Empowering Changemakers: Youth Social Entrepreneurship and Social Innovation in the Citizen Sector (SE-HUB)
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INTRODUCTION

Dear Readers,

It is our pleasure to present to you an e-collection of inspiring stories of social entrepreneurship and social innovation that were launched by young people and youth organizations from three continents - Europe, Africa and Latin America - and six countries - Bulgaria, Greece, Namibia, South Africa, Brazil and Mexico. The e-collection goes together with an on-line database - http://empowering-changemakers.eu/good-practices-database/ - containing full-text descriptions of the ventures as well as their contacts.

An international team of experts, practitioners and youth workers from International Management Institute (Bulgaria), Social Youth Development Civil Non-profit Society (Greece), National Youth Council (Namibia), Word n Sound Live Literature Company (South Africa), Associacao Paranaense de Cultura (Brazil) and University of Colima (Mexico) stand behind this work. Together and with the support of Erasmus+ Program of the European Commission, we implement the project “Empowering Change-makers: Youth Social Entrepreneurship and Social Innovation in the Citizens Sector (SE-HUB)”. Diversity and devotion are essential features of our team.

Today many of young people are strongly motivated to change society for the better, and they believe they can do it through the citizen sector. Yet advocacy and charity work in the citizen sector are changing, too. As social problems are becoming harder to deal with, many traditionally operating non-profits end up being ineffective due to a cumbersome, institutional, donor-dependent and self-interested model of operation. Increasingly therefore, both recipient communities and funders expect these organizations to become more entrepreneurial and less institutional, so that they can achieve the maximal possible results at the lowest cost in the shortest time. Social innovation and venturing, non-profits adopting commercial strategies, social cooperative enterprises, and community entrepreneurship emerge as the new citizen sector trends of the 21st century. This a pathway for the change.

Social entrepreneurship and innovations always refer to local contexts and local communities. There is no room for a one-solution-fits-all approach. The most efficient ventures are devoted to real-life causes and solve concrete problems. That is why, the SE-HUB team started from the main social issues and the situation of youth in their countries in order to identify the social and enterprises and social innovations for the e-collection and database.

The e-collection is composed of two main sections:

I. Country Reviews, presenting the development situations and niches for social ventures in Bulgaria, Greece, Namibia, South Africa, Brazil and Mexico, and

II. Good Practices, containing concise real stories of 57 youth-driven social ventures – 47 from the countries of SE-HUB partner organizations and 10 from other countries but relevant to the issues outlined in section I.

The full-text versions of the good practices in the on-line database include detailed information on the establishment and organizational structures of the ventures, their aims, target groups, activities, successes, challenges, as well as potential for replicability.

We hope that all these good and inspiring examples will motivate and encourage many more young people and youth workers to give life to their ideas for helping their communities. Also, we wish that more youth organizations will be incited to apply actively entrepreneurial and business planning approaches to make their non-profit work efficient and viable in the long run.

Enjoy reading!

SE-HUB Team
I. Country Reviews

BULGARIA GREECE NAMIBIA SOUTH AFRICA BRAZIL MEXICO
BULGARIA

Bulgaria’s return to the market economy in late 1990s did not entail the rate of economic growth and prosperity that was expected by the majority of country’s population. Even though Bulgaria has enjoyed a rule of law, democracy and EU membership, there is internal dissatisfaction with the income levels, social equity, business environment and development prospects. Despite its improving economic performance, Bulgaria has been slow to catch up with the rest of the EU. The labor market has improved, supported by economic growth. A shrinking working-age population as well as skills shortages and skills gaps continue to be of concern. Access to finance for small and medium-sized enterprises in Bulgaria is in line with the EU average and has further improved, backed by EU measures. Investment in skills, social cohesion, infrastructure, and research and innovation is needed to support competitiveness, productivity and the process of catching up with the rest of the EU. Insufficient investment is holding back the modernization of the economy.

Bulgaria has made progress on employment, early school leaving and tertiary education rates, but has yet to meet its targets. The situation has worsened regarding poverty reduction. Bulgaria still has one of the highest shares of people living at risk of poverty or social exclusion, as well as high levels of income inequality. Social transfers have a low impact on poverty reduction. Major challenges for the education and training system remain, including providing quality inclusive education and tackling early school leaving. The rate of participation in adult learning is one of the lowest in the EU. Inclusion of Roma in education and the high impact of socio-economic status on educational outcomes remain problematic. The population’s level of digital skills stays very low. Despite improvements in the labour market, the low-skilled, the Roma and people with disabilities still face significant difficulties in finding work.

The role of civil society in Bulgaria is very specific. On the one hand, the years of democratic rule resulted in gradual change of the people’s mind-set, emergence of active-citizen behavior and outspoken criticism towards many governmental policies and actions that are considered against the common good. Many organizations emerged with the aim to formulate, represent and promote certain citizen rights and interests. However, the activeness and efficiency of these organizations are distributed as unequally across the country as the incomes. When united around specific causes, these organizations prove to be quite successful. However, in general the civil society and civil society organizations have not been able to force the government and political elites to tackle the country’s most serious development problems.

As a concept, social entrepreneurship was introduced in Bulgaria under the influence of EU policies and has been financially sustained predominant with EU-funding. The National Social Economy Concept (2011) is the key strategic document that sets the policy framework with regard to social entrepreneurship and the social economy more broadly. It provides the following definitions related to social enterprises: cooperatives, businesses, and organizations duly registered under national law, whose business aims at social and humanitarian effects and which reinvest their profits for social causes in favor of the community.

Social enterprises can take several forms: non-for-profit organizations working for the public benefit, for-profit (commercial) companies; specialized enterprises or cooperatives for people with disabilities; social enterprises set up by municipalities for the provision of social services. The main fields of activity of social enterprises in Bulgaria are social services delivery, employment of people with disabilities, mediation in finding a job for unemployed people, provision of health services, activities in the sphere of education, etc.

Currently, under the priorities of the EU structural funds, social entrepreneurship is being supported by Community-funded Operational Programmes. A number of national strategies and polices relate to the emergence and development of social enterprises inasmuch as they are linked to public funding priorities, enable public-private partnerships and synergies, and tend to put certain social issues on the agenda. Social enterprises can use tax benefits depending on their form and activity. Bulgaria’s Public Procurement Law was amended at the end of 2014 in order to give advantage to cooperatives and specialized enterprises for people with disabilities for some tenders specified by the Ministry of Labor and Social Policy.

The lack of adequate methodology to measure social impact is a major gap that makes it difficult to devise adequate support schemes. In terms of financial solutions, project-based financing appears to be the most widely used option in the start-up phase, mostly as a result of the lack of specialized financial support schemes, the difficulties in receiving loans and the impossibility of receiving loans under preferential conditions. Yet project-based financing brings about a number of challenges related to sustainability. The development of the sector is also hampered by the lack of suitably skilled employees and lack of managerial and business experience among the managers of the social ventures. Additional drawbacks include the lack of ‘responsible’ consumers and the harsh crisis-ridden business environment.
For more than 10 years, the people of Greece are facing further years of economic hardship following the Eurozone agreements. The deals included more tax rises and spending cuts. As a result, the country has suffered from economic contraction since the global downturn, the citizens have been affected and many social problems have raised. The most pressing economic, social and political problems in Greece are decreasing of jobs, plummeting income, rising poverty, cuts of essential services, mental wellbeing and the brain drain.

More citizens participated in collectives, in an attempt to preserve the living standards of the population and exercise their rights, comparing the pre-crisis period. The response of civil society to the crisis expressed through protests aimed at reversing government policy and through efforts to provide help to the victims of the economic crisis. This was an evolution in civil society. Two new trends are emerging. The first is a plethora of informal groups and networks, which have risen as collective responses to the crisis. Informal groups consist of loose circles of like-minded citizens or neighbors, sharing a cause. These groups and networks seem to share the concern that, as the crisis unfolds, state authorities are unable to offer a range of services either because of the lack of funds or skills. The second trend is the growth of protest movements, mobilizing to resist cuts in public spending, salaries, pensions and welfare benefits.

Social economy and entrepreneurship in Greece was first institutionalized in 2011. The law on Society Economy provided the first institutional framework for the development of social enterprises. Social economy is understood as all the economic, business, productive and social activities undertaken by companies or associations of individuals whose purpose is to pursue collective benefits and to serve general social interests. In 2016, the first law attempting to regulate horizontally the operation of the Social and Solidarity Economy Bodies (SSEB) in the country was introduced. The law aims at the clear institutional reconstruction and renewal of the ecosystem of SSEB, with the emphasis on the creation of collective and social benefits by the agency, not the legal form itself, the diffusion of the practices of SSEB in all possible economic areas activities and the strengthening of productive self-management and collective social entrepreneurship. Social enterprises are quite diverse; the cooperative and non-profit forms often have a bottom-up entrepreneurial dynamic involving civil society. They also have a multi-stakeholder structure, which helps strengthen social capital. Depending on their specific purpose, social cooperative enterprises can be Social Cooperative Enterprises of Integration, Social Care Cooperative Societies and Social Cooperative Societies of Collective and Productive Purpose. They have often been a socially innovative example pioneering work integration social enterprise, but this may be followed by public sector innovation or business adopting the same innovation on a larger scale.

The social economy in Greece is a set of productive activities with features not aimed primarily at increasing the profit and the private benefit of those involved, but they attach importance to social purposes, solidarity and equal participation. The resources of a social enterprise could be the grants of the enterprise, grants from third parties, the European Union, international or national organizations or local government organizations, as well as any other revenue from the development of activities in accordance with its statutes. They also have access to funding from the Social Economy Fund, which is established by joint decision of Ministers under Law 3912/11, as well as by the National Entrepreneurship and Development Fund and the Development Law.

