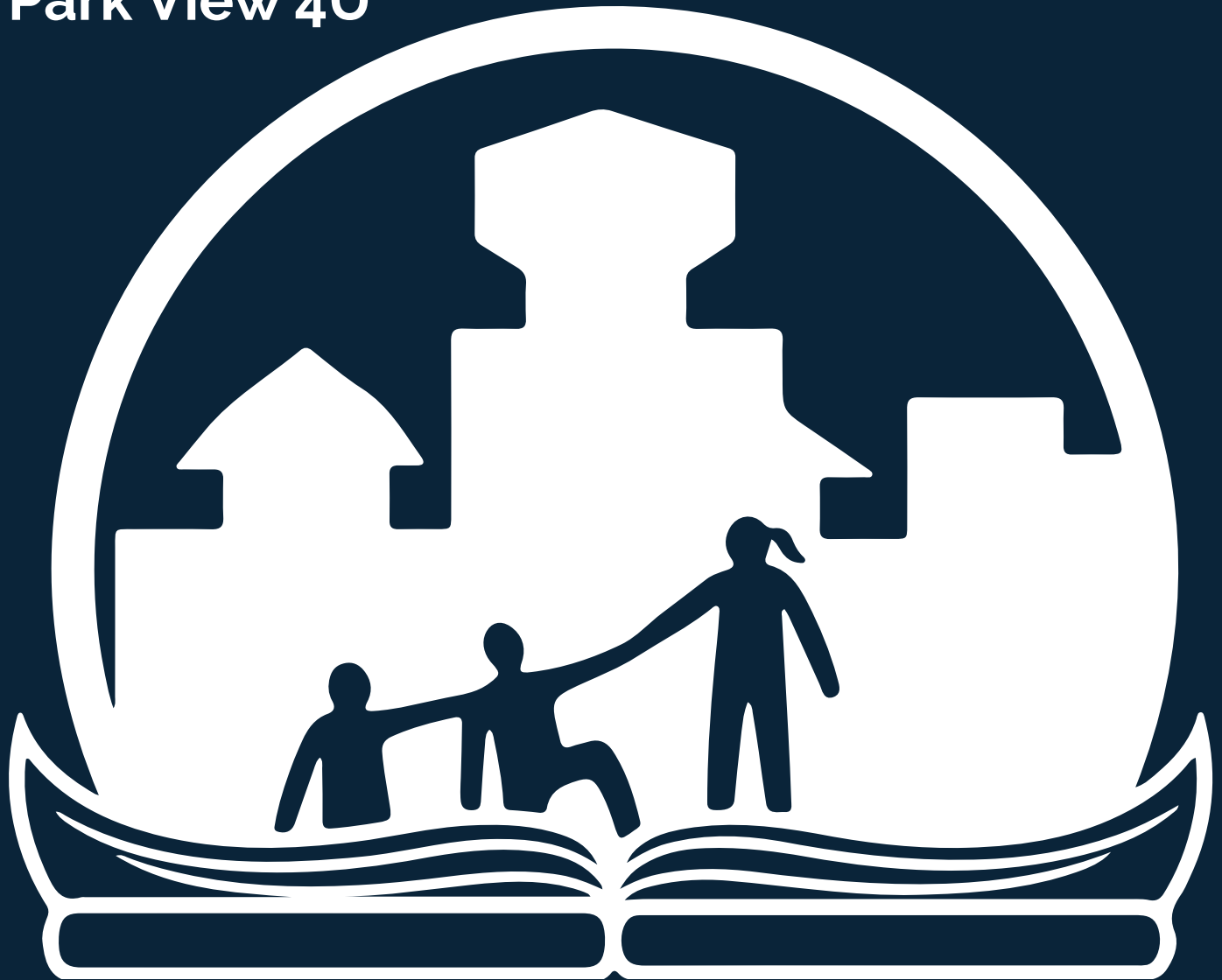
Different phases of the initiative and/or list of activities:

The first part of the project was focused on tracing a path that could be used by bikers and by hikers. Then the guide book was produced with the historical facts, the map and the suggestions for each step. At the same moment the website was realised, thought to be a digital version of the book but also a space where it's possible to add further information of the path. After the public presentation of the project, we started with hikes and in every event we try to involve local municipalities, associations and institutions.



Youth Volunteering:

CRC – Creative Recycling Centre
Park View 4U



CRC – Creative Recycling Centre



Promoter:

Group for children and youth “Indigo”

Short introduction of the initiative:

Through the project “Paper Life part 2”, we aim to work with the Roma community. We address the issue of child labour. The methodology of work is based on the parenting workshops and practical work on learning and acquiring the new skills related to recycling the Roma can use, so that they do not need to involve the children in labour. Together with the community, especially the youth, we are exploring the recycling of the second-hand clothes; paper, using the technique of papier-mâché, printing etc; metal and other material, so that we produce the artistic and other objects for everyday use. In this way, adult family members have the opportunity to earn and not to depend on child labour. We continuously conduct a dialogue on the risks and consequences of involving children in the work process, provide support to children and monitor their education, thus preventing their drop-out. In future, we want to support the community and Creative Recycling Centre in Nis, in order to strengthen the capacities through further education, ex-

change of experiences and mutual learning.

Year in which it was established and/or realised:

CRC was established in May 2018

Duration of the project:

June 2018 – May 2019

Duration of the initiative:

June 2018 – May 2019

Theme:

- Social inclusion
- Fight against poverty and marginalisation
- Art and Culture
- Active citizenship and community work
- Youth volunteering and Personal development
- Minorities
- Education and training
- Participation of young people
- Youth unemployment

Context/Location:

Cooperative/small scale enterprise
Community centre
NGOs structure

Target group:

- Roma families involved in collection of raw materials
- Younger family members of Roma people with skills of traditional crafts
- Children at risk of child labour

Needs and background:

The model development started with the creation of a creative team in the community for the education of adults and young people from the families that engage children in child labour. The Creative Recycling Centre team consists of interested creative people, residents of Roma settlements with skills of traditional crafts, as well as the youth from the minority and majority population.

The trainings need to be conducted, led by experienced craftsmen and artists. The capacity building of the CREATIVE RECYCLING CENTER in the areas of making products from recycling material, product placement and marketing is also needed.

Special attention on the work with children and their education needs to be kept, so that their drop-out is prevented.

Objectives:

- Creative recycling of recycling materials as a basis for economic empowerment and increasing the employability of Roma population in order to reduce the dependence of families on child labour.

- Developing and strengthening creative recycling models in the form of a cooperative for incentive and economic empowerment of families

- Expanding the model of creative recycling into a different environment through mutual learning and local government support

Different phases of the initiative and/or list of activities:

1. Acquiring and improving skills for creative recycling and strengthening the Creative Recycling Centre – creative workshops for young Roma
2. Advocating for the sustainability of the creative recycling model
3. Supporting children in education – Homework club, monitoring attendance and achievements in school
4. Workshops for parents about harmful consequences of child labour
5. Media promotion and presentation to general public

Donors, Partners and stakeholders involved:

Donor – Open Society Foundation, Serbia
“Sreten Mladenovic Mika” Primary School, Nis
School for Adult Education, Nis



Number of youth workers, volunteers, operators engaged:

12 volunteers

4 youth workers (coordinator, 3 educators)

Number of people directly and indirectly involved:

Number of families – 50

Number of children – 94

Number of young people – 15



Outcomes and impacts of the initiative:

- The Roma community actively participates in the dialogue on the harmful consequences of early involvement of children in work
- A better understanding of families about the perspective of children experiencing their work engagement in the collection of recycling materials
- At least 20 families participated in creative recycling training and adopted the necessary skills
- Improved capacities of the Creative Recycling Centre
- Children from families involved in CRC are regular in attending classes
- The problem of child labour is visible through the media to the general public



Park View 4U

Promoter: Julie Norman

Short introduction of the initiative:

We are a small community park with a big heart, offering a varied programme of activities and events to all ages and abilities. Over the last 5 years we have developed from a place to play to becoming the hub of the community. This includes building an Eco Pod Community Centre, Kitchen Garden, Café and delivering a wealth of activities from environmental education to health walks, grow your own to junior park run.

