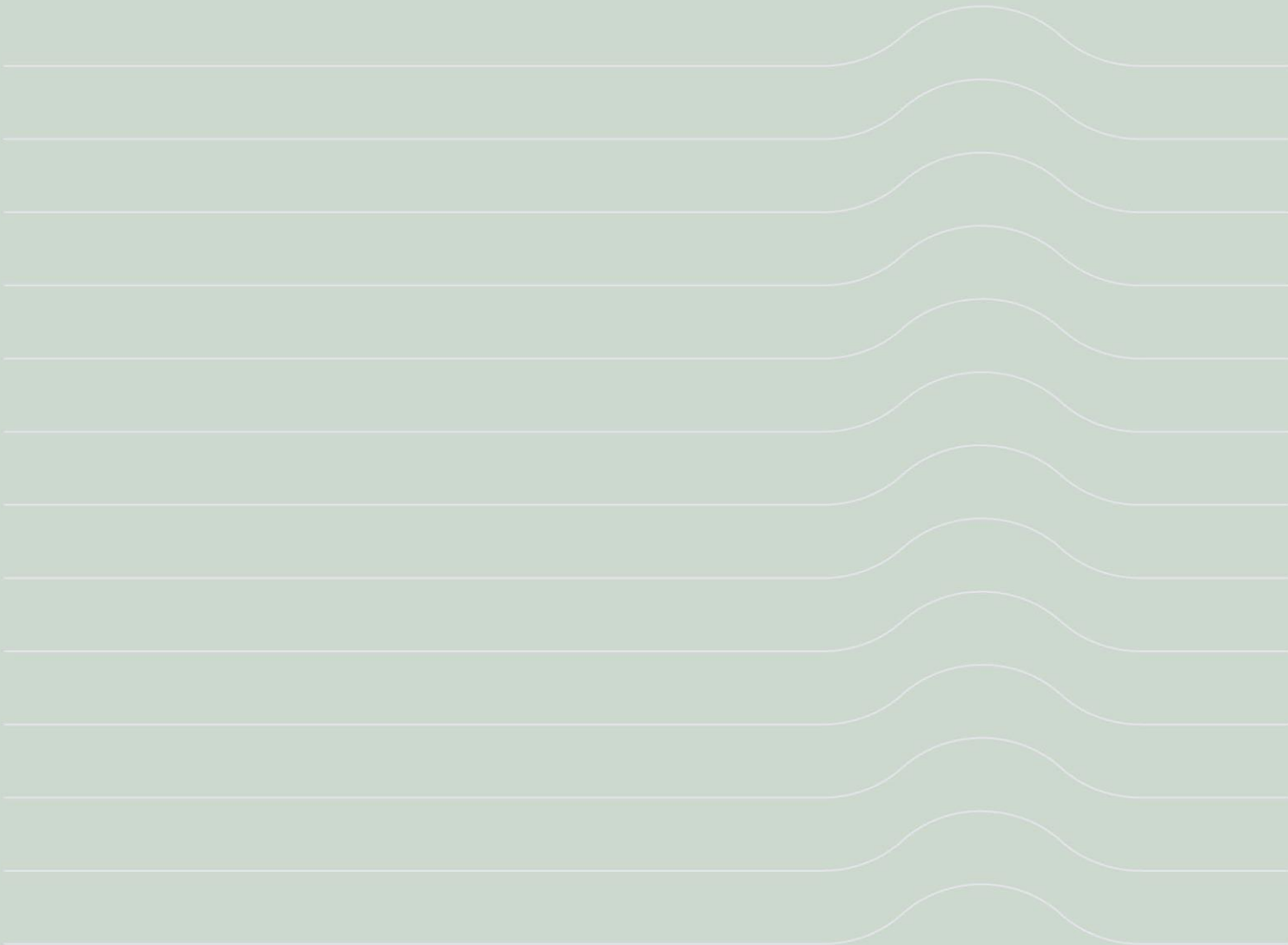


Social Innovation and Management Programme 2023 Course Projects



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 2023, 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 2023

The Team of NGO Academy

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Adnan Pripoljac

Center for educational initiative Step - "Teaching Lab"

As students in Bosnia and Herzegovina score much lower than the OECD average in reading, mathematics and science in PISA testing, the social problem that is addressed by this project is low quality of teaching in schools in Bosnia and Herzegovina.