The development of the social economy is a necessity and a challenge for the productive reconstruction of the country. Its contribution to sustainable development is expected to be decisive. A clear and solid institutional framework is a necessary foundation for building a stable development pillar. Incentives and support actions should give further impetus to the sector. However, the raw material, the living force remains solid human solidarity, the mood for social offer and offer to our place and to our fellow human being.

The bottom-up social entrepreneurial processes together with multi-stakeholder governance structures fit well with current approaches to social innovation in response to social needs. However, the degree of innovation may often be incremental and it may be contingent upon the way government frames its service requirements, i.e. social enterprise play the game of social innovation and government set the rules.
NAMIBIA

Namibia has the vision to become a prosperous and industrialized nation by 2030. Development progress since independence has been rapid, with poverty levels positively declining from over 90% in 1990 to current levels around 30%. The system of segregated access to the country's wealth has been replaced by successive efforts to usher in equitable access based on democratic principles. The economy is growing and distribution of wealth is slowly becoming more equitable. School enrolment has also increased with and focus now shifting towards improving the quality of education and ensuring that learners complete school and acquire necessary skills required to sustain and accelerate economic growth.

The country has a relatively high per capita income and has been classified as an upper middle-income country since 2009. However, income distribution is not uniform, and cases of extreme poverty are still high. While the economy is growing, unemployment remains high; and HIV and AIDS are still one of the main major challenges. Other social problems that effect especially young people are proper access to health care, teenage pregnancies, excessive use of alcohol and drug abuse and access to quality education amongst other.

Considering rates of unemployment and the lack of career prospects among Namibian youth, the promotion of youth social entrepreneurship has inevitably gained wider attention in the country. This is a key turn to opening doors to young generations that, for one reason or another, still lack opportunities to forging an honest, integral and legit livelihood of their own. To empower Namibian youth with suitable skills, information and entrepreneurial platforms are hence issues at stake for them to become the drivers and innovators of their own future and nation.

Recognizing that youth social entrepreneurship can play a pivotal role in this regard, there are yet far too few services offered in the country to providing the necessary support for the youth. Education and training must hence be provided to the youth, among others, for the latter to be capable of contributing to the socio-economic development of their nation. Social entrepreneurship in Namibia is mainly being developed by RLabs Namibia, however the Namibia University of Science and Technology offers a module on social entrepreneurship in its entrepreneurship-training course. A number of pure entrepreneurial programmes have been developed and are currently offered at different institutions. An introduction to entrepreneurship is provided at secondary school and an upgrade of skills can be obtained at vocational training centres facilitating own business ventures. A higher-level formal entrepreneurship education is offered by the Namibian public and private universities in form of distinct courses within degree programmes or as public short courses. Entrepreneurial training courses are also presented at private and accredited smaller training institutions in Namibia. Other stakeholders such as the Namibia Business Innovation Centre are thus supporting entrepreneurial initiatives in the form of training and workshops on entrepreneurship and business-idea competitions among others. Generally problematic has been the dissemination of information about such opportunities to the vulnerable and marginalized youth.

Various social enterprises in the country are making meaningful impacts and making a difference in the lives of many people. Many orphans and vulnerable children in Namibia have been provided with safe shelter and access to education. A reduction in the HIV/AIDS prevalence rate in Namibia has been observed, especially amongst young people and adolescence. The created sports and recreational facilities keep young people away from the streets and negative activities. Other impacts include reduction in the excessive use of alcohol and drug abuse amongst the youth, active participation of youth in the democratic process of Namibia and emerging platforms for young people leaving with disabilities to have their voices heard.

There are various legal instruments and policy frameworks that guide the developmental agenda of Namibia, the first one is the Vision 2030, a document that clearly spells out the country’s development programmes and strategies to achieve its national objectives. Furthermore, Namibia has a plan called the HARAMBEE PROSPERITY PLAN [HPP], which talk of Prosperity for all Namibians. The government wants to ensure that every Namibian has access to the basic necessities for survival. The critical success factor for HPP is to target bottlenecks, remove implementation challenges and accelerate development in clearly defined priority areas, with greater urgency. Social entrepreneurs have a great opportunity to address the major elements that fuel poverty and income inequality through prioritization of investments that will allow rural youth a better quality of life.
SOUTH AFRICA

In early 2018, President Jacob Zuma resigned after becoming involved in a corruption scandal. He was replaced by President Cyril Ramaphosa, who invested in significant policy improvements that restored macroeconomic stability in the country. However, even though Cyril Ramaphosa stated that boosting economic growth, cutting unemployment and avoiding downgrades by credit-rating agencies constituted his government’s economic key priorities, South Africa still faces rising public debt, inefficient state-owned enterprises, and spending pressures, which have reduced the country’s global competitiveness. Still, South Africa has a highly developed economy and advanced economic infrastructure, making the country the leading African economy and home to 75% of the largest African companies.

The country’s unemployment rate remains high, especially when the non-working population who is no longer seeking work is taken into account. Additionally, unemployment rates are much higher among the young population and the black majority of South Africans, further increasing the inequalities in a country considered one of the most unequal in the world, where a smaller part of the population still lives on one Euro per day. Additionally, South Africa has the biggest HIV epidemic in the world, with an estimated 7.2 million people infected - about 19% of the population. The country also has the largest antiretroviral treatment programme in the world, which has been largely financed by the government.

South Africa was the first country in the region to approve the use of antiretroviral drugs to protect HIV-negative people from potential exposure to the virus. These programmes and awareness campaigns have proven successful, so life expectancy has been increasing and HIV contraction rates are expected to decrease.

The pressing social problems of South Africa are high unemployment rates, crimes, income inequality, the quality of school education for most black people, poorly located and inadequate infrastructure that limits social inclusion and faster economic growth, the ailing public health system, corruption and inefficiency of the public service.

As the financial pressure for those working for non-profit organisations continues, the debate for and against social entrepreneurship is intensifying in South Africa. It is emerging as a blend of for-profit and not-for-profit approaches, which balances the value and trust of social organisations with the efficiencies and profit motive of business. Within this is a conflict that challenges South African cultural interpretation of charity – to make money out of social services is interpreted as inherently wrong and counter-intuitive to the mission-focus of civil society. The dissonance makes social entrepreneurship so powerful in South Africa, as it forces people to look at what they assume is right and challenge the ‘norm’. Multiple reports talk of a crisis in civil society, and question the sustainability of the current system of funding which is largely dependent on grants. Compounding this is a fractured relationship with a government that subsidises rather than funds non-profits to deliver essential services, in fields such as child protection, education and health.

The concept of social entrepreneurship addresses some of the constraints that civil society organisations in South Africa experience. It introduces a profit motive to the running of an organisation, which fundamentally shifts the way non-profit leaders approach their work. It is not much different to the non-profit structure in that profit must be re-invested back into the organisation but it opens up different avenues of funding. Because social enterprises in South Africa are often registered as both for and not-for-profit companies, they can access both grant and commercial funding.

This opens a spectrum of opportunities from accessing equity and debt funding, to developing an income stream that brings in predictable, unrestricted income to organisations. Interestingly the consequence of this approach is not a shift away from the mission of the organisation, but instead a focus on it. Non-profit organisations that succeed in adapting to social entrepreneurship introduce income into their organisations that aligns with their work. Social entrepreneurship in South Africa is not the magic solution that will eradicate the constraints that non-profit organisations experience. However, it offers potential to shift civil society into a different way of doing things. It creates a focus on long-term sustainability, on quality service, efficiency and accountability. It blends the lessons from business with the diversity and complexity of social values, and in the mix are great opportunities for change.

In South Africa, these trailblazing enterprises make it their mission to create employment opportunities, uplifting products, or a greener tomorrow. While social enterprises are developing new, inclusive ways of doing business, social investors are working alongside them to create flexible financing solutions to help them grow. This guide aims to help social entrepreneurs match their legal structure with their business model and the available funding streams.

A good legal form for a social enterprise is generally one that allows it to combine multiple sources of capital, private and public, philanthropic and commercial, in order to advance and scale the impact of the enterprise. While South Africa does not have a dedicated legal structure for social enterprises, the current structures allow for significant flexibility. Building blocks of innovative finance redesign traditional financial instruments such as grants, equity, loans, bonds, etc. to match the needs of these enterprises and interventions.
BRAZIL