Year in which it was established and/or realised: November 2003

Duration of the initiative: 15 years and hopefully ongoing

Theme:

- Social inclusion
- Art and Culture
- Disability
- Active citizenship and community work
- Youth volunteering and Personal development
- Urban/Rural development

- Sport to promote healthy lifestyles and Education
- Health and well-being
- Environment, Global environmental challenges and climate change
- Education and training
- Participation of young people
- Youth unemployment

Context/Location:

- Community centre
- Eco Centre
- Nature Reserve/Parks
- Community Cafe

Target group:

3 generational park – something for all ages and abilities

Needs and background:

To reduce crime and anti social behaviour, to provide some recreation facilities, to provide environmental education facilities, need to bring cohesion to the community by providing activities and equipment for all ages so that grandparent, parents, teenagers and children play and learn together.



Objectives:

Provide recreational facilities, Opportunities to develop skills and learning, Environmental education, Health and Wellbeing, Sport, Bring all generations together

Different phases of the initiative and/or list of activities:

Activities: Forest school, Beach School, Environmental education, Wildlife Watch club, Junior parkrun, Junior Herbalist Club, Forest Tots, Volunteer Gardening hub, Health Walk, Couch to 5k running group, Park View friendly runners, Lytham Junior road runners, Pregnancy relaxation classes, Hypnobirthing classes, Baby massage and baby yoga, Fylde Family Cycling Club, Gold Coast BMX club, Lytham Juniors Football Club, Pilates, Crochet, Knitting and Yarn Socials, Yoga, training courses for outdoor practitioners.

Events: Bee Wild Day, Out of the Woods Festival, Teen Engage day, Easter egg hunts, Christmas workshops, Willow weaving and craft workshops, Sport Festival and many more

Donors, Partners and stakeholders' involved:

We have worked with over 80 local charities and organisations including

- Local municipality (Fylde Borough Council)
- Charities and Community Interest Companies- Lancashire Wildlife Trust, Love My

Beach, Urban Organic, Seriously Hooked Up, Grans on the Make,

- Funders - National Lottery, Community Foundation for Lancashire, Lytham School Foundation, Lancashire Environmental Fund, Ernest Cook, Grow Wild
- Organisations – Beau Baby, Namaste Herbal Healing, Little Pilates Company, Parkrun, Fylde Family Cycling

Number of youth workers, volunteers, operators engaged:

- 1 Volunteer Charity Chairman and 5 x Volunteer Trustees,
- 1 full time and 2 part-time education staff,
- 1 x part-time site supervisor,
- 1 x Café manager with 6 part time young people working in the café,
- 1 x part time finance manager
- 12 x gardening volunteers,

Number of people directly and indirectly involved:

- 11 x staff
- 30 x volunteers
- 28 x people from other charities/organisations
- 6 x Fylde Borough Council
- 16,000 x visitors, school children, participants at activities each year



Outcomes and impacts of the initiative:

Engage with over 16,000 people each year through activities. Approx 30,000 visitors per year

Out of the Woods Festival attracts 2,000 each year

Reduction of antisocial behaviour in area (except for recent break in)

Good working relationship with all the local schools and work with 50+ schools each year from across the North West

Increase of volunteering opportunities in the area

Introduced Forest and Beach School to Lancashire and now the leading hub on the Fylde having trained pedagogy practitioners from across the county

70 – 100 children age 4 – 14 years take part in junior park run every Sunday

Volunteering and activities follow the 5 Ways to Wellbeing

- Connect – talking and listening, social interaction, community events
- Be Active – Health walk, Gardening Club, junior park run, running clubs, football, yoga, pilates
- Take notice – Be more aware of nature, kitchen garden
- Learn – Forest and Beach school, wildlife club, Junior Herbalist Club, workshops

- Give – helping others, donating money or time to charity, sharing skills

We are the focus of community events at the heart of the Lytham

Awards:

- RHS Britain in Bloom Best Park in the UK 2016,
- RHS North West in Bloom City of Liverpool Award 2018– Best Large Neighbourhood
- Fields in Trust National Community Champion 2016 – Julie Norman
- Fields in Trust Most Improved Park 2015
- Fields in Trust Getting Active Award 2014
- Big Society Award from Prime Minister 2012
- Guinness World Record for #PollenCounts project 2018
- Most Inspiring Volunteer for Lancashire Wildlife Trust 2018



Urban/Rural development:

Funky Guerrilla Group Gradiška

Visitor Centre Pecka

Farma Transforma



Funky Guerrilla Group Gradiška



Short introduction of the initiative:

FG Group is a social enterprise founded in 2014 and ever since has been designing, creating and distributing the Funky Guerrilla products in Bosnia and Herzegovina and abroad. Collaboration with a number of designers, in-house clothing construction experts, art directors, experienced production workers and an eternal desire for progress have led Funky Guerrilla to become highly recognisable for its premium hoodies, t-shirts and dresses.

Brand's mission is to constantly invest in development and design of Funky Guerrilla products and to make its art direction a spokesperson of the positive change blossoming from Bosnia and Herzegovina.

Funky Guerrilla is a local brand story spoken through global language.

Year in which it was established and/or realised: 2014

Duration of the initiative: 5 years

Theme:

Urban/Rural development
Youth unemployment

Context/Location:

Already existing social enterprise

Target group:

B2B and B2C clients

Needs and background:

The company was established from an idea to develop a for profit company which would be active on the market, develop its own products and services, be profitable and with that provide independent source of income for its founder – the non-profit Association Most.

Objectives:

Considering that the company is 100% owned by the Most Association, which predominantly works with youth the objective is not only to develop a high-quality local product in terms of design, making patterns, sewing, branding, and product placement but also to provide local talent with an opportunity to showcase their skills and abilities. An additional goal is to, of course, be successful in the market, which would allow investment of profits into community work and providing help for children and youth.

Different phases of the initiative and/or list of activities:

The FG Group social enterprise has been established in 2014 and since then has been fully operational. At the current time it employs 5 full time employees.

Donors, Partners and stakeholders' involved:

The company works on market principals and the main partners are primarily clients, suppliers, marketing agencies, but also support organisations which are involved in the Social Entrepreneurship eco-system development.

Main partner and donor in the start-up phase was YEP – Youth Employment Project, implemented by GOPA and financed by SDC Swiss Development Cooperation.

Number of youth workers, volunteers, operators engaged:

The company currently has 5 full time employees.

Number of people directly and indirectly involved:

10 people directly involved in the daily work when counting in employees and partners and cooperatives which cover certain aspects of the enterprise itself.

