

# BOOKLET OF INSPIRATION FOR SOCIAL ENTREPRENEURSHIP IN AFRICA AND EUROPE



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





**YES We Care**

# Booklet of Inspiration for social entrepreneurship in Africa and Europe

## Selection, preparation and editing by:

Association for Education Mladiinfo International

Ana Alibegova

Rosica Stojkovska

**January 2019**



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



— Rwanda —

*The European Commission support for the production of this publication does not constitute 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.*

# CONTENT







<b>ABOUT THE PROJECT</b>	<b>4</b>
<b>YOUTH &amp; EMPLOYMENT STATS &amp; FACTS</b>	<b>6</b>
<b>SOCIAL ENTREPRENEURSHIP: DEFINITIONS &amp; THOUGHTS</b>	<b>8</b>
<b>THE ECOSYSTEM</b>	<b>12</b>
<b>SOCIAL IMPACT DEAS</b>	<b>20</b>
<b>SOCIAL IMPACT BUSINESSES</b>	<b>28</b>
<b>SOCIAL ENTREPRENEURSHIP CONNECTORS</b>	<b>32</b>
<b>USEFUL TOOLS FOR SOCIAL ENTREPRENEURSHIP</b>	<b>48</b>

---



# ABOUT THE PROJECT:

The project “Youth Empowerment through Social Entrepreneurship ‘We Care’ (YES, We Care)” aims to **empower youth to advance their communities, by encouraging youth participation in socio-economic processes, as well as supporting youth employment and job-creation.** The project **intends to inspire youth to build up their network and be engaged in entrepreneurial activities around certain societal issues.** With this project, we initiate a network of **young activists** and social **entrepreneurs** from **Europe** and **Africa** who are working to educate, liberate, and empower the youth in their local communities through spreading of social consciousness and development.

Being aware of the difficulties and socio-economic challenges that some African as well as European regions are dealing with, the project wants to: **provide information related to social entrepreneurship, empower youth to take an active stands towards the issues in their communities and look for alternative and innovative solutions, as well as to support the creation of social businesses as possible new ways of sustainability.** Therefore, we developed a different set of activities, including study visits to **Kenya, Rwanda** and **Uganda**, and training courses in **Macedonia** and **Slovakia** using know-how from **Austria** with an aim to get an insight of the entrepreneurial culture in the participating countries and empower young people to develop own business initiatives and social ventures. This joint program helped the participating organizations **to build their capacities in using social entrepreneurship as a tool for empowering youth**, to learn more about international project management as well as to become more aware about the intercultural differences and challenges. Additionally, the project also connects the business sector with non-governmental organizations in Europe and Africa and contributes to the UN Sustainable Development Goals (SDGs).

**The booklet of inspiration for social entrepreneurship in Africa and Europe** is a product of the project and it contains valuable information on social entrepreneurship ecosystems in Kenya, North Macedonia, Rwanda, Austria, Uganda and Slovakia. **Social impact ideas, social businesses and social connectors from different corners of Africa and Europe** are presented in order to inspire youngsters to launch their social ventures. All the opinions expressed in this booklet are an outcome of the project participants only and do not intend to present any kind of academic research. The tools presented and the initiatives, businesses and connectors mapped are not intellectual property of Mladiinfo and its partners and the text presented is only for informative purposes.

## PROJECT LEAD

**Association for Education  
Mladiinfo International  
(North Macedonia)**

## PARTNERS

- Mladiinfo Slovensko  
(Slovakia)
- Youth Volunteers for  
Community Development  
(Kenya)
- Never Again Rwanda  
(Rwanda)
- Impact Hub Vienna (Austria)
- Let Us Save Uganda  
(Uganda)



# **YOUTH & EMPLOYMENT: STATS & FACTS**





**AFRICA**

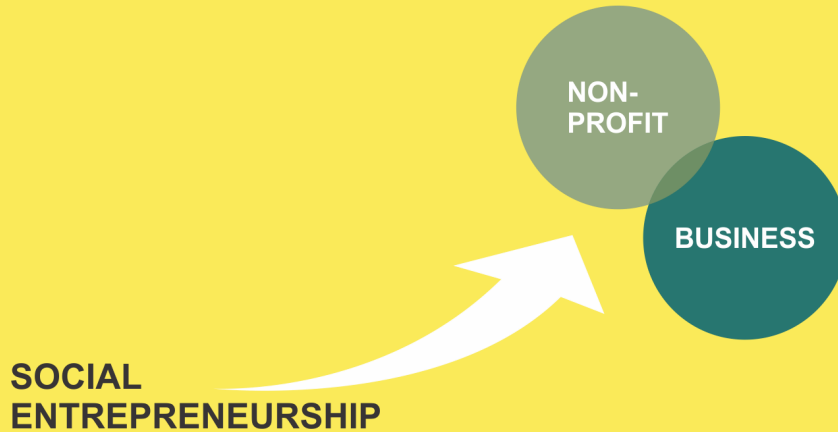
- The youngest population in the world: with 200 million people aged 15 to 24;
- Youth unemployment concerns: 60% of all unemployed in Africa are youth, and not counting young people who are underemployed with low pay and few advancement opportunities;
- Poverty challenges: more than 70% of Africa's youth live on less than US\$2 per day, shows data in the African Economic Outlook by Organization for Economic Co-operation and Development (OECD);
- New solutions are desperately needed to create opportunities for young people and to use the youth potential of the continent.