Several indicators attest to Brazilian social progress since the beginning of the millennium, such as the reduction in the number of municipalities with a low Human Development Index (HDI), a decline in family income inequality, a reduction in child mortality and extreme poverty, access to education, improvement in the quantity and quality of jobs, with a marked decline in unemployment. In addition, the Social Progress Index (IPS) of 2018 points to improvements in basic sanitation and access to water, a significant increase in the number of Internet users and the number of university students enrolled in globally ranked institutions. On the other hand, the decline in GDP growth rates from 2010 and the increase in unemployment from 2015 have exacerbated existing weaknesses. The stagnation of productivity in the last decades, and the low rates of school performance in comparison with other countries indicate the need for investments in the quality of education. Despite significant progress in education, there is still a continuing need to develop new ideas or models of change. The main challenges - which also represent opportunities for entrepreneurship and social innovation - lie in the areas of health, security, education, work, housing, equality and inclusion, environmental quality and social wellbeing. The expansion of the social economy in Brazil is marked by the growing organized involvement of civil society, especially after the military dictatorship. Historical, technological and cultural advances have developed perspectives that have redefined the structure of this economy, contributing to an increasing number of possibilities for socio-environmental solutions. In addition to the set of organizations that operate in cooperativism and in the traditional third sector, its understanding encompasses social affairs and other mechanisms of solidarity that translate as ‘other types of solutions to socio-environmental challenges’ that arise in addition to the related types to formally constituted organizations. A society can be described as being composed of three types of productive sectors: first sector (government); second sector (for-profit civil society organizations) and third sector (non-profit civil society organizations). The evolution of the third sector in the Brazilian context, especially since the 1970s, has been marked by the growing organized involvement of civil society. Following an international tendency, another type of organization arises in Brazil, due to intersection between the second and third sectors, since it encompasses characteristics of both of them. The organizations belonging to this sector have been called Social Business. Social Business has the explicit purpose of generating socio-environmental impact and, at the same time, generating a positive financial result in a sustainable way. In Brazil, they are legally constituted as private companies, which does not allow them to enjoy some benefits granted by the Brazilian State to organizations belonging to the third sector. Another recent and important understanding introduced in Brazil by the Social Finance Task Force, are the Socio-Environmental Impact Business, which belong to a spectrum of business typologies that have the explicit mission of generating socio-environmental impact and positive financial results in a sustainable way. Organizations known as Impact Businesses can belong to the second and third sector. The number of organizations with social purposes is increasing in Brazil. Thus, as quantity in numerical terms has risen, new legal conformations have also emerged. The qualifications, titles and certifications granted by the legal system have emerged to enable civil society organizations to be recognized as governmental partners in the pursuit of public interests and thus receive public subsidies, parliamentary amendments, tax benefits, among others. Although the Civil Society Organizations Regulatory Framework (MROSC) has simplified the rules for the enjoyment of many benefits, qualifications still exist and are important in particular situations. MROSC establishes a new legal regime for partnerships with public administration, seeking democratic participation and transparency in the formalization, execution, monitoring and evaluation of public policies. According to the law, civil society organizations may be private non-profit entities, cooperative societies, social cooperatives and religious organizations. With respect to access to capital in recent years, the field has moved to diversify the supply of financial resources that could support social entrepreneurs, as well as reap results for impact investors. Legislation also made flexible the creation and/or dissemination of new actors and mechanisms that can provide resources for the impact businesses in the country. There are resources available for business impact in the initial stages, arising from donations from other specific programs. However, such resources represent small volumes and are not sufficient for the business model to be consolidated. In addition to high-income investors, a trend towards democratization of opportunities for impact investments through collective platforms and instruments is emerging, as well as an increase in the availability of more affordable credit. More and more social impact organizations are created with the purpose of supporting entrepreneurs in training (courses, accelerators, incubators, etc.). Thus contributing to the strengthening of what has been called the ‘Brazilian Social Impact Ecosystem’. It is also growing in the country the number of events and forums increase the knowledge on the subject and stimulate the emergence of regional networks. Another aspect related to private for-profit companies with social and environmental concern is that several corporate movements have emerged to act in a network with the aim of fostering citizen awareness among large corporations. Large companies have also helped to verticalize the impact ecosystem as they have explored new markets and generated a positive impact on their supply chains.
MEXICO

The economic and social development in Latin America and the Caribbean, where Mexico has significant natural resources within an emerging economy, plays a preponderant role for the development and economic growth of the same country and the region, being the context of innovation and social entrepreneurship, key elements to achieve high levels of growth and development. However, the current disconnect between the different actors that make up the citizenry and the government, to achieve the levels that the same region and resources could reach with the existing strengths, seem to be "unknown or wasted", thus causing high distrust and low levels of citizen acceptance. This is where innovation and social entrepreneurship within its conception and practice at university, citizen and government level are relevant to foster and develop, mainly among young people, a culture of acceptance and emerging solution to the prevailing problems affecting society and the environment.

In Mexico by 2016, 50.6% of the population has incomes below the welfare line, and they are insufficient to buy the food basket, basic goods and services. 9.4 million people in the country are living in extreme poverty, which involves not only the lack of economic resources but also consequences such as privacy to education, health care, social security, housing and basic services (water, electricity), generally involving dissatisfaction with human, economic, social and cultural rights. Any economic-social problems in the population of a country lead to more serious problems arising from mistrust in governments, the global corruption index ranked Mexico in the 135 position out of 138 countries rated for corruption.

Another unfortunate consequence of these problems in the country is education. Public education services do not meet citizens’ expectations and quality levels worldwide. Mexico is in a critical condition. The system is failing the country’s girls, boys and young people by failing to guarantee their right to free, secular, compulsory, universal and, above all, quality education.

In recent years, the country’s economic growth has been lower than official estimates, and comparatively the economy has lost dynamism. Moreover, according to the evaluation report of CONEVAL 2018, 6,491 social programs operated by the federal, state and municipal governments were established in the country, but without coordination between them, and even 37 of them duplicated. Of those implemented by the federal government, only 83 were focused on addressing social deficiencies and were considered priority to achieve this goal. This hinders the success of social policy. This inadequacy brings with it implicit problems of great impact in terms of development, such as social and environmental problems. These symptoms show the need to look for alternative economic paths that respond to current demands. In this sense, entrepreneurs can be seen as a path to economic growth.

In Mexico, the High Impact Entrepreneurship (HIE) is the one that considers projects that will have—or already have an increasing social and environmental impact by offering innovative products or services, or some other innovative component in their business model. Innovation Based Enterprises (EBI) consist of differentiated and useful proposals for the market, which are among the main drivers for generating processes of change that improve productivity, break paradigms and generate growth through the creation of new businesses that produce jobs and activate the country’s capital flow.

The social and environmental impact projects in Mexico are already much more than just philanthropy. In the last five years, the sector generated returns, outputs and became more attractive for domestic and foreign investors. In Mexico, the impact sector began in 2009, after the economic crisis, which has taken on a major boom and interest, where the first organizations for the growth and strengthening of companies and high impact initiatives emerge. They laid the foundations for the creation of an ecosystem geared to the transformation of society and the attention to the main problems facing society. These organizations are the initial basis of an ecosystem of social innovation, based mainly on the promotion of social entrepreneurship and business models with purpose.

The construction of this ecosystem has increased Mexico’s ability to attract international investors and incentivize local actors, giving it a representative advantage over its peers in Latin America.

On the other hand, in Mexico the ecosystem is at a very early stage. That requires a competitive industry, with investments in favorable conditions and actions that strengthen the Mexican ecosystem as more impact investment and sustainable social businesses, development of a legal figure for social businesses, defining financial and accountability mechanism.

Mexico is a country that requires accompaniment for the development of social innovations, as well as needs to create platforms in society that allow citizens to develop innovations to improve their communities, to solve major problems and make them sustainable.
II. Good Practices
**ASSOCIATION PHOENIX 2009 (BG)**

The arts have therapeutic impact on people and they are one of the key tools in promoting tolerance and social inclusion of disadvantaged groups in our societies. About 17 years ago, young people with disabilities were brought together to figure out what they could do in their free time. They were discussing different activities when the idea of theatrical performances came to live. The young people from Association Phoenix 2009 decided to create the first amateur theatrical group in Bulgaria, which includes young people with disabilities and healthy young people in creating art. The team creates one new theatrical play per year, which is usually performed 15 or more times afterwards on various festivals in the country. The Association Phoenix 2009 strives to bring change not only in people with disabilities by showing them that it is easier to stand up and do something than to sit at home and to pity yourself. The association educates the whole community to be more tolerant to people with disabilities, to accept them for their talents, intelligence and personality, not as people with problems.

**URBAN GARDENING – SOFIA (BG)**

Urban gardening has always been part of the life of people from ancient times. It has a positive effect on local community as a social and therapeutic practice, as an escape way from the city’s noise. Urban Gardening – Sofia started as a non-formal initiative in 2012. It is both a physical space where citizens and guests of the capital can grow their own food, develop, create and exercise direct democracy, and a shared vision for the development of the capital city. Currently, the team of gardeners takes care of four gardens in Sofia and its surroundings. The gardeners have taken the decision not to sell their production of vegetables. They donate the food for the initiative Food not Bombs – Sofia who prepare meals for people with fewer opportunities in Sofia. Urban Gardening – Sofia is a sustainable initiative, which has proven its relevance for social life of the capital city. The movement has seven years’ experience of gardening in urban areas. It has attracted hundreds of people to dedicate some of their time in maintaining the urban gardens. The team of Urban Gardening – Sofia strives to show that the cities belong to their citizens and ordinary people can change the urban environment by creating and maintaining more green places and, at the same time, establishing spaces for socializing with other like-minded people.

**HELPING HAND FOUNDATION (BG)**

Helping Hand Foundation has been one of the forerunners and a model that inspires many volunteers and community leaders in Northeast Bulgaria. It was created in 2005 by a group of young volunteers who were convinced that they could help people in need but who realized that their pro-bono assistance work in the institutions for abandoned children produced only temporary results. Thus, the volunteers decided to establish a Centre for Social Rehabilitation and Integration of Children in 2008. The services of the Centre extended from the children to their families. Currently, Helping Hand is managing a network of community social institutions and acts as a local social-activity hub. The main achievement is that Helping Hand Foundation manages to sustain and enlarge its activities in times of economic downturn and in a rural and trans-border region where the social status of the population and general entrepreneurial activity are not high. However, through active networking, consultation and support mobilization, the foundation has managed to create a variegated service portfolio and unite people with different needs and potential.
The economic and social crises in Bulgaria in the late 1990s brought many people to the streets. In the town of Stara Zagora, an informal group of young people decided to help homeless children. Association Samaritans, founded in 1998, is a non-profit association in public benefit. The young group of founders chose the name ‘Samaritans’ because it represents the basic idea of the team – ‘Christian charity and care for those children and groups who are underprivileged and neglected in our society’. One of their well-known initiatives is the creation of Samaritan House Crises Center for children and women, victims of abuse, trafficking or unsupported women. The Samaritans house provides short-term social services and has a capacity of 18 people who can be accommodated for the period of up to six months. Social and psychological support is also provided.

