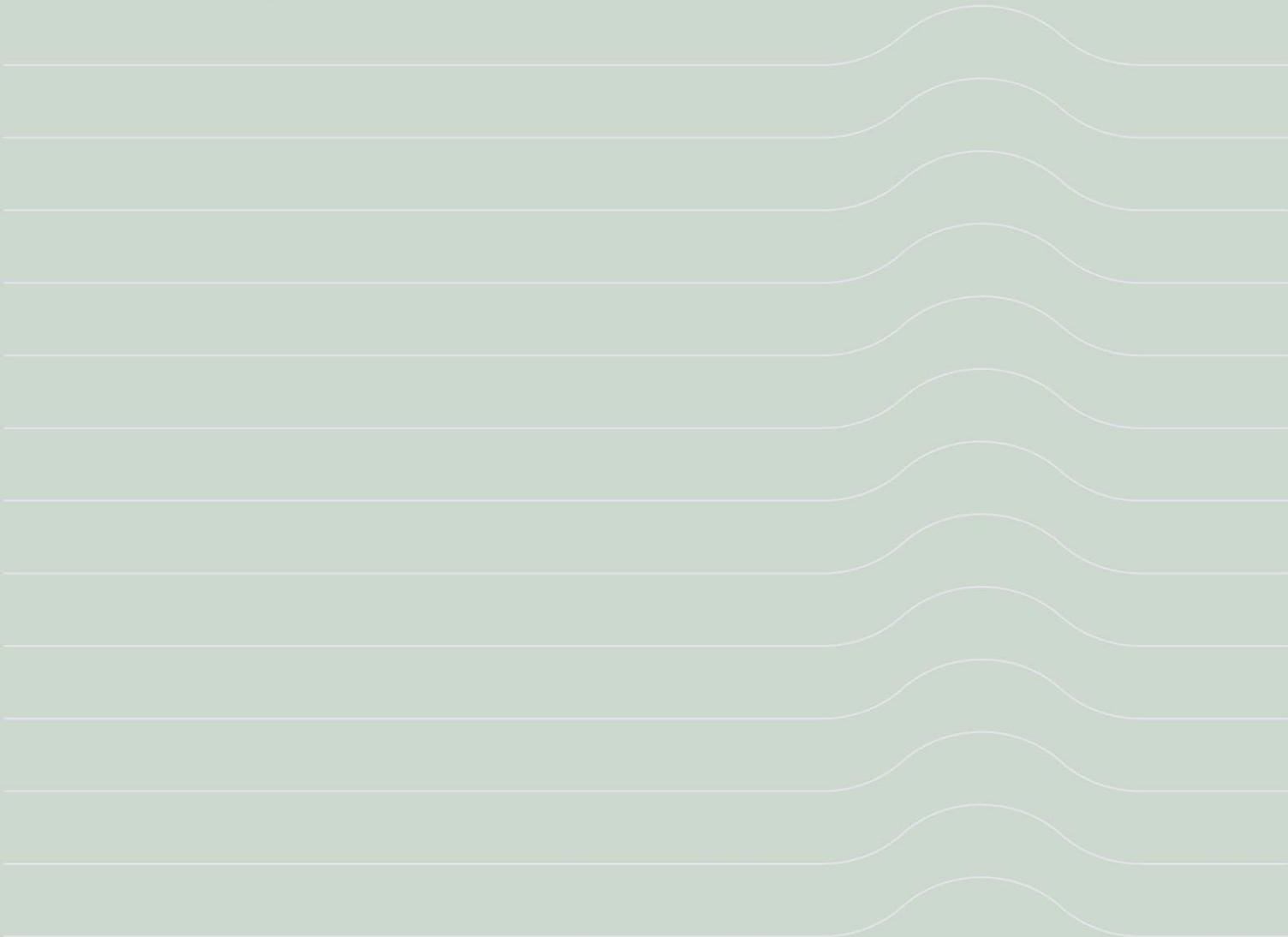


Social Innovation and Management Programme 2022

Course Projects



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 2022, participants developed individual projects. This curricular element is a crucial feature in the programme design. It aims at helping participants to develop skills by directly applying new insights and methods to a real-life project. Hence, it explicitly contributes 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 participants worked on the topics of organisational strategy as well as impact measurement. In addition to that 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 non-profit organisations and social enterprises are currently facing in Central and South-Eastern Europe and potentially innovative approaches to tackle them.

Vienna, June 2022

The Team of NGO Academy

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Albana Sopjani

Terre des hommes Hungary – Drop-in Center

The Drop-in Center project focuses on provision of community-based specialized services for vulnerable children and children in street situation, including victims of violence against children, domestic violence, victims and potential victims of trafficking, and sexual abuse. This is to be achieved through enhanced awareness, empowerment and inclusion of socially marginalized children and their families, child protection duty bearers and other public officials on effective delivery of services, on importance of social wellbeing and provision of protection through integrated approach.

The project will focus on ensuring availability of resources within Drop-in Center for service provision and support of a proactive referral mechanism, including psychological counselling, psychosocial activities, case management, complementary lessons for children in need for academic support, followed by provision of nutrition as well as social, educational, and other leisure activities. These will be combined with awareness raising activities aiming to promote child rights, cross-sectoral case management for children at risk and contribute to a comprehensive approach to childcare and protection that, through partnerships and coordination between service providers, ensure an integrated approach to service delivery for target beneficiaries.

The project will also apply child-led art projects while using art as a form for addressing children at risk mental health, instilling thus a sense of safety, belonging while fostering their artistic talent through You Create and MUS-E methodologies as a participatory action research tool with a unique opportunity for the youth to develop skills in leadership, gain vulnerable management insights, work on their artistic nature, while at the same time increase their sense of belonging. The methodology will be an added service to the spectrum of services already foreseen under the integrated approach thus ensuring the organization showcases and promotes with the policy makers a fully holistic service provision.



Amedeea Enache

Estuar Foundation – Mental Health Fund

World Health Organization describes mental health as "a state of well-being in which each person realizes his or her own potential, can cope with the normal stresses of life, can work usefully and productively, and is able to contribute in turn to the development of the community to which he or she belongs".

Estuar Foundation is a Romanian NGO with 29 years of experience in providing mental health social services for more than 500 adults with mental health problems every year. The mission is to provide social and alternative options to adults with mental health problems for their inclusion in the Romanian community. Services are provided in four different cities and support the organization's users to pass through a recovery process in order to fulfill an important role in the community.

Mental Health Fund is a community-based product that gathers different mental health campaigns to reach 50.000 individual donors in 5 years in order to support ongoing services for more than 500 adults with mental health problems every year.

In order to reach 50.000 individual donors, several actions starting with 2022 will be implemented:

- New www.estuar.org website form to serve as a donation platform (finished).
- Growing a community of 50.000 mental health supporters to donate recurrently
- Growing a community of 10.000 mental health ambassadors to speak in favor of mental health
- Growing a community of 50 mental health services users ready to speak-up publicly
- Development of innovative partnerships to enhance all actions and involve stakeholders from diverse environments.