Outcomes and impacts of the initiative:

The main outcome is the active participation in the field of social entrepreneurship, involvement in the development of the eco-system, providing employment to marginalised groups, and eventually providing financial contribution to the owner – Association Most



Visitor Centre Pecka ***– responsible tourism resource*** ***each region should develop***



Short introduction of the initiative:

The Association Greenways prepares and implements initiatives to build new opportunities for the long-term sustainability of local communities and empower rural youth. The protection and conservation of natural resources, responsible tourism and food production are the focus of our work. In the center of the region in which we operate, in the village of Pecka, we have formed the Visitor Center, which serves as a resource centre for local communities, and is equally important as a meeting place for development initiatives, as well as a center for the reception, guidance and information of tourists

Among other things, Greenways focuses on: protection of natural resources, affirmation of local producers, reclamation of neglected agricultural areas, promotion of a responsible and affirmative relationship to nature, and the fight against improper disposal of waste. One example of supporting local producers is setting up an agricultural cooperative to open up additional opportunities for the development and marketing of local produce.

As concrete results of our efforts, we can point out the started and realised coopera-

tion with local producers, various companies and associations from the surrounding area, which find partners for the development of tourist offer and local communities in us.

Year in which it was established and/or realised: 2015

Duration of the initiative: 4 years

Theme:

- Social inclusion
- Fight against poverty and marginalisation
- Active citizenship and community work
- Youth volunteering and Personal development
- Urban/Rural development
- Sport to promote healthy lifestyles and Education
- Environment, Global environmental challenges and climate change
- Education and training
- Youth unemployment

Context/Location:

- Cooperative/small scale enterprise
- Farm/Social farm
- Eco Centre
- Nature Reserve/Parks
- NGOs structure
- Rural area

Target group:

Young women and men, Experts and scientists, CSOs and local authorities, Micro and small companies

Needs and background:

The target region is one of least developed in Bosnia and Herzegovina. Greenways aims at its long-term sustainable development creating new opportunities for the youth. The region is need of development practitioners, skilled people, access to finances and markets.

Objectives:

To develop our region applying an integrated development approach including nature protection, promotion of 'eco' or 'green' tourism and food production activities within a market-oriented business model.

Different phases of the initiative and/or list of activities:

- DESTINATION MANAGEMENT: Sett-up

the destination management organisation (DMO) with functional operational structure.

- NATURE & LANDSCAPE: Carry-out all legal and technical procedures to obtain an official status of the protected area for the central and most valuable part of the destination.
- FARMING AND FOOD: Revitalise land and abandoned farms. Food production and regional branding.
- BUSINESS & HOSPITALITY: Involve business sector in destination strategic development and facilitate development of market-oriented products.

Donors, Partners and stakeholders' involved:

- *Donors:* EU, USAID, SDC
- *Partners:* Via Dinarica, Market Makers,
- *Stakeholders:* Local authorities (Jezero, Mrkonjic, Sipovo, Ribnik, Glamoc, Grahovo, Drvar, Drinic), Tourist organisations, Micro and small companies.

Number of youth workers, volunteers, operators engaged: 50

Number of people directly and indirectly involved: 8

Outcomes and impacts of the initiative:

10.000 new visitors annually.



FARMA TRANSFORMA



Short introduction of the initiative:

FARMA TRANSFORMA is an experimental permacultural estate as well as an expert center for the improvement of the overall health and protection of the environment. FARMA promotes responsibility and strengthens ability of humans to take care for its personal well-being, wellbeing of planet Earth, and society. On FARMA estate there are one cooperative (AGORA) and one crowd foundation (SO-LINET) conducting activities.

Year in which it was established and/or realised:

The farm itself was a personal property, and it was a personal project that started more than 10 years ago. Formal status of AGORA cooperative was attained in 2018.

Duration of the initiative: More than 10 years.

Target group:

With their activities they cover a wide range of target groups including children and youth, as well as grownups. Usually their target group are people interested in rural agriculture, volunteering, permaculture. They are open for families.

Needs and background:

Background of FARMA is connected to permaculture and its values and principles. One of those principles is "If you get tired working in your farm, you're doing it wrong". Permaculture is short for permanent culture meaning that sustainability is essential.

Objectives:

Development of personal or self responsibility, respect towards community where one lives, volunteerism, tolerance towards personal mistakes and respect towards diversity. Objectives of the FARM are closely connected to cooperative and foundation that are active on farm.

Different phases of the initiative and/or list of activities:

FARMA TRANSFORMA originally started from a personal property of one married couple, in rural part of Banja Luka suburbs. In the 10 years period they developed infrastructure and different activities in interaction with member of community they were living in. FARMA, together with cooperative and foundation offers a broad range of activities.



Donors, Partners and stakeholders' involved:

- Foundation Arthur Waser, Swiss
- Reformierte Kirche Zug, Swiss

Number of youth workers, volunteers, operators engaged:

This cooperative has no youth workers. They have a constant inflow of volunteers mainly from Switzerland. It is difficult to express it with numbers because they are constantly changing. Also, AGORA cooperative consists of 5 members

Number of people directly and indirectly involved: 7 people are directly involved. True number of people involved is difficult to tell.

Outcomes and impacts of the initiative:

From their point of view biggest impact should be inner change. The FARM provides enough food and other goods to support members of cooperative.

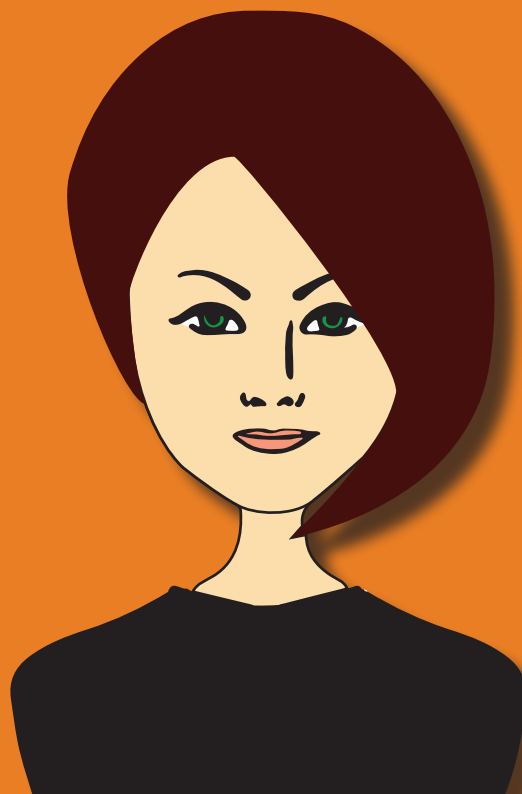
Theme:

- Art and Culture
- Active citizenship and community work
- Youth volunteering and Personal development
- Urban/Rural development
- Health and well-being
- Environment, Global environmental challenges and climate change
- Education and training
- Participation of young people

