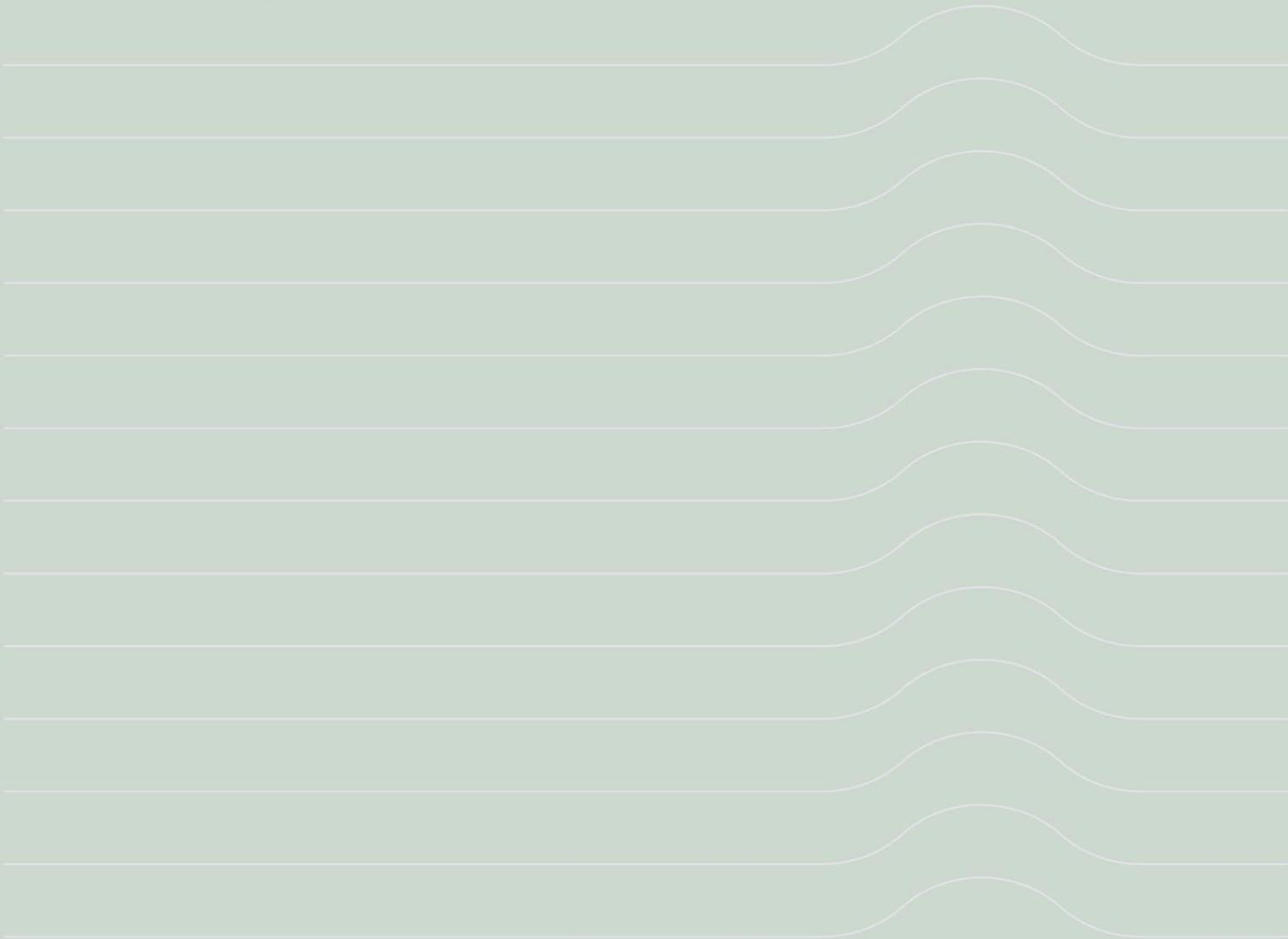


Social Innovation and Management Programme 2021 Course Projects





The NGO Academy was founded in 2013 to help strengthen the social sector in Central and South-Eastern Europe. It offers a range of high-quality capacity building programmes for executive managers and key staff of NGOs and social enterprises. By doing so, it supports the organisations themselves and indirectly also their stakeholders by transferring knowledge, imparting skills and helping them build up networks.

The Social Innovation and Management Programme combines practice-oriented training with a solid base of expert knowledge. The customised, three-week programme, which is held in English, provides participants with the opportunity to acquire knowledge and skills required to manage their organisations and to use expert input to work on specific challenges relating to their organisations.

In the course of the Social Innovation and Management Programme 2021, participants developed individual projects. This curricular element was a crucial feature in the programme design. It aimed at helping participants to develop skills by directly applying new insights and methods to a real-life project. Hence, it explicitly contributed to the further development of their organisations.

Each participant was asked to develop an individual project. Its basic requirements were a direct connection to the participants' job, their special interest in it, and its relevance for their organisation. The projects were expected to arise out of new or underdeveloped ideas and to tackle existing challenges such as the development of new products or services, the expansion into new markets, new business models or new internal processes.

In the course of Module I, participants were exposed to topics in the field of innovation management and acquisition of resources. Subsequently, they were asked to develop a project idea, create a project draft and discuss it with stakeholders such as colleagues, potential customers, and project partners by Module II. Each project draft received profound feedback by external coaches and peers in the beginning of the second module. In Module II, a range of tools supporting project planning and implementation was introduced. It enabled participants to transform their project drafts into implementable planning documents. These documents were again feedbacked by experts and peers in Module III.

By presenting all executive summaries, this booklet provides an overview of the individual projects. Thereby, it gives insights into the very heterogeneous challenges that nonprofit organisations and social enterprises are currently facing in Central and South-Eastern Europe and potentially innovative approaches to tackle them.

Vienna, October 2021

The Team of NGO Academy

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Alexandru Laibar

Moving Forward Circular Economy in Romania

The main purpose of the Circular Economy Coalition (CERC) is to promote in Romania the key objectives of the EC Circular Economy Package, namely to stimulate the development of new markets and business models, thus contributing to economic growth and creation of new jobs.

Having a modest start in the Romanian space, circular economy was initially designed mostly as an answer to the problematic area of waste management. To the extent of getting acquainted to the Romanian society with the new economic concept and acquiring knowledge in the field, it was understood that: circular economy assumes in itself, more than waste management; this promotes the idea of closing the resource consumption loops every time it is doable technically speaking and it supports recirculation and resource recycling. Regarding the answer to the question whether Romania is prepared for the circular economy, respectively if sufficient initiatives, actions and activities are undertaken to effectively embrace economic circularity in the local environment, the opinions are obviously delimited.