The Association Samaritans has very positive social impact in the municipality of Stara Zagora. By focusing on volunteering and providing social services, the team is filling the existing gap in state national support for families at risk and disadvantage groups.

The Bulgarian labor market does not provide for many opportunities for employment of people from disadvantaged groups. The Bakery at the Bread House in Gabrovo was the first proper social enterprise created by the non-profit Bread Houses network in 2013. The Bread House created a further social innovation – a social franchise – the idea is that volunteers or other organizations can apply the model of the Bread House and create one in their hometown. The original Bread House provides training and supports the franchise with methods, ideas and partners. It uses a triple approach to achieve the desired social impact: employs people from disadvantaged groups, develops innovative social services and uses the financial resources collected through sales of bread and paid services to offer a number of services free of charge. The Bread House Network and the Social Bakeries are probably the best-developed good practice of social enterprise in Bulgaria precisely because of the level of innovation applied. The social enterprise and the Bread House Network is dynamic and appears to be set to expand and get more diverse in its outreach and services.

During the last years, Bulgaria has started establishing a network of foster families, where the orphan children are accommodated. However, many young people when they turn the age of 18, have to leave foster families and start living on their own. The majority of them do not have equal opportunities for personal and professional realization in comparison with their peers. To deal with these problems, the Social Teahouse uses an innovative approach to change the way society sees inclusion – it is not a “help” for a marginalized group of people, but it is an opportunity for a group of people to contribute to society. The Teahouse is a community-led project and social enterprise, which officially opened its doors in 2015. Its core activities are to provide a first job and 3-year mentoring program for young people raised in institutions. The aim is to help them catch up with the lost in the social institutions over the years, to work on their personal development and to build important professional habits and competences, to bring them closer to the dream of an honest and happy life.
VARNALAB (BG)

Many young people from Varna who were studying in the capital or abroad when they returned home, felt the need to meet like-minded people and create a place where can work and collaborate with each other. In 2011, five young people managed to rent a ground-floor space, to equip it and to raise funds for its maintenance. They called this space VarnaLab. It is an independent physical location developed and used by people with common interests, usually in the field of computers, machines, technology, science and digital or electronic arts, where they can meet, communicate and collaborate. Today, VarnaLab gathers more than 50 active members, and offers a workspace for twice more people. In 2017, the active members decided to establish a non-profit association in public benefit with the same name. The formal recognition of their volunteer work helped them to enrich their activities, to collect additional funding and to be legally represented in front of public authorities, private companies and the community. The mission of VarnaLab is to use this physical space to help society through trainings, workshops, teaching activities, events, games, shared workspace, hacking, etc.

ZONA 21 (BG)

Zona 21 was established in 2018 out of the desire to create a space for skill development in the 21st century. The zone is meant to represent a physical space where the learning takes place, but also a zone of comfort where valuable learning can happen effectively. This principle encourages curiosity and experimentation. Skills of the 21st century such as effective communication, teamwork, critical thinking, creativity and problem solving – are believed to adapt to the rapidly changing environment, and to be more competitive on the labor market. Zona 21 is a space for the development of these skills by offering and conducting different trainings and workshops for all ages. All activities and workshops are based on non-formal and informal learning methods and take place in-group settings. Participants are able to track their progress through tools of self-assessment and reflection. The social impact of this project correlates many young people not having the necessary skills of 21st century in order to be successful. Zona 21 addresses a gap that is recognized by young people and employers.
**A+A TELEIA KALAMATA (GR)**

In a time of economic struggle and social disregard of history, A+A Teleia Kalamata offers citizens a space to deepen their knowledge of Greek culture at no cost. The art museum acts as an outlet of education for its visitors and addresses economic issues through free events and gallery visits. Having worked with art and museums for years, the founders of A+A Teleia Kalamata decided to open their own art museum in Kalamata to demonstrate the culture and heritage of the region. This decision, fueled by an understanding of the art industry, aided the founders in deciding to make a private company. The art museum draws art lovers from around the region together for events and exhibitions. The A+A Teleia Kalamata art museum focuses on the importance of education through art and also provides services that promote local and collective interests and strengthen local development. A+A Teleia Kalamata organizes a variety of activities – art exhibits, music shows, seminars and cinema events. All of these activities bring people from different backgrounds to the art museum where they learn to appreciate art and develop knowledge of Greek culture.

**RETHINK SOCIAL ENTERPRISE (GR)**

For many years, the people of Kalamata were facing the reality of the community and their unhealthy habits for themselves and the environment. The lack of tools to activate the local society regarding the social waste and food management was the first motivation for Re:Think. The political and economic crises were the opportunity for Re:Think to start from the beginning to communicate with people about perm culture methodology for a sustainable model of production. Re:Think social non-profit cooperative aims to raise awareness and activate citizens to protect local biodiversity and enhance the natural environment for the benefit of the quality of life for the local and wider community and for the emergence of wider rural culture, with innovative optics. The organization also aims to interact creatively with young people, focusing on the expansion of a new sustainable way of life and cultural production, decentralized, infused with the principles of ecological wisdom and sustainability of social solidarity, respect for diversity, direct democracy, self-organized action and cooperation. Re:Think explores and creates proposals for management of rural and agricultural production with sustainable and innovation perspective.

**PHAOS (GR)**

Phaos was founded in 2017 as a social hub for businesses and startups. It acts as an open space where businesses can grow, create, change and where individuals can pursue their dreams. The goal is to hold seminars and events while providing a safe place for people to work uninterrupted. Since creating the open space, Phaos has welcomed many startups, events and freelancers. The organization was also chosen to be mentors for new enterprises, listening to the ideas of new startups and giving them advice on how to move forward. Phaos has structured their business around the idea of giving; anything that Phaos does they do to give back to the community. Because of this, the team holds free seminars and events, and tries to do whatever possible to help others. They follow the motto “In this house, we rise by lifting others” and use it to guide their every actions. To address the challenges faced by the community, Phaos holds a variety of seminars, workshops and events as well as works with other companies for the planning of new startups and activities around Kalamata. Many of these activities help to teach businesses effective firm strategies and form partnerships between businesses, strengthening their ties and allowing them to develop further.
GOODCAUSE (GR)

GoodCause uses modern technologies such as websites and advertisements to help other organizations to promote their activities and stay up-to-date on technological advancements. They work to educate as many people and businesses as possible on these new advancements. GoodCause started as an idea to help companies with technology and build their organization. The company became a legal social enterprise in 2016 and it develops further so that the members can focus on helping others through volunteer work, rather than any paid tasks. Currently, the company seeks further development through the creation of an application where young people are able to explore, manifest their skills to help them find better jobs. GoodCause is a social cooperative company, which aims to educate people through modern technologies about socially beneficial action organizations. The members work diligently to educate people about technologies and to aid other companies in growing their organizations through improved technological skills. The work that GoodCause does surrounding technological education and advancement includes creating websites or advertisements, contacting other companies through email or phone, monthly meetings with clients, and unofficial seminars for all who are interested.

EPICUREAN APOLLO (GR)

The current social viewpoint of adults with intellectual disabilities is that they are unable to work or function in a professional manner. Epicurean Apollo was developed with the idea of bringing adults with disabilities into the workforce. The founding members created the Commonwealth of Inclusion for Vulnerable Groups that aims to develop a supportive, therapeutic department to enable people with disabilities to adapt to their working environment. Epicurean Apollo’s activities include professional handicraft workshops, developing roof areas for stray dogs, composting from olive and greenhouse residues of the municipality, exporting standardized olive oil, garden maintenance. These activities have enabled a number of adults with intellectual disabilities to enter the workforce through training, workshops and opportunities. The work this organization is completing is helping to shape the social perspective of those with disabilities through personal and social levels. By changing the social perspective, Epicurean Apollo is helping to increase the number of persons with intellectual disabilities who can enter the workforce on an international level, allowing them to provide for themselves and operate in society, as they should be able to.

KOUKOUVA KINSEP (GR)

Koukouva kinsep is a social cooperative enterprise established in February 2019. The vision is to help the world become a beautiful and safe place for everybody, through values as self-management, self-sufficiency, mutual exchange, active participation, cooperation and solidarity. Its main objective is to reintroduce these values through education. For the members of Koukouva kinsep, social entrepreneurship is an alternative with significant social and economic benefits to individuals, local communities and the international community. A significant part of Koukouva kinsep social work has to do with helping to understand the principles of social economy through educational activities and supporting groups to start a social enterprise or overcome some difficulties through decision-making and group building activities. Koukouva kinsep aims to cultivate a love of learning through experience and play, enriching the city’s cultural life and promoting their core principles (respect, equality, cooperation, solidarity). To do so, the enterprise organizes open events, educational activities for all ages, as well as activities between support groups and social enterprises to address a variety of issues that may be arising.
CAPTAIN VASSILIS AND CARMEN CONSTANTAKOPOULOS FOUNDATION (GR)

The Captain Vassilis and Carmen Constantakopoulos Foundation is a charitable non-profit private organization, founded in 2011 to honor Captain Vassilis and Carmen Constantakopoulos. Its aim is to establish Messinia as a model for sustainable development by supporting and promoting related projects. The activities of the foundation can be separated into three sections: agricultural development, education, culture and environment, and welfare. The foundation plans, manages and finances programs related to research, education and support of local structures of Messinia. It trades in a wide range of areas related to rural development, society, culture and the environment by developing partnerships with institutions and with bodies in those fields. The foundation supports a wider sense of the Messinian product associating that with sustainability and quality. To achieve that, it sets goals and actions that will leverage the strengths of the region, and will promote the new trends in the rural area of Messinia.