Context/Location

Cooperative/small scale enterprise
Farm/Social farm
NGOs structure
Rural area

TRAINING IN BANJA LUKA



TRAINING IN BANJA LUKA

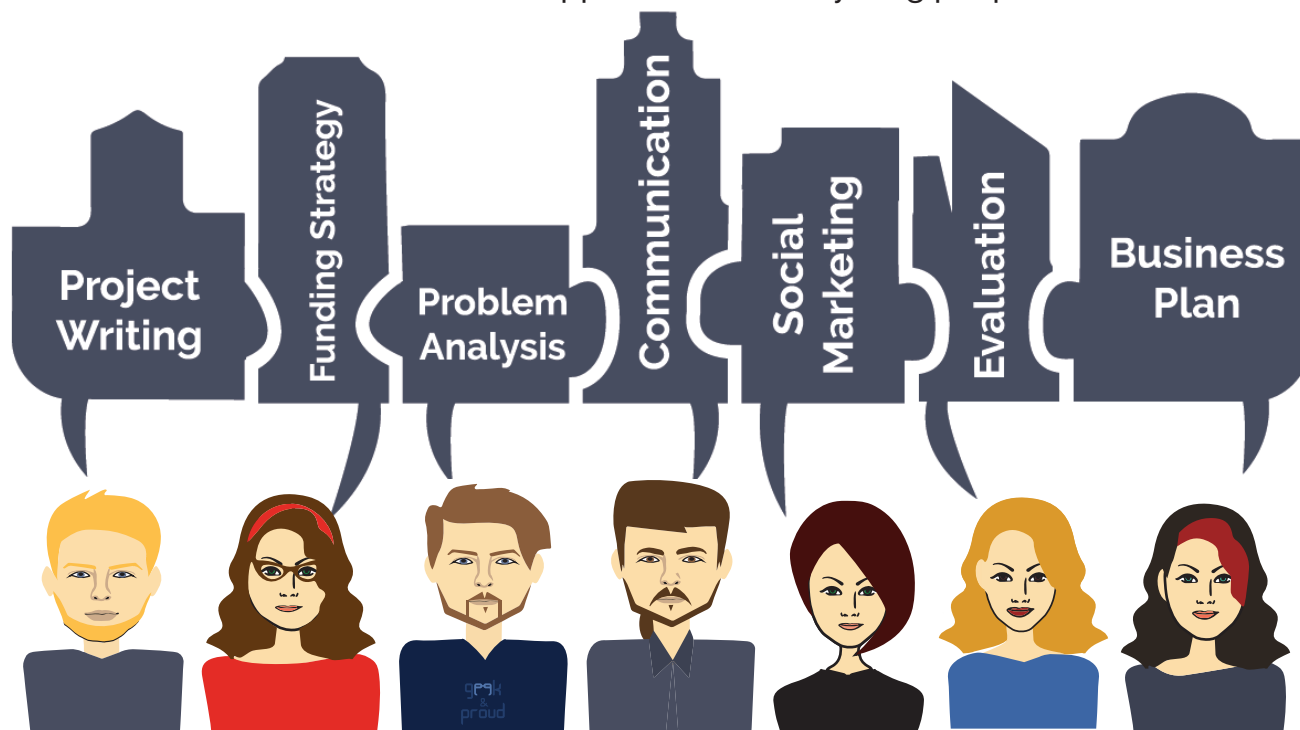
A3 TRAINING COURSE (ACT PHASE)

VENUE: BANJA LUKA, BOSNIA HERZEGOVINA

ACTIVITY DATES: 05-14 JUNE 2019

PARTICIPANTS: 3 PARTICIPANTS PER PARTNER

On the base of the results achieved so far, the focus of the Training Course was on development of ideas of social entrepreneurships. The overall aim was to empower participants to create business plan for their social entrepreneurships, make partnership ideas and to increase competences and skills among European youth workers, youth leaders, volunteers, peer educators in order to be able to support the ideas of young people in their realities.



SOCIAL ENTERPRISE MASTERPLAN



HOW TO DEAL WITH HUMAN RESOURCES?!

Split into 3 groups to list things you need to provide for Staff,

Volunteers and Participants

Staff - recruitment, employment contracts, job description, salaries, taxes, National Insurance, pensions, sick pay, maternity/paternity leave, annual leave, training, conferences, appraisals, insurance, social inclusion, excursions, celebration events.

Volunteers - Volunteer role profile, recruitment, induction, training, agreed expenses, point of contact, insurance, support and feedback, refreshments, clothing etc with project logo, social inclusion, excursions, celebration events.

Participants / beneficiaries - signing in/record attendance, refreshments, support from staff, social inclusion, evaluation, excursions, celebration events.

Policies and procedures - some more legal than others - updated annually collectively by the staff. Essential information - not unnecessary bureaucracy.

These examples are from Urban Organic and may be adapted for other social enterprises.

Confidentiality guidelines:

- Equal opportunities policy
- Grievance and disciplinary procedures
- Data protection policy
- Volunteer policy
- Health and safety statement
- Safeguarding policy
- Behaviour policy
- Prepare short video to summarise each policy.



Exercise - 2 feedback groups - task given to one employee while others observe. Then get each group to feedback to the individual, one with just negative (The Critique Council - CC) and one with just positive (Your Feedback Friends - FF)

Employee tasks:

1. Tidy pens and organise according to colour
2. Arrange post-its in numerical order
3. Ask feedback group members what they would like to drink and go and prepare these
4. Serve drinks to feedback group members
5. Tidy desk "How to overcome trouble/issues during the path".

Activity 1

Spilt group - list issues/problems for their organisation asking them to categorise where possible (they can create their own categories), then make collective summary list.

Tell stories

Story of my jobs - Ground work, Lytham Hall then Urban Organic

Resilience

If in doubt - take some time before make a decision and trust your instincts

No problems - only possibilities

Bird story - Flying south for the winter

Decided to stay a while longer with tweeting human friends

Set off later, wings froze and fell to earth

Cow came along and poo on the bird

Bird felt warmed by shit so started to tweet again

Cat heard bird - came over, pushed the poo off the bird and ate him not everybody who heaps poo on you is your enemy and not everybody who gets you out of poo is your friend.

Also, poo makes the garden grow then...

Activity 2

Return to your organisation problems list and then list solutions / how to avoid these problems money - funding, slow payment, cashflow

Human resources - difficult staff, personality clashes, sickness, unreliability, unfortunate circumstances

Operational problems

Communication problems

Unexpected problems - re visit the plan

Project delivery

Problem solving game 1 - raised hands in circle - move from facing in to facing out without letting go of neighbours hands



PROBLEM ANALYSIS

Bath City is an average urban City with a population of 200.000. Thirty-five percent of this figure makes up the youth population of 11 – 25 years old. There is an equal mix of males and females. Around 10% of the population come from ethnic minority groups or immigrants or refugees that usually are living in suburbia of the city with low access to services.

Other statistical evidence for the city indicates:

- high youth unemployment rates (especially among ethnic minority groups and kids with low level education and/or in NEET status);
- low youth mobility (in general young people directly migrate toward richer counties);
- low level services, both quantity and quality, offered to citizens coming from vulnerable conditions (e.g. mental and physical disease, children in danger, women victim of violence);
- an increasing number of young people getting involved in low level crime including problems with alcohol consumption and challenging/delinquent behaviour on the streets.

In past time, the city was considered quite “green” but at the moment there are only one city park and one green recreational zone cause more and more the green areas of the city have been substituted by new buildings.

Currently there are 1 youth centre and a youth info/orientation centre which are free to access for the young people. There are also a cinema, 2 sport/leisure centres, a theatre and 2 swimming pools, an aqua park, several tennis and basketball courts, couple of museums and several commercial centres. Young people have to pay to access to majority of these services and they are considered by the young people to be quite expensive.