- Getting older: The 2018 Aging Report by the European Commission predicts that the working-age population (people aged between 15 and 64) will decrease significantly from 333 million in 2016 to 292 million in 2070. These projected changes in the population structure reflect assumptions on fertility rates, life expectancy and migration flows;
- EU improves on youth unemployment: according to Eurostat, in the 28 EU-member countries, the average unemployment rate was 6.7 % in October 2018, lowest after more than a decade;
- Different reality in rest of Europe: according to World Bank data, nearly 25 % of the Western Balkan region's young people are inactive, meaning they are not in employment, education, or training.



**EUROPE**

# SOCIAL ENTREPRENEURSHIP: DEFINITIONS & THOUGHTS



There are numerous definitions of what exactly social entrepreneurship is and how we can use it to empower young people and to stimulate their employment. However, trying to avoid theoretical discussion and focusing more on the practical meaning of social entrepreneurship, we will understand social entrepreneurship as impactful, but also profit-oriented, innovative entrepreneurship which assumes clear understanding of the target group.

---

*“Social entrepreneurship in modern society offers an altruistic form of entrepreneurship that focuses on the benefits that society may reap”*

Wee-Liang et al.

*“Social entrepreneurs are one species in the genus entrepreneur. They are entrepreneurs with a social mission.”*

J. Gregory Dees

*“Social entrepreneurship describes innovative, entrepreneurial action aimed at solving societal problems. This can be implemented in a new start-up or as a part of existing organizations (social entrepreneurship).”*

University of Vienna, Social Entrepreneurship Department.

---

# Social entrepreneurship from the prism of Muhammad Yunus



Social business was defined by Nobel Peace Prize laureate Professor Muhammad Yunus, who is also a chairman of the Yunus Center – an entity helping to forge lasting, productive relationships among all social business institutions around the world.

Social business is perceived as a non-loss, non-dividend company created to address a social purpose.

That means that, like a charity, the goal of a social business is to solve a social problem. But because it's a business, it's also financially sustainable, ensuring independence, security, and the ability/chance to exclusively focus on creating lasting impact. Instead of donors, a social business has investors. Instead of fundraising, a social business generates a profit—and then reinvests that profit in the company's innovation and growth in order to increase its social impact.

# **SCHWAB FOUNDATION SPEAKS ABOUT THREE ORGANIZATIONAL MODELS**

## **1 NON-PROFIT SOCIAL ENTERPRISE**

---

A non-profit organization to drive the adoption of an innovation that addresses a market or government failure. The entrepreneur engages a cross section of society, including private and public organizations. There is a dependency on outside philanthropic funding, but their longer term sustainability is often enhanced given that the partners have a vested interest in the continuation of the venture.

## **2 FOR-PROFIT SOCIAL ENTERPRISE**

---

A for-profit organization created with the explicit intent to solve a social problem. While profits are ideally generated, the main aim is not to maximize financial returns for shareholders but to grow the social venture and reach more people in need. The entrepreneur seeks investors who are interested in combining financial and social returns on their investment.

## **3 HYBRID SOCIAL ENTERPRISE**

---

A non-profit organization that includes some degree of cost-recovery through the sale of goods and services. Often requires setting up several legal entities to accommodate earning income and charitable expenditures in an optimal structure.



According to **Social Enterprise Society of Kenya**, to be considered as a social enterprise your business should:

1. Have a clear social or environmental agenda included in your governing documents.
2. Re-invest a large chunk of your profits back into the business for sustainability purposes.
3. Generate most of your income through trading activities.
4. Not be a government institution.
5. Be transparent and accountable.



# THE ECOSYSTEM

A set of connections and interdependences between the parties working on social entrepreneurship. It can be describes as a social entrepreneurship cloud or a support system.

Elements:

- Social businesses
- Nonprofits working on social entrepreneurship education
- Investors
- Foundations
- Local and national stakeholders
- Laws and regulations
- Culture



## PROS

## CONS



**AUSTRIA**

- Emerging infrastructure: co-working spaces, consulting, training or access to networks of supporters
- Impactful projects and big relevant players in SE ecosystem (Ashoka, Impact Hub Vienna, Social Entrepreneurship Forum, etc.)
- Attracting youngsters to SE through social business competitions, social innovation contests, public events etc.

- More awareness of usage of social innovation for development present
- A need to gain more financial independence of the social businesses
- A necessity for more social venture funds and crowdfunding for social business ideas



**KENYA**

- Availability of public social support funds
- Young skillful people, young manpower
- Quite mature ecosystem compared with other parts of Africa

- Lack of legal framework for social entrepreneurship as well as a lack of understanding what SE presents
- Lack of SE mentorship programmes
- Most social enterprises adopt an overreliance on donor funding approach which is not sustainable

## PROS

## CONS



**RWANDA**

- Roughly 70% of the population is under 35 years old
- Efforts by national and international community to foster socio-economic development after the Rwandan genocide
- Entrepreneurship seen as an asset of job creation

- Private sector dominated by small, informal enterprises
- Lack of support for the young entrepreneurs in developing managerial skills and securing capital
- Most entrepreneurship programs focus on cultivating nascent business ideas and business plans



**MACEDONIA**

- Increased interest in SE in the country and the region
- Civil society organizations developing more SE oriented programmes
- Increased number of civic initiatives with business potential

- Lack of legal framework for developing SE
- No sustainability of social businesses
- Lack of impact investment



## PROS

## CONS



**SLOVAKIA**

- Slovak legislation defines what social enterprise is
- Growing number of NGOs and foundations work on strengthening the SE ecosystem
- Loans at a reduced interest rate and with lower collateral requirements under EU supported programmes for social entrepreneurs