With all the incomes which will be collected under the Mental Health Fund, Estuar Foundation services will be ongoing provided generating a high impact over the community: an increase of the well-being status for those who access mental health social services, an increase in employment rates for adults with mental health problems, less public money spent for hospitalization, a decrease of rate of homelessness and a decrease rate of hospitalization.

Anamarija Sočo

Status M – TOWARD A PLAN FOR MAXIMISING OUR IMPACT. Working with young men on gender equality

At Status M we create spaces for boys and men to become allies in the fight for gender justice. We give men more opportunities to care, stand up against violence, break down stereotypes and redefine their masculinity. As a feminist organization, we are unique in Croatia since our work is primarily directed toward boys and men.



Our efforts are focused on the prevention of gender-based violence and the promotion of equitable division of unpaid care work. Our biggest target group is high-school students aged 15-18. The majority of our activities is on the ground but we also do advocacy and research with a vision of creating an inclusive society based on non-violence, freedom, solidarity and gender justice.

Status M owns and develops effective methodologies for working with boys and men. Our programmes are based on a gender-transformative approach which addresses the root causes of gender inequality and gender-based violence. Research studies from around the world show that prevention programmes which explicitly address harmful norms and inequalities have better outcomes for target groups.

With a view to identifying the concrete (positive) effects of our work on high-school students, we have decided to rethink our approach to measuring and evaluating what we do and plan a course of action which will help us maximise our impact. We set out to design a process in which to engage with our target group (and other stakeholders) and collect relevant information which will inform our strategic decisions about the design of our activities. This can mean upgrading our existing activities, scaling them up or introducing new ones.



By laying out a theory of change for our intervention with young men, we have identified the desired overall impact and key expected outcomes for our target group. This helps us set an outline for an impact measurement design with prioritised outcomes for measurement and indicators to collect data against them.

In order to optimize our data collection, we are set to modify our testing instrument (the GEM scale) as well as the way it is administered to the target group.

We will also invest in developing ways for long-term tracking of our participants (online, physical reunions...). It is also recommended that we employ a combination of quantitative and qualitative methods for collecting data (for example, focus groups or group interviews, or most significant change stories). Moreover, it would be advisable to include other target groups, such as teachers and parents. They could be targeted by using some of the qualitative methods of data collection.

After a successful implementation of the impact measurement plan, we expect to see numerous benefits for the organization. We will be able to determine how we are performing against our set vision, mission and objectives. It will help us understand what is working and what isn't working and how resources can be used more effectively. Credibly communicating our achievements will help raise our profile which can, in turn, help us attract new partners, supporters and funders

Anna Kalmár

AdniJóga – Mental Wellbeing Challenge

AdniJóga provides access to tools of mental and physical health through yoga and mindfulness to vulnerable communities, made sustainable by company partnerships in a “one-for-one” service model. This plan aims to highlight our Budapest-based social enterprise’s development as a self-sustaining venture through assessing its current model, services and exploring the potential for income stream diversification.



The goal of the plan is to lay out a strategy to expand our portfolio with a new service that focuses more broadly on mental wellbeing rather than simply yoga. We would like to identify a new source of income that can also have a direct impact on our beneficiaries (for example through creating content that can be consumed by beneficiary groups as well as corporate partners) but most importantly enable social impact through taking our social enterprise further towards self-sustainability. This would mean a potential increase in reaching beneficiaries with all the options that we offer.

Our solution is a one-week Mental Wellbeing Challenge delivered to corporate partners. This service would blend the online, offline to guarantee 5 days of programmes promoting wellbeing. Participating colleagues would be guided through an online platform with varying degrees of potential engagement as well as engaged via in-person workshops and opportunities to switch off in good company. As with every service offered by AdniJóga, purchasing the Mental Wellbeing Challenge would help our organisation ensure that physical and mental health tools become accessible to vulnerable communities too.



Borna Armanini

Binocular Production – School of inclusion

We would like to make a YouTube channel with the best 15 different documentaries about exceptional social inclusion projects in the region.

Together with psychologists and animators, we would create 10 – 15 minutes documentaries and educational videos on a topic of target groups. We would collaborate with animators to produce exceptional content that would help our target groups: migrants and elderly people.



School of inclusion, a new YouTube Channel that will promote best practices, Vollpension, Habibi and Habiba and another thirteen could be seen by a larger audience. We would include promoting the dignity of the individuals engaged in social inclusion projects... We would spread these best international projects to promote and cherish social inclusion in a modern way, raise awareness and public sensitivity as well as educate the public about the possibilities of social inclusion and create a positive social atmosphere, that would with time bring change in the perception of this projects.

It is said that in Croatia by 2050 there will be 6000 centenarians. We have already done a diet for centenarians in our new documentary, but older people in Croatia have to keep their sense of purpose, working...

For example: shoot a documentary about connecting older people with beekeeping corporative to show them what they can produce even at old age and to change the perception of the society. Another example: is how vertical gardening is raising a good atmosphere in Old people's homes...

We have the profile, and professional people able to put this together... We are already doing this... We would do it on an international basis, titled in English to be accessible to the broader public... It could be shot in Austria, Slovenia, Croatia, Italy, Germany, Romania... We have all the necessary experience on this topic and all the crew...

Camilla Bocăniață

Polylogos – Forum for Interparty Dialogue

FID – Forum for Interparty Dialogue – is not only an acronym for a new project. The word stems from Latin and means “trust”, a commodity that is distinctly difficult to come by in the political realm. As the title implies, this initiative is an effort to build and regain trust – in political leaders, between political parties, and in democracy at large. More specifically, FID is an effort to better understand and address the key challenges that prevent constructive democratic leadership and collaboration among political representatives at local level in Cluj, Romania; and to strengthen their democratic capacity through dialogue, networking, knowledge sharing and collaboration – locally and internationally.



Being a relatively young democracy, Romania struggles with many of the same potential and real challenges that dominate the other countries in the region: clientilism, authoritarian leadership culture, corruption, low civic trust and even cynicism among the general public. These deeply ingrained issues are expressed through low turnout in elections, high turnover among political leaders, and underrepresentation of women, youth and minorities, to mention a few.

FID stands out from other pro-democracy initiatives in Romania in its direct and constructive engagement with and among political leaders. While promoting active citizenship, providing civic education, and mobilizing citizens in petitions and demonstrations are all essential tools to building a stronger democracy, it is equally important to promote leadership embracing democratic norms and principles at the top. After witnessing years of politics marred by obstructionism (i.e. failed government coalitions, frequent votes of no confidence and ineffective government), there is arguably a need for strengthening “soft” democratic norms, such as mutual tolerance, respect and the ability to disagree well. Adopting an agile approach to accommodate for the innovative nature of the initiative, the four-step plan outlined in this document is malleable, low-cost and low-risk. Starting with simple conversations and small group dialogue events with local politicians from across parties, this initiative will greatly enhance our understanding of the challenges that they face in their day-to-day political work, while also providing a safe space for them to learn from each other, strengthen mutual toleration and trust across political and other divides, and especially empower and equip those who are new to the political scene, or underrepresented (e.g. women and youth). The key outcomes that this project aims to achieve include: (1) Enhanced capacity for constructive dialogue and negotiation among political leaders across parties in Romania; (2) Sustainable networks (“inclusive communities”) of political colleagues across divides; and (3) Increased levels of trust between the public and the political leaders / democratic institutions.