In the last years some financial investments has been done in the youth field by different institutions (local and foreigner) and private donors but still, like other cities, “Bath City” is feeling the impact of the global and national recession and finances are limited for the local government. The third sector and civil society (NGOs, youth centres, association of citizens, etc.), despite the limited coordination across the city and the lack of economical resources, does provide a range of youth activities.

Recently, an opportunity has arisen to enhance a third sector/civil society partnership: to develop a youth project providing real opportunities and additional activities for young people.

There are very few restrictions on the type of project other than:

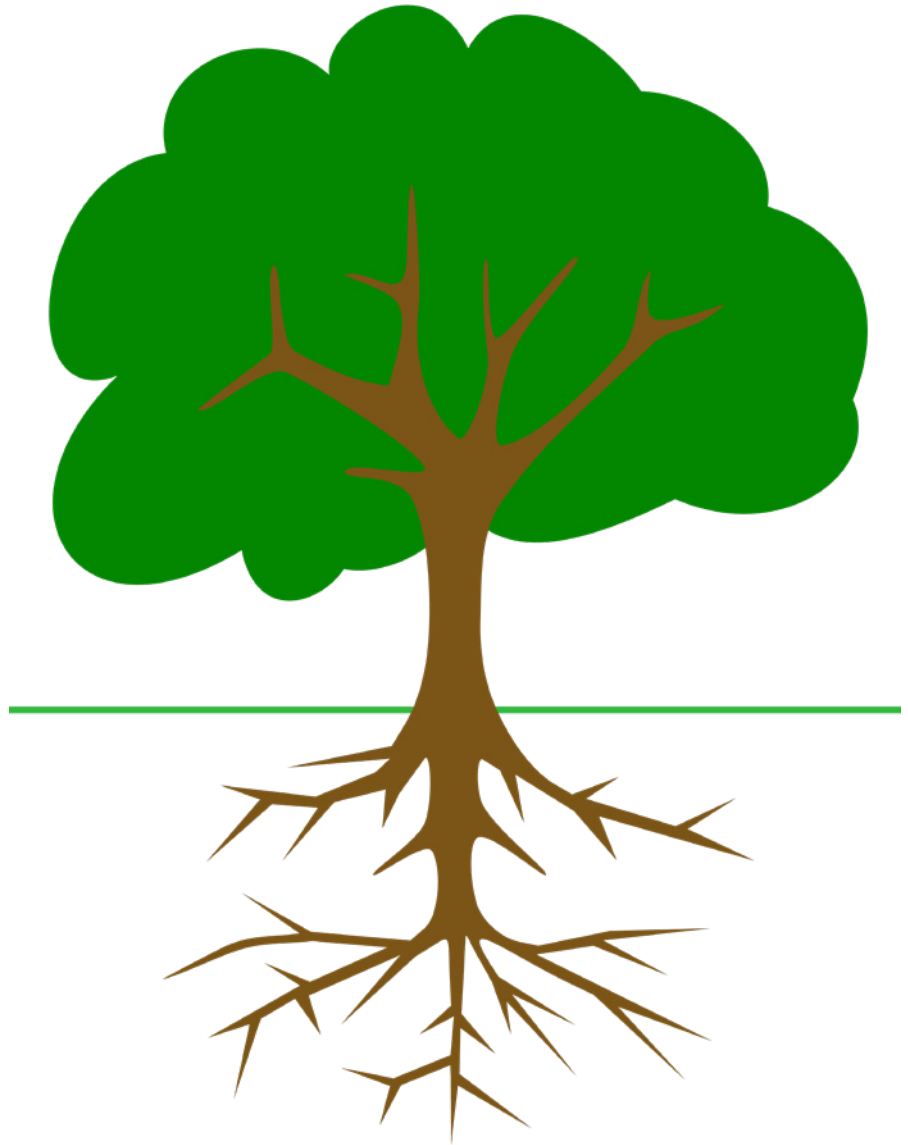
- It must be a third sector/civil society partnership;
- It is for projects and activities and cannot be spent on buying buildings;
- It must address an agreed core problem for young people in the city;
- Young people along with other stakeholders must be involved in the development and design of the project from the beginning.

The task

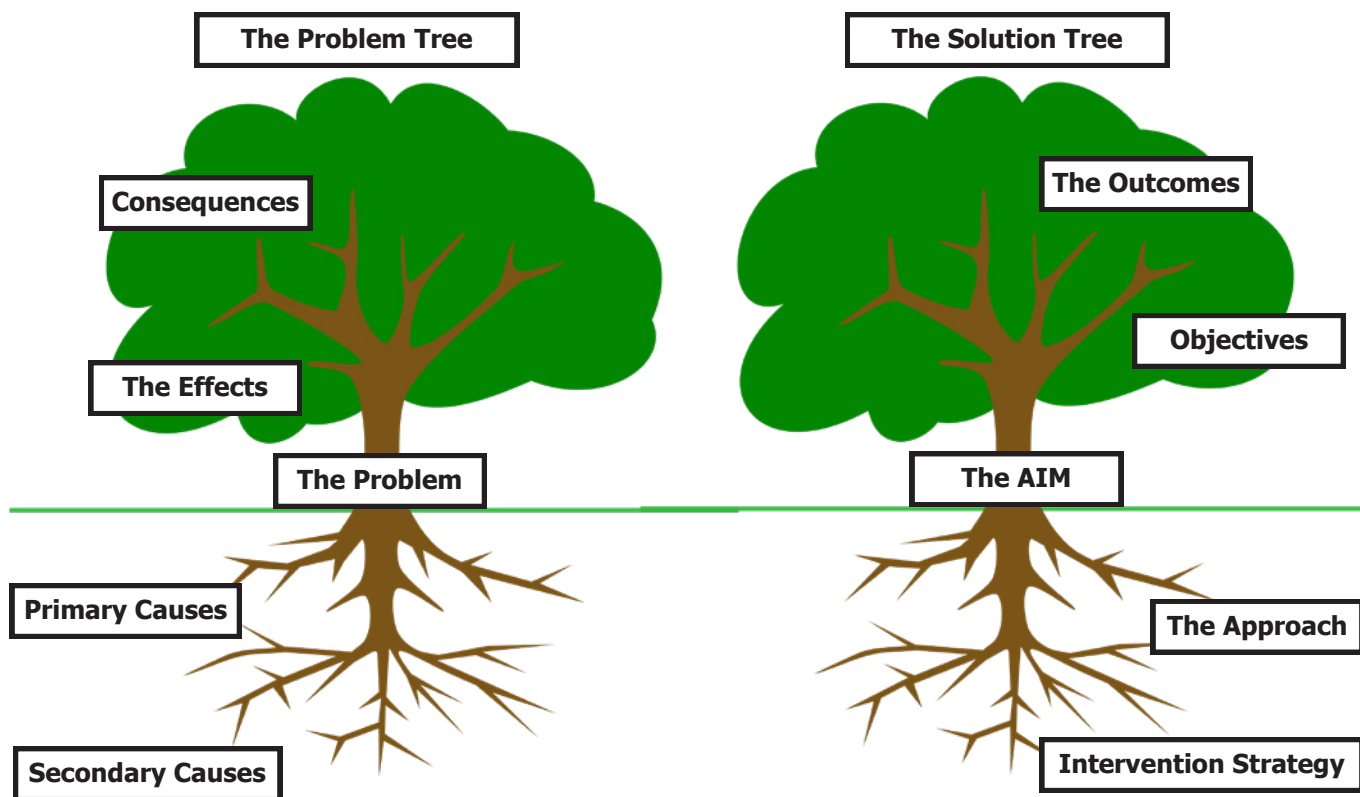
In your groups you are required to act as key stakeholders or consider the view of potential stakeholders when identifying the issues;

You will undertake a problem analysis/solution analysis. The facilitator will go through the stages of this.