MAMA’S FLAVOURS (GR)

Mama’s Flavours is a social company, consisting of six people who love Greek gastronomy and want to support women’s entrepreneurship in the countryside. The initial idea was to create an e-shop that would contain the local traditional products of Greek women’s cooperatives and women producers, which would be supported by counseling and education. In the process, however, they thought why not give their site visitors the chance to visit them and taste the unique products by getting to know the wonderful women producers in their place. So having as a focal point the Greek Mother as the creator of the Greek dietary tradition that respects Mother Earth, they created unique culinary excursions, in collaboration with women producers and local business, starting from the beautiful area of Messinia. Guests, whether from Greece or abroad, are able to taste the unique experience of Greek hospitality through selected gastronomic excursions and agro touristic activities tailored to their desires and designed by the team of Hippolytes-mama’s flavors.
Namibia is one of the worst affected countries by TB in the world. Penduka Namibia is one of the organizations that have played a significant role in the fight against TB. Although the organization has handed over the tuberculosis project to another local NGO, Penduka still supports ex tuberculosis patients with skill training and employment creation programs. Created in 1992, Penduka Trust’s objective is to help low-income and disadvantaged women in Namibia, with an emphasis on disabled women, by empowering them to learn how to support themselves and find self-respect. Penduka Village generates the only income for the Trust. The Village employs 29 women and 4 men on site, plus approx. 40 women in Katutura and 150 women in Otjiwarongo doing piecework in their homes. To support themselves, Penduka Village Artisans make high-quality handmade products. Through training and income generating activities: like storytelling embroidery, African batik, glass recycling-jewelry making, storytelling pottery, exchange visits, making use of natural resources, the organization shows the benefits of recycling and how to live in harmony with nature: small scale farming, doorstep gardens, water recycling, solar boxes.

Young Achievers is a youth-led organization with no formal structure in place. Their motto is Education, Self-reliance and Development. Young Achievers has produced a booklet on the reflection of Young Achievers; conducted outreach programs for other youth in the informal settlements of Katutura, and organized empowerment workshops among the orphans and vulnerable children in Otjiwarongo, Ondangwa and Rehoboth. Since its inception, the organization has boasted a successful passing rate of 99%, from high school at least 5% of the members have made it to tertiary education, or working and studying part-time and most continue to contribute to the program. The mission of Young Achievers is three fold: to provide young people with a vision or a sense of mission in life; to inspire and motivate them to become responsible citizens; and to support their personal growth in positive directions. Young Achievers’ activities include organizing workshops, career fairs and educational trips, community volunteering, socializing, practicing of public speaking skills, providing career guidance, discussing issues and matters facing that young people and possible solutions on how to address these social problems.

Reconstructed Living Labs (RLabs) is an award-winning non-profit entity that was established in 2009 with the goal of reconstructing communities through technology, innovation, training, and economic opportunities. RLabs currently operates in 23 countries across 5 continents and has impacted more than 9.2 million people through its work. RLabs Namibia was officially launched in 2012 in partnership with the Namibia Business Innovation Institute and it has since inception equipped thousands of community members, provided specialized training and consulting services to private and public sector as well as international partners. RLabs Namibia has also launched the first crowdfunding platform in Namibia with the purpose of providing an opportunity for local social entrepreneurs to access support from good Samaritans around the world. RLabs targets unemployed and marginalized youth, aged 18-35 within the country and offers free training opportunities in the following courses: an introduction to social media and digital media, advanced digital media, project management, event management, social innovation and entrepreneurship, and photography and photo-editing. The training is crucial for unemployed youth because they do not have access to opportunities.
MEN ON THE SIDE OF THE ROAD (NA)

In 2007, it was noticed that a large group of individuals sat at strategic places around Windhoek, hoping to be offered a job for the day. A group of caring individuals decided to start an organization dedicated to helping these individuals gain the necessary tools to find employment. Thus, in 2007, Men on the Side of the Road, a registered welfare organization, was created. Its vision is to empower the unemployed men who gather at municipal job sites in Windhoek to be better able to compete in the labor market through a comprehensive program of self-development, life and technical skills training. Since its creation, the organization has influenced over 1,550 unemployed individuals, by connecting them with education, training, and employment opportunities. Its main goal is to provide its members with the skills and opportunities necessary to gain employment. Men on the Side of the Road is actively working to find employment opportunities for its members through its network of partner companies, and to promote entrepreneurship.

PHYSICALLY ACTIVE YOUTH (NA)

The Physically Active Youth programme (P.A.Y.), a registered NGO, is a community based after-school project that focuses on the healthy development of young people in low income communities in Windhoek. Using a holistic approach, the programme addresses the physical health, academic status, personal development, and community involvement of Namibia’s youth, with a commitment to improving and empowering the future of the country. By meeting the development needs of young adolescents, the programme contributes a great deal towards positively shaping their lives. The programme provides a safe and constructive platform for a supervised after-school environment for youth, helping improve academic outcomes, decrease juvenile crimes, teenage sexual activity and substance abuse. The programme provides an opportunity for support and volunteerism, thereby enabling all Namibians to take ownership of the future of their communities. The P.A.Y.’s goal is to identify and develop talent through an organized sports program and help them collide with the future of their dreams.

KAYEC TRUST (NA)

KAYEC was founded in 1994 and enables out-of-school youth to access vocational skills training such that they will be able to find employment and contribute towards the economic strengthening of individual households and the community in general. KAYEC has managed to have a compliment of about 50% female trainers, all adverts and media announcements encourage women to apply. KAYEC also mainstreams issues of health, business and employment skills, basic mathematics and trade specific technical drawing. KAYEC’s Youth Development Program addresses the educational and psychosocial support and HIV prevention needs of vulnerable children and adolescents aged 12-18 who are in school. At KAYEC are encouraged mental health awareness and treat everyone as family. The KAYEC’s mission is to help youth become more enterprising, to help young entrepreneurs establish business enterprises in the informal sector, and to help unemployed youth locate formal sector employment. To help these young women and men get off the street and back on the economic ladder, KAYEC offers a different kind of training with no academic entry requirements, thanks to the sponsors who subsidies the centers.
AIESEC is a global, non-political, independent, social enterprise run by students and recent graduates of institutions of higher education, founded in 1948. AIESEC Namibia is the 124th expansion of AIESEC. It is a registered NGO, which started functioning in July 2013. The vision of AIESEC Namibia is peace and fulfillment of humankind’s potential. Its mission includes the development of the Namibian youth into responsible, entrepreneurial and globally minded leaders; collaboration with social and professional organizations connected with the youth; and to be the leading youth organization. AIESEC Namibia provides the youth with an integrated development experience comprised of leadership opportunities, international internships and participation in a local and global learning environment. As an NGO, AIESEC Namibia is dependent on the outstanding contribution of its members and partnerships developed with universities to support their programs and so far, AIESEC Namibia does not have any funding to support its operation rather relies on the operation of the organization in terms of delivering exchange.

The Namibia Women’s Health Network was founded in 2008 as a community based organization to empower Namibian women infected and affected by HIV/AIDS. It is an inclusive network serving all persons with HIV/AIDS. Its vision is to empower women, men, grannies and youth with adequate information to enable them to make informed decisions regarding their reproductive health, sexuality, violence against women and economic opportunities. The organization aims to provide information, education, skills, and capacity building to improve the health of Namibian women living with HIV and to empower them to become leaders at the local and national level. All of the program areas are built around a strategy to provide participants with accurate information on sexual reproductive health, prevention of mother to child transmission, cancer of the cervix, etc.; information on where to access services in connection with gender based violence; education for English literacy; skills to sensitize community members, policymakers, and traditional leaders on issues affecting women living with HIV; skills for income generating activities for self-sustenance and vocational skills to start SMEs or to be employed.
NELSON MANDELA CHILDREN'S HOSPITAL (ZA)
The need of a specialized facility for children in South Africa, which creates an environment conducive to the emotional and psychological needs of children, led to the launch of a fully equipped Nelson Mandela's Children's Hospital (NMCH) in 2016. Consultants, experts, clinicians worldwide heeded to the call of seeing the vision through, the call to create a dedicated children's hospital was met with an enthusiastic global response. The African continent is grossly under skilled and lacking in facilities of this nature. There is a shortage of childcare experts and the continent needs, quite desperately, an institution designed for knowledge building. NMCH will be developing new services. Training of general and specialized nurses, as well as fellows in medical and surgical disciplines has been in place for several years, and the interest from both national and international medical practitioners gives them the confidence that the hospital can in fact be fully staffed. NMCH will register as a training facility for registrars, nurses and fellows from all neighboring universities and other countries.

