



# HOW TO FACILITATE DEVELOPMENT OF SOCIAL BUSINESS INCUBATION FOR YOUTH

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



*Project "Development and promotion of social business within youth sector" is executed under the Erasmus+ program and co-financed by the European Union. The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.*



VIAINDUSTRIÆ



# HOW TO FACILITATE DEVELOPMENT OF SOCIAL BUSINESS INCUBATION FOR YOUTH

## GUIDELINES FOR YOUTH ORGANIZATIONS

*Intellectual output 1*

*Project title: Development and promotion of social business within youth sector*

*Erasmus+ Key action 2: Strategic partnerships in the field of youth*

*Project reference number: 2016-2-LV02-KA205-001191*

*Authors: Anita Stirāne, Renāte Lukjanska, Angel Casal, Austē Āerniauskaitē, Lucy Topaloff, Alice Mazzarella*

*Contributors: Adele Bērzina, Polina Kolobova, Alo Raieste, Airina Grudzinskaitē and Jolanta Blažaitē*

*Special thanks to: Jevgenija Kondurova, Madara Ūlande, Miglē Paškevičiūtē, Emanuele de Donno, Coralie Gaudoux, Sami Deweerdt and MakeSense community*

*Editor: Anita Stirāne*

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



*Project "Development and promotion of social business within youth sector" is executed under the Erasmus+ program and co-financed by the European Union. The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.*

# CONTENTS

<b>Introduction.....</b>	<b>5</b>
Social entrepreneurship – what's that?.....	5
Why youth organizations are important stakeholders? .....	6
Objectives of the guidelines .....	7
Project partners.....	8
<b>1. Overview of youth sector and current social business support organizations in partnering countries.....</b>	<b>10</b>
1.1. Latvia .....	10
1.1.1. General overview of youth NGO's, role of public youth centres within youth sector.....	10
1.1.2. Level of engagement in the SE in youth sector.....	11
1.1.3. Main organizations and activities, supporting youth social business.....	11
1.2. Lithuania.....	13
1.2.1. General overview of youth NGO's, role of public youth centres within youth sector.....	13
1.2.2. Level of engagement in the SE in youth sector.....	14
1.2.3. Main organizations/activities, supporting youth social business.....	15
1.3. Estonia.....	17
1.3.1. General overview of youth NGO's, role of public youth centres within youth sector.....	17
1.3.2. Level of engagement in the SE in youth sector.....	17
1.3.3. Main organizations/activities, supporting youth social business.....	18
1.4. Italy.....	10
1.4.1. Level of engagement in the SE in youth sector.....	10
1.4.2. Main organizations and activities, supporting youth social business.....	10
1.5. France .....	20
1.5.1. Level of engagement in the SE in youth sector.....	21
1.5.2. Main organizations and activities, supporting youth social business.....	22
<b>2. Online questionnaire – how to promote SE in youth sector .....</b>	<b>24</b>
2.1. Structure of respondents.....	24
2.2. Analysis of youth organizations questionnaires in 3 countries: Estonia, Latvia, Lithuania.....	24
2.3. Conclusions.....	27
<b>3. Focus group discussion - how to support youth organizations in promotion of SE in youth sector.....</b>	<b>28</b>
3.1. Focus group discussions of stakeholders' view about possible youth support mechanisms for social business incubation .....	28
3.1.1. Latvia .....	28
3.1.2. Lithuania .....	29
3.1.3. Estonia.....	29

3.2. Country specific conclusions and recommendations for support of social business development in youth sector.....	30
3.2.1. Latvia .....	30
3.2.2. Lithuania .....	31
3.2.3. Estonia.....	32
<b>4. Best cases of successful social business support in youth sector .....</b>	<b>33</b>
4.1. Latvia .....	33
4.2. Lithuania.....	34
4.3. Estonia.....	36
<b>5. Digest of resources for SE development .....</b>	<b>38</b>
5.1. Resources for inspiration.....	38
5.2. Online networking tools .....	39
5.3. Materials for self-development .....	39
5.4. Funding recourses, crowdfunding .....	41
<b>6. Methods for youth leaders/organizations.....</b>	<b>44</b>
6.1. SENSE Fiction.....	44
6.2. Hold-up.....	47
<b>Bibliography .....</b>	<b>49</b>



# INTRODUCTION

European Union (EU) Council defines youth employment as one of the regular thematic priorities, emphasizing youth active social inclusion, role of the youth work in the labor market, as well as the transition from education to the labor market. In European Union countries as a whole over the past decade the proportion of economically active 15-30-year-old people has decreased, together with their economic activity on decline.

ENTREPRENEURSHIP 2020 ACTION PLAN states that there is a need to exploit entrepreneurship potential. One of the possibilities to decrease unemployment and make Baltic Sea region countries more competitive is to develop proper support mechanisms for youth entrepreneurship, especially social entrepreneurship.

These guidelines are intended to contribute to young people's initiative and interest in the business, especially for the promotion of social entrepreneurship.

## SOCIAL ENTREPRENEURSHIP – WHAT'S THAT?



**Social entrepreneurship** (hereafter throughout the document – **SE**) is a new concept not only in the Baltic States, but around the world, just recently also strengthened. Since the last century, for 80 years in Europe, more and more companies were created, with primary objective not the financial gain to its owners, but the benefit to the society as a whole. The objectives addressing an important and necessary problems for the society which the state cannot resolve and the private sector has not engaged with, because of the lack of financial viability.

Initially, the majority of social enterprises were designed to create jobs for certain groups such as people with disabilities or long-term unemployed. Over the last thirty years, the understanding of SE has been developed – now, number of social enterprises in Europe has reached several hundred thousand. They not only create jobs for certain groups, but also produce goods and services, thus addressing a variety of issues important to the public.

Social business scope may be dynamic, but significant effects have so far been observed in the following areas: 75% of the activity is related to the social services, employment and training, the environment, education and economic, social and community development. The remaining 25% of social enterprises act in the cultural, arts, health fields, housing assurance, business associations, legislative, legal and political missions in the field. Social enterprises may also reflect societal environmental issues, the problems in the education sector, and to promote citizens' participation and positive change achievement in society.



**Social entrepreneur's mission is to influence people's lives, not to count the money earned.**

Social business is a business that allows to solve social problems with the business tools - the company produces goods or services with the aim to tackle social problems, rather than for the purpose of financial gain for business owners. The measure for the determination of the effectiveness of social enterprise is its ability to find successful solutions to social problems.

## What is your motivation to start social business?



**Picture 1** Motivation to start social business, questionnaire of participants in youth social business accelerator in Latvia, 2017



**Social entrepreneurs start projects that provide solutions to societal and environmental issues, while developing a fair business model. Their goal is to have a positive impact and generate enough revenue to sustain their activity on the long term.**

There is a lack of agreed definition for social entrepreneur, SE and social enterprises in United States and Europe, but

SE is a business which aims to offer innovative solutions for not been met social needs, but income-making is designed to reinvest into development of social enterprise.

## WHY YOUTH ORGANIZATIONS ARE IMPORTANT STAKEHOLDERS?

Important role in youth entrepreneurship education has the youth organizations. They are able to accumulate in themselves the most effective youth initiatives, to monitor problems of young people and positively act upon them.

Local level youth organizations are a place where young people can receive non-formal education and practical experience in various areas, as well as those performing well as the information exchange center, helping young people to acquire the necessary information.



These guidelines are intended to give a brief overview of what are the possible mechanisms for young social entrepreneur's start-ups, as well as to show the partner countries experience of social business support in the youth sector.

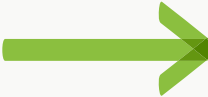




A separate section devoted to practical information about possible support mechanisms and tools, summarized for youth organizations and youth groups to promote development of social business ideas among young people.

## OBJECTIVES OF THE GUIDELINES

The aim of working group of the project "Development and promotion of social business within youth sector" in these guidelines is to provide an insight into the structure of youth organizations in Baltic countries. The guidelines target the Latvian, Lithuanian and Estonian youth engagement opportunities and trends with a view to analyze the youth interest in the promotion of SE. Moreover, it is important to provide information about the available support mechanisms and methodology for the promotion and development of social business ideas and projects. Finally, guidelines provide an insight into partner countries - France and Italy, their experience and methodologies for use in the Baltic states.

In the view of the social enterprise specific operational objectives, the initial support of both knowledge and the financial aspect is very significant in such methods: incubators, accelerators, thematic sessions, crowd funding. These provide a very important support and stepping stones for young companies who are determined to conquer new heights!

To explore and at the same time to motivate stakeholders, guidelines for youth organizations and youth centers "How to promote social business incubation development in the youth sector" focuses on the following objectives:

- OBJECTIVE 1**  **To provide a general overview of youth organizations in the Baltic countries and their possible link to support social business;**
- OBJECTIVE 2**  **To provide the results of analysis made by project working group of social entrepreneurship about the support mechanisms and youth potential of youth organisations involvement in the social business promotion among the youth sector and to identify the key obstacles to the potential;**
- OBJECTIVE 3**  **To show the partner's countries good practices in youth social business ideas' support and development;**
- OBJECTIVE 4**  **To provide recommendations;**
- OBJECTIVE 5**  **To provide practical material on the support mechanisms and methodologies.**



## PROJECT PARTNERS



**Sociālās inovācijas centrs (SIC) (Latvia)**, non-governmental organization, has been established in 2010. There are 3 main areas SIC concentrates on: 1) promotion of social entrepreneurship; 2) different solutions to overcome youth unemployment; 3) society challenges (e.g. people with special needs). Since 2010 SIC has brought social innovation lectures, social entrepreneurship and social change events to local authorities, youth, scientists, representatives of creative industries, business start-ups, entrepreneurs, school teachers, students and other interested parties (in total nearly more than 2000 people), interested in social growth and positive changes in society.

Web page: <http://socialinnovation.lv/en/>



**INVOLVED (Estonia)**, a non-governmental organisation, aiming at creating possibilities for life-long learning and fostering development of individuals and different targets on local and international level. Via broadening the horizons, developing practical skills and offering information and activities, we aim at more active participation in civil society. Involved is interested in and active at youth mobility projects and development of voluntary work, intercultural learning, integration and migration, equal and human rights.

Web page: <http://www.involved.ee/english/>

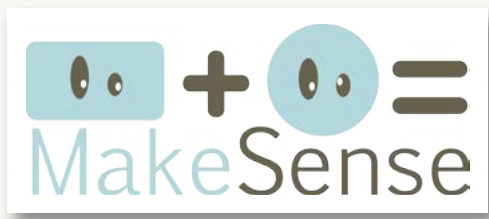


**Viesoji istaiga Bendruomenių kaitos centras (BKC) (Lithuania)** was established in 2001 as a public non-profit entity and since then has worked with Lithuania's local communities helping them address various social issues. Entrepreneurship as well as social innovation is a focus of BKC projects and programmes, implemented in partnership with variety of local and national business support organizations - regional business information centres, business incubators and Enterprise Lithuania at the Ministry of Economy. BKC has trained several hundreds of representatives of local government, local communities and entrepreneurs.

Web page: <http://www.bkcentras.lt/>







**MakeSense (France)** is a non-profit mobilizing volunteers all around the world to help social entrepreneurs develop their project. Both online and in real life during creativity workshops, any volunteer can help a social entrepreneur solve their current challenges. MakeSense:

- Raises awareness about Social entrepreneurship among citizens and young people through mobilization events,
- Trains volunteers to solve social entrepreneurs' challenges and empower them.
- Spot social entrepreneurs and support them

Build collective impact thanks to collaborations with public or private organizations.

Web page: [www.makesense.org](http://www.makesense.org)



**VIINDUSTRIÆ (Italy)**, the Cultural Association, is working in a fragile area in the middle of Italy with marginalized areas with many social strains (isolation, unemployment, racial integration). In this context the association is promoting varied social art projects. VIINDUSTRIÆ believes in a participative way to face the public space and in a direct form to analyse the public response and involvement in the crisis era of the community: furthermore, the association adopts various forms of publication with different media as papers, radio and video channel used with an innovative approaches and new-off-media formats.

The association proposes educational instances and didactical paths as a creative practice turned to the social disadvantage. The association have joined and collaborated with many other local associations, Italian institutions and European cultural spaces with the idea that each project is an important tool of cultural synergy and transmission in every level.

Web page: <http://www.viindustriæ.it/>



# 1. OVERVIEW OF YOUTH SECTOR AND CURRENT SOCIAL BUSINESS SUPPORT ORGANIZATIONS IN PARTNERING COUNTRIES

This section provides a brief general overview of the system of youth organizations in Latvia, Lithuania and Estonia and their role in the youth sector as well as generally identifies the level of youth involvement in SE.

However, the most relevant part of the section is the review of organizations providing social business support, including social business accelerators, incubators and programs. Also there is provided an appropriate insight into the social business support and development environment in Italy and France.