- Lack of understanding what “social” as a term stands for, connecting it mostly to “social” issues
- Weak business models of the social businesses
- The term ‘social enterprise’ has often negative connotation due to misuse of EU funds that were channeled to several social enterprises established through the government led pilot programme back in 2009



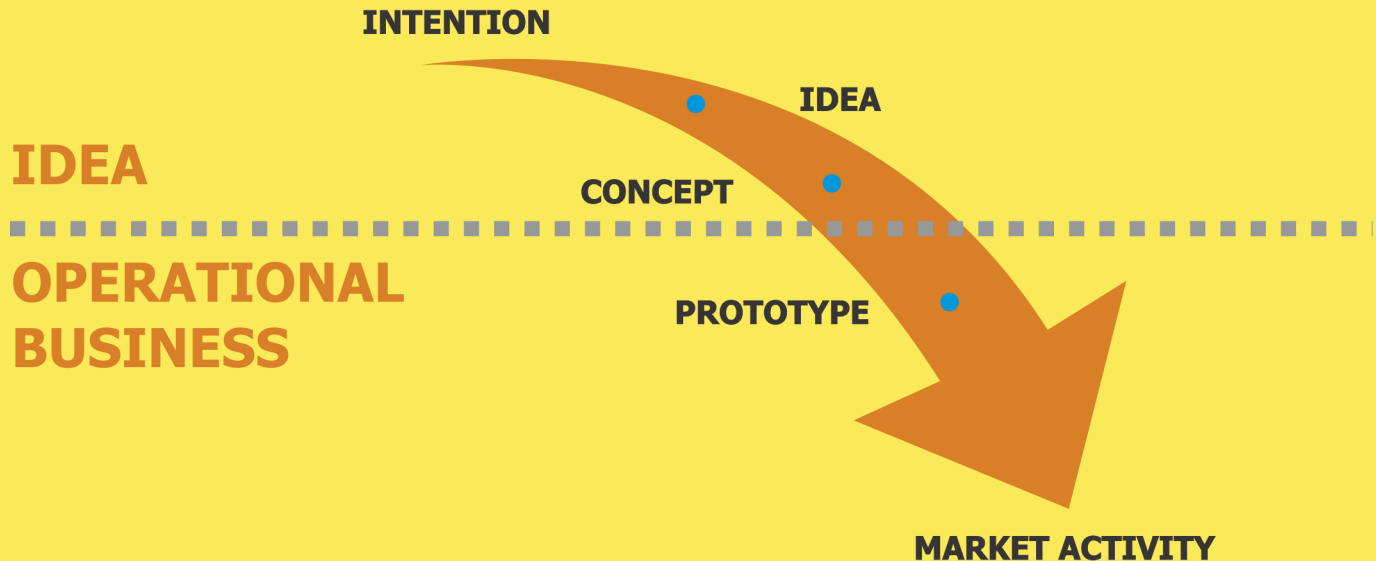
**UGANDA**

- One of the youngest populations
- Favorable SE policies
- Financial instruments: microcrediting, credit cooperatives programmes, different institutional support
- Big market and high workforce

- High level of income inequality
- High inflation, weak currency, high taxation
- Low purchasing power by the population

# STARTING FROM IDEA... TURNING IT INTO BUSINESS:

The difference between the social impact idea and the operating social business is in its market activity. While social impact idea we define as an idea for creating an impact in the community where the idea-holder has already expressed clear intention, developed idea as well as a concept for it: a kind of a plan how it wants its idea to turn into business, the operating social business is already active – it is not any longer at a level of an idea, but there is a prototype developed and a market activity, so the social entrepreneur is gaining revenue from its business.





BOARD ROOM





**SOCIAL IMPACT IDEAS**



# AUSTRIA

**Open piano for refugees:** Aims to include all people from all walks of life to connect through music. Therefore, they place freely accessible grand pianos in public places and establish the music institute "Doremi". Apart from the pedestrians playing, there will be organized piano concerts, mostly given by refugees. Donations will be collected permanently and reinvested in musical projects with socially disadvantaged people.

See more:

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



# KENYA

**Crafting for youth:** Providing employability skills for youngsters of disadvantaged background and recovering from drug addiction by teaching them designing, crafting and marketing. Making and selling African deco, targeting both local and international tourists.

See more:

<http://socialinnovators.eu/crafting-for-youth/>

# MACEDONIA

**Food for everyone:** The vision of Hranazasite.mk (Food for everyone) is a waste-less food system, by helping restaurants and catering facilities redirect surplus food to people in need. Their mission is to save food, save money and save the planet by placing the lost value back onto food as humankind's most valuable energy resource, and not something that should just be carelessly thrown in the bin. The app connects restaurants that have excess or leftover food, willing to offer it at a reduced price, with people looking to save money on prepared foods, or people in need. The app achieves this by showing users the restaurants in proximity, as well as the pick-up times for meals.

See more: <https://hranazasite.mk/>



# RWANDA

**Iriba Water Supply:** Kayonza district is suffering water shortages, resulting with many of its residents buying water to meet their needs. Using proper mechanization, the team behind Iriba Water Supply started to pump water from a nearby lake, transport it to the mainland and using special UV water filter system made the water safe and clean for usage. Bicycle riders – youth from the community are hired to deliver the water to people's homes instead of having them queue for hours waiting to get the water.