DIGIFY AFRICA (ZA)
Launched in 2011, Digify Africa aims to equip young people with 'Digital skills for Africa’s future'. Their pioneering project, Live Mag, was the first youth led magazine in South Africa, which has launched the careers of many industry leaders today. Every quarter, Digify Africa recruits new staff for Live Mag in hopes of training them, and further matching them to employment and/or entrepreneurship opportunities. The focus of this training is on content creation and production, as well as marketing and communication tools. Corporates can hire Live Mag recruits for a number of services ranging from print, online and social media campaigns, youth research, and event and project management. After the success of the Live Mag, Digify has extended its reach and developed its programming. They are now three pronged in that they have Live Mag, the Academy and the Network, and now operate outside South Africa. The Academy Digify Pro is a 12-week intensive digital skills boot camp preparing participants for a future career in digital marketing. This program runs in Nigeria as well. The Network: Digify Africa has relationships with corporates and through the help of their alumni network, Digify delivers digital campaigns, content and services such as social media management and moderation for clients targeting youth.

SOLMS-DELTA (ZA)
Mark Solms returned to South Africa in 2001 to make a difference on the farm he had inherited. Solms-Delta is a wine estate located in Franschhoek wine valley. The wine estate also boasts an archaeological museum, a restaurant, as well as a function venue for weddings and events. All operations on the farm are staffed by farm workers; from wine production to retail and recreational services. The farm workers are part of the trust that owns 50% of the wine estate making it a unique “owner management” structure. Among Solms-Delta’s projects are Music van de Caab and Wijn de Caab Trust. The Music van de Caab is a development and empowerment initiative, which serves over 150 participants from previously disadvantaged communities, between the ages of 3 and 60. The project focuses on performing and developing local rural music. Members attend regular instrumental and choir rehearsals as well as individual music lessons. The Wijn de Caab Trust supports all people who live and/or work on the farm, and their direct dependents. The trust provides upgraded housing, health benefits, and free education.

AWETHU PROJECT (ZA)
A young 26-year-old man by the name of Yusuf Randera-Rees was vexed by status quo, and so he decided to face the challenges head on. Having graduated from both Harvard and Oxford, worked on Wall Street and in Zurich, and armed with R60 000 of his own money; Randera-Rees decided to return home and build the Awethu project. This project is aimed at seeing the desires of the democracy through rewriting narratives of people whose problems have long deemed them a liability and transporting people to realizing their potential through business. The Awethu Project contributes to entrepreneurial climate in South Africa, in the form of a business incubator. The objectives of this incubator are upskilling entrepreneurs, exposing them to business opportunities and growth in turnover. The long-term goal is the creation of sustainable employment growth and profitability of which Awethu cuts equity deals.
U-CARE MEDICAL CENTRE (ZA)
Dr Dulcy Rakumakoe has managed to think beyond a small, dedicated surgery and build a multi-disciplinary practice that fulfils a social need, and in the long term, will generate a healthy profit. Differences in access to medical aid are bleak, with a two thirds of white adults covered in comparison to less than one tenth of black adults. Because the government does not fund private health care, citizens must pay for their own private health insurance in order to be treated at a private health care facility. Private health insurance is expensive but it is advantageous are lifesaving. For those who can afford it, they pay for short wait times, quality care, better facilities, adequate resources available, appointments are not rushed and prevention practices are utilized. For those who cannot afford it, there are still notable problems to face when using a government facility. The statistics are disheartening, but there is a quiet revolution in health care where no one is looking. U-Care Medical Centre has three branches in Parkstation, Carltonville and Soweto. At U-Care a primary care consultation will cost R280, including medication, a very competitive rate when compared to the consultation-only fee of R400 charged by private general practitioners. There are seven specialist practitioners at the center set their own rates and pay an administrative fee to U-Care as a rental fee. They may not have reached free quality for all quite yet, but the revolution is not afraid of innovation.

SOUL CITY INSTITUTE FOR SOCIAL JUSTICE (ZA)
Soul City Institute uses edutainment by integrating social issues into popular and high-quality entertainment formats, based on thorough research processes. It also uses television drama, radio drama and print media to exploit the strength of each medium and to reach a variety of audiences. First came Soul City, the pioneering public-health organization behind the radio and television drama series. Soul City’s primary objective was to turn primary healthcare messages into primetime entertainment. Soul City opens a window on people’s lives and in so doing, through the cathartic experience of storytelling, this window then presents itself as a mirror. In the hard hitting, emotionally charged style of the soap opera, the series plots itself around the visceral issues that affect community life, among them HIV/AIDS, domestic violence, alcohol abuse, teenage pregnancy, poverty and unemployment. The series have been the catalyst to many behavioral changes in the country, influenced national policy and blurred lines between fiction and everyday lives.

PHANDICRAFT (ZA)
Phandicraft explores indigenous games, folk tales and languages through active drama and dance. The classes are geared towards instilling and growing confidence, creativity and an active imagination in young children. Phandicraft develops social skills, co-ordination and concentration in children’s early stage development. Their motto is to drive learning through fun. Phandicraft offers active drama and active dance workshops; school Holiday courses and corporate kids edutainment services. The funding model is two pronged and therefore the perfect balance for a social enterprise. Phandicraft requests funding from the government or private companies to take their services to learners in rural and peri-urban areas who would not ordinarily afford to attend their classes. The other prong is to have private companies, schools, and people to hire them for events. The classes are interactive, character driven, improvisational and they incorporate a great deal of physical movement. All the while drawing from African indigenous games, age-old stories and African nursery rhymes and children are encouraged to speak in their first languages. Representation is so important, what Phandicraft does in building confidence in a language of the participants is revolutionary, in that it challenges the strong hold of what history has done to South African native languages and practices.
INSTITUTO DE CIDADANIA EMPRESARIAL (BR)

Instituto de Cidadania Empresarial (ICE), a non-profit civil association, was created in 1999. ICE’s goals include bringing together entrepreneurs and investors around social innovations that could leverage their personal and philanthropic investment, bringing about significant changes in low-income communities, the articulation and engagement of transforming leaders, collaborative work and production, knowledge systematization and dissemination. ICE develops programs focused on education, culture, health, social assistance and quality of life. With a focus on the training of actors involved in the third sector, ICE promotes courses, training and other events that contribute to the consolidation of the ecosystem. As such, they facilitate access to the knowledge generated by the institution and disseminate in a transparent way the results obtained and models developed. The programs operate in an interconnected way, working to strengthen the actors of the social entrepreneurship system in Brazil. Each program targets a certain group, such as associates (entrepreneurs and investors), academia (more than 80 professors), accelerators and incubators (more than 50) and alliance (organizational partnerships).

AÇÃO SOCIAL PARA IGUALDADE DAS DIFERENÇAS (BR)

The Social Action for Equality of Differences (ASID) was created in 2008 with the mission of building an inclusive society based on the union of companies, voluntary institutions and people with disabilities. The ASID’s goal is to provide better administrative management to the institutions that serve people with disabilities, free of charge and to raise financial resources with private companies, to defray expenses with the improvements to be made. The actions of ASID seek to consolidate the ecosystem of integration and interaction of the people with disabilities. The organization is focusing on the management and training of managers and organizations that serve this public, the development of corporate volunteering actions, the insertion of people with disabilities into the labor market, the production and dissemination of knowledge about inclusive society among the public served and society as a whole. ASID advocates of people of disabilities’ rights and guarantees. ASID develops its projects in a personalized way, considering the demands of each organization; partners or investors have each project treated in a unique way.

PASTORAL DA CRIANÇA (BR)

The Child’s Pastoral, founded in 1983, is a social action organism of the National Conference of Bishops of Brazil, an institution linked to the Catholic Church in the country. Their activities focus on the training of volunteer leaders, willing to work in their communities, as agents with the families who live in these places. Volunteers’ activities involve basic health, education, nutrition and citizenship actions for the integral development of children. The mission of Child’s Pastoral is to promote the development of children, in the light of the evangelical option for the poor, from the mother's womb to 6 years old, helping their families and communities to transform their own lives through basic guidelines of health, nutrition, education and citizenship, based on the Christian mystic that unites faith and life. From this, the Pastoral’s work aims to end avoidable maternal-infant deaths and promote their development in a favorable environment. Specific educational materials focusing on the training of the local agents, in the continued formation of agents, educational books in general, as well as community use content accompany the actions.
**ACORDE (BR)**

The Acorde project was conceived by the psychologist Márcia Leal, based on her concern with the precarious situation of Brazilian public education. After working for more than 20 years in private companies with people management and results oriented actions, she migrated to the social sphere to work with the theme of literacy. She learned about the literacy method of Instituto Alfa e Beto, which uses an evidence-based model for pedagogical practices and she developed the “Structured Teaching System” in 2016, a methodology that proposes to integrate management, pedagogical aspects and the training of school professionals for more effective learning outcomes. The impact generated by the social technology allowed the emergence of a social startup. Today’s social technology developed by Acorde aims to offer teaching-learning solutions that ensure each child’s mastery of reading and writing skills and fundamental operations of mathematics at the end of the initial grades of elementary school, regardless of the limits imposed by the environment. The initiative highlights the concern with the child’s learning, and puts it at the center of educational and management processes.

**SOCIAL GOOD BRASIL (BR)**

Social Good Brasil (SGB) was created in 2012 with the aim of uniting human technologies and competences for the common good. Considered a pioneer and articulator of the Brazilian Movement of Social Impact Technologies, the SBG’s constitution was based on the interest of a small group that envisaged the possibility of solving social issues, through social technologies. Since its foundation, its actions have been characterized by the focus on empowering human skills and exponential technologies so that more people and organizations can act to solve problems in society. In the same way, its three main programs (SGB Festival, SGB Laboratory and SGB Fellow Program) value the characteristics of each group of individuals, focusing on accessibility, gender inclusion, ethnicity, income and territory. The SGB Festival takes place annually, aiming to promote an environment for sharing knowledge and experiences. It brings together participants from all over Brazil, as well as national and international partners, organizations and individuals in the area of social impact technology. The SGB Laboratory focuses on the development of training activities, with the provision of tools and methodologies for social impact organizations. The SGB Fellow Program selects and trains committed leaders and protagonists of social causes, with the aim of expanding and replicating SGB’s tools and methodologies.