Coalition's aim is to become the leading voice that advocates for Circular Economy principles and international best practices throughout Romania, consequently becoming a key player for the domestic business community, but also the voice that broadcasts internationally the Romanian proposals and achievements in this sector.

After four years of natural growth of the organisation, the Board of Directors and the Executive Director feel the need to move forward and to accelerate the development of the circular economy in Romania, along with the development of the organisation itself.

The plan is to embrace the opportunity of having access to knowledge and expertise from the private sector in order to monetize it and put it to work not only to fund the Association, but also in expanding its activities, economic sectors covered by its members and also consolidate the reputation.

CERC shall provide to its members new (extended) services. We are planning on selling access to information and opportunity by offering our target group, the Romanian business community, a whole new concept of doing circular business.

For a two-year time-frame anticipated to be the duration of this project, we want to double our number of members (from 45 today to 90), to increase the revenues and to consolidate CERC as the most important professional organisation dealing with circular economy in Romania. The scope is to expand CERC's activity, in order that we gain public recognition and transform the organisation into a full-service provider of circular economy knowledge and expertise.



Brikena Avdyli

Operation: Sustainable Growth

The Jahjaga Foundation (JF) is a non-governmental organization, founded by the President of Kosovo (2011-2016), Mrs. Atifete Jahjaga, in March 2018. The general goal of the Jahjaga Foundation is the democratic development of Kosovo and the Balkans, through social inclusion and support for marginalized groups, as a precondition for peacebuilding in the region. Three causes are at the heart of the Jahjaga Foundation, and they include: 1) Social inclusiveness, 2) Interethnic and regional reconciliation, and 3) Security.

In the past three and a half years, the Jahjaga Foundation has implemented numerous projects focusing on social, political, and economic empowerment of women and youth, with a focus on marginalized groups. Among others, 1) we have launched our own magazine called ZA, 2) we have launched a brand of clothing lines called One in Three which contains clothes designed by former President Jahjaga, made by women of marginalized groups, and sold online, 3) we have implemented the Mother Schools program with 120 women, 4) we supported women of minority communities through over 20 advocacy interventions and published a cookbook titled “Diversity through Food” with recipes, 5) we have organized the first international conference on survivors of sexual violence during the war called “Giving Voice to Survivors of Sexual Violence during the War”, and many more.

Our unique and targeted initiatives and projects have facilitated our growth throughout the years, with a focus on the last year, where we have grown 2.5 times in terms of our budget. While we are thankful for the opportunity to do more, we seek to maintain this level and have a steadier growth moving forward, and continue to grow our current projects, all of which have become signature to us. For this reason, we aim to continue seeking support through grants, but also start to raise funds that are unrestricted and that enable us the flexibility and the opportunity to do more and expand our work the best way possible.

The idea behind Operation: Sustainable Growth is to increase our sources of funding, and thus ensure that we can continue and expand our programs, to serve more people who could benefit from them. This initiative has two components:

- Component I: The Jahjaga Foundation Fund for Women and Youth - The Jahjaga Foundation will invite all individual donors and corporations to contribute to our causes. These funds will be utilized to directly support our programs, covering necessary overhead costs as well as activity related costs.
- Component II: The Jahjaga Foundation Social Enterprise – Through the One in Three initiative, we will make clothes that are then sold online, and the income of this will be utilized to cover the operational costs of the social enterprise. Following the limited-edition collection of former President Jahjaga, we will have collections that are collaborations of renown designers and women engaged in the initiative.

As an organization, we have found some gaps that have become opportunities to design interventions that are more unique, which is also setting us apart from other organizations that work within this field. In addition to the recognition as an organization, we are working towards promoting and strengthening the



brand One in Three, which will directly serve the social enterprise that we intent to open. In the first year, we will manage these operations within our umbrella, and work towards strengthening it, so by 2023 One in Three is ready to be registered as a social enterprise and stand on its own.

The Jahjaha Foundation has a team of 14 members, with a combination of various backgrounds, who work in different projects and initiatives. In addition to the dedicated team members, the Jahjaha Foundation has nine members in the Board of Directors, who include influential and experience individuals from Kosovo, Serbia, and the U.S. We also count on a wide network of friends and supporters, who support our work, and are ready to help us in achieving our goals.

Daniela Mamaliga

Partnerships for every child

For more than 25 years Partnerships for Every Child (P4EC) has been instrumental in supporting Local and Central authorities in Moldova to reform the child welfare system, supporting legislative and policy change, developing alternative childcare services, and providing extensive capacity building opportunities to social work practitioners at local and national levels.

P4EC vision: a world where every child and youth enjoy the right to live in a safe and caring family, free from poverty, violence and exploitation
P4EC mission: to work to give vulnerable children and youth who are, or risk to be separated from their family or community, or be subject to violence and exploitation, a safe and secure future



P4EC has supported the Government of Moldova to reorganize/close 22 large-scale residential institutions and develop inclusive education programs for children with special educational needs, develop family based social service system, cash benefit system for vulnerable households, inter-agency collaboration mechanism on child protection issues and primary prevention; as well as establish a range of preventive programs for vulnerable children, youth and families. Thanks to P4EC direct support 69 013 children were prevented from separation from their families, 30 000 families were strengthened to care for and keep their children home, 1750 children were deinstitutionalized and reintegrated with their families or placed in family type alternative care, 1500 children with disabilities were supported to integrate in mainstream schools, 12405 pupils were prepared to accept integration of children with disabilities in educational settings, 813 children members of Advisory Board for Children strengthened to promote the rights of children in their community and ensure their implementation.

We believe that positive outcomes in the lives of our beneficiaries and their families will be achieved by making profound changes in the way they are supported by communities, practitioners, decision- and policy-makers, all of them working together in a coordinated way with the view to tackling the children's needs early to avoid problems developing and bigger concerns. Primary prevention and family strengthening are the fundamental approaches in making the reform of the child care irreversible.

For the period 2022-2026, the P4EC Strategic Plan will target children and youth who are at risk of being separated or have been separated as a result of family poverty, violence, disability and migration.

Building on the previous achievements and lessons learned P4EC will continue to demonstrate its long-term commitment to social welfare reform and development of social services, with a very strong focus on supporting the authorities to advance the child care reforms, to strengthen family and community-based services, to enable social welfare system to provide vulnerable children and youth with a nurturing environment helping them to fulfill their rights and aspirations.

Appropriate interventions were selected that would address the issues identified by examining their potential to achieve the greatest impact, consistency with Rights Based Approach, potential fundability, added value without duplication, and feasibility of interventions within 4 years, given available resources.