See more: <http://iribawatergroup.com/>

# SLOVAKIA

**NOŠA:** Primary school pupils have the most vulnerable backs as they are still in the process of growing. When going to school every day, they suffer under the weight of textbooks and school supplies, though the child should carry up to 10% of own weight. This initiative sees the solution in creating light school backpacks made of purely natural materials so that it burdens neither the environment nor the child's back. NOŠA wants to support the traditional textile production in Slovakia and the materials and components are exclusively from Slovak and Czech producers.

**See more:** <https://www.facebook.com/nosha.bags/>



# UGANDA

**Tire Sandals:** Alex Karibwije who hails from Kabale District in Uganda thought of becoming self-independent and initiate own business instead of being unemployed. In 2013, he started a small-scale sandal making the business of old car tires. He started collecting used cars tires from the compost, garages and petrol stations which gave him a start of the business. It is expected the business idea to turn into operating business during 2019 and to employ a good number of youth and women, expanding production of 500 pairs of sandals per day due to the high demand on the market. Thus, unemployed youth will be transformed from job-seekers into job-creators, will become independent, boost their natural talents and potentials and will not be any longer at the margins of society.

**See more:** <http://socialinnovators.eu/event/tire-sandals/>



# AUSTRIA

**Refugees {Code}:** The Vienna start-up provides refugees with programming to increase their chances of finding a good job. Refugees{code} offers refugees a program to develop coding and software development skills, free of charge. The programme's goal is to lead to job placements, create a perspective of self-determination, and lead to sustainable long-term integration through work and skills.

**See more:** <http://www.refugeescode.at/>



# KENYA

**Orly Rower Crew:** Due to the standard of living amongst the one of the local Kenyan surrounding community in Maasai region of Kajiado County, Charles being the pioneer and the chairman of Orly Rower Crew came together and decided to develop their daily business of selling water in jerricans into a social enterprise. Community members have been walking for long distance and make long queues due to poor water supply. Instead of the people going all the way to the river to fetch water or to the supply points, they will be fetching and supplying water to the people's homes at a fee, daily and weekly. This business shall create an employment unto the unemployed youths who are members of this Crew and more who will be involved in it.

**See more:** <http://socialinnovators.eu/event/orly-rover-crew-enterprise/>



## MACEDONIA

---

**Sozdadi:** It is the first online platform through which craftsmen and domestic producers from the Republic of Macedonia will have the opportunity to promote and sell their products, to generate income and develop their domestic activities and hobbies into small, profitable businesses. On top of everything, a percentage of earnings from this platform, will be allocated to help citizens from vulnerable categories and victims of domestic violence. Likewise, the profit will be reinvested to achieve a concrete social change through innovative approaches to sustainable and balanced development.

**See more:** <https://www.facebook.com/sozdadi/>



## RWANDA

---

**Umbrella / Awesomity Lab:** A mobile application to address unwanted pregnancies among teenage girls. Umbrella provides information to help girls and women of up to 40 years track their menstrual cycle. The platform also has digital content both in English and Kinyarwanda that educates them about general aspects of sexual reproductive health. It includes content that demystifies some myths about sex and reproductive health that have actually been attributed to increase the unwanted pregnancies in teens. Umbrella users on smartphones will be encouraged to make a monthly donation for using the platform and the funds raised will be used to maintain Umbrella and provide girls in rural Rwanda with a free sanitary material.

**See more:** <https://awesomity.rw/>

# SLOVAKIA

**Umění lidem:** A social entrepreneurship project carried out by using art. Children, seniors or people with disabilities do their paintings according to their abilities, feelings and fantasies. The aim of the project is to improve the qualities of well-fare facilities as 30 % of the profit from the sales goes back to the social facilities such as children orphanages. Seniors, people with disabilities and children living in the facilities do paintings which are later published online and sold. The ones not sold are recreated in digital form and offered to the companies and designers for them to use the paintings as inspiration for their products.

See more:

<https://www.facebook.com/umenilidem.cz/>



# UGANDA

**Youth Empowerment Skills Project:** Youth from Kabale, Uganda came with an idea to launch an initiative to combat youth unemployment challenges. The project equips youth with skills such as liquid soap-making, candle-making, computer literacy, music dance and drama, mushroom growing, hair dressing and cosmetology, among others. These skills help members form specific social groups in their line of skills expertise and locality to create jobs amongst themselves for self-sustainability.

See more:

<http://socialinnovators.eu/event/youth-empowerment-skills-project/>









# SOCIAL IMPACT BUSINESSES



# MACEDONIA

**Lice v lice (Face to Face):** The street paper Face to Face, has taken on the role of initiator, supporter and mediator of the changes needed in the lives of the most vulnerable. Active in several towns around the country, Face to Face aims to impact the lives of people who for various reasons have found themselves on the sidelines, by helping them to develop their entrepreneurial spirit as a basis for further progress. Moreover, Face to Face is a pioneer in promoting the model of social entrepreneurship in Macedonia. This product, from which half of the revenue always remains with the seller, is primarily a response to the economic crises that arose in almost every society that is undergoing a process of transition, as Macedonia is. The basic approach is to use work as a tool to make these vulnerable citizens more socially and economically resilient. By focusing on their abilities, they feel useful and see themselves as an important part of the society.



See more:

<http://www.licevlice.mk/>

# UGANDA

**Paradise Eco Hub Foundation:** Located at Itambira Island, a popular eco-friendly facility on Lake Bunyonyi (the 'Lake of the Little Birds') is a beautiful, comfortable and natural place for visitors and families to enjoy. The Foundation generates the income from well-wishers and tourists that book and use her facilities that include accommodation, canoes hire, boat transport, the sale of art and crafts, meals and drinks among others. 75% of all the revenues from these goods and services go back to support the initiatives of the social groups in the community. The project mobilized and organized community members and brings benefits for youth, women, children and the elderly in the community.