## 1.1. LATVIA

### 1.1.1. General overview of youth NGO's, role of public youth centres within youth sector

Youth policy in Latvia is defined by three important policy documents:

- Youth law (Jaunatnes likums, came into force 01.01.2009);
- Youth policy implementing plan 2016-2020 (Jaunatnes politikas īstenošanas plans 2016.-2020.gadam);
- Youth policy development plan for municipalities (Jaunatnes politikas attīstības plāns pašvaldībās).

Youth policy is a set of targeted actions implemented in all the state policy fields, which promote youth full and comprehensive development, inclusion in society and improvement of quality of life. The state youth policy is implemented by the public authorities and local authorities. The Law as well defines the rights of municipalities to create youth centers, to promote local youth initiatives, participation in decision-making and public life.

Youth center (youth initiative centre) is one of implementation tools in municipality's work with youth and part of institutional work with youth. Youth centre is a very important stage between "active" and "non-active" youngster. It is a place where young people with different interests and life experience meet in a friendly, open and supporting environment. Youth center cooperate with institutions and people involved in implementation of youth policy.

However, outside the municipalities, youth organization can become associations, registered in the association and foundation register, as well as in the list of youth organisations, which are the registered organizations that follow the Law criteria. At the moment (May 2017) in Latvian youth organizations register there are registered 29 youth organizations which follow the criteria, and which involve 5273 active youngsters (<http://www.izm.gov.lv/lv/jaunatne/jaunatnes-organizaciju-saraksts>).

In a website, created by Ministry of Education and Science of Latvia Policy initiative and development department, [www.jaunatneslietas.lv](http://www.jaunatneslietas.lv) there are mentioned 427 Latvian interest-related educational authorities: youth centres, youth field specialists and youth organizations. Among these authorities, there are 160 youth centers and 93 youth organizations.

In general, by May 2017 there have been 17821 associations and foundations registered in Latvia (Statistics of Register of Enterprises of Republic of Latvia); <http://www.ur.gov.lv/statistika.html?a=1091>). According to e-platform [www.ngolatvia.lv](http://www.ngolatvia.lv) data, from a target group of 77 organizations, there are 51 NGOs working in children and youth field.



# 1. Overview of youth sector and current social business support organizations in partnering countries

## 1.1.2. Level of engagement in the SE in youth sector

Social enterprises in fact are new, were only created between 5 and 6 years ago. However, there are still not many of them and these are rather small. Entrepreneurs are generally young, motivated and dynamic. There are those who carry out economic activity in a non-governmental environment, which has the necessary capacity to become a social enterprise with a special status and mission. It is a great potential for such activity that may eventually make social enterprises to have a special status for a public good activity.

Latvian enterprises, which are comparable to social enterprises, are adapted to the circumstances and choose the forms of activity that best suit their operational goals. In particular, they are currently the most active in the non-governmental sector as associations or foundations, less often as merchants.

Similarly, social enterprises can be formed with an allowed amount of economic activity for non-governmental organizations (associations, foundations), which in the long run still could not exist in many cases without project funding or donations. Young and dynamic social entrepreneurs (who want to have a social impact and bring change in society) create social enterprises through commercial activities such as limited liability companies or joint-stock companies.

According to the pilot project on identifying social enterprises and assessing their economic impact in Latvia (Pilot Project for Identification of Social Enterprises and Assessment of their Economic Impact in Latvia) implemented by Latvian Chamber of Commerce and Industry with support from EU, from 1296 of the sampled companies included in the sample (non-governmental organizations were not included in the survey) answers were given by 1164 or 89.8%. From the number of surveyed companies, only 3% think that they are doing social business. Only 2% of the surveyed companies use the profit to attain social goals. Most of them are micro-enterprises and small businesses (69% and 22% respectively). Of the total number of employees, 4% of employees in these companies are represented by social exclusion risk groups.

Given these figures, it is impossible to speak separately about the level of involvement of young people in social business, because studies and statistics have not been taken in this regard, nor is the aim of these guidelines. In our context, the perception of the level of young people involvement, can provide an understanding of the level of young people involvement in business in general.

As stated in the OECD Report "Invest in Youth: Latvia" 2, in Latvia's situation, the youth employment crisis is aggravated by remarkable negative demographic trends: since 2002, the proportion of young people aged 15-29 in Latvia has decreased by 23%. The same report also summarized from EUROSTAT data, indicated that in the EU in 2016, on average, 5% of young people between the ages of 20 and 24 are self-employed, and around 8% in the 25 - 29 age group. In both of these age groups in Latvia, self-employment is less prevalent - approximately 4% and 6.5% respectively. At the same time, Latvia's figures are higher than in Estonia and Lithuania.

## 1.1.3. Main organizations and activities, supporting youth social business

In Latvia, there are not that many organizations promoting and supporting social business development, but those who do, are truly engaged in young social business and involve young people ideas, providing practical support like acceleration and incubation. There are 3 main organizations open for new entries:



**New Do(o)r Riga** is an international platform of social innovations with the centre of activity in Riga, initiated in 2013. It works in Latvia with the support from the cultural and educational society Migrash, bank Rietumu and the Embassy of Israel in Latvia. The platform is also supported by a number of public and commercial organizations in Latvia, Sweden, Israel, Ukraine and other countries. New Do(o)r Riga opens social business accelerator for new entries every year and its free of charge.

Web page: <http://newdoor.lv/en/>

## 1. Overview of youth sector and current social business support organizations in partnering countries



**Reach for Change Latvia** is a branch of international organizations which supports ideas that can improve children's lives. Reach for Change Latvia provide social business acceleration and incubation, as well as financial support. Individuals or organizations can apply for support from Reach for Change every year in open contest.

Web page: <http://reachforchange.org/en/>



**Creative Industries Incubator** under Investment and development agency of Latvia (LIAA) is one of the incubators established under LIAA which provides support to social business ideas owners and calls for social business start-ups to apply for incubation and pre-incubation support. The purpose of the Creative business incubator is to support the creation and development of new, viable and competitive businesses, to provide individual people and entrepreneurs with the environment, necessary for starting a business or developing an idea, consulting, training, general business issues, mentor support and grant co-financing.

Web page: <http://www.liaa.gov.lv/lv/fondi/2014-2020/biznesa-inkubatori>

At the same time, it is also necessary to mention the organizations that provide the development of the social business environment, information support and public education.



Main organization creating a SE "eco-system" is **Social Entrepreneurship Association of Latvia** (SEAL) is a member organization for organizations, enterprises and individuals who want to promote SE in Latvia. At the moment SEAL unites more than 50 members – NGOs, foundations, social enterprises, activists and experts.

Web page: <https://www.socialauznejdarbiba.lv/>



**Social innovation centre** (SIC) provides non-formal education about social innovation, SE, political processes, and policy formation for disadvantaged society groups, integration and attempts to bring an increase to society participation in social and political processes. The main goal is to promote the idea and movement of social innovation and entrepreneurship as strategic tool for sustainable development. Since 2010 SIC has brought social innovation lectures, SE and social change events to local authorities, youth, school teachers, students and other interested parties, interested in social growth and positive changes in society and developed number of educational materials for social business start-ups and municipalities.

Web page: <http://socialinnovation.lv/en/>



## 1. Overview of youth sector and current social business support organizations in partnering countries



Youth Center for Self-Development, Competence and Social Business - **"OISTABA"** is a multifunctional, organic, attractive and progressive place where young people can acquire and improve their skills and competences in social business through various activities, gain new experience and spend their all free time by developing Competencies required for today's young people: personal competences (creation of a world view), professional skills, learning and teaching competences, communication and social competences, as well as management and process activity competences. The Center organizes various activities - training, creative workshops, competitions, specialized clubs (business, language, photo, video, games, etc.) - youth-focused topics, consultations on the opportunities offered by the European Union programs and support for their acquisition, different youth organizations Initiated measures, acquainted with the business opportunities of the Ogre region.

Web page: <https://oistaba.lv/>

### 1.2. LITHUANIA

#### 1.2.1. General overview of youth NGO's, role of public youth centres within youth sector

In Lithuania, NGOs are considered organizations registered under the Law on Associations, the Law on Charitable Foundations and the Law on Private Non-profit Entities (viešoji įstaiga), the latter type being most numerous. According to the Law on NGOs, enacted in 2014, the term NGO does not cover organizations that are not public benefit; that is those merely serving their members.

The state's Department of Youth Affairs defines a youth NGO as legally incorporated association in which young people constitute over 2/3 of total membership, and/or an umbrella association which has over 2/3 youth organizations among its members. In Lithuania, a young person falls into the age group from 14 to 29 years. Youth Initiative is understood as activity undertaken by youth in order to satisfy young people' needs. Organizations working with youth are considered those legal entities which aim their activities at youth and address the needs of young people. Those organizations follow youth policies, understood as activities targeted at solving issues faced by young people and helping create supportive environment for personal development and social integration of youth. It also refers to activities which build understanding and tolerance of youth within the society and its separate groups. According to available statistical data, 648 NGOs in Lithuania work with youth; the number might include youth NGOs.

Two institutions, both at the Ministry of Social Security and Labour should be mentioned as closely related to youth NGOs and making significant influence on their activities. Department of Youth Affairs analyses the state of youth organizations and organizations working with youth and Council of Youth Affairs ensures involvement and representation of Youth NGOs.

Variety of youth organizations established in Lithuania's towns represent different youth groups and typically do not limit their activities in one area.

National level youth NGOs, such as Lithuania's Union of School Pupils, Youth organization WORK, NGO Youth Exchange and Cooperation, Union of Youth Organizations "Round Table" are important as they not only involve young people in various activities, but also represent interests of young people. Regional youth organizations take part in policy making through regional unions of youth organizations and national organizations – through Lithuanian Youth Council (LiJOT), which is the biggest youth organization in the country. Its main aim is to unite and represent



# 1. Overview of youth sector and current social business support organizations in partnering countries



national and regional youth organizations. LiJOT seeks to safeguard institutional development of its members and their financial independence by means of developing funding mechanisms and encouraging entrepreneurship, development of systems to improve quality of work, promoting youth engagement with NGOs and their volunteering.

Youth International Cooperation Agency (JTBA) is another important organization. Its main aim is to ensure development of youth international cooperation and successful participation of Lithuania's young people in EU programmes for youth.

Lithuania has 36 open youth centres and 134 open youth spaces all over the country. Open youth centres are legal units or their branches working with youth and providing them with social, pedagogical and psychological services. They especially aim at disadvantaged and unmotivated youth. Open youth space is a space adapted for work with young people, at an educational, sports or social institution and uses the existing methodical base and equipment.

In general, public youth centres have a more limited mandate than youth NGOs. While some elements of SE can be included into their activities, youth NGOs have greater potential to promote SE in Lithuania.

## 1.2.2. Level of engagement in the SE in youth sector

Despite efforts to introduce the concept in Lithuania by Ashoka International around 2005 and the emergence of the first social financing mechanism Burės as early as 2009, SE is regarded as a new concept in Lithuania. The Concept of Social Enterprise was adopted in 2015. Since then the level of engagement in SE has been steadily increasing. However, the Concept requires supporting legislative initiatives to help advance its goals.

Most youth organisations do not consider SE as a priority, however, some organisations and institutions include elements of SE into their activities or promote SE.

Nowadays, awareness building is a primary task and most activities in the area are primarily focused on educating people in what SE and social enterprise is. One of the educational initiatives is a methodology school teacher can incorporate into their lessons. The methodology is prepared by the British Council and adapted to the Lithuanian context. So far ten schools and learning centres participate in the programme, promoted by **Socifaction** projects.

Universities and higher education institutions in Lithuania more regularly participate in projects that promote SE. This has predominantly been through conferences and student competitions which attract both national and international students. There have also been a number of events for school children to introduce them to SE. The annual **"BiZZZ"** social innovation festival attracts over 200 people each year who are eager to learn more about social business initiatives.

Projects and events organised in the past few years have played an important role in engaging youth in SE. The **Socifaction** project has helped over 200 entrepreneurs accelerate their enterprises, and there could be a couple of dozen more assisted by other projects and initiatives.

In general, the merge of business and social sectors is slowly gaining grounds in Lithuania, as reflected by growing movement of socially responsible businesses and recognition of social enterprise by the Ministry of the Economy, which lately introduced a Social Business Leader nomination among its annual recognition awards for the country's most influential businesses.

### 1.2.3. Main organizations/activities, supporting youth social business

As mentioned before, not many youth organizations prioritise SE. However, a number of private initiatives offer SE support available to young people among others. Below is the list of both types of organizations that promote SE in Lithuania:



*ISM University Student Representatives* organize the **Creative Shock competition**, an annual international social business case competition for students. Every year participants are gathered to solve real life business, marketing and PR problems for social enterprises and organizations. Students learn about issues social entrepreneurs face and become familiar with social enterprises, while social enterprises receive developed ideas that they can use to solve problems they are facing. *LCC international university* in Klaipėda organises the Sustainability Jam and Social Entrepreneurship Week. In spring of 2017 *Kaunas Technological University* hosted Changemakers'ON - an international social business case conference and competition. Social entrepreneurs were invited to spend a weekend working with experts in various fields to develop their ideas into sustainable businesses. *Kazimieras Simulavičius University* offers an elective course on social innovation and SE while *Vilnius Gedimino Technikos University* offers various courses and modules in this field.