At the end, you will be asked to feed back the work done in your group.



THE PROBLEM TREE & THE SOLUTION TREE



SUCCESSFUL COMMUNICATION: PLANNING TOOLS

Problem Tree Analysis

Problem tree analysis is central to many forms of project planning and is well developed among development agencies. Problem tree analysis (also called Situational analysis or just Problem analysis) helps to find solutions by mapping out the anatomy of cause and effect around an issue in a similar way to a Mind map, but with more structure.

This brings several advantages:

- The problem can be broken down into manageable and definable chunks. This enables a clearer prioritisation of factors and helps focus objectives;
- There is more understanding of the problem and its often interconnected and even contradictory causes. This is often the first step in finding win-win solutions;
- It identifies the constituent issues and arguments, and can help establish who and what the political actors and processes are at each stage;
- It can help establish whether further information, evidence or resources are needed to make a strong case, or build a convincing solution;
- Present issues – rather than apparent, future or past issues – are dealt with and identified;
- The process of analysis often helps build a shared sense of understanding, purpose and action.

Problem tree analysis

Effects

Focal Problem

Causes

Problem tree analysis is best carried out in a small focus group of about six to eight people using flip chart paper or an overhead transparency. It is important that factors can be added as the conversation progresses. The first step is to discuss and agree the problem or issue to be analysed. Do not worry if it seems like a broad topic because the problem tree will help break it down. The problem or issue is written in the centre of the flip chart and becomes the

the 'trunk' of the tree. This becomes the 'focal problem'. The wording does not need to be exact as the roots and branches will further define it, but it should describe an actual issue that everyone feels passionately about.

Next, the group identify the causes of the focal problem – these become the roots – and then identify the consequences, which become the branches. These causes and consequences can be.

Successful Communication: Planning Tools

Created on post-it notes or cards, perhaps individually or in pairs, so that they can be arranged in a cause-and-effect logic.

The heart of the exercise is the discussion, debate and dialogue that is generated as factors are arranged and re-arranged, often forming sub-dividing roots and branches (like a Mind map). Take time to allow people to explain their feelings and reasoning, and record related ideas and points that come up on separate flip chart paper under titles such as solutions, concerns and decisions.

Discussion questions might include:

- Does this represent the reality? Are the economic, political and socio-cultural dimensions to the problem considered?
- Which causes and consequences are getting better, which are getting worse and which are staying the same?

- What are the most serious consequences? Which are of most concern? What criteria are important to us in thinking about a way forward?
- Which causes are easiest / most difficult to address? What possible solutions or options might there be? Where could a policy change help address a cause or consequence, or create a solution?
- What decisions have we made, and what actions have we agreed?

The Problem tree is closely linked to the Objectives tree, another key tool in the project planner's repertoire, and well used by development agencies. The Problem tree can be converted into an objectives tree by re-phrasing each of the problems into positive desirable outcomes – as if the problem had already been treated. In this way, root causes and consequences are turned into root solutions, and key project or influencing entry points are quickly established. These objectives may well be worded as objectives for change. These can then feed into a Force field analysis which provides a useful next step.

A good example

As part of designing an HIV/AIDS activity in Kenya, a DFID design team needed to have a deeper understanding of various issues and constraints related to the epidemic. Before moving to a large log frame workshop the team decided to conduct focus group interviews with potential target groups and ser-

'trunk' of the tree. This becomes the 'focal problem'. The wording does not need to be exact as the roots and branches will further define it, but it should describe an actual issue that everyone feels passionately about.

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EXERCISE TO DO IN THREE MINUTES (*Individual test*)

1. Before doing anything, read carefully each point of this exercise;
2. Write your name in the right corner of the top of this sheet;
3. Draw a circle around the word “name” of the second instruction;
4. Draw five small squares in the left corner of the top of this sheet;
5. Put an X in each square;
6. Insert each square in a circle;
7. Write your name under the title of this sheet;
8. Next to the title, write.... “yes, yes, yes”;
9. Put an X on the left corner in the low part of the sheet;
10. Draw a triangle around the X that you just drew;

11. On that sheet, multiply 79×35 ;
12. Make a circle around the word "sheet" in the 7th instruction;
13. When you arrive to this point, pronounce, in a loud voice, your name;
14. If you think that you followed the instructions until now, pronounce, in a loud voice, "yes, yes, yes";
15. Count, in a normal voice, from 1 to 10 and the contrary;
16. If you are the first person to be in that point, pronounce, in a loud voice, "I'm the first to be in that point and I am a leader in the instruction's following";
17. Underline all the numbers which are on that side of the paper.
18. Pronounce, in a loud voice, "I almost finished and I followed the instructions";
19. Now you have finished to read carefully all the points of this test, fill only the second instruction. Stay in silence avoiding to make the others understanding that you finished the test (the following actions are strictly forbidden: laughing, making disappointment exclamations, verbal and non-verbal expressions of any type).



HOW TO IMPLEMENT SOCIAL MARKETING

Nowadays it is important to use Social Media to promote the activities and/or products of a company/organisation.

Social Media has a great power to show the value of your activities/product and to bring more awareness to it. Also, it generates more sales and makes the relationship Target group – product/activity stronger. Altogether this means that marketing makes your business thrive and that great marketing brings success.

Social Marketing was “born” as a discipline in the 1970s when Philip Kotler and Gerald Zaltman realized that the same marketing principles that were being used to sell products to consumers could be used to “sell” ideas, attitudes and behaviors. Kotler and Andreasen define social marketing as “differing from other areas of marketing only with respect to the objectives of the marketer and his or her organisation. Social marketing seeks to influence social behaviors not to benefit the marketer, but to benefit the target audience and the general society.

The most important is the fact that Social Marketing seeks to influence social behaviors in a way that the target group and the general society has benefited from that. This means that the goal of Social Marketing is to make

the information be more accessible to the people that need them.

Social Marketing is the concept of how we can make some ideas more visible in the world and Social Media are the tools that can make this happen. All information can be easier forwarded to the customers/target audience with the help of marketing tools.

Social Marketing can be **DIRECT** or **DIGITAL**.

DIRECT MARKETING:

- Direct Selling
- Direct Mail
- Telemarketing
- Direct Advertising
- Broadcast faxing
- Couponing
- Email Marketing

DIGITAL MARKETING:

Website and all the Social Networks (Facebook, Instagram, LinkedIn, Twitter...)

The Marketing plan and the importance of content

When you plan an activity or campaign for a product, you need to think to promote it at different levels and ways. There is promotion before the launch, during and after the campaign.

Here are the basic steps:

1. Plan Strategy
2. Select channels and materials
3. Develop materials and pretesting
4. Implementation
5. Assess effectiveness
6. Get feedback to refine programme

The most important to plan is Marketing Content. What you write, pictures, videos, design...

– IT MAKES ALL THE DIFFERENCE!