The innovations that will bring added value to P4EC intervention portfolio in the next 4 years will be Parenting and Psycho-social assistance programs, and a variety of Household/Family Economic Strengthening interventions within reintegration and family support services including microloans, small grants, start-up kits for business and agricultural activities, vocational skills training for older children, links with savings programs and support for income-generation activities.

To have a long-lasting positive impact on the total population of children and youth including those with disabilities, their families & communities in Moldova, P4EC will continue to operate at 3 levels: community,

district and national ones, focusing on the development of primary social services and programmes (family support and educational-type) and specialized services (alternative family care); reducing reliance on highly specialized services (residential care); as well as ensuring distribution of resources from institutions to community-based social and educational services.

The P4EC Strategic Plan is driven by the United Nations Convention on the Rights of the Child (UNCRC), which anchors all of the P4EC work. At the same time it is in line with the Sustainable Development Goals and the new strategic directions outlined in the Country Child Protection Programme (2022- 2026) that is under development at the moment.



Debora Peci

Women in Office

The discourse on gender representation in political processes in Kosovo is dominated by the topic of gender quota of 30% in legislative institutions, at both local and central level. Gender quota in the legislative institutions is used as justification as if women have enough space in politics and that Kosovo cannot do more than this. This reflects the situation in both elected positions, as well as appointed positions which entail more executive, decision-making power. Political parties in Kosovo, with no exceptions, have no better gender representation internally, with women comprising a low percentage of executive positions in their branches. These puts women in a position of disadvantage in political race. Therefore, through this project, we want to be able to give all women who are thinking of running a political race, the chance to learn the basics of how to run a successful campaign. The online course will be named “She runs” and it will be available for all interested parties.



The “Ajo Garon” platform is an initiative aimed at empowering women in politics. The platform is designed to enable women candidates to be provided with the necessary information from the decision to run in the elections until the end of the election campaign.

The training program will take women through four training modules:

1. Local elections in Kosovo – the ins & outs of the legislation and regulation
2. Organizing a successful electoral campaign
3. Campaign like a Woman
4. Developing and spreading your Message.

Each of the modules also has a section of exercises and additional materials that a candidate will be able to use. The current version of the platform is mainly dedicated to women candidates for Municipal Assemblies, but D + intends to include materials for national elections in the future.

The situation with the Covid-19 pandemic has forced the modules to adapt to the online training mode. D + also has the conventional training method available and we believe that a combination of these two modes would be ideal to achieve maximum efficiency.



Edward Lucaci

Caritas Moldova – Collaborative workspace for better social services

The key to increasing efficiency, productivity, cohesion and, overall, growing as a team resides in the ability of the company to cater, as well as possible, to the employees' needs. Besides the individual necessities that evolve around respect, fair pay and lack of discrimination, one may identify a different set of necessities, at an individual and team level, that point to clarity of assignments and transparency of decisions as basis for efficient teams, empowered individuals and a constant flow of creativity that leads to constant improvement.

As the "new normal" period, since Covid 19 has hit the planet, pointed out, on-line collaboration is the way forward for most entities. One of the first steps that supports the off-line to on-line switch, for teams, is the availability of a collaborative workspace that facilitates remote work but still provides, to some degree, the feeling of cohesion between the team members.



Some of benefits that such collaborative workspace may bring are:

- Increased efficiency of work processes – reduces lags between the stages of the process thus increasing the time to review and improve the existing flows and processes. Live tracking of task completion
- Makes communication easier and with a greater reach and helps the team to socialize – sharing ideas, pointing out risks or, even, telling a great joke, through the communication apps included in a collaborative workspace, are guaranteed to reach all the members of the team, at the same time, thus a better approach may be tailored in less time, a mitigation plan can be created and put into action with greater speed and, of course, for the last one, you will receive a greater number of LOLs;
- Increased transparency and clarity for all assignments – instant notifications; all the necessary documentation one click away; dependencies, risks and issues visible to all the team;
- Significant improvement in file sharing, security and quality control;
- Reduced risk of data loss by moving to the cloud.

Of course, there are some prerequisites that need to be addressed prior to starting to work in the aforementioned environment:

- For such environment to be available, there is the licensing aspect to be considered. Licenses may vary, depending on the chosen configuration, between 10\$/month/user up to 20\$/month/user (tailored for Caritas Moldova's needs) (top players on the market considered);
- Also, some tailored solution can be considered with cost which may vary, based on the necessary functionalities, from 140\$ to 200\$/organisation per month;
- Training for an Admin for the system;
- Basic training for the users;
- External support for the initial setup of the environment;

This solution that we intend to develop is only the first in a suite of 3 that will continue to improve the interaction with the beneficiaries and the partners/donors.



Enkelejda Kallciu

Home made Impact, Terre des hommes

Terre des hommes (Tdh) Mission in Albania is part of Terre des hommes Lausanne, the leading Swiss organization for children's aid. Tdh has been operating in Albania since 1993 in the field of child rights, child protection, migration, and juvenile justice. Tdh works to bring meaningful and lasting change to the lives of children, youth and families, especially those most exposed to risks such as abuse, migration, trafficking, humanitarian crisis. In the next four years Tdh will be dedicated to enriching its interventions and support targeting the economic empowerment of vulnerable families.



A pilot initiative of Terre des hommes Albania will be to establish a social enterprise, with the key purpose to empower girls and women, both economically and socially, while supporting the change in social norms in vulnerable families and communities, in order to promote gender equality as well as addressing gender-based violence.

At the core of the initiative is the idea that talented and passionate woman and girls in cooking and pastry from vulnerable communities will join a social enterprise managed by Tdh. The enterprise will sell healthy homecooked or homemade style sweets, dishes, and products, using ingredients produced in local communities.

Each participant in the social enterprise will participate in a social program, focusing in ensuring social cohesion and social networks, empowerment initiatives, peer support and education or vocational education elements.

The objectives and indicators of success for this initiative will be:

- Change in the level of employability of women from vulnerable communities, in long term unemployment
- Change in social norms in the families and communities they live
- Change in the wellbeing pillars for women/girls, their children and other family members
- Integration/reintegration or prevention of/by abuse, violence, trafficking, trauma, conflict with the law, poverty

Being a Terre des hommes Social Enterprise adds a success factor to the initiative in several dimensions, especially considering the following:

- The outreach and access Tdh have in vulnerable communities
- Multi-functional Community Center supported by Tdh, in the multiple municipalities of Albania, that would support the social program accompanying the business activity
- Large partnerships and networks both at local and national level that would support the business
- Business management would have a much safer scheme through Tdh enterprise compared to other types of social business in ensuring the best benefits/impact for the beneficiaries and its social mission



Fruzsina Benkő

InDaHouse Hungary

InDaHouse Hungary is a social innovation organization that works with socially disadvantaged children and young people living in Borsod county, which is one of the most underprivileged regions in Hungary.