Web page: <http://creativeshock.lt/>



Junior Achievement is a global NGO dedicated to addressing fundamental social and economic challenges of young people by educating and empowering them to transform their future and attain their economic success. JA has a branch in Lithuania which mostly works with schools and runs programs for 9-12th grade students. They encourage SE through a social responsibility nomination in student business fairs organised ten times a year.

Web page: <http://www.lja.lt/>



Enterprise Lithuania, a non-profit agency under the Ministry of Economy, which promotes entrepreneurship and business development, has launched a number of SE initiatives, such as creation of the Social Enterprise Guide and spreading awareness of SE in Lithuania by visiting different parts of the country and introducing the concept of social enterprise in conferences. Furthermore, it had a mentorship program for social entrepreneurs that ran for six months in 2016. Enterprise Lithuania provides free business consultations to small business including to social enterprises, which is extremely useful as many social entrepreneurs do not have a business background.

Web page: <http://www.enterpriselithuania.com/en>

## 1. Overview of youth sector and current social business support organizations in partnering countries



**Reach for Change** is an international non-profit organisation with a local branch in Lithuania. The organisation supports social entrepreneurs or “Change leaders” who seek to create better future for children by providing them with financial aid and access to business experts and professional networks.

Web page: <http://reachforchange.org/en/>



**Geri Norai** (*Good Wishes*) is an organisation that helps businesses and NGO's to strengthen their social responsibility. It organises informal educational and networking events for social entrepreneurs such as Evenings of Good Ideas and Social Leaders' Breakfasts. Furthermore, in cooperation with other organisations, they run various initiatives and projects such as Socifaction and Bizzz, a SE festival.

Web page: <http://www.gerinatorai.lt/>



**NVO Avilys** (*NGO Hive*) is a co-working space and platform which supports NGO's and social entrepreneurs. It does this by providing affordable rent for offices as well as a platform for social entrepreneurs and NGOs to form partnerships, share expertise and help each other deal with various challenges. NVO Avilys is also a key organiser of the annual Social enterprise summit, the Socifaction project and Bizzz festival.

Web page: <http://www.nvoavilys.lt/>



**Socifaction** is one of the most active projects in Lithuania supporting SE, which has taken multiple forms over the past three years. Socifaction started off as a social enterprise acceleration program run for Lithuanian and Latvian entrepreneurs. 140 social entrepreneurs participated in the program. Currently Socifaction is running a program providing support to 60 social enterprise initiatives in 15 municipalities.

As a first social enterprise accelerator program in Lithuania, Socifaction has proven success in helping social entrepreneurs develop their ideas, 72 of which have already turned into social enterprises. The accelerator for 14-30 aged entrepreneurs from Latvia and Lithuania ran in three rounds (the third round was aimed at people with physical disability). Entrepreneurs received intensive training on developing an idea, marketing, selling, pitching, communications, measuring social impact, predominantly through workshops, seminars and site visits to social enterprises. Each team was assigned a mentor who assisted between trainings. Socifaction has now transformed into a new project titled Socifaction: Social Enterprise Regional Development, aimed at social entrepreneurs in the regions and communities outside of the capital city.

Web page: <http://socifaction.com/>

## 1.3. ESTONIA

### 1.3.1. General overview of youth NGO's, role of public youth centres within youth sector

Estonian legislation does not set limits or specify the purposes for which the NGO can be established. Special registration departments of the county and city courts hold the register of non-profit organizations and foundations. About 20 000 NGO-s are registered (by year 2004) in Estonia up to date.

A youth association is a non-profit association with at least two thirds of the members of which are young people and the objective of which is the organization and performance of youth work. As such youth NGO's in Estonia through youth work is entitled to create the conditions to promote the diverse development of young persons which enables them to be active outside their families, formal education acquired within the adult education system, and work on the basis of their free will. Access to Annual grants for youth associations is determined by the following statement: a youth association, which membership includes at least 500 young persons and the local units of which operate in the territory of at least one third of the counties. The role of public youth centers in Estonia are regulated by law under the Youth Work Act and Local Government Organisation Act. A youth centre is a youth work agency which activities are organised by local authorities or non-profit associations. A youth centre has the widest range of services of youth work and is the prime provider of youth work.

### 1.3.2. Level of engagement in the SE in youth sector

To establish an understanding about level of engagement in the SE in youth sector in Estonia, there is a data analysis of the study that tracked complex patterns in contraction of Entrepreneurial Identity among Youth in Estonia conducted by Aksel Kirch, Tarmo Tuisk in September, 2015.

This study brings a closer understanding of youth identification and their involvement in entrepreneurial activities and their enterprising capacity. In addition to this study, there are the results of the study on Students' Attitudes and Intentions toward Entrepreneurship at Tallinn University of Technology conducted by Urve Venesaar, Ene Kolbre and Toomas Piliste. In their case the objective was to identify the students' attitudes and intentions toward entrepreneurship, their personal characteristics and future plans in connection with entrepreneurship.

The attitudes of students toward entrepreneurship are assessed through analyzing their motivations to start a new business. Strongly represented in the respondents' opinions was ambition for freedom followed by intention for self-realisation and the strongest pushing factor is connected with searching for opportunity to earn better income. Although different target groups valued their motivation to entrepreneurship differently, the respondents' attitudes towards entrepreneurship correlated very clearly in a time perspective with their intentions to start new business. Those who demonstrated higher importance in motivation factors intended to start business in the near future, whereas students with lower motivations were thought to postpone the opening a new business into distant future.

Both studies results, demonstrated above, help to consider different aspects from the youth that are linked to understanding of the level of engagement in SE. These include: the way in which entrepreneurship is comprehended theoretically in the formal education system and what young entrepreneurs do; social and family background not only of those who are already involved in SE, but also those who consider becoming such within the field.



## 1.3.3. Main organizations/activities, supporting youth social business



**Estonian Social Enterprise Network** was established by 19 social enterprises on the 11th of April 2012, a non-profit association that has currently 48 of the top Estonian social enterprises as members. The main aim of Estonian Social Enterprise Network is to increase the number, organisational capacity and societal impact of social enterprises. In order to do that, they act as advocacy organisation; supporter of social enterprises (ESEN programs for social enterprise development have concentrated on increasing sales and improving scope, quality and impact of their activities, using a variety of methods like design thinking and action learning); developer and spokesperson of the field. In 2016, they piloted a standardised web solution for Estonian public purpose organisations (including social enterprises) for inserting, analysing and communicating their societal impact.

Web page: <https://sev.ee/en/>



**Social Entrepreneurship Incubator (SEIKU)** is the first Estonian SE incubator. It was initiated in 2013 by social enterprise Domus Dorpatensis. The first year of the incubator SEIKU was also funded by NFCS. Incubators aim is to help kick-start enterprises that are solving societal problems. Their goal is to help local people, NPOs and other interested parties to start their own social enterprises.

Incubator program involves training, counselling, mentors and working space in a shared office. The first group of eight social enterprises started in October 2013. An important benefit for the participants in the incubator is peer support and communication.

Web page: <http://seiku.ee/en/>



**Good Deed Foundation (Heateo SA)** is the only venture philanthropy organisation in the Baltics. The main focus of the foundation is support of high-impact social initiatives (both social entrepreneurs and associations and foundations). Projects and organisations that show the greatest potential to solve pressing problems in Estonian society are selected into the portfolio. Some of these organisations are established by Good Deed Foundation, others are found by regularly judging the effectiveness of existing organisations. The portfolio organisations are supported by means of financial investment and professional consulting (e.g. volunteers from Swedbank, Hill & Knowlton, KPMG, Fontes). An important benefit for the portfolio organisations is peer support and communication.

Web page: <http://www.heategu.ee/>





### 1.4. ITALY

#### 1.4.1. Level of engagement in the SE in youth sector

Social business activities are not yet well-known and integrated with the usual business practices in Italy. Considering this, an interesting data is that as a consequence of a high rate of unemployment among young people (39,1% in 2016), more and more projects in the field of social business, and especially in the youth sector, are being proposed and supported. The condition of crisis resulted to be a breeding ground for new possibilities which, though, need to be supported in order not to consume themselves. According to the Italian Chamber of Commerce, almost 56000 enterprises are led by people under 25 in Italy, a surprisingly increasing number, if we consider the very standard model of business to which the country is used to. Most of those enterprises are in Lombardia (north) and Campania (south). This an interesting data which tells us something about the distribution of initiatives. In 2016, though, the number of enterprises led by under 25 y.o. decreased by 5,6% in comparison with 2015. Interesting to notice that a high percentage of social business projects, startups, initiatives, incubators mainly address young people and act in the youth field, which is helping to build an idea that innovative and social business is an actual alternative to the future of our local and international economic system. In Italy, traditional companies lost nearly 500000 jobs between 2008 and 2014, while the total number of workers in social cooperatives has gone from 340000 to 407000, recording a growth of 20,1%.

The main social business support opportunities (conceived both as economic support and as educational and informational support) within youth sector come from state policies, universities, private companies and NGO's.

#### 1.4.2. Main organizations and activities, supporting youth social business

Youth centers have a strategic role, especially during the transition phase between the end of high school and the beginning of new possibility. The main role is to inform young people and provide them with information and activities on education, apprenticeship, job world, courses, application, events. In Italy, youth centers are more and more specializing in informing young people in the professional education and to organize cultural events.

Lately there can be spotted a strengthening of the development of social business projects, majorly thanks to collaborations with universities and local policies. These days, during current economic crisis in Italy, the main objective is to make young people aware of their creative potential which can be transformed and professionalized. That's why the discussion on entrepreneurisation of ideas is getting more and more urgent and important. There is also a long tradition (from XVI century) of youth centers organized by the church, which of course offer another kind of service, more connected to ludic activities and aggregation. From a legislative point of view, Law 49/97, art. 28 (Recognition of Eligibility of Non-Governmental Organizations) defines the structure of NGOs ([http://www.cooperazioneallosviluppo.esteri.it/pdgs/italiano/LeggiProcedure/Legge4987/pdf/legge\\_49.pdf](http://www.cooperazioneallosviluppo.esteri.it/pdgs/italiano/LeggiProcedure/Legge4987/pdf/legge_49.pdf)).

We chose the following best cases as we consider them as exemplary of different possibilities to support youth and SE in Italy.



##### **ONLY THE BRAVE**

**Only the brave foundation**, is a *private foundation* parent company of a series of famous Italian fashion brands, which, in 2008, decided to invest in SE. The goal is to select startup projects in different fields (agriculture, education, healthcare, water, energy, business, women, communication) with a mission to fight social inequality and to contribute into the sustainable development of less advantaged areas and people throughout the world. Funds are invested both nationally and internationally.

Web: <http://www.otbfoundation.org/projects/>

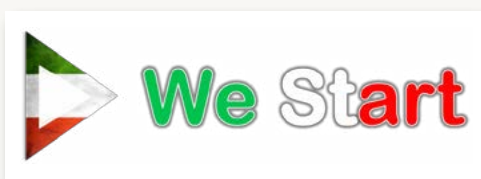
## 1. Overview of youth sector and current social business support organizations in partnering countries



### POLIHUB

Polihub is the incubator of Politecnico di Milano run by the Politecnico Foundation of Milan, with the contribution of the City of Milan, through the instrument company PoliHub Servizi Srl. This is the case of *university* support. PoliHub's main field of action is technology and engineering, the mission is to support highly innovative start-ups with scalable business models and to push cross-fertilization processes between the Academy, various startups and well established innovation-focused companies.

Web: <http://www.polihub.it/>



### WESTART

WESTART is one of the best examples of startup "competitions" on social impact. It takes place in Naples. We Start is a Think Tank in collaboration between Impact and Rotaract Partenopea, it aims to create an ecosystem aimed at spreading best practices and state of the art on "Social Impact" and actively contributing to the training of entrepreneurs who can model their own enterprise at the service of the community.

Web: <http://www.westartitaly.com/>

## 1.5. FRANCE

### 1.5.1. Level of engagement in the SE in youth sector

The French example clearly shows that not only financial support for the start-up of social business is important, but it is vital to raise awareness about SE with involvement of the public.

Organization MakeSense allows each citizen to become an agent of change by collectively create sustainable solutions to societal and environmental challenges. MakeSense community in numbers: 2000 entrepreneurs supported; more than 30000 citizens mobilized; 100 cities involved around the world.

To involve community, clear character of a social entrepreneur are needed and in MakeSense case they have own definition, set of properties: **Social entrepreneurs create their enterprise with the main goal of solving a social or environmental problem.**

Conditions:

- Have a direct impact on their beneficiaries
- Work towards a sustainable business model
- Profits are used to expand the company and mend the product or service
- At least one person tests the solution for 6 months

Meanwhile in France as well as in any respective country, social entrepreneurs face lots of challenges when developing their projects, related to communication, business, operations, legal, etc. Citizens want to contribute to solve the problems they care about, but don't know where to start. Big players, such as corporates and public institutions, want to leverage on their assets for positive impact... but don't know how to do it precisely!