People like to read less text and see interesting visuals (design, pictures..). Pictures and illustrations makes the text easier to understand if they are implemented properly. The best options are videos because it gives so much more information than just text. Whatever you choose to post online it should be interesting for your target group. Even videos are not fun if they last too long, so **MAKE IT SHORT!**

Another advice is to write from the perspective of your target group. There is a fine difference between:

1. Next weekend, we have prepared a special free workshop NAME OF THE ACTIVITY. Come and visit us!...
2. For all music lovers, we have prepared a special free workshop next weekend. You wanted to learn how to play the drums, but never tried it?! Now ,this is your chance! In a relaxed atmosphere, XY PERSON will show you few trinks.

The second example is a bit more personal. Therefore it is more appealing to people that have those interests.

Social Media Metrics

Goals tell you where you want to go, and social media metrics show you where you are now.

This means that you should have goals that you want to achieve with marketing and a plan of how to achieve that, but the Social Media Metrics will always be totally honest with you. Metrics tell you how many people visited your page and how many of them have engaged in your posts.. If these numbers are not good, then change your plan or at least try a few other activities and approaches. Experiment until you get better engagement from your audience.



Task:

The best way to understanding Marketing is to organise (or imagine) one event you want to implement. Think what is the event about, who is your target group and how to get their intention. Think of the ways how to promote the event before, during and after (Social Media posts, Media presence, printed material..).

Book Recommendation

1. How to Win Friends and Influence People - *Dale Carnegie*
2. Positioning - *Al Ries & Jack Trout*



BUSINESS PLAN

CONTACT PERSON:

Name – Adress – Mail – Phone

1. PROPOSED ACTIVITY AND COMPETITIONS

1.1. Form of the company

Association, coopérative, social enterprise etc.

1.2. Activity:

Example: We want to create a specialized Game shop, in a pleasant atmosphere and this in the Vervétoise region. The goal is to create a friendly atmosphere, to give customers the opportunity to live an imaginary adventure in a suitable setting.

Activities would include: Sale of articles, playing Games (Role playing a Set of board games or cards game..), Paint figurines and accessories, Decorative objects.. etc.

2. A SHORT SUMMARY OF YOUR IDEA AND WHAT ARE THE BENEFITS FOR THE COMMUNITY

This image shows a blank sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

3. THE TEAM AND MOTIVATION

In this part it is necessary to sell the developers in order to please the various organizations. The experience your team and you can bring to this field. Your motivation is the opportunity realize the idea.

4. COMPETENCES:

Explain what makes you different from others! What is your Value!

List of competitors: _____

Denomination: _____

Address: _____

Strengths: _____

Weakpoints: _____

5. CUSTOMERS - TARGET GROUP:

The figures quoted are from statistics given by ECODATA, Statbel

We target the following categories of clients:

- *Residents of Verviers and its region*
 - *Students and members of local role-playing clubs*
 - *People working nearby*
 - *People shopping nearby*
- 1. Residents of Verviers and its region:*

BUSINESS PLAN CANVAS

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



HOW TO WRITE A PROJECT?!

Title of the project: _____

Needs analysis

Where does your idea come from?

With this idea what do you want to change in your local reality? Why?

Imagine that your project would be a success, what would it bring :

- to you and your group: _____

- to other young people of your local reality: _____

- to your local reality in general: _____

Formalising the project (aims, objectives, target group, partners)

What is the main aim of our project idea (one sentence)? _____

What are the objectives of our project? _____

For which target group do we want to do this project? _____

With whom do we want to do it - Can we identify the possible partners?

Our local realities before the project



Playing with a project idea (it can be a drawing, words...)

Possible activities

Our local realities after the project

PROJECT PROPOSALS TC IN B&H

Healthy Farm

By Roxanne Warren & Angela Zeneli

Background

Blackpool council research, between April 2015 and March 2016 has shown an increase in homelessness due to; parent/relative/friend exclusion, leaving prison, private rented sector and abusive relationship breakdown.

Aim

Engage the homeless to learn and develop practical skills in a farm environment.

Target Group

20, mixed sex, homeless participants between the ages 25 - 45, focusing on those with mental health and substance abuse issues.

Goals/Objectives

- Integrate homeless in society
- Skilled, trained and qualified workers
- Healthy and sober people
- Participants will gain an income from sale of products produced Strategy/Activities Collaborating with The Ashley Foundation,

- as a partner, working with existing homeless that are already part of the foundation
- Involving specialists and councillors from The Ashley Foundation: The target group undergo mental and physical assessments to view the 'Healthy Farm' project would be safe and helpful for them
- Project duration - 2 months
- During the project they will be trained by recent graduates from Agricultural University, in the following:

1. Growing, maintaining, planting vegetable and fruits
2. Caring for animals
3. Extracting milk
4. Collection of chicken eggs
5. Marketing
6. How to make cheese
7. How to make marmalade, jam and chutney

Month 1:

Introduction of the project
Familiarisation
Training



Month 2:

Reflection of month 1
Putting training into effect
Selling of products

Final reflection

- Regular meetings for health purposes, dealing with mental health and withdrawals
- Involving volunteers to help with cooking, cleaning
- Creating a safe environment through close supervision and employing properly trained teachers
- Excursion/recreational activity day every 2 weeks
- Sell goods through pop up shops and markets, looking long term to sell direct to local cafe restaurants

Partners

- The Ashley Foundation - Offers accommodation (3 hostels located in Blackpool, Lancashire), support and education to homeless, vulnerable persons in need. Their aim is to empower them to develop the necessary skills which will enable them to live independently
- Old Holly Farm - family run, working organic dairy farm in Garstang, Lancashire
- Volunteers
- Charity Shops - providing clothes for participants

Budget

- Travel costs - mini bus for transporting participants to and from the farm and excursion/recreational activity day
- Food supply (2 months) for 20 participants
- Toiletries
- Tools
- Salary for 5 trainers
- Farm hire
- Clothing for participants

Centre for education on countryside

Objective

Encouraging lifelong learning ethos amongst young people and adults by establishing an educational center as a common venue for all the nature based activities in non formal education.

Problem

Increasing percentage of peer and domestic violence, and lack of awareness about non formal competences/learning/skills.

Causes

- Educational system which does not pay attention to the children's behavior
- Social services are unable and don't have the will to map and work and help with children and adults from the edge of the society
- Unemployment and lack of competences and interest for employability
- Educational system based on the non formal learning without gaining any practices
- Non existing awareness about non formal education and its benefits

Effects

- Asocial behavior of children/peer violence
- Increasing percentage of violence

- Lack of self confidence on personal level/ aggressive adult's behavior/drowning in the drug addiction
- Poor competences for employment
- Marginalisation of youth workers and NFE approach

Aim

Decreasing percentage of peer and domestic violence, and increasing awareness about the non formal competences/learning/skills.