 FID FORUM FOR INTERPARTY DIALOGUE



FID is a starting point from which political leaders can begin to engage with each other and their voters in a different way, modelling mutual toleration, respect and integrity, whether behind closed doors or in public. Through this, we might make some progress towards rebuilding that elusive concept, “trust” in democracy in Romania. As Margaret Mead said, “never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.”

Daniela Simboteanu

National Center for Child Abuse Prevention –
Psycho-social mobile service for Ukrainian refugees
in the Republic of Moldova



The National Centre for Child Abuse Prevention (NCCAP) is a national nongovernmental organisation, registered in 1998 by the Ministry of Justice of the Republic of Moldova. The mission of the NCCAP is to contribute to the decrease of incidence and consequences of violence against children by carrying out prevention activities, building capacity of the relevant professionals, and provision of specialized services.

After Russia's invasion of Ukraine in February 2022, neighboring countries, including Republic of Moldova, are seeing huge refugee influxes, largely women and children. Around 467,000 of refugees arrived in Moldova ever since, a small country in Eastern Europe with a population of just 2.6 million – now increased by 4 percent practically overnight. Accordingly, in May 2022, around 93 000 persons are still remaining in Moldova, out of which 51% are children.

The children who arrived are at high risk of developing mental and psychosocial problems, mainly internalizing disorders – post-traumatic stress disorder, depression and anxiety – associated with exposure to organized violence and migration stress. These children often have to cope with parents who themselves are suffering from stress-related psychological disorders after traumatic experiences and migration stress. On the other hand, refugee children are at increased risk of becoming victims of trafficking for sexual exploitation, labor exploitation, forced criminal activities, illegal adoption and street begging.

In response to this problem, NCCAP is taking action to reduce the distress of refugee children, while developing resilience to any potentially risky situations, such as human trafficking, exploitation or violence. Thus, the priority is to assess and respond to children and their caregivers' psychosocial and mental health needs within the temporary placement centers.

Even if many services have been established in Moldova by different national or international actors for children and families, these services are often spread across different locations and are not consistently available along the routes, leading to a lack of predictability and accessibility. In order to increase the accessibility of refugees to mental health and psychosocial services, NCCAP has created an innovative model of assistance through mobile teams, which allows the provision of necessary assistance directly at places where refugees are accommodated, like placement centers, where the most vulnerable children are usually located. The three mobile teams, which bring together a total of over 40 professionals (psychologists, psychotherapists, social workers, parental educators, pedagogues), offer assistance 7/7 days in over 30 placement centers all over the country. This model allows the adaptation of interventions to the needs of the assisted persons, including the integration of refugees in the Moldovan society. Thus, for the second phase of the intervention, joint activities are planned for Ukrainian children and their caregivers together with children and families from Moldovan communities, who also have limited access to such services. The model of psycho-social assistance through mobile teams is a new service, which requires piloting, analysis of the piloting results, drafting of a development plan for this service and ensuring its sustainability. Taking into account the social relevance of the subject of our intervention, the sustainability of this service can be ensured by concluding public-private partnership agreements. The main partners in this activity are the National Agency for Social Assistance, the Ministry of Labor, Social Protection, local public authorities, refugee placement centers, international organizations, the private sector.

The impact of this project is to reduce the long-term consequences of armed conflict on children's mental health and social integration. At the same time, another result of this project is the establishment of a model of structured psycho-social intervention, based on the needs of children in risk situations, which allows the access of the most vulnerable to quality psychological and psycho-social assistance.

Elena Ajder

Charity Foundation Casa Providenței – Fides

“To educate is always an act of hope, one that calls for cooperation in turning a barren and paralyzing indifference into another way of thinking that recognizes our interdependence.”

Pope Francis, 4 nov. 2020



Understanding the value of a child's education is an act of education in itself! It is an act of assumption, responsibility, wisdom and respect. For you, your child, the members of your community, and society in general.

In a society struggling between mediocrity and values, the school should be a guardian of normalcy, development and harmony in which all children should grow up. Fides has shown, in its over 11 years of pre-school education, that it understands both the value of education and the education of values. All the generations of children and parents who have passed through Fides kindergarten during this period have had one regret: that they could not continue the educational process started in our kindergarten at least in a Fides primary school, which would have reinforced the skills and behaviors acquired in the 4 years of pre-school education. So, putting together the experience and expertise gained during these years of high-quality education, but also the desire of children and children to continue the process of learning and development also at Fides, we decided, in an effort of innovation, involvement of the community and with the blessing of the Catholic Church in Moldova, to establish a Catholic primary school. A school in which the values for life are a priority and contribute to the harmonious development of our children.

For us, but also for those who will benefit from the services of our school, Fides will mean:

F - fidelity and formation

I - inclusion and integrity

D - development and dedication

E - education and engagement

S - safeguarding and support



When we mention these values and principles, we refer both to our children, to their parents, but also to the professionals involved (teachers, educators, psychologists, etc.) who, together, will generate a positive impact both for our very young students and for their families, for the communities from which they come and in which they grow or will grow, and for society in general. Through the innovative approach we propose, we hope to produce that irreversible change, including for the Moldovan education system and the mentality still dependent on the communist system, putting at the core of the education process the Christian values, creativity, respect for children, for family and peers. These values will lead, in the medium and long term, to a greater valorisation of the life of tomorrow's children, who will have an increased level of emotional and social intelligence, increased sensitivity to community problems but also the skills and resources needed to solve the challenges of adolescence and adulthood.

Eva Esih

PsyBit – Predictor

PsyBit aims to increase diversity and inclusion in the workspace, objectivity, and gender equality in recruiting as well as to decrease organizational turnover and retain key employees. The enterprise has been founded in 2021 by Eva Esih and Urh Kovačič and operates in the field of human resources, more precisely in HR technology, and currently consists of four team members. PsyBit has a clear mission to offer digital tools, through which it will ensure the correct treatment of each employee and increase the overall quality of the workplace.



In the last few years, the situation in the labor market has changed significantly. New generations that are stepping into the labor market are more prone to changing their working environment. In addition, the new digital platforms have made the labor market way more liquid, and the level of fluctuation has reached the highest level in history. Therefore, it is of the utmost importance that employers grasp any negative signals and try to adjust the situation accordingly.

With the PsyBit Predictor tool leaders will be able to address the above-mentioned problems and focus on improving employee retention and reducing fluctuation. The product enables organizations to detect more than 70% intentions of changing jobs. The product represents a unique data-driven improvement in the field of employee monitoring, motivation, and maintaining the company culture, where the information obtained through the PsyBit tools will serve as a strategic indicator of optimal employee selection. PsyBit Predictor primarily automates the work of recruitment agencies. We are up to 3 times cheaper than the most well-known predictive analytics solutions and up to 5 times faster than consulting companies, while offering comparable quality.