See more:

<http://paradisecohub.com/>

## KENYA

**Masai Kijana:** Animal toys like giraffes, elephants, rhinos, warthog, tortoise and many others are created out of the worn out flip-flops. The business started at the roadside of the owner's home area in Ngong Nairobi, and later on expanded into space with better working environment. The materials to create the toys are mostly collected during the rainy season, and the community participates in collecting the worn out flip-flops, which the business owner usually buys for a small cost from Ngong dumpsite, instead of having them thrown away.



See more:

<http://socialinnovators.eu/benson-masai-kijana/>

## AUSTRIA

**Whatchado:** The professional world is full of diversity of people and their personal stories, with all its different employers and professional backgrounds. What is Whatchado doing? Simply showing not only thousands of video stories from employees, but also their best employers and the most exciting job profiles. In this way, you will be able to get a unique look inside the companies, discover their jobs and get a feel for their working environment.



See more:

<https://www.whatchado.com/en/>



## SLOVAKIA

**Pure Junk:** Creative approaches and innovations, through re-use of waste and its exploitation that is what Pure Junk stands for. The company deals with recycling of waste wood, whether it is old roof trusses or building blocks, as well as pallets that do not meet the standards and are automatically dumped after use. Likewise, they also use other materials. The waste gets new shapes via recycling, thereby contributing to the quality environment. Design, function, recycling – are the pillars of this business.



See more:

<http://www.purejunk.sk/>

## RWANDA

**Cow Horns Jewellery:** Coming to Kigali in a search for better life, Jaen Marie Vianney Habiyaemye – the founder of the business saw hope in jewelry production. Being trained for three months by a Japanese woman on how to make necklaces, rings and earrings from cow horn, therewith changing the life on streets begging for food with productivity and opportunities for earnings. Today the team is made up almost entirely of former street children, one of whom has hearing loss. They earn a stable salary, they can buy good healthy food, and have decent shelter and clothing.



See more:

<http://socialinnovators.eu/event/cow-horns-jewellery/>



# SOCIAL ENTREPRENEURSHIP CONNECTORS





## **SOCIAL ENTERPRISE SOCIETY OF KENYA:**

The Social Enterprise Society of Kenya (SESOK) is a registered society in Kenya which was founded in January 2017 and is Kenya's umbrella body for social enterprises in all sectors of the economy. They aim to expand their membership and influence throughout the East African region and possibly beyond. SESOK strives to bring social enterprises in the limelight and make them visible and relevant in today's economy. In the past and still today, traditional businesses have existed and made profits along the way but have neglected to pay attention to the social and environmental impacts of their activities. Social and environmental impacts are critical to sustain ourselves as a planet and the aim is to increase this positive impact on a grand scale, believes SESOK. A good benchmark or guide to use while running a social enterprise is to consider the set of sustainable development goals (SDGs) which are critical and should be linked with the daily activities of social enterprises.

**See more:** <http://www.socialenterprise.or.ke/>



## **YOUTH ENTERPRISE DEVELOPMENT FUND, KENYA:**

The Youth Enterprise Development Fund (YEDF) is a state corporation under the Ministry of Public Service, Youth & Gender Affairs. The Fund was established on 1st February 2007 as one of the strategies to address the challenge of youth unemployment in Kenya. The Youth Fund is mandated to create employment opportunities for young people through entrepreneurship. This is achieved by providing financial support and business development services to youth owned enterprises. The Fund seeks to turn youth into job creators and not job seekers.

**See more:** <http://www.youthfund.go.ke/>



## ASHOKA, AUSTRIA:

Ashoka is a global support network of social entrepreneurs. Its main instrument is a fellowship programme whose basic idea is as follows: After a selection process based on five key criteria, selected Ashoka fellows receive a living stipend for an average of three years, allowing them to focus full-time on scaling up their operations and spreading their ideas. Since its launch in 1980 in India, Ashoka has supported around 3,000 Ashoka Fellows in 70 countries. Operations in Eastern Europe started in 1995 and in Western Europe in 2003. Austria's country office, founded in 2011, is also responsible for operations in Poland, Czech Republic, Slovakia and Hungary.

**See more:** <http://ashoka-cee.org/austria/>



## SOCIAL CITY WIEN, AUSTRIA:

The Matching Platform "Social City Wien" has been launched to promote social entrepreneurship, covering both well-established businesses and new bottom-up initiatives and targeting social investors as well as individuals interested in setting up social enterprises. The aim of the platform is to provide advice and foster learning and knowledge exchange. Many partners from the social enterprises scene are involved, notably the Competence Center for Non-profit Organizations and Social Entrepreneurship (WU Vienna), bdv Austria and Impact Hub Vienna.

**See more:** <http://www.socialcity.at/en/>



## EUROPEAN YOUTH AWARD, AUSTRIA:

The European Youth Award (EYA) brings together, connects and inspires young people from all corners of Europe. They share one thing: a strong motivation to improve their communities and societies with their skills in the use of digital technologies. EYA is not just an event or a community, it is a movement of young innovators who never stop learning, questioning and improving the world we live in. EYA organizes several activities and events throughout the year: its flagship initiatives, the EYA contest and the Festival (Winners Event), coding events (e.g. SHacks (Social Hackathons, Game Jams), the Youth for Innovation programs, mentorship programs and more.