Strategies

- Reform of educational system in a way of engaging highly qualified pedagogists, methodologists, psychologists who are able to approach the child care in a proper way
- Dedicated and cooperative social services
- Better competences for (self) employment
- Educational reform based on formal and non formal education equally
- Higher awareness about non formal learning and its benefits

Goals

- Highly socialised children with excellent communication skills
- Decreasing percentage of violence on personal, peer and domestic level



- Self confident, straight and mentally healthy people
- Better lifelong competences
- NFE as a part of the educational system

Key partners

- Kindergartens
- Elementary schools
- High schools
- Orphanages
- Ministry of education
- Ministry of social work and social politics
- Teachers, experts
- NGO's
- Non formal educators
- Locals from the particular community
- Authorities from the particular community

Key resources

- Human resources
- Office equipment
- IT resources
- Vehicles
- Educational resources

Customer relationships

- Users through institutions
- Personal approach

Customer segments

- Pupils from the kindergarten
- Students
- Children from the orphanages
- Adults - social service's users

Cash structure

- Equipment for office
- Educational resources
- Equipment for the educational center
- Payments, salaries
- Utilities and Bills
- Food (from local producers)
- Travel costs for staff
- Web site
- Toolkits, leaflets
- Promo video

Key activities

- Meetings with institutions - to speak about the problems
- Meetings with NGO's and experts, educators - to establish an action plan
- Mapping out the location for establishing the educational center - within the local authorities
- Conducting the logistic activities needed to be made
- Workshops with experts from schools and social services
- Workshops with school students
- Workshops with kindergarten pupils
- Workshops with adults

Revenue streams

- Fundraising
- From users (e.x. Instead of formal approach to the outdoor teaching, this concept is planned to be done by the model of forest school co-financed by users)
- Supported from the local authorities, state authorities

Youth Centre

AIM

- To have a self sufficient youth center that responds to youth needs

OBJECTIVES

- To create a gathering place for youth to address their needs
- Create a base for future development of self sufficient youth center

ACTIVITIES

- Reconstruction of old facility
- Provide nonformal workshops, artistic and sports activities that address needs of users
- Selecting human resources
- Provide training courses for personal development and working purposes
- Promotion of youth center
- Collaboration with stakeholders (schools, social centers, local communities...)
- Planning social enterprise projects (hostel, cafe, traveling agency...).

RESULTS

- Provided mentoring for youth in the field of their interest to create job opportunities beneficiary for the community
- Provided quality content for youth to keep them off the streets
- Improved participation of youth considering topics of interest
- Created safe place for youth to address and have well coordinated services



TARGET GROUP

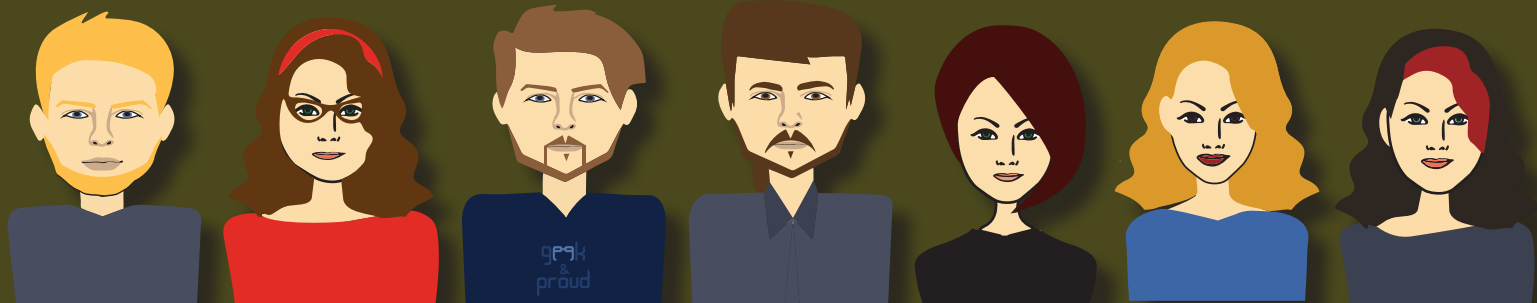
- Youth between 13 and 30 years old.

FUNDING

- Grants
- Sponsorship
- Crowd funding



OSETS CONFERENCE



OSETS CONFERENCE

A4 CONFERENCE ON SOCIAL ENTREPRENEURSHIPS

VENUE: BANJA LUKA, BOSNIA HERZEGOVINA

ACTIVITY DATES: 04.- 05. OCTOBER 2019

The applicant organised a conference which aimed to present the project results and paths organised but also we invited “good examples” of social entrepreneurs in order to promote them and to hear their voice. This was also an opportunity for them to exchange their experiences with foreign colleagues (we invited one person per each partner organisation). In this way we have involve local social entrepreneurs in development of our Recommendations.

We organized a conference in Banja Luka on 4th and 5th of October at Hotel Jelena conference room. Conference aim to present the project results and paths but also we will invite “good examples” of social entrepreneurs in order to promote them and to hear their voice.



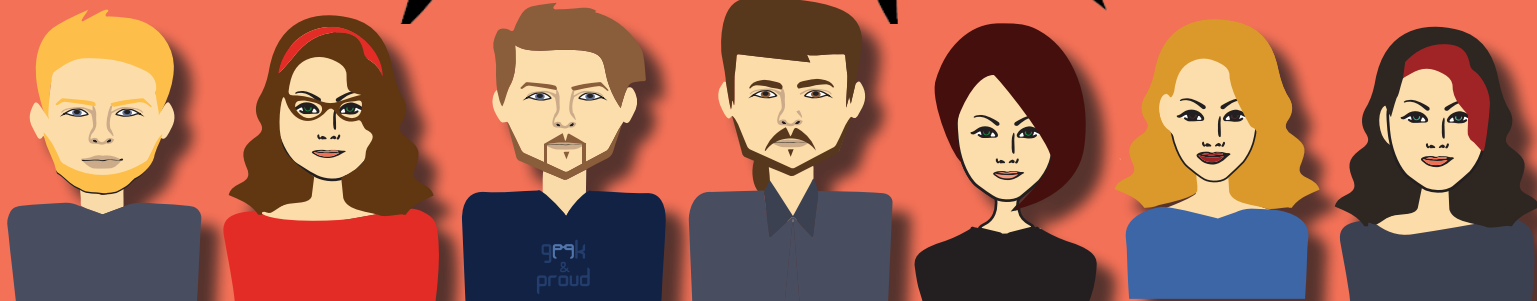
This will be also opportunity for them to exchange their experiences with foreign colleagues (we invited one person per each partner organisation). In this way we involved local social entrepreneurs in development of our Recommendations. In this way we had opportunity to hear good examples from Belgium (Yves Reuchamps, MJ Recollets), United Kingdom (Alan Hulme, Urban organic), Italy (Giorgio Micoli, Arci Chieti), Serbia (Tamara Simonovic, NGO Indigo) and several from BiH (Predrag Borojević, Funky Guerrilla; Miloš Galić, NGO Green ways). In cooperation with our ORA member partner we prepare three different topics that considered social entrepreneurship on community level, agriculture level and nature conservation an sustainable living level.



THANK YOU!

*Circolo ARCI Chieti
Group for Children and Youth "Indigo"
Youth Center "Recollets"
EDEN Center
Urban Organic
Roter Baum Berlin
LKL Onlus
Cooperativa Babalù
Nature Reserve of Serranella
Terracoste and IAAP
Celenza sul Trigno Il Licineto
ARCI Network
Recinto di Michea Didactic Farm
Associazione S.D. Arcivescovo Ettore di Filippo
Prva Poljoprivredna Socijalna Zadruga*

*ARCI Isernia
Montessori kindergarten
Cooperativa sociale "Vita Nuova"
Mozaik Prijateljstva
Funky Guerrilla
Prva socijalna zadruga
Kamp Kamenički Vis
Visitor center Pecka
Obrazovan inicijativa
Farma Transforma
ZOO Planet Niš*



All the contents of the book, including project descriptions and activities can be found at:

osets.weebly.com

Also, feel free to visit and to write to us at:

oc@zdravodaste.org

*Mladena Stojanović 10
78 000 Banja Luka
Bosnia and Herzegovina*

THANK YOU!



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