The business model is designed as B2B SaaS. The PsyBit Predictor, which includes 4 quarterly questionnaires and a final report generated after each quarter will be sold to companies via various marketing channels, such as telemarketing, social media, personal connections, etc. In 2022, we will focus solely on the Slovenian market. We want to establish a critical market share that will allow us to extend our operations to foreign markets. At the same time, we are looking for options to expand our team. The adaptation of the tool and the translation of the psychometric tests into English is planned for the end of 2022 or early 2023, which will allow us to launch the product in other countries. At our current stage, we are working towards developing a digital customer recognition strategy, which would significantly increase our growth potential.



Gazmir Memaj

Mary Ward Loreto Foundation – Building and applying a fundraising strategy

In this assignment, I drafted a project for building and applying a fundraising strategy. Initially I have identified the problem of not having a clear fundraising strategy and of relying mainly in applying on call for proposals.



I have explored the opportunity of having a more intentional process for looking and creating opportunities thinking to involve and affect Mary Ward Loreto's (here and in after MWL) staff, stakeholders, communities of donors and the wide community (in local, national and international context) to have a greater impact in the lives of our beneficiaries and the growth on transparency and trust of our Foundation.

The assignment develops by considering the challenges which are mainly linked with resources (human, time and financial resources) and their mitigation mainly based on the internal training and the opportunities we have through the access to international and national expertise (like Ana and Nathan who can assist us on the building the strategy or/and other Albanian experts who are close to our foundation including MWL's Board Members).

It has been very meaningful to find how much this draft project is linked with the MWL strategy as our foundation is applying a new model of running the organization called Teal Organizing, which is inspired by the book of Frederic Laloux, written in 2014. This project will help MWL to set up process that will increase the consciousness and detach more the staff from hierarchical, bureaucratic pyramids to powerful and fluid systems of distributed authority and collective intelligence. It will also involve the staff members as whole persons including the intuitive, emotional and spiritual involvement exploring the evolutionary purpose of MWL as a living organization.

Finally, in this assignment, I have highlighted that this project fits very much to me personally, professionally and emotionally as I have had a key role in the fundraising, I love the progress of our NGO and I believe that this will really help our NGO to thrive and flourish. This draft is addressed



mainly to my colleagues in MWL as this idea shouldn't remain just an assignment for the sake of this excellent training, but it should be replicated in our workplace.

Special thanks to ERSTE Foundation and for the sake of this assignment I would like also to thank Nathan and Ana Koeshall particularly, for inspiring and helping me to select and develop this draft project.

A big thank you goes to my colleagues for helping me to look through and to think overcoming the challenges.

Ilir Lico

HELP – Hilfe zur Selbsthilfe, Albania Country Office - Sustainable model of social entrepreneurship for women in the Albanian highlands

Help – Hilfe zur Selbsthilfe e.V. (abbreviation Help) is a German humanitarian aid and development NGO organization based in Bonn that operates in 23 countries. Help established a programme in Albania and started operating an office in Tirana in 2020.



What is the problem?

Help in Albania needs to expand its portfolio and diversify its funds and sources of revenue. Help needs to acquire additional funds from various donors in order to develop a successful innovative model of social entrepreneurship. In the frame of an EU funded project Help is in the process of establishing and operating a social enterprise, which will employ & provide a livelihood for women living in remote rural areas of Albania. Regrettably, the current funds available for this enterprise are currently quite limited. There are several social enterprises operating in Albania but most of them are concentrated in the urban areas.

Why now?

- The legislation on social enterprises has been passed by the Albanian Parliament in June 2016 and followed up by the approval of five sub-legal acts that make this law implementable.
- The Fund of Subsidy of Social Enterprises in 2021 awarded grants for eight licensed SE.
- The EU and other EU-based donors are financially supporting models of successful social enterprises run by civil society organisations in Albania.
- In its SE Help can be apply the principles of circular economy as well as the LEADER/CLLD approach. If successful, such model can be replicated in other areas of Albania.

Possible solution

Target group/beneficiaries: Women from rural areas, unemployed or that are less economically active.

It is anticipated that the social enterprise will engage a minimum of 4-5 women that will:

- receive entrepreneurship skills training & be supported to set up one social enterprise;
- be capacitated to run a social enterprise through entrepreneurship skills training & business support mentoring & coaching.

An assessment will be carried out in the villages assessing enterprise's sustainability for:

- cultivation and refinement of medicinal herbs, mushrooms, olives;
- revival of culinary traditions, various handicrafts of wood, stone, wool and clay.

Organisational structure and the implementation team:

- Project Coordinator, Finance Officer
- The social enterprise team will consist of 4 staff and a team leader.

Necessary means for the implementation: premises and equipment of the SE.



Ines Vrban

Foundation Zajednički put – Centers for digital inclusion



The foundation was founded by the City of Zagreb in 2005 for the purpose of assistance to the senior citizens; prevention of misuse of their property; insurance and financing of service and social services; various forms of care; cultural and social care; construction of facilities for accommodation and housing; and other types of support.

Covid-19 has clearly demonstrated that digital exclusion directly translates into social exclusion, while the EU digitalization trends clearly demonstrate that we have limited time to get in line with the expected changes, both in terms of our organizational development and providing support to our beneficiaries. According to the 2021 census, there are 158.703 senior citizens in the age group 65+, of which 39.35% are male and 60.65% are female senior citizens. Our Foundation is planning to address the problem of their digital exclusion through formation of Centers for Digital Inclusion. The key target groups which will be involved and affected are: 1) Employees of our organization, who will run the Centers for Digital Inclusion, 2) Volunteers who are willing to work as assistants in digital inclusion of the older persons, and 3) Beneficiaries, which in our case are the senior citizens of the City of Zagreb.

Centers for Digital Inclusion will focus on development of digital skills for our senior citizens with the emphasis on community building, intergenerational dialogue, programs tailored to the needs of each individual user and project based learning. Although currently a relative newcomer to the market of digital inclusion providers for the senior citizens, our foundation has been running various digital literacy / inclusion workshops for the past 6 years. Regardless of our market size and reach, we have substantial experience and closer relations with our end beneficiaries than most of our competitors, which allows us to develop new, personalized training programs and grow organically. Since we rely on our employees, volunteers, existing facilities and infrastructure, we have a 'grace period' for program development. Once the program has been fully formed, we will gradually begin introducing paid digital inclusion programs.

Short-term goals that we are trying to achieve with this project are:

- 1) Development and piloting of digital inclusion training program for the elderly
- 2) Capacity building of Centers for Digital Inclusion for the elderly

Mid-term goals for this project are:

- 1) Established a model of Centers for Digital Inclusion
- 2) Established a network of Centers for Digital Inclusion

Long-term goals for this project are:

- 1) Developed Assistants in digital inclusion as a recognized profession in Croatia
- 2) Established city-wide and national strategies for Digital inclusion of senior citizens

Our core team consists of 5 people, and all will be involved in the development and running of Centers for Digital Inclusion. Since all the members of our team have other regular duties, we estimate a 25% workload dedicated to this project. In setting-up this project we will rely on external experts who will provide support in their respective fields of expertise.