**ALIANÇA EMPREENDEDORA (BR)**

Aliança Empreendedora (AE) was founded in 2005 with the aim of providing low-income micro-entrepreneurs and community-based production groups of all sectors and ages with the support they needed to develop their businesses. To do so, it seeks to create and expand spaces and means of income generation as a form of social inclusion for all individuals, emphasizing the low-income segment. Initially, AE was focused on knowledge, credit and marketing. As a result, the actions were put into operation, with the creation of the Impulso platform, for access to microcredit and the commercialization of products made by the micro-entrepreneurs to retail chains, through the platform Solidarium. Since its foundation, AE has made a significant contribution in the Brazilian context. With a presence in the twenty-seven Brazilian states, more than 50,000 supported micro-entrepreneurs, 97 social organizations have been created and more than 127 projects have been added since the beginning of its activities. Its partnerships include more than 70 partners and customers.
The Justa Trama Central Cooperative, a solidarity economy enterprise, contributes to the fair trade movement throughout its production chain, from the planting of agro ecological cotton to the production and sale of its products, including clothing (female and male), accessories, toys, corporate items (T-shirts and ecobags). The project was conceived from a group of enterprises associated to the Cooperative Complexes of the Solidarity Development Agency of the workers’ union Central Única dos Trabalhadores do Brasil. Their aims were to make environmentally conscious products, specifically in cotton planting, and to recognize the value of the individuals involved in the production chain, practicing fair marketing prices. These enterprises gave rise in 2004 to the ecological cotton chain Justa Trama. The cooperative’s network totals 600 people, including farmers, spinners, weavers, seamstresses, artisans, collectors and seed beneficiaries. Justa Trama corresponds to the largest productive chain in the clothing segment of the solidarity economy in Brazil. The partner organizations contribute to the strengthening of the Solidarity Economy and Fair Trade movement, with financial resources or support for administrative and operational management of Justa Trama.

The Instituto Legado de Empreendedorismo Social acts as a promoter of the idea of social entrepreneurship as a massive change making movement and its mission is to insert entrepreneurship into social and social into entrepreneurship. Conceived in 2011 and legally constituted in 2012 as a non-profit association in the city of Curitiba, the organization’s actions and initiatives are aimed at addressing several fronts: training, acceleration, education, advocacy, civic technologies, social technologies, startups and co-working spaces. The institute’s main initiative, the Legacy Project aims to enable entrepreneurship and social impact initiatives at various stages of their development, establishing a connection with a network of mentors, specialists and investors. Since 2012, it has had a systemic impact, involving entrepreneurs in social and environmental initiatives, the socio-environmental ecosystem and the direct and indirect beneficiaries of each initiative.
**SISTEMA INTEGRAL DE GESTIÓN DE ACEITE MINERAL USADO (MX)**

Biocomer Technology S.A.S. de C.V. is a company from Colima, which is dedicated to solving problems of society through innovative solutions, founded in 2016. Currently, the company seeks to establish a business model that manages to improve the way to generate income and profits, thus increasing productivity based on the use of waste mineral oil, with these recovered products whose lifespan has ended to reuse their materials and give them a useful life. This is to be achieved through a collection strategy in which all those involved in the process get a benefit and promote the local economy. With this idea, and to respond to a very well identified need the project SIGAMU (Integral System of Management of Used Mineral Oil) was born. SIGAMU is a technology-based initiative that seeks to solve environmental and social problems through the implementation of an integrated system of collection of used mineral oil that will be in charge of ensuring the collection and the final proper destination of the same. One of the main objectives of this project is to contribute to the recycling chain of waste oils and to the protection of the environment that can be provided with the correct disposal of this waste.

**ECOBLOCK INTERNATIONAL (MX)**

Francesco Piazzesi used to work developing construction machines. During the late 80’s the company developed a machine that produces a compressed earth block called Ecoblock aiming to stop the high pollution brick ovens. To introduce this product to the market, an NGO was created and started working with communities shocked by natural disasters. In 1997, after the hurricane Paulina, a test pilot of the Échale program was put into action. The families participated in the design of their own house, worked on the construction receiving a salary for their labor, and paid the majority of the cost while the government subsidized a small percentage. With the success of this pilot, the social enterprise Ecoblock International was created. It perfected the model of Échale offering housing for the base of the pyramid, incorporating social inclusion and community development through the construction of homes and infrastructure. Houses are co-designed with the participants and families who are organized towards a community housing committee. Involving the community in the process makes them part of the solution, empowers them to change their reality and achieve housing rights to every human being is entitled.

**CENTRO DE DESARROLLO DE LA FAMILIA UNIVERSITARIA (MX)**

The Institutional Program for Quality of Life seeks to contribute to the reduction of major social backwardness and supports people with social vulnerabilities in the areas of health, educational and opportunity gaps, exposure to major social problems such as violence, alcoholism, poverty, marginalization, drug addiction. The students of the University of Colima participate in support of activities framed in the program, which is coordinated by CEDEFU. This program brought together a variety of activities previously carried out within the university and created many more aimed at reducing the vulnerabilities of the university community and society. The objectives are to be a space of theoretical-practical integration for the development of the professional competences of the students and to address the search for proposals that meet the needs of the entity and of society itself. CEDEFU also works to strengthen the quality of life through activities that promote health in the medical, psychological and nutritional fields. It contributes to have safe spaces and benefits are given to working university mothers who can access a quality child-stay service. Efforts were also being made to strengthen the inclusion of persons with disabilities, social interactions and the welfare of university family.
MEXICO

QUISQUEYA ECO-ARTE-CAFÉ (MX)
The first headquarters of QuisQueya eco-arte-café opened in 2004. It was located in the Historical Center of Colima. Two years later, QuisQueya moved to Comala, in a traditional style house in which the faithful friends continued to visit and new ones joined. Since 2009, QuisQueya settled in the shade of an old avocado tree where the different expressions of art and the diffusion of the environmental culture could be seen while enjoying a good coffee. The QuisQueya’ team is small, however they are fortunate to grow and reorganize according to each project they develop with the collaborative participation of friends who work in various academic and artistic fields; as well as frequent followers. The main objective is to promote the quality of life through permanent activities focused on the three intervention pillars, which are summarized in the café’s slogan: “Space that integrates the delight for coffee, the taste for art and the care of our environment”. QuisQueya eco-arte-café was planned and created with a high ecological and social commitment, for which the team supports and practices fair trade, promotes citizen responsibility by weaving collaborations with diverse environmental, cultural, educational, social organizations, interested in improvement of the environment.

BRIGHTCODERS CONSULTING (MX)
MagmaLabs, a company specialized in e-commerce with presence in Mexico and the US, over the years has been distinguished by the high level of specialization of its technicians, its consolidated work culture and a large participation in nonprofit projects with a sense of social and development. In 2014, a group of engineers of the company was aware of the growing interest of young people to learn and improve their technical skills. The group decided to contribute to the technology and innovation ecosystem to MagmaHackers, a training program that aims to make it easier for young participants, the development of technical skills and the appropriation of a work culture based on four values: passion, humility, mentality of growth and integrity and four mantras: work intelligently, keep learning, have fun and pay back. In 2019, the program has been matured sufficiently and the team decided to move from a training plan to a nonprofit and independent social organization, called BrightCoders Academy.

NUPROMIC BIOTECH (MX)
Nupromic is a company formed by young people from Colima, committed to bring health and nutrition to as many people as possible. They started operations in 2015 and have had an accelerated growth due to their technological capabilities. Nupromic is born from the idea that health and nutrition should be focused on prevention. The team seeks to produce and market products that have a positive impact on the welfare of people with a view to directly counteracting the epidemic of chronic degenerative diseases. The company is currently developing custom functional ingredients for the largest food companies in Mexico. The team works on the basis of the specific needs of each company, focusing on increasing the nutritional value of finished products, such as bread, milk, snacks, and dairy products. Nupromic currently has two patents, which allow it to manufacture these ingredients in Mexico with the confidence that it can obtain an optimal yield and the lowest production costs of the market using a technology protected by intellectual property laws to global level.

Beta Glucano de Levadura
**BIOCOMER TECHNOLOGY SAS DE CV (MX)**

Biocomer Technology is a company incorporated in 2016 in Colima. Since its foundation, it has had in mind to apply processes that take care of the environment by making the most of the resources and taking full advantage of the fruits. Therefore, in a growth process, a pulp bottled beverage production unit is being installed and a water purification unit is being used for food and beverage processing, and rejection water for services. A distinguished feature of Biocomer is the creation of alliances with different actors related to the ecosystem of innovation and social entrepreneurship in the agricultural sector as the universities, research centers, governments, and the community. Develop a high impact organization that contributes to the economy, society and environment with cutting-edge solutions through the creation of quality products, under the life cycle analysis within the company’s key processes. The development of the project harnesses the potential of the underdeveloped agro industrial sector in the region, specifically the transformation of products of the food industry.