# 1. Overview of youth sector and current social business support organizations in partnering countries

Main possible youth support mechanisms for social business incubation:

- Empower students so they take action: TRAININGS;
- Support the acceleration of social entrepreneurs;
- Build COMMUNITIES and implement collective action systems;
- INSPIRE through events and the media.

Youth engagement is a part of common community engagement and is based on community building and creation of specific, supportive ecosystem. 49 Hotspots Coordinators and 16 Hotspot Kickstarters are currently following a specific program to develop MakeSense in their 42 respective hotspots (MakeSense Chapters).

**At the core of MakeSense - A grassroots community of volunteers and entrepreneurs in 100 cities of the world...**

A community of volunteers, engaged to support solutions to tackle issues they care about

30 000+ volunteers engaged in real life

A network of pionniers social entrepreneurs, who build impactful & sustainable solutions

2000+ entrepreneurs supported

The infographic includes a grid of photos from various cities: BRUSSELS, MILANO, TORINO, BERLIN, AMSTERDAM, BOGOTA, GUADALAJARA, MUMBAI, ISTANBUL, MADRID, LONDON, LYONS, PARIS, RIVERLA, SASAT, SAO PAULO, DAKAR, and TIRANA.

The **CJDES** (Centres des jeunes, dirigeants et acteurs de l'économie sociale, Center for youth, directors and actors of the social economy) is a network of engaged actors, a place for exchange, reflection, propositions and action. They organize events, dinners, and debates around Social Entrepreneurship. Web: <http://cjdes.org/>

The **L'ESPER** (L'Economie Sociale Partenaire de l'Ecole de la République, Social Economy Partner of the School of the Republic) permits the exchange and dialogue between its members (46 health insurances, cooperatives and labour organisations) to promote SE among young people, the values of the French republic, and **Laïcité**. Professors and teachers can ask ESPER if they want to put into place actions on these themes within their schools. Web: <http://lesper.fr/>

Each region of France proposes different tools and resources on SE. For example, the "Atelier" in Paris and its surroundings, and their program SUCCESS!, acts for awareness of SE for ages 18-30).

Web: <http://www.vosvaleursfontcarriere.fr/>



## 1.5.2. Main organizations and activities, supporting youth social business



Chambre Regionales de l'Economie Sociale et Solidaires (**CN CRES**) – Regional Chambers of social and solidarity economy is a government institution. It is responsible for the welcoming of curious ones on the subject of SE. The CN CRES distributes information, and orientates newcomers on the questions of SEs. Finally, the CN CRES provides tools for new entrepreneurs to start their ventures. CN CRES also has a job advisory website, and runs forums so young people can access the SE job market.

Web page: [http://www.cncres.org/accueil\\_cncres](http://www.cncres.org/accueil_cncres)



**Avise** is a center of engineering and a center for resources. Avise acts for the development of SE by supporting the emergence, consolidation and change of scale of structures with social utility. Avise is nationally based, so acts indirectly through the distribution of tools and resources, rather than directly in the territories.

Avise has:

- An Internet portal [avise.org](http://avise.org), with tools on how to raise awareness of SE among young people.
- A whole report on "how to raise awareness of SE within youth sector"
- Guides on how to find a job in SE
- Videos to make SE go viral among young people: "Tu connais l'ESS? "do you know SE?"
- Kits for social entrepreneurs on how to organize events
- A media "Say Yess" on the successes of social entrepreneurs (popular among young French people – a positive media)

Web page: <http://www.avise.org/>



**Animafac** is a Network to support student initiatives and organizations. Animafac contains a lot of resources on professional integration and on the nonprofit world. The website is made for students. Other programs are made for recent bachelors (Pro'Pulse), or young entrepreneurs (pépinière l'Arsenal).

### Actors who encourage SE:

**La confédération générale des Scop** is a network that supports the creation, **reprise** and transformation of enterprises under the form of a cooperative society of production (Scop) or Scic (cooperative society of collective interest). They offer a pedagogical interface and direct professionals on the subject of cooperatives.

**Solidarité étudiante** organizes and coordinates activities for cooperation, actions of solidarity and help in student life. They help organize a "student week of SE" every September.

These actors also link social entrepreneurs to incubators when the project is started.

## 1. Overview of youth sector and current social business support organizations in partnering countries



**Enactus** supports students so that they can start their own social enterprise. They offer trainings, events, national and international competitions. They commit with universities and schools to raise awareness on SE. They also offer professional orientation to its members.

Web page: <http://enactus.fr/>



**MakeSense** promotes SE. They train volunteers so that they can solve the challenges of social entrepreneurs, or become social entrepreneurs themselves. MakeSense also has a business branch (CommonsSense), which works to create communities in large companies. Their branch "SenseSchool" brings entrepreneurship into universities and schools.

Web page: <https://www.makesense.org/>



**Ticket for Change** helps young people to solve the challenges of today's world. They also created an online course, and facilitate young social entrepreneurs in their first steps to create their structures.

Web page: <http://www.ticketforchange.org/>





# 2. ONLINE QUESTIONNAIRE – HOW TO PROMOTE SE IN YOUTH SECTOR

In order to collect relevant information about the role of youth centres in the youth sector as well as perform a general overview of youth NGO's, the survey "The promotion of Social enterprise among young people" in Latvia, Lithuania and Estonia was conducted.

There were several aims attached to this survey: to identify the level of young people involvement in the events organized by youth organizations and their satisfaction with it; on the basis of the participants' familiarity with their clients (the interests and knowledge of young people); to determine the attitudes towards and knowledge about the social problem and young people impact on problems' resolution and SE. The survey also revealed the enthusiasm of the organizations to spread the word about SE and organise events, or any activity, support and information needed to spread such information.

## 2.1. STRUCTURE OF RESPONDENTS

A total of 93 Baltic youth organizations participated in the survey, including 30 in Latvia, 37 in Lithuania and 26 in Estonia, which suggests that the result is considered to be sufficient to analyze the situation. On average, 40% of the respondents surveyed (48.6% in Lithuania) represented the rural environment, while 60% come from the urban environment.

Most of the organizations participating in the survey have more than 5 years of experience working with young people (on average 47,6%). Almost one third of the organizations stated that youth involvement in their organization's activities ranges between 1 and 5 years of involvement (on average 40,06%).

Number of young people involved in their events and activities monthly differs in all countries: 20 to 50 young people monthly were indicated in Latvia at 20%, in Lithuania – 37,8%, Estonia – 45,5%; more than 50 young people participating in Latvia at 20%, Lithuania – 29,7% and Estonia – 13,6%. Less than 20 were indicated in Latvia at 60%, Lithuania – 32,4% and Estonia – 40,9% of all events carried out in respondents' organizations.

Analyzing the general climate of NGO's in Baltic states, it is important to determine the main sources of financing organizations receive. The majority of organizations receive support from funds, projects and programs - 46,7% in Latvia, 43,2% in Lithuania and 40,9% in Estonia. Additionally, 13,5% of Lithuanian respondents are supported by district funds, less support is received from municipalities (8,1%), meanwhile in Latvia youth organizations funded from municipalities budget constitute in 40%, but in Estonia – 9%. It is important to mention, that 16,2% of Lithuanian respondents said that they don't take advantage of any funds and instead use other sources for support, in Latvia – 6,7% has no budget at all, but in Estonia – 9% acts on business bases.

It can be stated that the main source of financing NGO's in Baltic states receive is from funds, projects, programs, however, the support received from the state is inadequate (except for Latvia case).

## 2.2. ANALYSIS OF YOUTH ORGANIZATIONS QUESTIONNAIRES IN 3 COUNTRIES: ESTONIA, LATVIA, LITHUANIA

This section contains deeper analysis of activities and young people participating in the proposed by respondent organisations activities, especially concerning entrepreneurial education. There is also an analysis of youth perception of social problems and willingness to engage in solving of social challenges.



## 2. Online questionnaire – how to promote SE in youth sector

Regarding the demands of young people and their involvement in organizational activities, about 1/3 of respondent organizations said that the acquisition of new skills, practical help in the implementation of their ideas are equally important. Respondents said that for young people who are engaged in the activities of their organizations, moments of socialization and communication with like-minded persons is also a significant factor. The greatest motivation for youth engagement was mentioned being together. Many motivation sources were mentioned as similar: entertainment, new skills, as well as practical help with project ideas. In Latvia the lowest score was given to moral support and encouragement, along with entertainment that was mostly chosen as additional motivator not main. It can be concluded, that meeting the variety of participating in organization's activities youth needs is essential.

If we seek to better understand what young people's needs are when they are involved in organizations activities, we should take into account a few factors: one of them is the specific activities of the organization; other – organization's support given to young people and also to the variations of this poll.

In the survey, we asked respondents' opinion about the youth level of involvement, seeking to solve the social problems. On average, more than half of the respondents who participated in this survey believe that young people have a general understanding about social problems but they do not have intentions to solve them, but 37, 8% in Lithuania, 47% in Estonia and only 16,7% in Latvia said that young people are interested in social problem's resolution. In Latvia, there was recorded the highest percentage of those, who seem not to notice social problems – 23,7%.

One of the key aspects mentioned by respondents is that young people do not feel empowered to solve social problems because of external causes like unfavorable environment and the lack of support (on average 40%). About 20% said that young people tend to impose responsibility for others, about 14% of respondents think that youth lack of self-confidence, because of the trend to think that they can't control or change the situations. Others mentioned that young people simply lack of ideas how to solve social problems and that youth are not interested to look for solutions.

According to respondents about 1/3 of youth feels optimistic and tend to solve social problems, beside they seek to share best practices with others. 29,4% in Lithuania and 16,7% in Latvia said that young people can identify social problems, but they are not willing to take action to solve them and 1/3 respondents mentioned that youth are actively involved and participating in social problem-solving process.

By answering on question if respondents think that **young people see business as one of the means of solving social problems**, positive and negative answers were indicated similar: in Lithuania 51,4% vs 48,6%; in Estonia 52,2% vs 47,8% and only in Latvia most respondents think that youth doesn't see business as one of measures solving social problems – 26,7% vs 73,3%.

Raising the question of what are the main factors preventing youth from developing the business as a key tool of social problem's solution: 70,3% in Lithuania, 52,4 % in Estonia and 60% in Latvia believe that young people think that business can be used as a mean to solve the social problems, but they believe that it is difficult to implement this idea in practice. The remaining views shared distributed similarly between those who do not believe that business can effectively contribute to social problem-solving and those who think, that youth does not think about business as one of the ways to solve social problems.



## 2. Online questionnaire – how to promote SE in youth sector

**It can be concluded that most of young people have a positive attitude towards the business as an effective way solving social problems, but it's important to notice that it seems that in Baltic countries we are lacking of positive practice and examples.**

Next questions were more directed to understand how youth organizations distribute (if they do) information among young people about various business development opportunities and promotion of youth entrepreneurship (including SE). In Latvia and Estonia more that 70% of respondents said they do inform young people about different possibilities to develop their business ideas, except a small difference in Lithuania where 48, 6% said that they promote young people and even 51, 4% mentioned that they don't do that. The main tool used for information distribution about various possibilities to develop their business ideas was mentioned as organization of targeted events and activities, whereas the second most popular was mentioned as publication of information in web. Other means mentioned: printed information available in organizations premises, emailing and putting in social accounts.

Representatives of the organizations mentioned that seeking to promote youth entrepreneurship (including SE), one of the most needed factor is financial support, coupled with information about funding possibilities such as additional funding for the ideas realization (human and time resources) and for youth pilot-projects. Furthermore, from this survey data, we see that other significant aspect is training. These include specialized trainings (specialized technological trainings for practitioners and trainings for young teachers) and even coaching of the specialists themselves, who informally can speak with young people and help them find their path and empower them.

In addition it was indicated that youth organizations need following support and information:

- Specialist who coordinates special training about access to suitable funding sources;
- Specialists who in informal environment speak and motivate young people to think about it and help them to solve their problems;
- Educating creative workshops;
- Information about support possibilities, e.g. funding but not only.

The last and the most important question was what kind of specific activities would be interesting to young people in your city/ district/ region to raise interest on social business among youth?



**These answers can serve as foundation for planning of activities for promotion of social business in youth sector:**

- To have become mentors to help in the development of social business ideas
- success stories evenings, social entrepreneurs` presentations, meetings with them
- visits to representatives of social enterprises
- internship in social enterprise
- "shadowing" in social enterprises
- social entrepreneur's business observation
- summer internship in social enterprise
- participating in thematic groups in social network
- social problems mapping, brainstorming and formation while searching the most appropriate solutions also seems like one of the ways
- mentor support to social business idea development
- training course about social entrepreneurship
- private funding from private sector.