Jelena Basta

Blue World Foundation (BWI) – New concept of Lošinj Marine Education Centre

For over 20 years, the Blue World Institute of Marine Research and Conservation (BWI), independent non-profit organization located in Croatia, has carried out scientific research, conservation and education on the surrounding marine environment specifically the Adriatic Sea. The three main programs; research, education and conservation, provide a framework for executing multiple projects aimed at further understanding of the marine environment, its flagship species, and the public participation in their protection. In order to further engage and educate the public in projects and programs, BWI has founded the Lošinj Marine Education Center (LMEC).



The LMEC is located in Veli Lošinj and provides a space for hosting a permanent exhibition that is used for raising public awareness and educating people on their impact on the marine environment. Features such as multi-lingual films, interactive touchscreens with quizzes, games and information, as well as life size models and mounted specimens all aid in educating visitors and making the learning process

more interesting. However, since its opening in 2003, in the last 20 years no major changes, renovations or investments in the content have been made.

Considering the exponential growth of activities and interest of the diverse groups of users, over these past years, as well as the development of digital education tools we reached the point where we need to find solutions for the limited space we have been provided. Through this project we would like to develop a new concept for the Lošinj Marine Education Centre which would better fit the needs of all its users.

Lejla Šehić Relić

DKolektiv – Organisation for Social Development -
Impact atelier- business as unusual

DKolektiv- organisation for social development was founded in 2006 with the mission to be an inspiration and support for democratic culture, development of civil society and volunteering, creating enabling environment for equal opportunities and active participation of citizens. The work of DKolektiv is based on the principles of nurturing dialogue and trust with a wide network of social actors, combining different resources from the community in strengthening social capital, transferring knowledge and skills to the community and creating interventions based on community needs.



The project Impact atelier- business as unusual aims to create structured space for new connection between the business world and individuals & groups & organisations with fewer opportunities in Eastern Croatia, bringing together business leaders and companies to accelerate the impact on critical issues, empowering disadvantaged.

The project is responding to the needs of a growing number of people and non-profit organizations who are disadvantaged and discouraged who need empowerment and new perspectives, better quality of life and position in society. At the same time, the project engages the potential of individual and organizational resources and leadership in the business sector.

The ambition of Impact atelier, as a bridge between vulnerability and resilience of society, is to create space for people from across the social spectrum, to establish connections, find common ground for:



building a network of engaged leaders and business; empowerment of disadvantaged through transfer of knowledge, designed learning, targeted counselling and coaching, mentoring, service learning; targeted support social innovation; mentoring the processes of research, ideating, creating and testing of solutions; supporting new social business projects.

With this approach, we want to nurture inclusive and just society, more socially engaged jobs, new innovative social solutions and cross-sectoral cooperation for greater social impact.

Lenka Havlenová

Impact Hub CZ – Spin-off module for marginalized youth

The presented project extends an established program for young social entrepreneurs – Social Impact Award (SIA). It has existed in the Czech Republic for more than ten years and it is becoming evident that its participant base consists of a homogenous demographic group. In order to reflect the trends towards diversity and inclusion, we are introducing a spin-off module to SIA with a focus on marginalized youth, and on the Roma community specifically. The majority of Roma youth is a victim to a vicious circle of unemployment syndrome, indebtedness, and generally poor quality of life. They are lacking motivation and empowerment to elevate their social standing. We (as in SIA Czechia in collaboration with Impact Hub Prague) believe that a long-lasting change must come from within the community. We want to support prospective social entrepreneurs with Roma background on their personal and professional journey.



The core of the new spin-off module will utilize the existing SIA components – mentoring, workshops and community support. These will be adjusted accordingly so that they meet the needs of the target group. Therefore, the initial project stage will consist of a thorough analysis and stakeholder mapping. Only when underlying data is collected, design and testing stages take place. Altogether, we are planning to introduce and implement the project within three years. We have identified potential partners with connections directly to the Roma community. Striking such partnerships is key for our success, for we first need to gain access to the target group. Involving mediators, facilitators, or role models, who have either personal, or other experience with the hurdles that Roma youth is facing, is essential for building a trust-based relationship with the community.



To achieve our goal, we need to grow our team for people with the capacity to design and implement the spin-off. Additional funding is necessary so that the spin-off becomes partially independent from the regular SIA. In order to fulfil our objectives within the envisioned timespan, a 3-year budget covering the implementation costs will reach ca. € 400.000. There is interest for the project from our existing partners and there are other corporate organizations vocal about their diversity efforts. To raise initial funds, we are planning to engage in fundraising from individual entities which have inclusion goals underlined in their CSR strategies. Additionally, we will apply for both state and EU funding as Roma inclusion is emphasized in various governmental strategies.

To sum up, we perceive our role as facilitators of a wider societal change. We strive to help, inspire and support social enterprises with a potential to improve lives of Roma population. And since the current initiatives implementing 'top-down' solutions do not bring necessary results, we favour empowering the Roma youth to drive the change in overcoming the status quo.

Lisa Wolfsegger

Asylkoordination Österreich – The structure of the organization

asylkoordination österreich is a non-profit NGO in the field of asylum and migration in Austria. It was founded in 1991 and has grown to occupy a highly respected position, functioning as an umbrella organisation for NGOs working in the field of asylum in Austria. It advocates vocally for human rights, in particular for the rights of refugees and asylum seekers.

asylkoordination österreich is active in a wide range of areas related to asylum and migration. Our main tasks are advocacy, PR / media / campaigning, networking (in support of legal counselling, child refugees, refugee community organisations, voluntary initiatives, psychotherapy, international networks, etc.), education & training and information services. *asylkoordination österreich* also implements a wide variety of public and privately funded projects (sports projects, mentoring projects, etc.).

Our primary mission is to raise awareness of inadequacies in the asylum process and the treatment of asylum seekers in Austria by providing information and lodging official complaints where appropriate. The expertise *asylkoordination österreich* provides is highly valued by stakeholders such as lawmakers, politicians, journalists, individuals and other NGOs.

The target groups for our information services are other NGOs in Austria (including their employees via our seminar program), journalists, schools & teachers (school workshops), political decision-makers, voluntary initiatives, interested members of civil society and, to a lesser extent, refugees themselves.

asylkoordination österreich works together with most other NGOs in the field in Austria, though are the only kind of umbrella organisation. It focuses on services no other NGO covers; usually there is no competition situations to other NGOs in Austria. As it is a non-operative NGO, there is no competition.



asylkoordination österreich is an independent organisation, financed largely by donations and membership fees (from individuals) and cooperation fees (from NGOs). The remaining budget comes from seminar fees, subscription fees and private and publicly funded projects.

We currently have nine employees. One of our fundamental principles is that every team member is equal, so there is no official hierarchy. Team members come from different backgrounds but are all experts on asylum in Austria, although each has

a particular focus (e.g., psychology, legal counselling, child refugees, education etc.).

asylkoordination österreich is currently facing some structural changes. As the founding members retire and a new generation of employees enter the organisation, we are identifying and preparing for future challenges and restructuring our processes accordingly. The NGO Academy would be a great help in this process.