Within the organization, we carry out our activities with the help of our volunteers. They devote their time to our programme, and share their knowledge by holding individual and group sessions for the children, in order to improve the kids' social and learning skills. The goal of our programme is to empower these young people and facilitate them to become responsible adults, who have plans for the future and are able to realize their dreams. Ultimately, we hope that in the long run, they will be able to pass on their knowledge to the future generations of this region.



We started out by working with 20 children in one village in 2014, and now we are working with 230 children in four villages. One of them is a segregated settlement where the families live in deep poverty and where more than 100 children would join our program. This means that we need to scale up our operation, we have to increase our capacities.

We work within the frameworks of three main professional areas: the Early Childhood Development Programme (0-4 years old kids), the Pre-school Programme (5-6 years olds) and the Learning Centre Programme (6-18 years olds).

InDaHouse has 14 paid employees, and there are two local drivers who make sure that the weekends, when the volunteers held individual sessions for all the children, run smoothly. Everyone else working in the programme is a volunteer – to date, this means more than 200 people.

One of our main reasons for operating on the basis of voluntary work is that our programme can increase social solidarity this way. Those who live in poor families in an isolated, understimulated environment meet the volunteers who come from better backgrounds. They work together, they learn and play together, and in the meantime, the social gap between them becomes smaller. This way the children integrate into the larger society, even if only in these four small villages. Therefore, the social purpose of the program can only be achieved by volunteers.

The annual budget of our association is 167 000 EUR, and we use various fundraising methods in order to make this amount available. We are always on the lookout for corporate partners, use peer-to-peer fundraising, and organize crowdfunding campaigns and charity events.



Inesa Zaporozjan

Keystone Human Services International Moldova Association (Keystone Moldova)

Keystone Human Services International Moldova Association (Keystone Moldova) works from year 2004 to support the social integration of vulnerable groups including persons with disabilities. In the last 10 years, Keystone Moldova was focused on the reform of the system of social care for persons with disabilities. As a result, the legal framework was improved, over 101 community social services (serving approximately 4,000 people per year) were developed, 300 persons with intellectual and psychosocial disabilities were deinstitutionalized and provided support to live in the community, over 300 children with special education needs started going to school, thousands of persons were trained and informed on the rights of persons with disabilities.



The main challenge faced in this process is related to the lack of funds necessary to support the persons to start a new life in the community. The majority of funds that support Keystone Moldova activity come from the grants. The donors usually are not supporting individual cases of family reintegration or development of alternative services. The services developed by our organization are now run by the Local Public Authorities and have very limited funding. Sometimes there are emergencies that require additional funds, which our organization strives to raise.

Another challenge is the inclusion in the labor market of persons with disabilities who are willing to work and not be dependent on the extremely low disability allowances paid by the state. The unemployment is a problem for Moldova and it is even more complicated for a person with disabilities to earn his/her living.

In consequence, Keystone Moldova started developing social economy activities with the aim to support the persons with disabilities to work and to obtain unrestricted funds for new services and emergencies.

Ecovox is a social entrepreneurship activity that employs persons with disabilities and/or their parents to produce eco bags. Up to now, a group of persons was trained and started working from home (they live in different regions of the country). Keystone Moldova was providing them with the equipment, raw materials and was selling the products. Ecovox concept is oriented on two aspects: (1) Supporting persons with disabilities, (2) recycling, and reducing the use of disposable plastic bags.

Having this experience, we decided to enhance the sales capacity of Ecovox and export the products to foreign markets (Romania). The exporting process is challenging as in order to penetrate the Romanian market we have to identify possible partnerships and local companies that will buy or resell our products. The key person of this process will be the project manager, who will manage the business and this process, work with suppliers and clients, work on the marketing strategy, identify and establish new partnerships. He will work closely with the Director of administration and the designer they will develop new models, tailor the products, make the prints. The cuts will be shipped to the beneficiaries that stay at home. Another part will be produced in the office, like embroidered bags. They will sew the products and deliver them back.

Another part of this desiderate will be the acquisition of an embroidering machine, in order to produce embroidered bags and also to be able to diversify our products portfolio by creating





customized bags for our customers. To reach this goal we will apply and access a grant program that supports the development of the social enterprises. The finance we will receive from the grant should cover the amount to pay for the machine and staff salaries.

The products will be oriented both for internal as well as for external market; for individuals and for corporate clients. Additional personalization services will be provided. The products will be sold online through the identified partners, like eMAG.ro – a huge online Romanian mall and in retail chains.

Maja Kurilić

Piloting a new format for civic skills

In Croatia, a lack of civic skills and competences in the field of economic and financial literacy can be observed. Thus, this particular project assignment aims to create a pilot summer school on financial literacy and green economy, on the basis of critically assessed educational and training policies in Croatia. The main target group is youth from 13 to 18, which in Croatia corresponds to pupils finishing elementary school and attending first three grades of high school. This pilot project is envisaged to be further scaled and used.

Summer school covering such or similar topics does not exist in the Croatian context. Green economy has been chosen as it provides a macro-economic approach to sustainable economic growth with a central focus on investments, employment, and skills, while financial literacy is seen as an indispensable civic skill for making informed decisions and taking responsible action towards a sustainable future. What is more, summer school of this kind opens the possibility for one more opportunity – multi-stakeholder partnerships and regional cooperation.

The idea is currently in the conception phase and with the goal to successfully create, organize and implement such summer school, the following steps are needed. Firstly, it is crucial to implement a detailed needs assessment with the aim to analyze what type of education on this topic is already available and how it is implemented in reality. In the second step, educational experts and experts on the topic of sustainable development and economy will be gathered to develop curricula and activities. Lastly, to ensure smooth operations, it will be crucial to plan ahead to set appropriate budget amounts for the summer school, identify and secure necessary space, efficiently communicate about the summer school, and tend to other logistics-related details.

Development and implementation is shared by two organizations, Znanje na djelu and THE CIVICS Innovation Hub. Znanje na djelu is a Croatian based NGO focusing on addressing the lack of practice-based education opportunities, while THE CIVICS is a newly founded pan-European non-governmental organization in the field of civic education. Experience from THE CIVICS will facilitate content creation to ensure all key civic competences are encompassed, while experience with the target group.