**BOLCHAS.ECO (MX)**

Bolchas.eco began as an idea to reduce the consumption of plastic bags in Guillermo Gutiérrez Murguía’s family. That was when the family decided to make some samples or bags for themselves. However, many people began to ask where they could get bags like that. After many comments and a lot of planning time, the family started to make a couple of hundred bolchas in a factory of a friend. Guillermo had an excellent quality and a very good delivery time, but he did not feel completely satisfied with the meaning of the bolchas. He felt that something was missing and decided that the bolchas had to be made in his hometown. Several months later, they started working with the inmates, through a program called “occupational therapy”. The mission of bolchas is the one the planet asks of us, and now it asks us to give people one more option to help our planet by creating different ecological products. The ecological solutions are not made like any other product, but people who do not have the same economic advantages or access to some universal rights make each one by hand. The production represents for them an important part of their sustenance, with which they are able to buy medicines, food, hygiene products and personal care.
FAIRMAIL GMBH (DE)
FairMail is a social enterprise founded in 2006. It was initiated to offer underprivileged teenagers coming from low-income families in Peru the chance to work toward a better future. The same chance other teenagers coming from more well-off families in their countries would have. FairMail dreams of a world in which all adolescents have equal opportunities to educate and develop themselves. FairMail helps teenagers to get lessons in photography and start selling their photos as greeting cards worldwide. FairMail Cards found a consumer demand for a card concept that offers a combination of a quality product and the inspiring, direct link to a young and hardworking teenage photographer who the consumer can directly support by buying his/her card or photograph. With their 60% of the profit, the teenagers are able to invest in their own education without their going to school being a financial burden for their low-income parents. This is crucial for their parents agreeing for their children going to school instead of working to supplement the family income.

LENDAHAND FOUNDATION (NL)
Lendahand’s online platform went live for the public in 2013. The platform is a B Corp certified social enterprise, based in Rotterdam. Its mission is creating new jobs for companies in emerging countries and enabling people there to improve their access to basic needs. In this, Lendahand wants to alleviate poverty. It is an online impact-investing platform where socially conscious investors can invest in entrepreneurs and sustainable initiatives in emerging countries. Lendahand is the only platform that provides funds to SMEs in emerging economies as the Philippines, Ghana, Colombia, Mongolia, etc. and tries to bring positive social impact with financial return. Furthermore, the Lendahand Foundation provides local SMEs with relevant knowledge and skills to strengthen and grow their business. In 2016, Lendahand Academy was founded, an interactive training program, which is now active in the Philippines, Ghana and Mongolia. The unique combination of providing SME support (Lendahand Foundation) and affordable capital (Lendahand Mesofinance) creates an advantage effect in developing future proof SMEs.

MAI BINE (RO)
One of the big challenges in front of local communities all over the world is the environmental, social and economic sustainability in the era of globalization. In Romania, local traditional products risk becoming obsolete as they are replaced by mass-produced and pre-packaged imports. This shift in consumer culture threatens environmental sustainability and does little to promote fair and ethical trade between consumers and local producers. In Romania, Mai Bine Association is striving to overcome today’s problems by focusing on ecology, environment and society. One of its main objectives is to contribute to the preservation of the environment in the city of Iaşi by accelerating responsible behavior adapted to the concept of sustainable development of society and the local community. The organization is involved in many projects and initiatives of different scope, which cover social, environmental and economic well-being of local community. Some of their main projects are: CUIB, ReDu, Apă fără plastic, Cultivate the City, Battery Recycling, Make Fruit Fair, Bazar Solidar, Harta Eco.
**NO-MAD KITCHEN (FR)**

Two passionate cooks established No-Mad Kitchen in 2017 as a non-profit association. No-Mad Kitchen proposes alternative ways of consuming and producing meaningful interactions with food and community. The team believes that effective change happens through active participation to become aware of issues, not just from discussions. No-Mad Kitchen is an action against food waste. The scope of their work includes the recuperation of food from local merchants and the transformation of this food into dishes during workshops and cooking in-group settings. These collaborative activities encourage the sharing of food and cooking knowledge. The meals are either shared amongst the participants or sold for a free price. The objectives of No-Mad Kitchen are to act against the waste of food and to exchange and share cooking knowledge. No-Mad Kitchen opposes consumerism and fights food waste by recovering food waste and food unfit for sale. This food is still fit for consumption.

**SZEHTÁBRÁHAMI HERB GARDEN (RO)**

The Szentábrahámi Herb Garden has received organic certification since its establishment in 2013. It was created in response to the need for development within local villages and the preservation of cultural heritage. The organization prioritizes the sustainable practices and preservation of cultural heritage through its work. This is exemplified by using high quality products. The team believes that the powers of life come from a bio garden, from the work of a real Szekely family, respect and gratitude for life and nature. Furthermore, it is emphasized that their work, philosophy for life, and love are “radiated in every tea and spice package”. This social enterprise is focused on medicinal plant growing. This includes the ecological production and processing of medicinal plants, packing, and distribution of herbal teas and spices. These products ensure local employment and preserve the cultural heritage of these plants and medicinal uses. The bio garden is enriched with its own compost and backyard manure. The production is harvested by hand, dried, clean and packaged by hand. In addition, forgotten traditional spices are sued to bring their use back and encourage cultural heritage.

**REALSTARS (SE)**

RealStars is an independent NGO, founded in 2010. It was established specifically to combat the growing sex trafficking industry in Europe. Under the slogan Fair Sex, the organization wants to promote human rights and reciprocity, respect and equality in intimate relationships. RealStars uses Fashion for Fair Sex, design and art in order to channel the message of Fair Sex to a broad audience. RealStars fights for the realization of Fair sex for everyone. This implies sex on equal terms, with respect and without violence and coercion. The organization wants to inform, awaken debate and inspire the public as well as the community actors, and collaborate with among other schools, companies and artists. RealStars works on three different levels: influences society and push the EU to form legislations against sex trafficking; collaborates with corporations in order to integrate human trafficking issues in corporate social responsibility efforts; and engages individuals in their work for Fair sex through campaigns and school collaborations.

**ÜBER DEN TELLERRAND (DE)**

One of the pressing issues in front of Europe is the social inclusion of refugees and migrants. Über den Tellerrand started as a student project in 2013. The founders organized a cooking event with the refugees. The cooking sessions led to the publishing of a cookbook, which was printed and quickly sold. There was so much demand that the team realized the potential to professionalize the endeavor. The organization applies a holistic approach to the complex process of integrating newcomers into German society, while at the same time acknowledging and empowering their agency. It enables people to work together, to promote a society in which every human being is an equivalent member. The team succeeds in doing so by raising people’s awareness of design options in society, helping them to build intercultural communities, creating and strengthening networks between those involved. Über den Tellerrand is part of the self-concept of cooking outside the box, according to which human rights, tolerance and equality of all people regardless of their origin, gender and religion, serve as the basis of any action.
**HORTICULTURAL THERAPY TRUST (UK)**

The challenges addressed by Horticultural Therapy Trust is the lack of support for those who are disadvantaged mentally and/or physically. It supports everyone in need through safe and empowering environments to work towards recovery. Horticultural Therapy Trust supports meaningful recoveries through community spaces that foster a sense of belonging, emphasizing that everyone has abilities and value worth supporting and fostering. Horticultural Therapy Trust is a service provider that suits the needs and abilities of its participants. It has many projects that support wellbeing in mental, social, emotional, physical, and spiritual perspective. These include growing flowers and vegetables, from seed or cuttings, designing flowerbeds, color schemes, wildlife habitat, digging and weeding, building raised beds, woodwork, creating seating, etc. Through these activities, people who are experiencing mental/physical disability or disadvantages are supported. This includes specific gardening times and therapy sessions for different groups (adults, schools, residential homes). There are also vocational and voluntary opportunities with informal horticultural training.

**MY DREAM NOW (SE)**

Youth unemployment in low-income areas is a contemporary problem in all European states. Teenagers all over the world need adult role models who can inspire. They need to find out about their opportunities and alternative ways to their dreams. To respond to that challenge, My Dream Now was founded in 2011. The team believes that all teenagers should know their value in society and find their own way to jobs and dreams. My Dream Now works against segregation and youth unemployment, for social sustainability and competence supply. The model is simple. Employees from the partner-companies, together with other volunteers, work to inspire and motivate teenagers to find and realize their dreams. My Dream Now offers several different programs for schools in Sweden and Kenya. The class coach program receives the greatest dissemination among the schools. For this program, the team trains volunteer class coaches from working life who the students meet on four occasions during a school year. The program is structured with different focus to make students understand the importance of active leisure time, experiences outside the school, the labor market, how to apply for jobs, etc. In support of this process, the coaches use My Dream Now’s own methodology DreamMap.

**CHICKS AND THE CITY (NL)**

Chicks and the City works with disadvantaged girls aged 15 – 25. It was established in 2005 as Chica Radio. Having the girls participate on every level of the project is a principle of work that encourages learning valuable skills that come from inspirational, controversial, and special guests and stories from the Rijnmond region. Chicks and the City produces a new podcast every Wednesday evening in the Rotterdam Library and is live streamed with an audience. The program is made for and by girls, so everything that concerns young women is discussed. The objectives of Chicks and the City are to discover and develop talents of the girls, to treat parenting issues that live with young people, to gain 21st century skills and become media wise. The organization collaborates and works towards their own podcast broadcast to give young people a platform to let their voices and opinions be heard. Chicks and the City offers a professional working environment and a useful leisure activity and provides an enriching meeting place for girls and guests. Chicks and the City also provides workshops at schools for media experience. Approx. 30 students per podcast season receive lessons in writing, language, filming, social media, and radio making.