Ljiljana Popovic

Connecting – 4.0 Career Development

Organization for Career Development and Youth Entrepreneurship “Connecting” is a non-governmental organization dedicated to supporting education in Serbia. Located in Pancevo, smaller city in Serbia, Connecting focuses on becoming an organization which will have an impact on a national level, by offering opportunities for personal and professional development accessible to all citizens, especially educators and youngsters.



Connecting thrives to provide opportunities which are life-changing opportunities. By conducting research and including young people in planning and project designing, Connecting focuses on providing one-stop-shop to every beneficiary which is custom-made and 100% client oriented.

Connecting will focus on becoming a social business, by providing career advising services both to companies and youngsters coming from disadvantaged places, rural areas, or who are neither in education, nor training, nor employed. The Organization will sell career guiding and development services to various companies- companies that are modern, have financial resources to purchase something that is not crucial for their operation, but believe in social entrepreneurship, social responsibility, and giving back to the community. Connecting will conduct a thorough research in order to map potential clients which will be then contacted in order to present them a pitch of the service and program.

Furthermore, the market in Serbia is favourable for starting a business related to career advising. Many researches and statistical analysis state that a large number of young people did not participate in any career development program and they did not receive support in this field during their formal education. In addition, statistics show that every third young person is not employed and that approximately each young person needs around 2 years in order to find a job after his or her education. Stated facts can be aligned with the fact that there is not much career guidance opportunities, especially ones offered to young people from rural areas, disadvantaged places, or NEET status.

Connecting will design a professional, high-quality service of career advising and management either for their employees or the employees’ children and relatives who are in need of this type of services. Thus, the money received from the clients will be invested in design and implementation of the career program for youngsters from all around Serbia.



The Organization will operate as a unique business in the market in Serbia. Its employees experience, knowledge, and skills will be crucial for attaining clients. In addition, the Organization has already won several prizes for career advise project development. This will help in building a brand and confidence from clients. Furthermore, Connecting will invest financial resources and knowledge and skills of its employees to marketing and promotion. The presence and work on website, newsletters, social media, and other outlets will help

the Organization reach new clients and young people interested in using and participating in career advising services made by Connecting. The Organization’s multidisciplinary team as well as its previously built strong business relationships with various sectors, such as private, business, and public, will ensure the attraction of various clients.

Mariana Țițărean

Federation of Social NGOs in Transylvania –
Dedication – Social Innovation Lab

"Innovative societies are free societies, where people are free to express their desires and seek to satisfy those desires and where creative minds are free to experiment"¹



Dedication Social Innovation Lab is the first innovation structure in home care in Romania and its a specific result from a project: "D-Care Labs- Developing Labs to Facilitate Home Care Innovation and Entrepreneurship in the Danube Region" funded by the Danube Transnational Programme.



A 2 years funding created the opportunity for our organization, The Federation of Social NGOs in Transylvania to bring innovation in the field of home care. Launched in May 2021, Dedication Lab invited intrapreneurs and entrepreneurs interested in developing ideas to join an innovation programme in order to create more value in home care. Another important objective for the lab team was to create a community of people dedicated to the social field by organizing various events facilitated by relevant national experts.

After approximately 1 year we have already come to some conclusions based on our innovations process, ideas developed in the lab, challenges but most important direct feedback of our participants.

The national context based on several facts as: aging population, lack of resources in the social field, a weak input on national innovation require new solutions in this field. This funding was a good opportunity to open a dialogue between stakeholders and also to test the innovation processes. It's obvious that most of the social services providers have to explore new ideas and solutions in order to change the dependency on short duration project based funding or external resources from private organizations who decreased over the years the budgets.

In Dedication Social Innovation Lab 6 ideas were developed by our innovations teams:

- Sensory Museum with an experiential apartment dedicated to home care visually impaired people
- fitness for seniors using online platforms (pandemic context)
- integrated home care service (social, medical and psychological) in rural areas
- Senior connection point- training courses for digital skills dedicated to seniors
- Swan Center-psychological integrated services for families -
- social and ecological laundry in a former industrial small city- Baraolt

Our lab can increase participation and can facilitate the dialogue between different stakeholders such as NGOs , private service providers in home care, business sector and local, regional and national authorities. The biggest challenge is to transform this innovation structure created in a project with financial support offered for 2 years into a sustainable organization capable of bringing innovation in this field. In order to achieve this goal we are building a 5 years strategy in order to develop an innovation structure in the field of home care able to offer relevant services as: education programme/Lab cicle, social entrepreneurship training, communication and marketing training and consultancy.

In the near future, the lab team is coached on fundraising in order to target the international companies based in Romania. These companies can become important supporters of social innovation in home care as a part of their CSR policies.

¹ Matt Riedly, How Innovation Works: And Why It Flourishes in Freedom

Nadežda Mojsilović

The Youth Center “John Paul II” – Let’s step forward through region together

Today 30 years after the conflict that have hit these areas and since the breakup of Yugoslavia there are still visible consequences in the countries of Southeast Europe (Bosnia and Herzegovina, Croatia, Montenegro and Serbia). These consequences are visible in prejudice that young people who live in these countries facing with. The



work in the field of peace building and interreligious dialogue of the Youth Centre "John Paul II" showed us that young people in this area have many prejudices, both among young people in BiH and within the region. When we speak about peace building in societies of Bosnia and Herzegovina, Serbia, Montenegro and Croatia, we need to mention important role of religion in everyday life.

The role of religion in modern society, as well as in everyday life, is more than important. How much religion alone had an impact on civilization is shown by the fact that today's world order is impossible to imagine without the existence of a religion whose influence we can see in various spheres of society.

In order to contribute to peace building between young people from countries of Southeast Europe (Bosnia and Herzegovina, Croatia, Montenegro and Serbia) through the inter-religious dialogue, Youth Centre “John Paul II” offer two years program for young people coming from these countries.

Since religion is the most important source for peace building for the context of this program, religious values will be most important source for creating content for participants.

Two-year project “Let’s step forward through region together” is an advanced training course with academic master program. Project will gather 5 students who have completed bachelor's studies in the humanities from 21 to 35 years coming from post conflict countries of Southeast Europe (Bosnia and Herzegovina, Croatia, Montenegro and Serbia).

The main goal will be to contribute to peace building between young people of Southeast Europe (Bosnia and Herzegovina, Croatia, Montenegro and Serbia) through the inter-religious dialogue. Young people, students, who will participate in the project, will be young local professionals coming from different organizations will gain different skills to enable them to develop a project to be implemented upon their return to their countries of origin. They will acquire skills in project management, skills for non-violent communication and conflict transformation. Sarajevo as meeting place will be perfect for them in the way to meet with different religious communities and to cooperate with them.