**See more:** <https://eu-youthaward.org/>



## IMPACT HUB VIENNA, AUSTRIA:

The Impact Hub Vienna community is made up of social businesses addressing challenges both locally and globally. Their members are entrepreneurs, social investors, freelancers, advocates, campaigners, creatives, artists, consultants, coaches and more. Members enjoy a global platform connecting them to 15000+ like-minded entrepreneurs. They have access to training and support, work spaces, lectures, training workshops, community networking events and incubation programs. Impact HUB Vienna is a part of a global network of connected communities that enable collaboration. Impact Hubs unite people from every profession, background and culture with imagination and drive to pursue enterprising ideas for the world.

**See more:** <https://vienna.impacthub.net/>



## **SOCIAL IMPACT LAB, MACEDONIA:**

Solving global problems, create impact and influence the society are the driving forces of the Social Impact Lab. The company creates space for the young people, the potential social entrepreneurs and the early start ups to work on establishment of their future venture and to develop their potential. Their aim are to strength and reshape the eco-system of social entrepreneurship in the country by running several programmes and project dedicated to fostering social entrepreneurship and reestablishing cooperation with all relevant players.

**See more:** <http://socialimpactlab.co/en/>



## **SMART UP – SOCIAL INNOVATION LAB, MACEDONIA:**

The SmartUp – Social Innovation Lab acts as an eco-system builder connecting different stakeholders to promote and develop social innovation thus building a society that is socially, environmentally and economically sustainable. It began its work as a platform for support and development of the ICT culture and affirmation of the entrepreneurship in Macedonia, and today the organization is a flagship institution for developing social innovations and supporting social innovators and entrepreneurs that generate impact.

**See more:** <https://innovationlab.mk/>







## EDUCATE!, UGANDA

Educate! tackles youth unemployment by reforming what schools teach and how they teach it, so that students in Africa have the skills to start businesses, get jobs and drive development in their communities. Our model is delivered through practically-trained teachers and empowered youth mentors. Educate!'s goal is to make this practical, skills-based model part of national education systems. By creating a new educational model that reforms what schools teach and how they teach it, Educate! is empowering teachers and youth mentors to equip students with the skills to drive measurable change. Educate!'s experiential model teaches the "hard skills" of business including planning, budgeting, savings and market research. Educate! complements these skills with the "soft skills" demanded most by both employers and students themselves, such as teamwork, public speaking, networking, critical thinking, self-confidence and creativity.

**See more:**

<https://www.experienceeducate.org/>



## SOCIAL INNOVATION ACADEMY (SINA), UGANDA

SINA's self-organized, informal, and residential learning environment in Uganda puts marginalized youth in control of themselves. Scholars transform their own personal tragedies into a social enterprise, disrupting root causes of social problems. The youth does not leave with a certificate, but instead with their own employment. SINA is the only worldwide educational program where marginalized youth are in charge of themselves and become social entrepreneurs, leaving with their own jobs. Their life experiences become valuable antagonistic assets and skills that no one can learn in a school. Everyone creates their own curriculum according to their needs, goals and the roles. As change-makers, scholars apply learning directly to turn challenges into solutions and leave with their own jobs established. Transcending their backgrounds as e.g. refugees, orphans, street children personal tragedies often become the driving force for the creation of social enterprises tackling root causes.

**See more:**

<http://www.socialinnovationacademy.org/>



## YUNUS SOCIAL BUSINESS, UGANDA

Yunus Social Business Uganda began its operations in 2013 as a pilot program with the African Development Bank devoted to promoting and creating an environment within which social businesses can thrive in Uganda. It welcomed its first team members, a National Coordinator and a Social Business Consultant in the second half of 2013. One of its programmes is Investment Readiness which offers entrepreneurial support designed to strengthen small and growing social businesses to become business leaders. YSB Uganda is welcoming applications from eligible businesses that are especially keen to enhance their business operations and qualify for possible debt financing.

**See more:**

<http://uganda.yunussb.com/>



## EQUITY GROUP FOUNDATION, KENYA:

Established in 2008, Equity Group Foundation (EGF) is a not-for-profit implementing foundation based in Nairobi, Kenya that champions the social and economic transformation of the people of Africa. Born out of Equity Bank's commitment to servicing the poor as part of its core business model and through its long-standing corporate social responsibility initiatives, EGF designs and delivers high-impact social development programmes across six strategic pillars: Education and Leadership Development, Financial Education and Inclusion, Entrepreneurship, Agriculture, Health, and Energy & Environment. Since its founding, EGF's programmes have helped over six million Kenyans advance on journeys to more secure and productive futures.

**See more:**

<https://equitygroupfoundation.com/>



## AFRICAN ENTREPRENEUR COLLECTIVE, RWANDA

African Entrepreneur Collective was founded in summer 2012 by social entrepreneurs Julianne Oyler and Sara Leedom, whose experience living and working in Africa showed them that supporting young entrepreneurs was the most sustainable way to move African nations out of poverty. Entrepreneurs with SME (small-to-medium sized enterprises) businesses are best positioned to create jobs, but lack the skills and resources needed to do so. AEC offers practical services focused on sustainable business growth leading to improved lives and communities.