Malbora Shahini

Empowering the Society through the Social Business

The project will focus on efforts to enhance the reintegration and social inclusion of victims of trafficking (VoT) and victims of domestic violence (VoDV) and their families, some of most vulnerable and marginalised individuals in Albanian society through a comprehensive approach including capacity development of beneficiaries in life skills and employment skills and support for the establishment of a social enterprise.

Objective

The **overall objective** of the project is to contribute to the reintegration and social inclusion of VoT and VoDV. The **specific objective** is to foster the employability of VoT and VoDV through the social and economic empowerment of women. The overall and specific objectives will be achieved through an innovative approach combining the enhancement of employment skills with the development of durable employment solutions for VoT and VoDV through the establishment of a sustainable social enterprise.



Major activities

The project will support the reintegration and social inclusion of VoT and VoDV through two interlinked streams of activities:

1. To increase the life skills and employment skills of VoT and VoDV

These activities will include a coaching for increase communication, collaboration, management skills and employment training in general.

2. To support entrepreneurship skills of VoT and VoDV

These activities will include supporting the establishment of a social business employing VoT and VoDV, which will be supplemented with individualized mentoring and coaching for the beneficiaries.



Mariana Cosoi

Developing Cohesive Communities in Rural Areas of the Rep. of Moldova
(DCRural deepening)

Diaconia is an organization that has been committed to the social work for the last 20 years. Throughout the strategic planning processes, it brought into the national market several innovative trends. Community development is one of the most recent, most elaborated and most revolutionary ideas for Moldova.

The Resource Centre "Solidarity Guide" is Diaconia's tool to support community initiatives in identifying needs and finding answers at community level through a network of community social centres, community facilitation, Children's Parliaments, and other community projects.

Through the partner parishes of Mitropolitanate of Bessarabia in rural localities, Diaconia became aware of the needs of the rural communities and rural inhabitants. These pivoted around lack of local initiative to identify and solve community needs independently, without external assistance. Especially human resources needed motivation and empowerment to demonstrate full involvement, dedication and capacity to find solutions within the community. Thus, Diaconia set out to invest in local human resources and to develop local focal points to react, respond and behave loyally, and so, making community members responsible of their own needs. It implies supporting the local initiatives to achieve total autonomy, and capacity to mobilize in order to systematically access available resources. This will strengthen the local existent network, extend it by identifying new potential partners and change behaviours and mentalities of people belonging to post-communist culture towards auto-sufficiency.

Because the Resource Centre will ensure their professional assistance at all stages, the vision of the project includes building internal capacity of Diaconia to work with new the type of client and the new activity domains, as it extended to community development. In the same line, the project aims at developing a consolidated MEAL system. This will bring an increased quality of the intervention of Diaconia in order to meet the needs identified in the analysis of the lessons learned from the previous experience and create a greater impact.

The process by which it is desired to obtain the change of mentalities and behaviours is a complex and long one. This is why the initiative was shaped into a program, which is in progress through its 3 stages: the pilot and the broadening stages (already implemented), and the deepening stage (covered by the current project).

The main goals of the project are:

1. Increasing the capacity of local network to mobilize and absorb resources;
2. Developing of the internal capacities of Diaconia's Resource Centre to support and promote network of communities;
3. Developing Diaconia's capacity (based on this community development experience) to collect data, structure it, make it transparent and analyse it in order to improve the quality of subsequent intervention and bring innovation.

Although the majority of the communities are lacking LIGs, yet the demand for community development is very low. So, another mission for Diaconia is to educate the market that with some effort, rural communities members are able of achieving great results in solving their own problems and take control of their own locality in partnership with local stakeholders. The numerous examples of good practice realised so far are an excellent evidence for this.





Martina Raytchinova

New approach for elderly people in Republic of Moldova

1. Short description and current situation:

CONCORDIA Social Project in the Republic of Moldova was founded in 2004 and currently is the largest non-governmental and non-profit organization in the country, specialized in delivering qualitative social services on local level.

Reflecting the vision of the organization “Self-determined life for every child and young person”, our projects focus on disadvantaged children and young people and their families, especially those living in the rural areas of Moldova. We offer high quality, inclusive, accessible, affordable social services, which are critical to reaching the most vulnerable and breaking intergenerational cycles of disadvantage.



Based on our expertise and following our mission “We go where the need is greatest” we expanded our area of expertise and initiate projects also aiming at prevention of hunger and neglect of elderly people.

According to the latest available data (2020), elderly and retired persons represent 21,38% of the whole population in Moldova¹ and are one of the most marginalized groups in the country, having 1/3 of them living in absolute poverty². Additionally, living predominantly in the rural areas of Moldova³, they often lack access to essential services and tend to live rather isolated and lonely life. Thus, in 2007 Concordia Moldova opened its first Social Canteen (SC) located in Pirită village, where more than 100 elderly persons benefit daily from professional social care. Our center offers warm meals and regular daily activities.

The Multifunctional Social Centers (MSCs) of CONCORDIA provide wide range of support activities for elderly people, such as access to food, shelter and social bathrooms/laundry areas, care and rehabilitation. Additionally we work with children and young people at risk and their families, aiming at social reintegration, school support, educational and recreational activities and legal and financial support. Generally, the services provided by the MSC aim to support the re-socialization of marginalized and vulnerable people in the communities and to strengthen the intergenerational dialogue.

CONCORDIA provides assistance to several categories of beneficiaries: children, young people, families in difficulty and the elderly. In 2020, 4763 unique beneficiaries from 46 localities in the country benefited from our services.

¹ National Bureau of Statistics (2020). Statistical databank. *Usual resident population by main age groups by Years, Age groups, Area and Sex*. Dataset generated on 25.02.2021: [Over working age \(57/62+\), compared to total resident population #](#)

² UNDP (N/A). *Al Doilea Raport cu privire la Obiectivele de Dezvoltare ale Mileniului Republica Moldova*. Retrieved (24.02.2021) from: [Second report regarding the millennium development goals - Moldova \(p.24\)](#)

³ National Bureau of Statistics (2019). Statistical databank. *Resident population by age group, years, area and sex as of January 1, 2000-2019*. Dataset generated on 25.02.2021: [Over working age \(57/62+\), Urban and Rural comparison for 2019](#)

As a main goal of CONCORDIA Moldova work with elderly is the contribution to poverty reduction, preventing hunger and neglect of those who are left behind and are not able to live independently. The key activities include:

- ✓ Day care of elderly people, providing warm meals and housekeeping support,
- ✓ Recruitment of volunteers to work with elderly people,
- ✓ Multifunctional centers provide assisted living for elderly people in residential care facilities,
- ✓ Day care activities and intergenerational dialogue activities,
- ✓ Clothes and other basic supplies,
- ✓ Laundry and personal hygiene (using CONCORDIA's laundry machines and washing facilities);
- ✓ Supply of medicines and basic medical assistance.