### 2.3. CONCLUSIONS

Taking into account the survey data, it is clear that youth organizations are interested in promoting entrepreneurship in the youth sector and are already successfully implementing it, as well as promoting the recognition of SE and involvement of young people. The key findings are directly linked to the interest of young people in solving social problems, but providing the necessary informative and practical support.

Taking back to the respondents' mentioned tools for promoting SE, it is necessary to promote cooperation between existing social entrepreneurs, support organizations such as associations and youth organizations in organizing joint local events. This can be an invitation to talks and discussions with young people in order to promote both awareness of social engagement and social problems, talk about them, identify their causes and help to see every opportunity to improve the situation through social business.

In these guidelines, we provide an information package on the practical support available to practicing social entrepreneurs in the Baltic States, for accelerators, incubators and support organizations, and offer a look at the best practices. In this document, you will also find references to the practical resources to be discovered for young people, as well as two methodologies specifically developed as tools to engage people in social issues and help to start or overcome gaps in social business.



## 3. FOCUS GROUP DISCUSSION - HOW TO SUPPORT YOUTH ORGANIZATIONS IN PROMOTION OF SE IN YOUTH SECTOR

During the project "Development and promotion of social business in the youth sector" the working group organized a focus group discussion. This project working group brought together different stakeholders - social business support organizations and youth organizations as well as universities, in order to identify the main factors hindering the development of SE. To establish what holds back the involvement of young people, and seek possible solutions to promote the recognition of social business, to create cooperation and mutual support. The first part of this section gives an overview of the factors hindering the development of SE and the lack of recognition, while the second section gives conclusions and recommendations for improving the situation.

### 3.1. FOCUS GROUP DISCUSSIONS OF STAKEHOLDERS' VIEW ABOUT POSSIBLE YOUTH SUPPORT MECHANISMS FOR SOCIAL BUSINESS INCUBATION

Three focus group discussions in Baltic states and interviews in Italy and France were held in scope of the project with aim to understand existing social business support environment and indicate possible support mechanisms.

In order to get a general understanding about possible youth support mechanisms for social business incubation, focus groups were looking for answers to questions like:

1. How SE can be promoted among young people and why is it important?
2. What are the main hindering factors to start social business in youth sector?
3. What are the existing support mechanisms, both educational and financial?
4. What impact can youth centers on SE make, promoting it among youngsters?
5. What impact can be created by these youth centers spaces in fostering of development of social business among youth? How to create this impact?

Focus group in Latvia was held in Riga, in January 2017 and brought together different stakeholders: Association of Social Entrepreneurship, representatives of 3 different business incubators and youth organizations representatives. Focus group discussion in Lithuania was held in March 2017 brought together participants, representing the government, national NGOs, opinion leaders and NGOs promoting social entrepreneurship in Lithuania. Focus group in Estonia was held in January 2017 with different stakeholders from different backgrounds such as: high school, university, youth workers, teachers and foreigners. Results of interviews in Italy and France are included in relevant sections "Level of engagement in the SE in youth sector" above.

#### 3.1.1. Latvia

In Latvia, these days, there are numerous educational materials and different information about SE is available, but not delivered to youth. Youngsters lack understanding of SE. It is not sufficient to mention "here is the link, where you should be looking!" Young people want to "touch" everything, try, start to do. Lately, youth is becoming more active beyond business sector, in the non-governmental sector, to solve social problems, work with creative and cultural projects, they want to work with children, youth, risk groups.

”

**For this generation it is very important to do meaningful things, and SE can help to reach this goal.**





### 3. Focus group discussion - how to support youth organizations in promotion of SE in youth sector

Youth engagement in SE is substantial, because what choices youngsters make now is what our future will be, how entrepreneurs will work. The wider knowledge of young people about SE will be, more socially responsible future entrepreneurs will be!

However, there are further hindering factors to start social business in youth sector, for example:

- Comprehensive summary of information on what to use in youth centres and the basic information about SE not available;
- Motivation. Do youngsters really want it? It is impossible to make anyone start a new form of business if the young people do not have ambition, some aggression, do not wish to come "out of comfort zone". The best measurement - is their own desire to engage;
- Basket of benefits is also a very important argument whether to start a social business venture;
- Social business potential. If social business is not popularized, it is not "visible", the youngsters will not be involved. It should be promoted not only in respect of money, but more of its impact;
- Fear of entrepreneurship as it seems to be too complicated - it is complicated and challenging.
- Type of person, who starts social business usually is not of "entrepreneur" type, but more of a charity type. For a successful social business team there should be a mixture of personality types, where one is socially oriented and another has business thinking. It should be developed to change thinking mode, educate about business.
- Lack of knowledge; necessary to present best examples from all over the world, to show that one can get profit from this form of business.

#### 3.1.2. Lithuania

Existing preconditions:

- Lithuania's Ministry of Education and Science has identified SE as its priority aim. The ministry will encourage cooperation between social businesses and science.
- Financial support mechanisms are concentrated in Lithuania's regions, significant part of investment into social business comes through rural development programs.
- Aims presented in JTBA international guidelines directed at promotion of social business can be regarded as a support mechanism encouraging SE among young people. They convert into programs such as Erasmus with clear priorities targeting SE.
- NGO sector is an important space where SE is promoted.
- Accelerator Reach for Change, youth leadership programs in towns and regions and Socifaction project are among main support mechanisms promoting the idea of SE.
- Programs run by universities offer educational support for young social entrepreneurs and Lithuania's science hackathon *ChangeMakers'ON* is one more educational support mechanism.

#### 3.1.3. Estonia

Estonian focus group concentrated more on issues such as how can SE be promoted among young people and identified that more efforts shall be invested in the work with social media and marketing, meeting face to face with entrepreneurs, highlighting successful cases and using public resources (töötukassa). High schools can also take important part in promotion of social business by raising understanding (growth) and wellbeing of society through SE.

In Estonia, there are the same hindering factors as were indicated in the previous countries: lack of knowledge, courage, mentoring, motivation and focus on and specific support for rural areas, while they remain conservatives yet to accept changes and new ideas implementation.



**Youth = Inexperienced person**

To start both conventional or social business there is too much bureaucracy. Therefore, it is a time-consuming to find partners and investors, that are willing to tackle social issues.

As a general response from participants the prevailing problem seems to embrace the following idea:



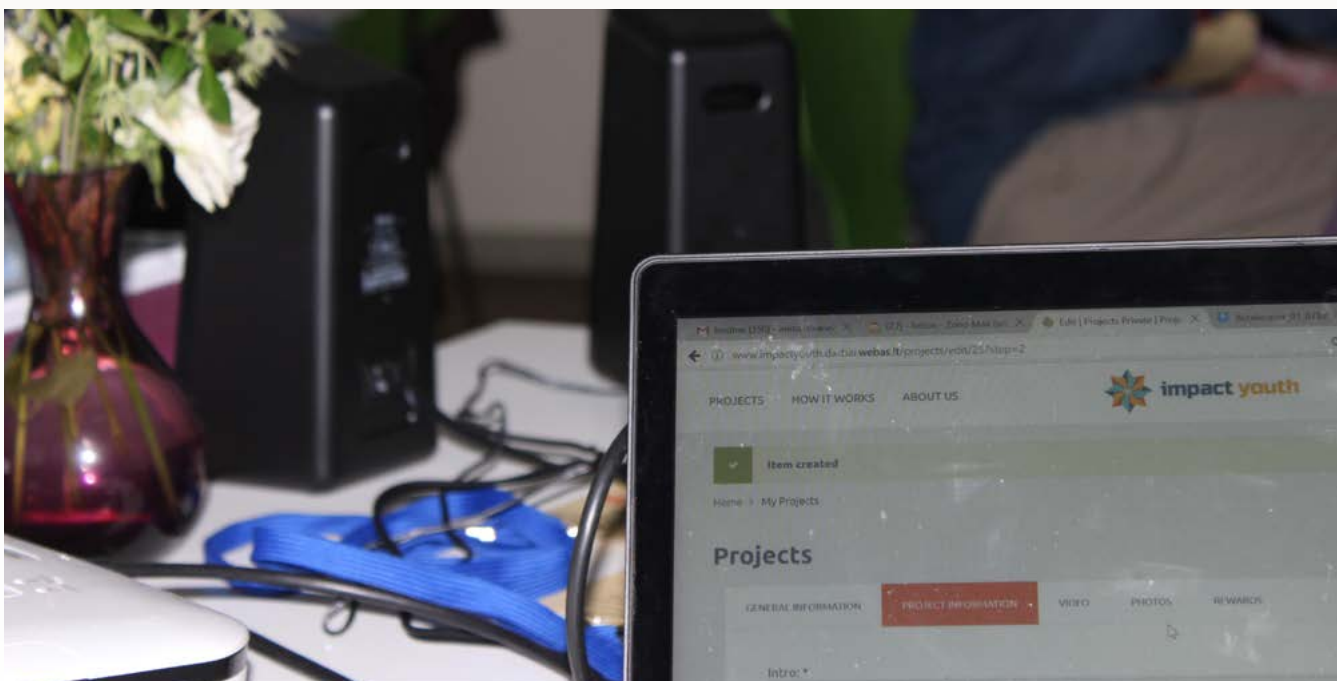
## 3.2. COUNTRY SPECIFIC CONCLUSIONS AND RECOMMENDATIONS FOR SUPPORT OF SOCIAL BUSINESS DEVELOPMENT IN YOUTH SECTOR

The recommendations below are based on the focus group discussion results. While our recommendations specifically relate to networking and funding, it should be taken into consideration that SE will not become a mainstream among youth until an overall supportive environment is established, including positive public opinion and political will to integrate SE support into youth policies and the system of education. Isolated efforts will be of limited success while systemic targeted work in multiple dimensions will create synergies allowing for best results. Described below results of country focus group discussions are relevant not only in the country where conclusions were indicated, but similar in all of the Baltic States.

### 3.2.1. Latvia

Conclusions:

- Youth centers are not just a place where to find information about SE, but also a good observation point of social problems. By monitoring of many situations, the social problems can be solved. Identifying these situations, ideas can be promoted through idea generating programs, demolas, developing ideas in groups or with help of experts.
- Basis of SE is solution of social problem, so it is important find a problem, challenge and look for solution, as a result, probably, creating business idea:
  - 1) problem mapping;
  - 2) search for solutions;
  - 3) presenting concept of solution;
  - 4) development of idea in entrepreneurship direction.
- Local grants for best ideas/projects in cooperation with municipalities, high schools and local business. The attention to completed projects competitions in municipality is brought by municipalities themselves, when in fact youth centres can also influence topics, for example, driving attention to social problems solutions.
- Role of youth centers is creation of network and selection of "core", so further to work with those core youngsters – who have interest in specific area and understand what it is.



### 3. Focus group discussion - how to support youth organizations in promotion of SE in youth sector

#### Recommendations for youth social business development in Latvia:

- it is necessary to create One stop agency of SE; available materials, volunteering consultants, place where one can get first complete consultation at once; which would inspire, tell, teach about SE, provide at least 2 out of 3 support blocs - business consultations and networking;
- informative evenings and meetings, inspiring stories, also stories about failures, at youth centers;
- create internships in social enterprises;
- "shadowing" in SE;
- SE itself should be proactive and give young people opportunities to know it;
- to employ school students in SE in summer;
- education program, which is based on competences, should contain learning about entrepreneurship, including SE;
- SE community brand recognition;
- to speak with schools and give pupils tasks to resolve particular social problem during project weeks in schools.



#### 3.2.2. Lithuania

##### Networking strategies and tools to boost and support youth SE

Networking should be strengthened in three directions:

1. Design and implement networking strategies to make SE visible to and supported by the society:
  - A creative social media campaign, including elements such as Facebook contests, posting YouTube videos, hashtags, sharing on timeline, voting for SE ideas, testimonial videos, and images can make a big difference in captivating the interest of society towards SE.
  - Natural promoters are already existing websites.
2. Develop and promote networking tools, helping young people see themselves in the role of a social entrepreneur:
  - A guide of social business available at [www.verslilietuva.lt/lt/socialinis-verslas](http://www.verslilietuva.lt/lt/socialinis-verslas) is a good introduction to the topic, however an interactive on-line tool would allow those interested to get a better sense what it takes to start a social enterprise and will help to engage a person.
  - Mentorship is an important tool to promote SE and it can be done in relation to online tool or network.
3. Strategically focus and strengthen networking aimed at supporting the existing social business community
  - Encourage communication and connections between governmental agencies, NGOs, opinion leaders, universities, local communities; those taking part in nurturing and promoting the idea of social business.
  - Social business ideas from abroad which could be replicated in Lithuania could be promoted, possibly in relation to online tool or as a special rubric of one of the dedicated websites.