**See more:** <https://africanentrepreneurcollective.org/>



## IMPACT HUB KIGALI, RWANDA:

Impact Hub Kigali is one of the Impact Hubs around the world. Kigali though offers a collaborative space and supportive working environment but has its own unique local flavor. In the spirit of bottom-up innovation as the key to development and the creation of a better future for Rwanda and for the world Impact Hub Kigali is hosting a number of local events, start-up incubators, but also salsa classes and art exhibitions for local artists. Impact Hub Kigali acts as the center of the social enterprise community in Kigali with premier community workspace and countless events and facilitated connections.

**See more:** <https://kigali.impacthub.net/>



## REACH FOR CHANGE, RWANDA

Annually, Reach for Change (RfC) runs marketing campaigns with their partner Tigo Rwanda with the aim to find high potential social entrepreneurs to apply to their programs. Selected social entrepreneurs benefit from Reach for Change Accelerator and Incubator Programs – offering up to 3 years support for early stage social entrepreneurs, who receive salary funding and support from RfC partners in the business sector and their extensive global network. Thus, they combine the non-profit sector's visionary approach with business professionalism and the public sector's agreement on the need for social responsibility.

**See more:** <http://rwanda.reachforchange.org/en>



## EPIC, SLOVAKIA

Established as a non-profit organization, in 2012 in Slovakia, EPIC has its parent organization EPIC Assist seated in Brisbane (Australia). Among the most important tasks, EPIC is influencing public policies on employment and social inclusion of marginalized groups to the high extent as the members of the team are professionals in the topic. Secondly, Slovakia is having hard times with the (youth) employment in the regions. EPIC Slovensko is working on initiating and assisting in preparation and implementation of programs that are targeting the people on the local level mostly and therefore conducting different workshops and education sessions are aimed to increase the employment in the most vulnerable areas.

**See more:** <http://epic-org.eu/>



## SLOVAK BUSINESS AGENCY, SLOVAKIA

Being the oldest specialized non-profit organization, Slovak Business Agency (SBA) is the crucial player in the field of (social) entrepreneurship in Slovakia. SBA supports from small and medium-sized enterprises (SMEs). Slovak Business Agency as a unique platform of public and private sectors was founded in 1993 by a common initiative of the EU and the Government of the Slovak Republic. It implements the concept of a one-stop-shop while offering a wide portfolio of information and supplementary services. The services are available and reachable to all starting and established businesses in different stages of their life cycles.

**See more:** <http://www.sbagency.sk/>



## CONNECTICLUB (#CC), SLOVAKIA

Not only helping individuals, **#CC** provides solutions to the needs of young entrepreneurs and growing companies, moving their first steps in the business world. Their business consulting services cover aspects of marketing, strategic, administrative, bureaucratic and managerial nature. The aim is to shape the future market leaders and help them shine on the local market. **#CC** is provided with a broad range of tools, from experienced and professional partners to an online and offline community that represents a hub for promotion and opportunities.

**See more:** <http://www.connecticlub.com/>







## PAKOMAK, MACEDONIA:

Pakomak is a nonprofit company, whose main activity is management of packaging waste. Pakomak is the first company in Macedonia, licensed by the Ministry of environment for selection and processing of packaging waste. Eleven leading manufacturing companies in Macedonia are founders of the company: Pivara Skopje AD Skopje, Prilepska Pivarnica AD Prilep; Vitaminka AD Prilep; Pelisterka DOO Skopje; Magroni DOO (Ladna, Dobra Voda); Koding Dooel Kavadarci (Gorska Voda) Kozhufchanka DOO Kavadarci ; Vivaks Dooel Skopje; Blagoj GjorevADVeles; VV Tikvesh AD.; VV Stobi AD. Company's goal is to build long-lasting and solid cooperation with its customers and the Government and in accordance with European regulations - to minimize the negative impact of packaging waste on the environment, to promote a responsible attitude towards the companies packaging waste, thus allowing better quality of life to all.

**See more:** <http://www.pakomak.com.mk/>



## POKROV, MACEDONIA:

Pokrov achieves significant contribution to the welfare of the society and environment and promotes entrepreneurial spirit. It achieves economic results and invests the profit into community development. On the other side, Pokrov offers new services and opportunities, mostly for marginalized groups. Its economic activities are mainly based on organic farming development. The main goal of the social enterprise is to integrate the vulnerable groups (people with the drug problem, alcohol and hazard) in the work environment, thus creating sustainable jobs, after people have completed the recovery process in the therapeutic community Pokrov. The only admission requirement for Pokrov is a good will and a motivation to recover.

**See more:** [http://izborstrumica.com/?page\\_id=1416&lang=en](http://izborstrumica.com/?page_id=1416&lang=en)

## GLOBAL SOCIAL ENTREPRENEURSHIP NETWORK (GSEN)

Around the world support for start-up social entrepreneurs is emerging, and support organizations are eager to learn from each other. GSEN brings organizations together to share what works in supporting social entrepreneurs. As a result, GSEN members can provide higher quality support to social entrepreneurs – empowering even more of them to create lasting change in our world. They gather organizations supporting social entrepreneurs around the world to improve the reach, quality and sustainability of their work.

**See more:** <http://www.gsen.global/about>

## SCHWAB FOUNDATION FOR SOCIAL ENTREPRENEURSHIP

The Schwab Foundation for Social Entrepreneurship provides platforms at the country, regional and global levels to promote social entrepreneurship. Its purpose is to advance social entrepreneurship and to foster social entrepreneurs as an important catalyst for societal innovation and progress. Each year the Foundation selects 20-25 Social Entrepreneurs through a global “Social Entrepreneur of the Year” competition. For twenty years now, the Schwab Foundation for Social Entrepreneurship has supported the world’s leading social entrepreneurs in their efforts to create a more just, equitable, and sustainable world and over 300 social entrepreneurs continue to be engaged in their activities.