Patricia Costea

Asociata P.A.V.E.L – Virtual Reality therapy for children with oncological diagnosis, in the hospital

P.A.V.E.L. Association is a Romanian association of parents with children with oncological diagnosis, registered on May 10th 1996. It is a charitable, non-profit, non-governmental organization. The mission is to improve the lives of children and adults with cancer, leukaemia and severe anaemia by providing moral, informational, psychological and social support.



In Romania approx. 500 children are diagnosed each year with cancer; about 5.000 cases are treated across the country. With more than 26 years' experience, P.A.V.E.L. reveals the fact that out of 500 children with cancer, about 80% of them are social cases.

Children and young people are hospitalized for long periods and undergo harsh treatment with a negative impact on their psycho-emotional, physical and social condition. These experiences are most often traumatic and lead to the development of an unfavourable environment, with very few sensory and cognitive stimuli. This can lead to a decrease in their compliance with treatment, which makes their recovery even more difficult.

In this project – with the help of virtual reality (VR) technology and psychological counselling – we aim at developing an innovative therapy, which will help reduce the psychological stress the children and young people with oncological diagnosis are subjected to, during the period they are battling the disease while in hospital.

The duration of the Project: 1 year, but for the maximum benefit on the well-being of children, it can be extended to 3 years or more.



Direct beneficiaries: 100 children and young people, hospitalized in the Pediatric Oncology Department of the Oncological Institute “Prof. Dr. Al. Trestioreanu” in Bucharest. Indirect beneficiaries: 20 medical staff and 100 parents of hospitalized children.

The purpose of the Project: Increasing treatment compliance and reducing anxiety of children diagnosed with various types of cancer by facilitating access to innovative virtual reality (VR) technology and psychological counselling; Improving the

relationship between healthcare professionals and patients; Decreasing the level of anxiety for the parents during invasive medical procedures.

The little patients will be equipped with VR glasses, thus offering the possibility to enter an universe of virtual reality where they will be surrounded, literally, by a unique and completely fascinating world. The children will be able to detach for a few minutes from the hospital world and will have the option to select the type of experience: trips to relaxing places, diving in the oceans among corals and dolphins, flights over plains and mountains, visits to museums, car races and adventurous experiences.

The services we offer are completely free. Since we cannot neglect the social needs of our beneficiaries, in addition to the virtual reality therapy, we would like to offer each child a first-hospitalization package, which will help them to better integrate in the daily life in the hospital.

Renata Cenko

Terre des hommes, Mission in Albanien -
Reintegration & Restoration through employment

Most of the juveniles passing through the judicial system are recidivists. There is a strong relation between recidivism and unemployment. Studies have shown that even when the juveniles are provided vocational education, lack of competences e.g., communication, team working, and organization, and skills make it more difficult for them to find employment. Along with individual difficulties, they face prejudice and discrimination from business owners and Albanian society in general. All these factors create a gap between them and the labour market.



Creating job opportunities and socially welcoming environment for the juveniles is the solution to avoid recidivism. Thus, we want to establish a business that would employ them. Agrotourism is a very sought-after service now-days in Albania and this is the social business the organisation will set-up. Another element high in demand is the need for organics, locally grown food. The agrotourism will thus be composed of a greenhouse to grow the food and a restaurant. It will offer its restaurant service to a “normal” clientele but employ the juveniles.

The value of the Social Return of Investment is hard to measure. Still based on data available, the investment is profitable for the society in financial terms, as in less than two years period, the money needed for reintegration services is equal to investment needed to “rescue” 6 juveniles from recidivism. If we consider that the business will serve also for the requalification or preparation for the job market for the youth, this is adding to the financial gain from the initial investment. In the long run, this youth through their work will be contributors to the society and not consumers of public funding. There are also other aspects of social and financial nature: less people that commit criminal offences, higher public security. We cannot monetise this aspect but for sure it has a financial gain too.

Terre des hommes foundation, Mission in Albania is a Swiss organisation, operating for more than 20 years in the country, focusing on child protection, juvenile justice and children and youth affected by migration. In the last past years it has worked for the socio-economic empowerment of vulnerable groups and system building.



“Growing hope” ©Renata Cenko

Stefania Neagoe

Ateliere Fără Frontiere – Social Impact Measurement in a WISE (Work Integration Social Enterprise)

There is no need to compromise. At Ateliere Fără Frontiere/ Workshops Without Borders, we tackle climate change and business together, while addressing important social needs. We are aware that we have an impact, but as many organisations of the social economy sector, we are currently struggling with strategic questions about where our organisation goes over the next few years, what it should do or stop doing with its limited resources, who it should work with, and how it should change. Planning and understanding our impact is a fundamental part of answering those questions, clarifying what impact we want to have, how best can achieve it, and how and to what extent our various activities currently contribute to their goals.



By measuring their impact, WISEs (Work Integration Enterprises) can demonstrate their results in the long term, gain public recognition and support that consequently will improve access to



financing to improve psycho-social well-being of disadvantaged groups. WISEs thus are contributing to poverty alleviation and social capital building. Social impact measurement can help ensure that public resources and other forms of support to social and solidarity economy entities lead to the intended positive social outcomes.

By measuring our impact, Ateliere Fără Frontiere can demonstrate its results in the long term, gain public recognition and support that consequently will improve access to financing to improve psycho-social well-being of disadvantaged groups, thus contributing to poverty alleviation and social capital building.

The Ateliere Fără Frontiere (AFF) or Workshops Without Borders is a Romanian non-profit organisation, established in 2008, for the social,

professional and civic integration of vulnerable, excluded and marginalised people, which in 2019 joined GROUPE SOS International action, a worldwide network working towards achieving the Sustainable Development Goals (SDGs).

Around our work integration mission, we have created programmes, projects and campaigns aimed at:

- fighting against exclusion, poverty and discrimination;
- fighting against waste and pollution;
- Strengthening social solidarity and supporting education in disadvantaged communities.

Stela Tanellari Caushi

Different & Equal Organization - Reintegration Resource and Training Center

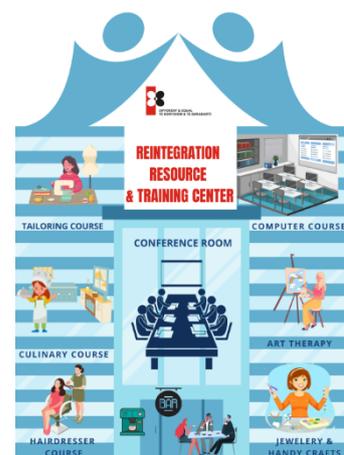
“Different & Equal” (D&E) is a non-profit organization established on May 2004 and dedicated to providing high quality reintegration services for victims of trafficking, exploitation and abuse, and to improving the legal, institutional and social context to prevent and counter these violations of human rights. D&E provides for each beneficiary a full package of reintegration services which are considered fundamental to the successful recovery of the victims of trafficking. This includes: safe shelter/housing, reintegration planning, health and medical services, family mediation, psychological counseling, legal assistance, assistance for reinsertion to school, vocational training, social activities, counseling and support for job placements, subsidized housing, referrals to existing services in the community, income generation activities, assistance and support for the children of VoTs, and monitoring and follow-up.