#### Recommendations for youth SE promotion in Lithuania:

- In order to develop appropriate mechanisms to support young social entrepreneurs it is important to understand young people and identify their needs
- Political will is an important factor in identifying groups of young people interested in social business
- It is important to promote the concept among government's representatives involved in youth policy and civil servants who work with youth, such as workers of Labor Exchange Youth Division
- Financial resources on the national level are limited. Systemic government's approach is necessary in order to promote SE in the long term.
- Shaping public opinion is an important task, as some communities are hostile to youth initiatives and much energy needs to be put in gaining the necessary support on the local political level
- In order to promote social business, it is important to strengthen various possible measures related to NGOs and civil society sector
- The system of education plays an important role in educating society and empowering youth by equipping them with primary knowledge on social business and its creation
- Investment in active young individuals, interested in SE is recommended
- Existing social business community should be supported and strengthened, by encouraging communication and connections between organizations, opinion leaders, universities, local communities; those taking part in nurturing and promoting social business ideas
- Partnership between young opinion leaders, business people and experts working on solutions for social problems should be encouraged
- An online training course in Lithuanian language covering short lectures, assignments, essentials of establishing a business
- Promote success stories of young people who have already implemented their SE ideas
- Mentorship is an important tool
- Social business ideas from abroad which could be replicated in Lithuania could be promoted
- Building of social network looking for and sharing social business ideas
- Lithuania's biggest cities and towns should be primary focus in promoting social business
- Global social experience should be taken into consideration and applied in Lithuania, such as development of data base of social enterprises, social franchise and social businesses run by NGOs.

#### 3.2.3. Estonia

- Empowering young people to speak out/express their opinions/needs/concern;
- Fostering environment to come up with new ideas and execute them (tasting processes including), same interests' persons;
- Youth workers "roll" - initiate not only to talk about (difficult part support);
- Create by young "experts" themselves success and failures - writing down steps and struggles (manual / promotional video (first attention));
- Used all existing social platforms / devices;
- Successful cases as examples to be followed.



# 4. BEST CASES OF SUCCESSFUL SOCIAL BUSINESS SUPPORT IN YOUTH SECTOR

## 4.1. LATVIA



**Young Folks** is a youth organization which has 20 leaders and 180 participants from 12 to 25 years, as well as children from 2 to 12 years, parents and friends – the total number exceeds 1000 people. YF Mission is to assist the youth in finding their way in life to be happy. Leaders from various groups (photographers, artists, volunteers, dancers, actors, journalists, chefs, designers, teachers, project group etc.) form the structure of Young Folks. History of YF in short: in 2014, the team began to form and developed social business. In 2015, the YF become a part of Reach for Change social business incubator and with its support began to work on projects, set up an organization structure and strategy for further development. In 2016 a crowd-funding platform was set up to implement youth initiatives. By 2020, it is planned to build a youth center and become a stable social entrepreneur.

Web page: <http://youngfolks.lv/?lang=lv>



Parental bushes, lack of time and knowledge are the reasons why families cannot spend quality time together, which creates a feeling of child abandonment and loneliness in the family. Solving this situation is one of the main goals of the **Fairy House**. Already in 2016, the project supported 100 children. Fairy House has developed a fairy tale board game, which doesn't only help parents identify problems that kids have, but also a good way to spend time together. While playing a game, children often tell their parents about their issues through a fairy tale and also enjoy the time spent together. After a board game proved to be successful, Anna decided to develop it even further and create a mobile app, which will help families to be closer and parents to spend time together with kids, even many miles apart. The app will not only contain a game, but it is also planned to include a star calendar and an agreement approach between parent and children. For example, child will help parents at home, will do all homework and receive good marks at school, while parents in the end will reward them with something. Fairy House is incubated in Reach for Change social business incubator since 2016.

Web page: <http://www.skazki.lv/>





## 4. Best cases of successful social business support in youth sector



"Socks are one of the least donated clothing items in orphanages and homeless shelters. We are going to change it!" **Good Monkey** is a social enterprise which designs and sells durable socks with compression technology to those who prefer active lifestyle. From each pair of socks sold one pair is donated to children's and youth centers. Socks main characteristics are comfort and durability provided by the cotton material and arch supporting compression technology which improves blood circulation and reduces blistering. Be good and #dogood (#DariLabu)

Good Monkey was incubated in New Do(o)r Riga social business incubator.

Web page: <https://www.facebook.com/goodmonkeylv/>



The project "**Tell me**" aims at organizing and conducting classes of puppet theater and creative workshops for children of 7-10 years old living in orphanages in Latvia, thereby promoting the development of friendly environment for children's creativity and emotional expression. During workshops children will not only learn to put on the puppet shows, but will also make the puppets and decorations by themselves. Children will show their own puppet performances and share their experiences. The efforts of this project will be aimed at attracting public attention to the problem of socialization and emotional support for children in orphanages. We have developed handmade puppets line kits with books. The books contain stories, the characters of which the puppets are, and scripts for puppet performances. There will be drawings by children from orphanages in the books. Funds from the sales of these kits will be spent on the project needs.

"Tell Me" was incubated in New Do(o)r Riga social business incubator.

Web page: <https://www.facebook.com/tellmepuppets>

### 4.2. LITHUANIA



"Lech Lecha Design" - a social enterprise that designs clothing and accessories and creates the products from donated second-hand clothing. People facing social exclusion due to poverty, homelessness or a history of addiction take part in making the end products through art therapy sessions. Lech Lecha did exceptionally well in the accelerator program, receiving one of the main prizes - an internship at a social enterprise of her choosing anywhere in Europe to learn first-hand what it means to work and run one. Currently, they have launched a new collection and were successful in generating publicity to shed light on their work.

Web page: <https://www.facebook.com/lechlechadesign/>

## 4. Best cases of successful social business support in youth sector



**Enterprise Lithuania Social Enterprise Mentoring Scheme** ran from March to October of 2016. Social entrepreneurs were invited to a speed mentoring session where they had 5 minutes to speak to each mentor signed up for the program. After having a brief conversation with each mentor both entrepreneurs and mentors had to choose 3 people they would like to be the mentee /mentor of. Matches were made only if both entrepreneur and mentor picked each other. Those who did not match up were encouraged to register on the general mentorship network platform. Throughout the program, entrepreneurs had regular meetings with their mentors as well as sessions with other groups to discuss and share their progress, raise any issues and search for possible solutions and ways to make the most out of the program. At the end of the program all groups presented progress they made. Initiatives that benefited from the program include *Savanoryste verslui* (*Corporate volunteering*), a social enterprise initiative that uses company team building and strengthening as a way to harnesses professional skills and bring them in to help NGO's solve their problems and **"CoolUkis"**, a social initiative that promotes sustainable living and lowers social exclusion of the elderly through garden sharing. Furthermore, the program considers running another cycle with improvements based on feedback from the first round.

Web page: <http://www.coolukis.lt/>



Junior Achievement Lithuania business competition for high school students. To participate, students must set up a real company with the help of a teacher and a business consultant. Special nomination exists for the most socially responsible student business. This has, on a number of occasions, led to businesses that can be regarded social enterprises. Therefore, even though the program is not specifically designed to support social enterprises it does lead to this outcome. Example of such social enterprise is **Night Flash**, a student business in Kaunas Vyturys gymnasium that aims to improve people's visibility in the dark and reduce traffic accidents due to poor visibility. The business designs and sells light reflectors.

Web page: <https://www.facebook.com/MMBNightFlash/>



**"Savanoryste verslui"** (Corporate volunteering) - a social enterprise initiative that uses company team building and strengthening as a way to harnesses professional skills and bring them in to help NGO's and other third sector organisations solve their problems. All four entrepreneurs that started this initiative came from a social work and NGO background. Therefore, they knew really well about the problems NGO's face as well as had years of experience delivering training vital to their new initiative. However, they lacked the experience and simply the basic vocabulary needed to make

## 4. Best cases of successful social business support in youth sector

themselves and their social enterprise attractive to businesses and companies who they wanted as clients. The mentorship scheme helped them effectively communicate their service to their target market positioning it as a worthwhile investment for companies that helps to solve HR problems they may have.

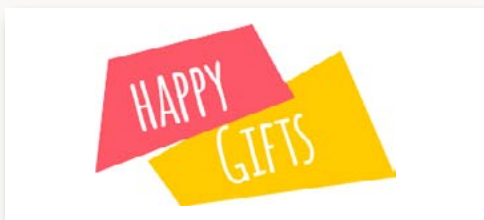
Web page: <http://www.savanorysteverslui.lt/>



**"Caritas Works"** is a social enterprise, whose main aim is to give a job and help to integrate into labor market people in social exclusion (ex-convicts, homeless people, etc.). They make candles which are then sold to churches, funeral homes and also individual customers.

Web page: <https://www.facebook.com/caritasworks>

### 4.3. ESTONIA

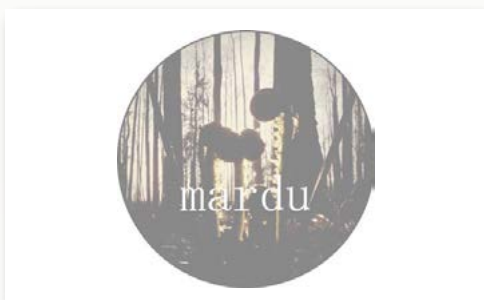


MTÜ SOTSIAALNE AGENTUUR **"KAASAITAJAD" / Happy GIFTS** is an online environment that provides the opportunity to help charity in their daily work. For a donation, you can get the thing or offer from the Happy Gifts page and the opportunity to support, for example, the Food Bank or the Estonian Animal Welfare Association, so that they can use the money for the activity they need at that moment.

Where does the money come from and what is the good done?

Payments made in the web environment are donated by selected charities.

Web page: [www.happygifts.ee](http://www.happygifts.ee)



**MTÜ MARDU STUDIO** is an accelerator of ideas in Soomaa, which in the future wants to grow into an open-studio working environment for creative people. Through the artists' residency and training programs, small businesses in Viljandi and ärnumaa are supported in product and service development. The company is engaged in the creation of socially-friendly designs and the sharing of skills and experience with micro and small businesses.

Where does the money come from and what is the good done? Mardu earns money from the sale of its products and uses revenue to leverage the design and creative industries experience for local businesses and other areas targeted by the company.

Web page: <http://www.mardu.ee/>



## 4. Best cases of successful social business support in youth sector



**NGO PLAYBACK** is a network of young children from the joyous craftsmanship of the Student will create a developing handicraft toy for babies and toddlers. Toys are recyclable and contain extra love as a secret ingredient! The goal of the NGO "Game Gourm", the umbrella organization of the SPS, is to draw attention to the fact that toddlers' parents would like flexibility and could also work and therefore be more competitive on the labor market later.

Where does the money come from and what is the good done?

The money earned from the sale of Stuffed toys, thereby supporting the network of craftsmanship and paying decent salary from mothers to masters.

Web page: <https://www.facebook.com/sopsdisain>



**TempID** - WINNER OF THE YEAR Social Entrepreneurship - Start-up of the week by genius.ee! TempID is low cost, sticker-style patient ID, body temperature monitoring and logging solution. By using NFC and latest chip technology with proper SW, medically valid data could be collected.

Presentation of the product in Estonian Public Broadcasting live morning-show Terevisioon. Link: TempID in Terevisioon

Product demonstration in ETV live-prodcast Ringvaade Link: TempID in Ringvaade

Prototron top 20 (<http://prototron.ee/>)

Invited to join Europe biggest start-up hackathon Junction (<https://hackjunction.com/>)

Article in Postimees: <http://tehnika.postimees.ee/3909859/eestlased-leiutasid-temperatuuri-mootva-plaastri>

Winner of the Baltic biggest hard- and software hackathon Technohack 2016.

The most potential start-up idea, nominated directly to Ajujaht Top 30 (<http://www.ajujaht.ee/>)

Web page: <http://tempid.ee/>





## 5. DIGEST OF RESOURCES FOR SE DEVELOPMENT

This section contains materials and resources that are free to use for both young people with social business ideas and methodologies for youth centers that want to speak about, promote social business and collaborate on improving the SE eco-system.



### 5.1. RESOURCES FOR INSPIRATION

**What is social entrepreneurship?** (2 min video from SENS) The animation is made to explain the concept of SE to the general public and raise awareness of the importance of this type of business.

<http://socialinnovation.lv/en/what-is-social-entrepreneurship-2-min-video-from-sens/>

**Majora Carter – 3 stories of local eco-entrepreneurship at TEDxMidwest.** Majora Carter is the activist for environmental justice who redefined the field of environmental equality, starting in the South Bronx at the turn of the century. Now she is leading the local economic development movement across the USA.

<http://socialinnovation.lv/en/majora-carter-3-stories-of-local-eco-entrepreneurship-at-tedxmidwest/>

**"Social Entrepreneurs: Pioneering Social Change" film** by Skoll Foundation. In 2009 the Skoll Foundation has completed a short film about the field of SE. It is a great overview of the progress made over the last three decades. It starts with Mohammad Yunus from **Grameen bank** and includes interviews with a number of social entrepreneurs and others in the field, including Sally Osberg of the **Skoll Foundation**, Bill Drayton of **Ashoka**, Jacqueline Novogratz of the **Acumen Fund**, John Elkington of **Volans**, and author David Bornstein.