In year 2017 CONCORDIA Moldova hired external experts to run an evaluation that partially focused on the impact and the sustainability of the current services of the organization targeting explicitly elderly people. After interviewing beneficiaries of 35 CONCORDIA facilities – social aid canteens, day care centers for elderly, residential centers and mobile team users, the results showed that even though most of the consulted beneficiaries stated that the support they got from CONCORDIA significantly improved their conditions and subsequently their life, the long-term impact is rather remote and the services are substantially expensive, reaching very low number of the target group. A problem was raised about a negative long-term side effect (especially at the mind-set level) of the services the elderly people had benefited from - many of them become addicted and start considering it as a duty and obligation of CONCORDIA towards them. In case they do not receive support at a certain moment they won't be able to cope with the daily challenges alone.

Additionally the results on the overall impact and sustainability of the project represented a mixed picture, mostly characterized by fragility of the achievements and their ephemeral nature, i.e. the improvements of reduced poverty last as long as the interventions are carried out and then it is necessary to keep supporting, otherwise almost status quo is reached. It was also stated that the services approach only a very limited number of members of the target group while many more are still leaving in extreme poverty.



Merisa Abdullahu

UNTRADEMARK

4-H Kosova's Empower Kosovo Youth IDENTITY (Increasing Digitalization, Employability, Technical Innovation, and Teambuilding in Youth) program aims to prepare the young people of Kosovo in becoming high-performing, self-reliant digital marketers, while simultaneously giving them the tools and mindset to claim ownership and contribute to the future of their country. Specifically, the Empower Kosovo Youth IDENTITY program will equip the participants with the necessary fundamental digital marketing skills as per market demand, while concurrently embedding the necessity of their contribution towards a prosperous Kosovo throughout the program. By the end of the program, participants will have become high-performing, self-reliant digital marketers who can easily enter and perform in the workforce and a significant number of program beneficiaries will be able to confidently claim ownership and feel hopeful for the future of their country and actively contribute to building it.



The core part of the program will primarily serve 120 participants (who are Youth in Transition aged 18-23 years old), and 16 Volunteer Leaders (who are Emerging Decision Makers) in 8 clubs of 15 participants each, to be established in 8 municipalities: Kamenica, Prishtina, Peja, Mitrovica, Gjakova, Fushe Kosova Gjilan, and Podujeva. The clubs, led by the Volunteer Leaders, will go through the two modules of the program curriculum: Module 1: Work & Interpersonal Skills, and Module 2: Digital Marketing Skills. The clubs will meet two times a week for a period of 3 months to go over the curriculum.

At the end of the core program implementation, all participants will be divided in groups of five and will be given a budget of 100 euros per group to carry out a small digital campaign. The campaign will be centrally coordinated by 4-H Kosova. Two winners will be selected, with one being the Public's Choice (most number of likes, shares, and comments), and the other winner being the Jury's Choice (selected by an independent committee of digital marketing and PR experts). The winning teams will receive reserved seats for 4-H Kosova's next international exchange program, and preferential treatment in the internships selection process.

Additionally, in order to reach more people and create easily-accessible education, 4-H Kosova will create 10 videos of 6 to 10 minutes each in the topics of digital marketing and entering/performing in the workforce. The educational videos will be published in 4-H Kosova's website and Youtube channel, and distributed through 4-H Kosova's social media channels. After completing the program, 4-H Kosova will offer digital marketing internship opportunities to participants who have successfully completed the program. Internships in diverse companies such as Meridian Express, Telegrafi.com, or American School of Kosova, will range from 1 to 3-months with the opportunity of longer-term engagement, and the participants will serve in relevant digital marketing positions. At least 25% of the overall participants (or 30 internship placements) will receive an intern-level wage of 100 euros gross per month, that will be cost-shared by 4-H Kosova at 50% of the cost for a maximum of 3 months per intern, with the hiring company paying the remaining 50%. Additional internship opportunities will be created through free internship placements or 100% paid by the hiring companies.

Lastly, all offered internships will be conditional to participants on the fact that they offer their digital marketing services pro-bono to either a small local business or a social enterprise of their choice. This activity was designed considering the effects of the pandemic on local businesses and the importance of youth being socially integrated in their communities in order to enhance their sense of belonging.



Mihaela-Loredana Poenaru

Teaching Incubator

The problem addressed by this project is represented by the insufficient training of the Romanian teachers for entrepreneurship and financial literacy disciplines and their lack of connection with the dynamics from the real economy.

These two subjects – Entrepreneurship and Financial Literacy – are part of the compulsory curriculum; each of them is taught in every school in Romania, studied for a school year with one hour a week. Yet, there is a deficit of qualified teachers for these subjects, and in many cases are taught by unqualified or requalified teachers (teachers specialized in other fields) which are not very well connected with the dynamics and trends of these fields.

Lack updates and practical experience in entrepreneurship and finance prevent teachers from provide their students with meaningful experiences, applied and relevant feedback on their projects or information related to their interests.

To address the problem, JUNIOR ACHIEVEMENT ROMANIA is able to develop the **TEACHING INCUBATOR (TI), a training program** aiming to provide teachers for entrepreneurship and financial education with technical knowledge tools, processes, and skills, but more important to empower them with self-trust, self-esteem, and intrapreneurial attitude

JUNIOR ACHIEVEMENT (JA) ROMANIA was founded in 1993 as part of JA Worldwide and JA Europe. Its purpose is to provide young people with learning by doing and project-based experiences (programs, projects, competitions, and events) to encourage their initiative, their training as future professional and their like skills development.

The organization focuses especially on:

- Introducing JA programs as part of the formal curriculum, to ensure that young people are introduced to topics such as **entrepreneurship, financial literacy, work readiness, STEM, and health**
- Providing free access to materials, online tools and learning experiences
- Driving education, training, and youth sectors forward by training and developing teachers, trainers, and youth workers as modern and motivated educators.

TEACHING INCUBATOR (TI) training program brings a new approach in the market of programs for entrepreneurship and financial education by including a mixture of pedagogical and technical training designed especially for teachers in order to leverage their motivation, self-esteem, and intrapreneurial attitude.

The TI training program will include tools, processes, and resources for:

- Training and mentoring
- Practice and mentoring
- Individual learning

The TI training program will be accessible free of charge for teachers. First edition will be run as pilot and as first participants will be targeted teachers from JA Romania's network. Selection will be done considering:

- objective criteria like teaching experience in these disciplines, academical background and participation in other programs for entrepreneurship and financial education.



- subjective criteria like motivation letter emphasizing her/his personal mission as teacher and how this course will help her/his.