**See more:** <https://www.schwabfound.org/about>

## FORD FOUNDATION

Across eight decades, the Ford Foundation has invested in innovative ideas, visionary individuals, and frontline institutions advancing human dignity around the world. “We believe in the inherent dignity of all people. But around the world, too many people are excluded from the political, economic, and social institutions that shape their lives. In addressing this reality, we are guided by a vision of social justice—a world in which all individuals, communities, and peoples work toward the protection and full expression of their human rights; are active participants in the decisions that affect them; share equitably in the knowledge, wealth, and resources of society; and are free to achieve their full potential.”, it is written in the mission statement of the foundation. The programme is developed in three areas: investing in individuals, building institutions as well as supporting new ideas.

**See more:** <https://www.fordfoundation.org/>

## UNICEF’S UPSHIFT PROGRAMME

UPSHIFT is designed to build skills and create opportunity for the most disadvantaged young people. The core UPSHIFT content is modular, allowing UPSHIFT to be adapted to different contexts and delivered in different settings – ranging from youth innovation labs to schools and non-formal education centers. Through a combination of training, mentorship and, in some cases seed funding, participants gain valuable transferable skills, including problem solving, critical thinking, creativity, collaboration and leadership. UPSHIFT combines some of the leading approaches to youth and adolescent development with human centered design to empower youth and adolescents to become social innovators and entrepreneurs. It empowers young people to identify challenges in their communities and create entrepreneurial solutions to address them.

**See more:** <https://www.unicef.org/innovation/UPSHIFT>





AMANI  
INSTITUTE

Wifi: AI Faiba  
Pass: aminstitute

The two most important  
are born and the day you





# USEFUL TOOLS FOR SOCIAL ENTREPRENEURSHIP

There are many online and offline tools that social entrepreneurs use, however, in this section we will explain few of them that are considered as most valuable tools for building social enterprises that are helping entrepreneurs in their work.

## **Social Business Model Canvas**

The Social Business Model Canvas is a tool for creating a solid business model around your social enterprise. It's also a collaborative tool that helps you communicate different business models with your stakeholders and brainstorm new ones. For more information on the tool and its usage please see here:

<http://www.socialbusinessmodelcanvas.com/>

<b>Key Resources</b>  <i>What resources will you need to run your activities? People, finance, access?</i>	<b>Key Activities</b>  <i>What programme and non-programme activities will your organization be carrying out?</i>	<b>Type of Intervention</b> <span>2</span>  <i>What is the format of your intervention? Is it a workshop? A service? A product?</i>	<b>Segments</b> <span>1</span>  <b>Beneficiary</b> <i>Who benefits from your intervention?</i>	<b>Value Proposition</b> <span>3</span>  <b>User Value Proposition</b> <hr/> <b>Impact Measures</b>
<b>Partners + Key Stakeholders</b>  <i>What are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?</i>		<b>Channels</b> <span>6</span>  <i>How are you reaching your users and customers?</i>	<b>Customer</b> <span>4</span>  <i>Who are the people or organizations who will pay to address this issue?</i>	<hr/> <b>Customer Value Proposition</b> <span>5</span>  <i>How will you show that you are creating social impact?</i> <hr/> <i>What do your customers want to get out of this initiative?</i>
<b>Cost Structure</b>  <i>What are your biggest expenditure areas? How do they change as you scale up?</i>		<b>Surplus</b>  <i>Where do you plan to invest your profits?</i>	<b>Revenue</b>  <i>Break down your revenue sources by %</i>	

# VALUE PROPOSITION MODEL

A value proposition is a clear statement that explains how your product solves customers' problems or improves their situation (relevancy), delivers specific benefits (quantified value), and tells the ideal customer why they should buy from you and not from the competition (unique differentiation). A company's value proposition communicates the number one reason why a product or service is best suited for a customer segment. Therefore, it should always be displayed prominently on a company's website and in other consumer touch points.

Strategyzer is a valuable resource for tools connected to (social) entrepreneurship, including canvas model and value proposition model. You can access Strategyzer here:

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

## Value Proposition



## Customer Profile



# SWOT ANALYSIS

SWOT analysis is very useful tool and technique that applies to all industries, markets, businesses even people. SWOT will help you uncover helpful information, to identify and plan things, to uncover opportunities and by better understanding of the weaknesses to manage and eliminate threats.

It is a strategic planning technique used to help a person or organization identify strengths, weaknesses, opportunities, and threats related to business competition or project planning. SWOT is intended to specify the objectives of the business venture or a project and serves to identify the internal and external factors that are favorable and unfavorable to achieving those objectives.

Some more information is available at:

[https://www.mindtools.com/pages/article/newTMC\\_05.htm](https://www.mindtools.com/pages/article/newTMC_05.htm)



# SWOT ANALYSIS

S - strenghts

O - opportunities

W - weaknesses

T - threats

	HELPFUL to achieving the objective	HARMFUL to achieving the objective
INTERNAL ORIGIN (organization attributes)	S	W
EXTERNAL ORIGIN (enviornment attributes)	O	T





**YES We Care**





Association for Education  
Mladiinfo International  
Filip Filipovic 22  
1000 Skopje, Macedonia  
Phone: + **389 2 520 98 90**  
E-mail: **info@mladiinfo.eu**  
[www.mladiinfo.eu](http://www.mladiinfo.eu)  
[www.socialinnovators.eu](http://www.socialinnovators.eu)