<http://socialinnovation.lv/en/social-entrepreneurs-pioneering-social-change-film-by-skoll-foundation/>

Jane McGonigal is a game designer who works at the Institute For The Future in Palo Alto. **Gaming can make a better world (TED Conference)**

<http://socialinnovation.lv/en/jane-mcgonigal-gaming-can-make-a-better-world-at-ted-conference/>

**10 movies to inspire making the world a better place.** This is a list of comparatively recent 10 movies to inspire making the world a better place. Hope you will enjoy watching them!

<http://socialinnovation.lv/en/10-movies-to-inspire-making-the-world-a-better-place/>



### 5.2. ONLINE NETWORKING TOOLS

Horyou - an action oriented social network for the social good. They bring Organizations, Personalities, and Supporters together to connect within an internet-based global community. <https://www.horyou.com/>

The Global Social Entrepreneurship Network (GSEN) - a new platform intending to facilitate collaboration between social entrepreneurs and to create more support for grass roots social entrepreneurs. It will become a peer to peer support network for the incubation, development and growth of early stage social entrepreneur's support around the world. [www.gsen.global](http://www.gsen.global)

Social venture network (SVN) - connects you to a growing community of innovative business leaders and social entrepreneurs to help you improve your business, enhance your leadership, and expand your impact. <http://svn.org/>

Balticlab - an innovation and leadership programme, run in partnership by the Council of the Baltic Sea States and the Swedish Institute. The programme brings entrepreneurs and creative people in the Baltic Sea region together to explore new perspectives and sources of inspiration and to prototype the future. <http://balticlab-online.eu/>

<http://www.socialenterprisebsr.net/> - Through the platform it will be possible to connect solutions with challenges and social innovators with other stakeholders and thereby creating more value for the society as a whole.

<http://www.socialenterprisebsr.net/> The first interactive and integrated learning and action platform in the Nordic-Baltic area for a world where information flows, knowledge and the development of social innovation takes place in a co-creative and positive spirit. Platform includes educational materials, collaboration tools and social enterprises. <http://www.socialenterprisebsr.net/database/>

#### Local sources

##### Lithuania

Enterprise Lithuania mentorship network – You can be virtually matched with a mentor to support you in your venture.

Facebook groups including Socialinis verslas ir socialinės iniciatyvos, Gerų idėjų vakarėlių bendruomenė.

### 5.3. MATERIALS FOR SELF-DEVELOPMENT

Self-development is a very important part of succeeding in SE. It is advised for early stage social entrepreneurs to constantly look for ways of improving their knowledge in marketing, impact measurement, business modeling, finance, etc. As a result, in this dynamic fast-paced world, it becomes easier to keep up with and make use of new technologies and approaches, although the chance of becoming passive and diminish the growth and development persists.

There are several international online educational platforms, that offer courses for free or at a very low cost. Several examples listed below:

**How to Change the World – Coursera course from Wesleyan University** How to Change the World has its origins in the Social Good Summit held at the 92nd Street Y in New York. The summit brought together some of the world's most creative entrepreneurs, writers, academics and political leaders to discuss ways innovative thinking and technology can address pressing global challenges.

Course content:

Week 1: What are Social Goods? From the Commons to Moral Revolutions

Week 2: Poverty, Prosperity and Aid

Week 3: Climate Change and Sustainability

Week 4: Disease and Global Health Care

Week 5: Women, Education and Social Change

Week 6: Education, Social Networks and Activism

Course is available <https://www.coursera.org/learn/world-change>



## 5. Digest of resources for SE development

### Design Kit: The Course for Human-Centered Design

The Course for Human-Centered Design is a seven-week curriculum that will introduce you to the concepts of human-centered design and how this approach can be used to create innovative, effective, and sustainable solutions for social change. This course has been created to reach those who are brand new to human-centered design, so no prior experience required (though we of course welcome previous students to continue boosting your human-centered design skills!) <https://course.novoed.com/design-kit-2016-2>

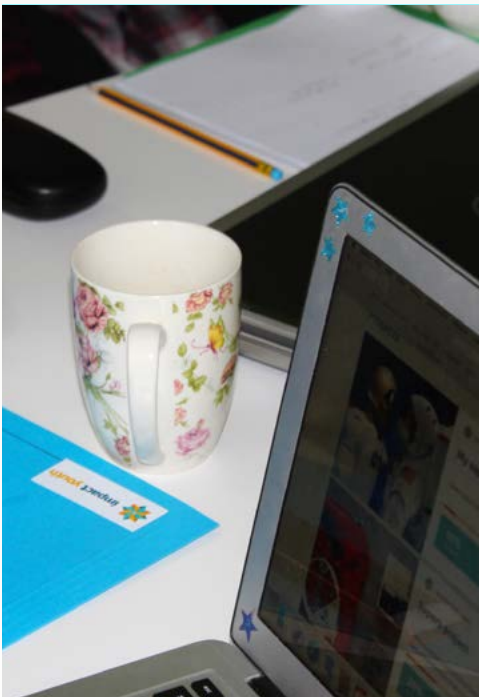
**Enabling Entrepreneurs to Shape a Better World – Entrepreneurship to Foster Societal Change** is all about developing a new mindset and learning to use field-tested tools and techniques for design viable, impactful solutions for a better world – solutions that are – crucial – also based on self-sustaining business models.

<https://open.sap.com/courses/sbw1>

**Business Models Beyond Profit – Social Entrepreneurship Lecture** Slides of a 3h lecture given by by Alexander Osterwalder, Author of Business Model Generation at Osterwalder Strategy Facilitation at Jacobs University, Bremen, Germany for the impACT program on Aug 25, 2009.

<http://socialinnovation.lv/en/business-models-beyond-profit-social-entrepreneurship-lecture/>

- **+Acumen** - offers world-class online courses that empower you to think differently, learn collaboratively and join a global community of learners and doers with a burning desire to change the world (taken from plusacumen.org). +Acumen is also called World's school for social entrepreneurs and provides one of the best content for impact measurement, social business modelling, storytelling, and so on.
- **edX** - is an online platform that gives an access to some of the World's best university lectures. edX mission is to *Increase access to high-quality education for everyone, everywhere* (taken from edx.org)
- **YouTube** as a resource for active learning. Numerous tutors and professionals from all over the world are using YouTube to share their knowledge and experience.
- **Ted talks** - ted.com has a collection of over 100 different videos to inspire and motivate viewers. Many talks are connected to improving the world, innovation and change, videos worth looking and learn.



It is also advised to explore libraries, book shops and online book retailers for materials related to SE, business development, business analysis, social innovation, and so on. Some of the best examples listed below:

Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers - Alexander Osterwalder

Value Proposition Design: How to Create Products and Services Customers Want (Strategyzer) - Alexander Osterwalder

"For Dummies" book series - different authors

Coaching for Performance: The Principles and Practices of Coaching and Leadership (People Skills for Professionals) - Sir John Whitmore

Educational materials developed by Social innovation Centre "How to choose proper business model", "Social impact assessment material" and supportive video materials <http://socialinnovation.lv/en/educational-materials-of-social-entrepreneurship-development-in-the-baltic-sea-region/>

## 5. Digest of resources for SE development

### Local sources

#### Latvia

- Seminars and workshops provided by NVO nams <http://www.iksd.riga.lv/public/56036.html> <https://www.facebook.com/RigasNVOonams/?fref=ts>
- Seminars held by LIAA (Latvian Investment and Development agency) <http://www.liaa.gov.lv/lv/calendar>
- Lectures, seminars and workshops held by the Association of Social Entrepreneurship in Latvia and other stakeholders <https://www.socialauznemejdarbiba.lv/>

#### Lithuania

- Social enterprise guide developed by Enterprise Lithuania.

It is also advised to follow the updates from national and international stakeholders on social media and information centers at local municipalities and youth centers.



## 5.4. FUNDING RECOURSES, CROWDFUNDING

### Funding



Crowdfunding platforms:

1. <http://impactyouth.eu/> - first crowd-funding platform for youth social business ideas: ImpactYouth builds upon its predecessor - crowdfunding platform [www.kelkbures.lt](http://www.kelkbures.lt) which helped Lithuania's social entrepreneurs and their supporters find each other. The platform, established in 2009 is now re-born as an expanded social business crowdfunding space. This platform is developed as a part of project „Development and promotion of social business within youth sector”, co-financed within Erasmus+ program KA2 Strategic partnership in the field of youth.
2. [Kickstarter.com](http://Kickstarter.com)
3. [StartSomeGood.com](http://StartSomeGood.com)
4. [Indiegogo.com](http://Indiegogo.com)
5. [RocketHub.com](http://RocketHub.com)
6. [Pozible.com](http://Pozible.com)
7. [Causes.com](http://Causes.com)
8. [Razoo.com](http://Razoo.com)
9. [Crowdrise.com](http://Crowdrise.com)
10. [Fundly.com](http://Fundly.com)
11. [Plumfund.com](http://Plumfund.com)

## 5. Digest of resources for SE development

Baltic Funding - a reserve of more than 300 funding instruments making cooperation possible in the Baltic Sea Region. <http://funding.balticsea-region.eu/>

D-Prize – award, dedicated towards expanding access to poverty-alleviation solutions in the developing world. Many solutions to poverty alleviation already exist; the challenge is distributing these solutions to the people who need it most. D-prize tackle this by challenging social entrepreneurs to develop better ways to distribute proven life-enhancing technologies, and funding early-stage startups that deliver the best results. <https://www.d-prize.org/>

BMW Foundation - Cooperate with and support organizations that seek to improve the environment for social enterprises by providing financial support and consultancy to social entrepreneurs, by studying the topic academically or scientifically or by carrying the concerns of social entrepreneurs into the political and social sectors. <http://www.bmw-stiftung.de/en/>

Ananda Ventures social venture fund - one of the leading venture capital investors for social enterprises in Europe. Ananda invest in social change 'on its own doorstep' - in high growth companies based in Europe and targeting social issues in the region. <http://www.socialventurefund.com/en>

The Employment and Social Innovation (EaSi) programme - a financing instrument at EU level to promote a high level of quality and sustainable employment, with a guarantee of an adequate and decent social protection, combating social exclusion and poverty and improving working conditions. <http://ec.europa.eu/social/main.jsp?catId=1081>

The Skoll Foundation - drives large-scale change by investing in, connecting, and celebrating social entrepreneurs and innovators who help them solve the world's most pressing problems. <http://skoll.org/>

Ashoka - Social entrepreneurs are the engines of social change and role models for the citizen sector. Ashoka identifies and invests in leading social entrepreneurs and helps them achieve maximum social impact. <https://www.ashoka.org/>



### Local sources

#### Lithuania

The Fund for Social Enterprises - a joint EU and Lithuanian government initiative managed by the Ministry of Agriculture. If your legal registration is in a rural area, you might be eligible for support.

Local Action groups – fund initiatives aimed at disadvantaged populations and the promotion of entrepreneurship

3sektorius.lt – third sector funding if your organization is registered or you plan to establish an NGO

Enterprise Lithuania - opportunities to help you find a support package

Credit unions - tend to be more flexible than banks

ImpactYouth (continuation of Kelkbures.lt) – a crowdfunding platform that focuses directly on youth and social enterprise.



## 5. Digest of resources for SE development

### Latvia

YoungFolks crowd-funding platform which helps to fulfill kids and youngster dreams! <http://youngfolks.lv/home/?lang=en>

Projektu banka is a local platform for collection of crowd funds for different types of projects/ideas. <https://projektubanka.lv/>

From 2017 to 2022, the Latvian Ministry of Welfare (MW) in cooperation with the financial institution Altum implement the European Social Fund project Nr.9.1.1.3 / 15 / 1 / 001 "Support for social entrepreneurship", in which the MW is aimed to recognize social entrepreneurs and is responsible for distribution of grants (NOT a loan) to both existing and newly created social enterprises in amount up to EUR 50 000.



More information: <http://www.lm.gov.lv/text/3496>

### Estonia:

#### Grants

**EAS Enterprise Estonia** Established in 2000, Enterprise Estonia (EAS) promotes business and regional policy in Estonia and is one of the largest institutions within the national support system for entrepreneurship by providing financial assistance, counselling, cooperation opportunities and training for entrepreneurs, research institutions, the public and non-profit sectors.

**Start-up grant:** aims at supporting the creation of enterprises that have a lot of development potential. They intend to expand regional entrepreneurship and number of exporters. Companies that receive the grant have the obligation to meet certain goals, such as creating new jobs and increasing sales revenue.

Enterprise development programme: addresses the support of well-thought-out development, improved action planning, innovation implementation and product development. In the course of the development programme, each participating enterprise will launch new products and services that are more profitable than their predecessors.

#### Crowdfunding

Estonia is a European frontrunner! Crowdfunding started in 2009 with a local P2P consumer lending platform called isePankur (now Bondora). In 2015, Estonia ranked second in Europe on total volume per capital. Although the Estonian market is only 1M+ people it has the potential to grow by virtual Estonians – attracted by the e-residency program that was recently launched by the Estonian government.