The pilot edition will be developed into 15 months. Considering these first steps, the next in development and implementation of the TI training program will be:

1. Pre-implementation (3 months)
2. Implementation (10 months)
3. Evaluation and further development (2 months)

To pilot the TI training program, JA Romania will need to team up: a fundraiser, a program manager, operational and PR staff, at least 10 experts involved in accreditation, trainings, and mentorship sessions.



Nedim Alibegović

Gathered4Youth – Creating supporting mechanisms for youth development in local communities in BiH

In our effort to build a sustainable mechanism for supporting youth in local communities we will cooperate and communicate with many relevant stakeholders working with youth. We would focus on the ones that can help mainly youth in risk, marginalised youth and the youth in NEET group where through the project we want to develop new mechanisms.

We would optimally need three years of cooperation and communication to come up with the best model not only to support and communicate for youth in the community, but to create a sustainability plan where the private sector in the community will contribute to the long-terms affect of such mechanisms.

Using our existing partnerships in the sector we will in the first year build a model and test it in the second year of the project in two communities in BiH. Alongside that, we will work with the youth sector to implement outreach activities for the youth using youth street work concept and included private sector representatives in its implementation.

Hopefully, in the third year of the project we would have tested and created the best model for the cooperation of actors working with youth (educational institutions, youth centres/clubs/NGOs, social services/centres for mental health). Also, through the cooperation with the private sector we wish to find the best sustainability model for the mechanism to be self-sustainable as much as possible in the long-term.



Raluca Negulescu-Balaci

UiPath Foundation

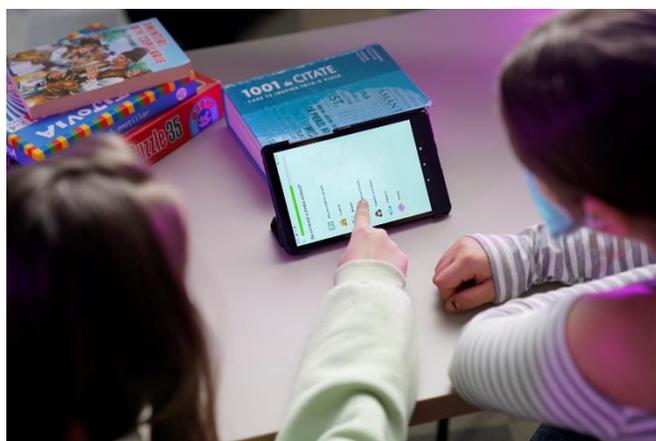
UiPath Foundation together with Brio®, ed-tech platform for measuring educational performance approved by the Ministry of Education and Research, have developed and launched for the first time in Romania the first tool for diagnosing and evaluating digital literacy among students in Romania. After more than 10 months of development, the two entities make available to the public a series of digital literacy tests (digital literacy) that are addressed to students in grades I-XII, available free of charge on brio.ro. The tests are first launched as the beta version, the final version being scheduled for April 2022. The implementation partner of the project is Banca Comercială Română (BCR).

The tests measure students' skills related to interaction with different digital devices and programs, taking into consideration various scenarios: school, home and family, friends and hobbies. Digital literacy can be observed, measured and developed through pedagogical interventions, therefore this tool also comes to the aid of teachers, who can use it in the classroom to assess students' abilities. The tests are developed in accordance with the regulations of the European Framework for the Assessment of Digital Competences issued by the European Commission and include several levels of difficulty, corresponding to the digital competences that each child should have, for each age level.

The tests were developed by a complex team of experts in psychometrics, educational sciences, IT as well as experts in the digital field, the instrument being a valid scientific one and being able to provide extremely relevant information both at the individual level and at the level of data analysis of the Romanian education system.

The competency model underlying the Brio Digital Literacy tests considers five major areas: informational and data literacy (the ability to accumulate information and data from the online environment), communication and collaboration (all situations in which socialization is transposed into the environment digital content creation (including programming knowledge), security (the ability to protect devices, content, personal data and improve physical and mental health), problem solving (the ability to identify needs and solve practical problems in digital media).

This tool will be available free of charge, to over 2.8 million students in Romania. In order to remain dedicated to the goal of supporting children from disadvantaged backgrounds, UiPath Foundation's efforts will go towards ensuring the visibility and accessibility of this tool to students and teachers in vulnerable areas and communities, where existing educational and social gaps have been amplified by the pandemic context.



Reze Hoxha

Institutionalisation Program, NGO TOKA

TOKA's main strategic goal for 2021 and beyond is to incorporate experiential learning into the school curriculum within Institutionalization Program. A key phase in this process is the partnership with the main educational institution in Kosovo - Faculty of Education, with piloting an experiential education model in-classroom, which includes program development, training and mentorship of future teachers.

We are now in the process of expanding the Institutionalization Program and aiming to make it a sustainable ongoing program. We are doing this by building an effective, sustainable and scalable program and further strengthening our collaboration with our main educational institutions, schools, Faculty of Education students and in service teachers all over Kosovo.

TOKA has so far achieved a significant progress with the Institutionalization Program and is steadily and very carefully planning a 3+ strategic organizational plan. The main goal of this plan is to build a strategy that will allow us to spread our impact as an organization into Kosovo's educational system, which is not only very resistant to change but has a lot of gaps and requires constant flexibility and adaptability.

The main goals of the Institutionalization Program are:

- Incorporate Experiential Learning Methodology into the classic school curriculum
- Expose Faculty of Education Students to Experiential Learning Methodology during the four years of their studies
- Train in-service teachers in Experiential Learning Methodology in partnership with the Faculty of Education



Sára Pásztor

Jamba Hungary Foundation

Jamba in Hungary, as part of the international Jamba Network, aims to include persons with all types and degrees of disabilities in the open labor market since 2019 to contribute to the implementation of their rights to work and employment (Art. 27, UN-CRPD, 2006) by reducing systemic and systematic discrimination against them.

Discrimination against people with disabilities in Hungary manifests in two main areas of concern that affect participation in the labour market and careers. Firstly, there is a lack of overlap between the expectations of people with disabilities and the labor market, and the other key problem is the prejudiced, non-inclusive attitude and lack of knowledge in the Hungarian society about persons with diverse abilities.

Jamba provides unique and accessible training and career development opportunities for people with disabilities, as well as innovative, inclusive services, counselling and training development opportunities for open employers. Through empowerment of both parties the expectation gap can be reduced and with this Jamba's work can have an exceptional social impact by contributing to the fair treatment of 440.000 Hungarians with disabilities who lack relevant education and are marginalized in the Hungarian society. Meanwhile their employment provides a yet unused, economical benefit, direct savings for all Hungarian employers up to a yearly amount of 258 million EUR (92,3 billion HUF), decreases turnover rate and while creating innovation enhances the performance of teams.