One of the main components for successful reintegration for the victims of trafficking (VoT) in Albanian is identifying and offering to them opportunities for vocational training, and after these, job placement opportunities. Identification of vocational trainings and job opportunities is an important part of the reintegration process for the victims of trafficking in Albania.

The goal of the project is to provide the means for a sustainable and successful reintegration of the Victims of Trafficking in Albania through skills training.

Through this project, D&E will establish a Reintegration Resource and Training Center for the victims of trafficking in Albania and other persons from the community, guaranteeing the comprehensiveness, sustainability and high standard service provision. Through the establishment of the Reintegration Resource and Training Center will be provided:



- Cost effective vocational trainings for the victims of trafficking, their children and family members in a secure environment and courses available as well as to other persons, on a fee basis.
- As the cost of providing training courses at the center would be far less than paying other organizations, D&E would be able to provide the beneficiaries' siblings and other family members with training - investing in their future life back in the family and preventing that the trafficking occurs again either to our beneficiary or to other family members.
- Support beneficiaries with employment opportunities. The center will be a safe environment to employ victims of trafficking in positions such as receptionist, trainer/instructor after finishing the courses, cleaners, and as many other positions as possible.
- Support beneficiaries for the income generating activities. There will be provided handicraft trainings and handicraft production. All profits from the sale of handicrafts will directly go to the participating beneficiaries themselves.

Tünde Mihály

Caritas Alba Iulia - Strengthening fundraising capacity with a bottom-up approach: Fundraising for CARITAS-SUPERAR within CARITAS ALBA IULIA

In recent years the concept of Corporate Social Responsibility became increasingly notorious in Romania's business environment. It is a trend that has been brought to Romania and promoted by multinational companies, driving local businesses to follow in their footsteps. Of course, the process has been helped by the economic growth of the country, enabling a growing number of companies to engage with NGOs and to offer sponsorships.



Caritas Alba Iulia, as one of the largest private providers of social services in central Romania, has recognized the importance of these new trends and has seized the opportunity to attract funds from corporate sources, ensuring 4,4% of its income through corporate sponsorships. The results achieved so far are indicators that strengthening the fundraising capacity of the organization would allow for further growth of income from both corporate and individual donors, contributing to the sustainability of the organisations and its social services.

The aim of this project is to introduce a bottom-up approach to raising the fundraising capacity of Alba Iulia, by the means of program level fundraising for the organisation's CARITAS-SUPERAR choir program, an empowering social-musical program for marginalized children, with a good reputation, visibility and geographical coverage.

The project would bring improvement and innovation to the organization's fundraising capacity by piloting and testing new fundraising strategies and procedures under the coordination of a designated fundraising professional and a committed project team. Good practices and learnings can be upscaled on an organisational level or replicated horizontally to other programs or projects, multiplying the amount of funds attracted from diverse sources, leading to more sustainable programs and organisation.

The implementation period of the project is planned for 18 months. Necessary funding can be covered through grants aimed at building organisational capacity, designated fundraising asks, or the organisation's own resources.



Vedran Horvat

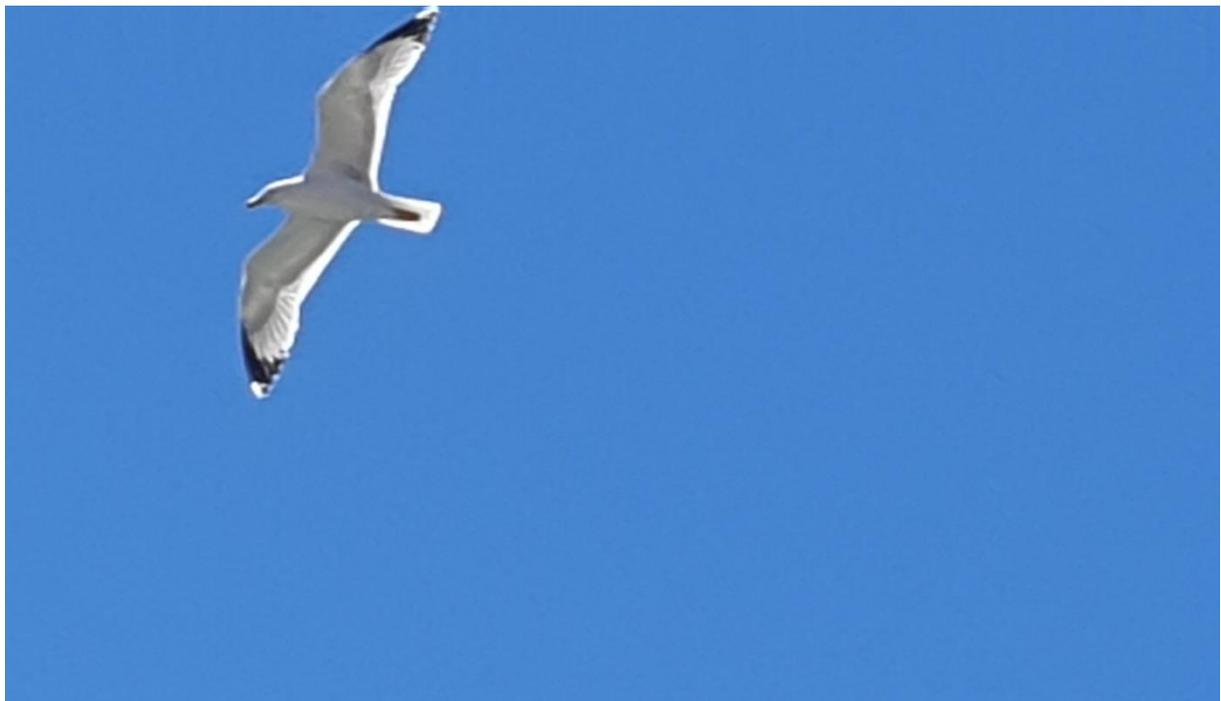
Institute for Political Ecology – Senior Nursing House Cooperative

Senior nursing house cooperative is community housing project which aims to combine community based care with ecological sustainability for future tenants and residents of nursing house and members of cooperative.

It is imagined as a result of many years of regular exchange on island Vis (Croatia) about creating conditions for happy and healthy aging through commoning and collaborative practices, sport&leisure activities, nature oriented activities (food, herbs, walking) and music, poetry and chess.

Through establishment of housing cooperative which is placing establishment of nursing house at heart of its collective effort we are developing complex multi-layered system of governance that involves different levels of membership and involvement in the project thus offering initially temporary, and later permanent residence among the pool of users and members.

It is envisioned as autonomous, self-sustained and independent eco-system placed at multiple locations and offering conditions for mutual care and support combined with ecologically sustainable practices and collaborative projects that bring together needs and skills of the people thus offering inter-generational exchange, life long learning and exchange with local community. It starts with collective vision of group of regular visitors and informal community to be able to age together, while developing schemes of involvement and individual contributions.





ERSTE Foundation
Am Belvedere 1
1100 Wien

Vienna University of Economics and Business
Welthandelsplatz 1
1020 Vienna

info@ngoacademy.net
www.ngoacademy.net