#### Local platforms

Estonia has numerous platforms, many of which operate cross border.

**Bondora.com** is aiming to become a pan-European lending platform. Bondora secured a peer-to-peer lending license in UK and is now under the supervision of the UK Financial Conduct Authority. **Hooandja.ee** is the "kickstarter" of Estonia, launched in 2012 and has over 43,000 regular contributors and its user base includes people from 180 countries.

**Investly.co** the first business P2P lending and invoice factoring platform in Estonia (launched also 2014) has opened their shop in London this year.

The first equity based platform **Fundwise.me** launched in 2015. (crowdfundinghub)



# 6. METHODS FOR YOUTH LEADERS/ ORGANIZATIONS

In this section, we present two methodologies developed by the organization MakeSense (France) and continue successfully use them in their activities to promote social business and promote public awareness. More information about MakeSense you can find in section 1 of these Guidelines.

## 6.1. SENSE FICTION



"MakeSense Sense Fiction workshop to imagine the ideas of SE to bring social and environmental solutions."

### What is SenseFiction?

A SenseFiction is a creativity workshop enabling citizens to create a SE project. From 3 hours to 2 days, in groups of 4-5 people, the participants are guided by a facilitator to build their project.

### What are the goals of a SenseFiction?

- Support citizens create their projects of social enterprise
- Enable people to meet and build projects in teams
- Support them prototype their project's ideas
- Enhance enthusiasm among the participants to start their entrepreneurial experience

### Who are the participants?

**Young entrepreneurs** who want to solve global issues, who already have ideas or projects and are looking for a team to develop it.

**Future-entrepreneurs** who want to start something, fight for a cause but have no ideas yet and don't know how to start. They want to find an idea, find solution and create a team to develop it.

**Curious people** who are motivated to contribute to the birth and the development of an idea to solve social or environmental problems.

### How long last a SenseFiction?

Regarding your objectives, you are the one who will build the format of your SenseFiction !

A SenseFiction lasts from 1 hour to 2 days; it depends how far you want the participant to go (and the resources you have to prepare your event).

## 6. Methods for youth leaders/organizations

### What are the formats of a SenseFiction:

- 1h30min SenseFiction: discover/understand what a creativity workshop is
- 5h SenseFiction (classic format): Imagine / challenge a concept of a project
- 1 day SenseFiction: Develop a detailed concept & the user experience of the project
- 2 days workshop

### The 4 steps of a SenseFiction:

- **Inspiration phase** to enable participants to understand what does it mean to innovate
- **Issue analysis** to:
  - define what is the precise issue the group want to solve
  - Enable all the group members to have the same level of information on it
- **Brainstorming** to make ideas of solutions emerge, directly linked to the issue selected before
- **Creation of a social start-up concept** or improvement of the idea proposed by the initiator

### Brief Outline and Description of SenseFiction Workshop

This material is served as support to introduce SenseFiction to Partner and Co-organizer of SenseFiction in Lebanon, after there was agreement to organize such workshop. Elsa, community developer of MakeSense in MENA, met up with a university community service center after being approached for an ideation workshop.

### The Classic Methodology:

Introduction and inspiration phase:

- What is MakeSense (developers if this format) + Introducing Partners/ Co-organizers of event
- Exploring social businesses and understanding better with examples how to build one

Team creation:

- Teams form themselves, and the rest can join depending on the pitch which problem they want to solve
- It can also be done ahead of time

Analysis of the social/ environmental issue:

- Identifying roots of the problem
- Exploring the different initiatives that already exist (problem/ social business market)
- Defining scope of issue

Brainstorming:

- sharing all ideas to create the solutions, in regards to Beneficiaries, ways to generate revenue streams, unique value proposition, and
- Brainstorming session with post-its

Storyboard:

- Prototyping and ideating the user experience

Action Plan:

- Define the hypothesis to validate
- Define the actions needed to take forward

Preparation of the pitch:

- Learn how to pitch



## OUR GOAL:

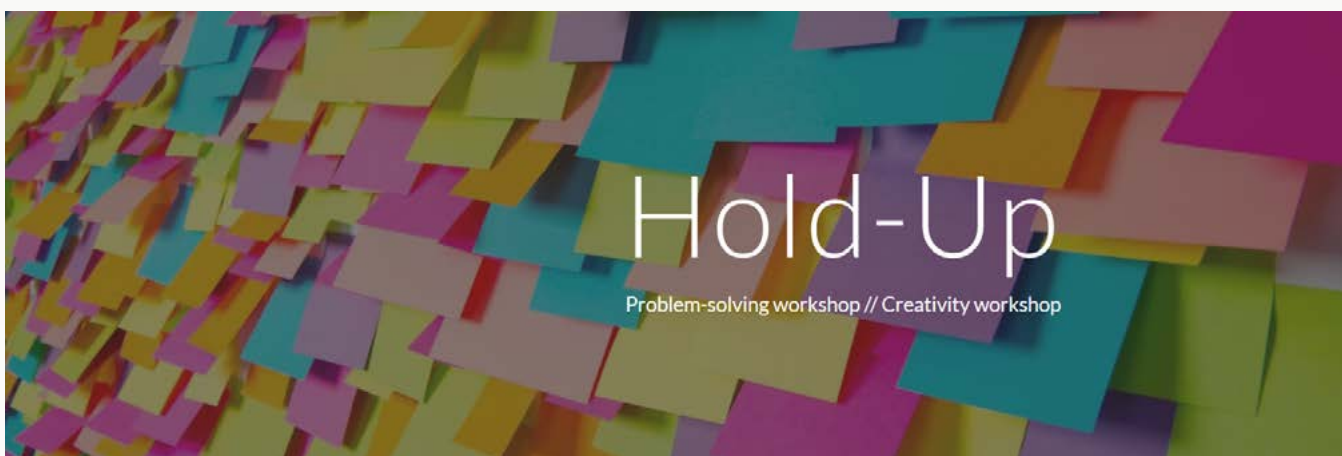
PROBLEM → OPPORTUNITY →  
SOCIAL BUSINESS SOLUTION!

**Here you can find specific material developed for you to help in organization of your SenseFiction Day!**

[How to organize your SenseFiction?](#) and [5hour SenseFiction Manual](#)

Join MakeSense community <https://www.facebook.com/groups/gangmakesense/?fref=ts>

### 6.2. HOLD-UP



Using this methodology, MakeSense has supported 1,373 social entrepreneurs around the world and helped, inspired 1853 social entrepreneurs. Why not use this methodology to help new social business starters find the best ideas for further development of the business?

Hold-up! is a well-directed, mentored brainstorming where participants will help a social enterprise “dig” the best ideas for the development of the business. At the beginning of the event, the idea/business/solution owners present a very specific challenge, which requires new and fresh ideas, creative solutions. Subsequently, the participants in the event make suggestions, ideas and recommendations for solving the problem.

Hold-up! is a low scale event requiring one social idea/business/solution challenge, mentor and 6-20 participants - young people who represent different spheres, with different experiences and views, but who are interested in solving social problems and are open to brainstorming for about 3 hours!



## 6. Methods for youth leaders/organizations

1. First of all – you have to find CHALLENGE!

At least 3 weeks before Hold-up! you have to meet with social entrepreneur to interview and discover the challenge to be solved during the Hold-up! You will need about 1 hour for discussion with social entrepreneur.

2. Formulate the challenge in one question: HOW TO .....?

3. Formulate results expected from Hold-up!

You will also need:

- ▶ A table + chairs
- ▶ Around 400 post-its and 15 pencils or markers (you can ask the entrepreneur to bring those)

### Proceedings:

Welcoming participants

1- Introduction - 20 min

Presentation of organizers

Pitch of the social entrepreneur

Presentation of the challenge, objectives and constraints

Questions & Answers related to the challenge

Icebreaker

2- Inspiration wall - 15 min

3- Brainstorming - 30 min

Don't forget to remind the participants the rules

4- Building solutions - 45 min

5- Presenting Solutions - 10 min

Thank you and explanations on the opportunity to build a mini-community





## 6. Methods for youth leaders/organizations

### The main rules:

- ▶ Ideas only. Express your idea in a few words, not in a story.
- ▶ Develop on other's ideas (Listening others ideas can inspire new ones)
- ▶ Equality of ideas (no self-censorship or judgment, there is no good or bad idea for you and others.)
- ▶ Achieve 100 ideas. Focus on quantity vs quality on this phase.
- ▶ Liberate yourselves, express all ideas out loud and have fun!
- ▶ Every idea should be said out loud and written on a post-it; 1 idea per post-it

Picture from Hold-up session in Riga, May 2017



Here you can find specific material developed for you to help in organization of your Hold-Up! [How to facilitate a Hold-Up?](#)

### Videos

MakeSense tips Workshop facilitation <https://www.youtube.com/watch?v=MuoEKWrFkJI>

MakeSense tips Challenge framing <https://www.youtube.com/watch?v=ROZn9M5NR-E>

Join MakeSense community <https://www.facebook.com/groups/gangmakesense/?fref=ts>





## BIBLIOGRAPHY

1. Aksel Kirch, T. T. (2015, 09). *Kaunas University of Technology, European Integration Studies*. (K. U. Technology, Producer) Retrieved 03 2017, from Kaunas University of Technology, Kaunas University of Technology: <http://www.eis.ktu.lt/index.php/EIS/article/view/12808>;
2. e-estonia. (n.d.). Retrieved 07 19, 2017 from e-estonia: <https://e-estonia.com>;
3. crowdfundinghub. (n.d.). *CrowdfundingHub*. Retrieved 07 19, 2017 from CrowdfundingHub: <http://www.crowdfundinghub.eu/current-state-of-crowdfunding-in-estonia/>;
4. Estonia, Foundation Archimedes Youth Agency in. (n.d.). *mitteformaalne*. Retrieved 07 19, 2017 from mitteformaalne: <http://mitteformaalne.ee>
5. EEA AND NORWAY GRANTS. (2014, 11 06). <http://eeagrants.org/>. Retrieved 03 25, 2017, from <http://eeagrants.org/http://eeagrants.org/News/2014/Social-entrepreneurship-helping-young-people-into-work>
6. Estonia, M. o. (2010, 06 17). *Republic of Estonia, Ministry of Education and Research*. Retrieved 03 25, 2017, from <https://www.hm.ee/en/activities/youth/youth-work>;
7. Kirch, M. (2004, 7 7). *Riigikogu*. Retrieved 03 25, 2017, from Riigikogu: [https://www.riigikogu.ee/msi\\_arhiiv/ch\\_research.html#DESI](https://www.riigikogu.ee/msi_arhiiv/ch_research.html#DESI);
8. Ministry of Education and Research of Republic of Estonia. (n.d.). *hm.ee*. Retrieved 07 19, 2017 from hm.ee: <https://www.hm.ee/en/activities/youth/financing-youth-work>;
9. Network, E. S. (2012, 04 11). *SEV*. (SEV, Editor) Retrieved 03 25, 2017, from SEV: <http://sev.ee/en/>;
10. Parliament), R. (. (1998, 05 01). *Riigikogu (Estonian Parliament)*. Retrieved 03 25, 2017, from Riigikogu: <https://www.riigiteataja.ee/en/eli/ee/510042014003/consolide/current>;
11. Parliament, E. (2010, 06 17). *Riigikogu*. Retrieved 03 25, 2017, from <https://www.riigiteataja.ee/en/eli/520122013004/consolide>;
12. Parliament, E. (1993, 06 02). *Riigikogu*. Retrieved 03 25, 2017, from Riigikogu: <https://www.riigiteataja.ee/en/eli/509012014003/consolide>;
13. Services, I. C. (2014). *A map of social enterprises and their eco-systems in Europe*. London : ICF Consulting Services;
14. StatCounter GlobalStats. (n.d.). StatCounter GlobalStats. From <http://gs.statcounter.com/social-media-stats/all/estonia>;
15. Taru, M. (2010). Youth Work in Tallinn: the Positive Impact on Young People. *Studies of Transition States and Societies, STSS*, 2 (2)
16. Urve Venesaar, E. K. (2006, 2). *Tallinn University of Technology*. Retrieved 03 25, 2017, from Tallinn University of Technology: [https://www.researchgate.net/publication/24137730\\_Students'\\_Attitudes\\_and\\_Intentions\\_toward\\_Entrepreneurship\\_at\\_Tallinn\\_University\\_of\\_Technology](https://www.researchgate.net/publication/24137730_Students'_Attitudes_and_Intentions_toward_Entrepreneurship_at_Tallinn_University_of_Technology)
17. Youth law (Jaunatnes likums, came into force 01.01.2009)
18. Youth policy implementing plan 2016-2020 (Jaunatnes politikas īstenošanas plāns 2016.-2020.gadam)
19. Youth policy development plan for municipalities (Jaunatnes politikas attīstības plāns pašvaldībās)