Service fees gathered from the private sector through offering services Jamba can return income into the empowerment, career development and education of job seekers with disabilities and into shaping social attitudes through communication campaigns to positively influence the representation of people with disabilities. Jamba's solution of a hybrid business model (generating income both as fundraising activities of the Foundation and generating revenue from sales activities) ensures sustainability of the organization and with this the social change itself.



Šeherzada Halimić

UMiD Alumni Network, Institute for Youth Development KULT

The Institute for Youth Development KULT is one of the largest non-governmental organizations in BiH, which has been active for almost 20 years and currently employs more than 40 people. One of the programs that the Institute has been implementing for 16 consecutive years is a non-formal training course for youth leaders called Learn, Think and Act! (UMiD). So far, about 400 young people have completed this training and acquired the skills necessary for active participation in social processes.

Since the training modules stretch throughout the year, youth have ample opportunities to form strong connections with their UMiD group. Similar connections are also established with the Institute as an organization that implements the training. The evaluations conducted at the end of each training reveal that youth are motivated to remain involved in the Institute's activities and have forged strong connections in the group, which is why youth and their coordinators proposed the founding of an UMiD Alumni network.

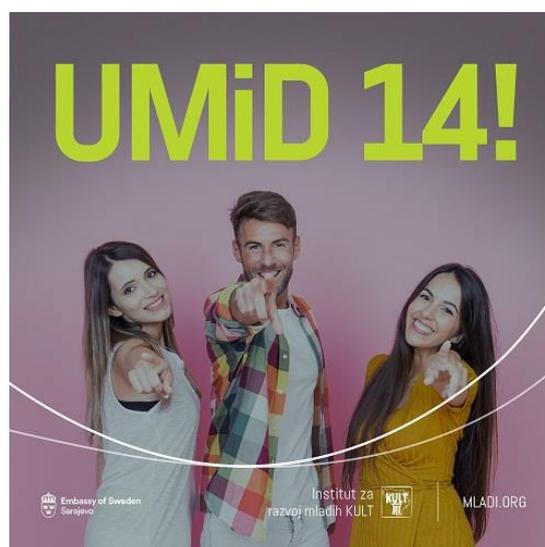
The intention to establish the Alumni Network has existed for a long time, but this process has not been approached systematically so far, and communication with several recent generations of UMiD takes place informally on Facebook and Viber groups and is managed by several of the Institute's employees as a voluntary activity. This results in a significant loss of human capital that has been tirelessly created for the past 16 years, and the loss of a critical mass which is desperately needed in the complex conditions faced by young people in BiH find themselves.

This document deals with the issue of establishing the UMiD Alumni Network, while keeping in mind the fact that some of the early generations of UMiD no longer belong to the youth category, have different careers, interests and places of residence. Because the pool of potential members of the Alumni Network is so heterogeneous, the communication and cooperation within the network should be streamlined and one option under consideration is an online platform members could use to communicate, collaborate, share and plan.

To make membership in UMiD Alumni Network attractive and inspire members to engage actively with the network, it is necessary to design a program that will be interesting and useful but not too time-consuming.

The intention is to make the Alumni Network a source of opportunities for members (networking, mentoring, implementing joint initiatives, etc.), and for the Institute in terms of having a strong support base and a large number of ambassadors who will advocate the values of the Institute.

The UMiD Alumni Network will initially need significant support, which the Institute is willing to provide in the form of funds and mentorship, but the ultimate goal is for the network to become self-sustainable after two to four years. To address this, the Institute is planning on providing trainings to network members that will enable them to take the lead and continue maintaining UMiD Alumni on their own. It is crucial to join forces to create a strategic resource mobilization plan for Alumni so the network would remain sustainable after the Institute's support ends.



Sinisa Tesic

Social Entrepreneurship Cluster of Vojvodina.

Cluster of Social Entrepreneurship of Vojvodina CASPEV is an association of small and medium enterprises that operate on the principles of social entrepreneurship, educational institutions and other participants in the field of social entrepreneurship. The project aims to develop a training plan and program for leaders of social entrepreneurship. The training program for young leaders in social entrepreneurship will be an initiative that motivates young people to think about social benefits in small steps. Every change is difficult and the training program will not change society, but it will contribute to young people thinking about the problems that surround us and looking for a way to solve social problems in a sustainable way.



The training program includes a wide target group of people who have an entrepreneurial idea that reaches out to the community through the employment of vulnerable categories of the population, environmental and educational goals. The specific target group of the training program would be young people aged 19-35, who are sensitized and have a desire to develop a new product, service or start a business that contributes to the community. Potential market from geography side at first period will be territory of Serbia. Existing social enterprises, of which there are not many, and non-governmental organizations, which record growth from year to year, represent a potential market. In addition, the potential market is part of the academic community (Universities in Serbia) and businessmen are socially responsible. There are many organizations that deal with social entrepreneurship in the territory of Vojvodina and Serbia, but they do not represent organizations that implement education in order to strengthen the capacity of social entrepreneurship, but have social enterprises as members.

In order to develop the economy of AP Vojvodina and support social entrepreneurship, the annual competitions of the Secretariat for Economy of AP Vojvodina would be applied for. The next way of realization of trainings is cooperation with the economy in order to strengthen the social influence of the economy in order to strengthen the skills of middle and senior management in companies. Democracy Plus comes with extensive experience in developing, promoting and maintaining web-based platforms. D+ has established and maintained web based platforms with the purpose of improving communication of citizens with relevant authorities, including those at the central and local levels of governance, since its foundation.



Teresa Schweiger

poika - Education and Youth Work

The aim of the project is to create a funding strategy and strategic plan for the ÖNPSG for the next two years 2022-2023.

The network is dedicated to changing the conversation about child sexual assault from inevitable to preventable. This entails opening the subject to the broad public and making it possible to speak about the topic that affects the lives of so many children and young people in Austria.

The network is a network of organizations and individuals that are doing prevention work with and for children, youth, and their surrounding environment.

The main pillars of the network are

- networking to build capacities
- learning and researching to gather knowledge about successful prevention work based on science
- advocating for prevention to start the conversation with the public
- impact measuring of the network's activities
- supporting our members in any aspect they need

The network aims to reach its goals through following means in the following years:

- Setting up a network secretariat with a CEO, a fundraiser and coordinator
- Creating shared meaning and trust among the members through networking activities
- Setting up network structures
- Research activities
- Advocacy
- Sustainable funding and partnerships with donors





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