In the last seven years since Centre for Educational Initiatives Step by Step organizes yearly Innovative Teachers Award (Bosnian: "Nagrada za inovativne nastavnike") in Bosnia and Herzegovina we have learned that innovations in education in our country happen seldom, almost by chance, and that innovative teaching practices are dependent on mere teachers' enthusiasm and their random moments of inspiration.

With more than 36.000 teachers working in primary and secondary schools in Bosnia and Herzegovina and vast majority of them not being familiar with innovation process nor seeing the innovation in teaching as desirable part of their job, we would like to introduce an innovation methodology for education and offer a framework for motivating teachers to get engaged in the innovation process.

Gamified Innovation Management Tool with steps in developing teaching innovations based on design thinking methodology will help teachers innovate in terms of curriculum, spaces for teaching, processes and tools used by school as well as innovating the school system in general. Adding gamification aspect to the innovation process ensures teachers are both intrinsically and extrinsically motivated to engage in the innovation process for learning how they can redesign their classrooms to make kids learn more while actually enjoying school.

The Innovation Management Tool called "Teaching Lab" will offer a physical and mental space for teachers to step out of their daily teaching routines and reconsider their approach to teaching by following the usual steps of design thinking process.

It aims to reach about 5.000 teachers in five years to get engaged in innovation process to create minimum of 150 innovative teaching practices and other elements of school life to increase the learning achievements and wellbeing of their students.

Adriana Preda

The Social Incubator - INCUBATOR OF DREAMS

Incubator of Dreams is an initiative by The Social Incubator to establish a dedicated youth center in Bucharest, Romania, catering to teenagers transitioning from the foster care system. We aim to provide a safe, nurturing, and empowering environment for these young individuals, offering comprehensive support, life skills development, housing assistance, health services, and opportunities for personal growth.



Objectives: Our primary objective is to ensure a smooth transition for these teenagers into independent adulthood, equipped with the necessary skills and resilience to navigate life's challenges. We aim to:

Empower: Provide a supportive and inclusive space where youth can explore their potential, discover their passions, and develop a sense of self-worth.

Educate: Offer a comprehensive curriculum focused on life skills, vocational training, academic support, and financial literacy, tailored to the unique needs of youth leaving the foster care system.

Connect: Foster relationships & social connections through mentoring programs, peer support groups & community engagement, helping youth build a network of supportive individuals.

Accommodate: Provide safe and affordable housing options for youth transitioning out of foster care, ensuring a stable and secure living environment.

Promote Health and Well-being: Offer access to healthcare services, including physical and mental health support, counseling, and wellness programs, to address the holistic well-being of youth.

Approach: The Incubator of Dreams will provide a holistic range of services, including:

- Life skills workshops covering areas such as communication, problem-solving, financial management, and independent living.
- Vocational training programs in collaboration with local businesses and professionals, offering practical skills and job placement opportunities.
- Mentorship programs matching experienced mentors with youth to provide guidance, support, and role modeling.
- Housing assistance programs, including transitional housing, independent living support, and help with securing long-term accommodation.
- Health services, including access to medical professionals, mental health counseling, and wellness activities to support the overall well-being of youth.

Impact: By investing in these vulnerable teenagers, the Incubator of Dreams project aims to break the cycle of dependency and equip them with the necessary tools to become self-reliant, confident, and successful adults. By providing them with a stable housing environment, comprehensive support services, and access to healthcare, we envision a future where these individuals thrive, contribute to society, and inspire others. The Incubator of Dreams project represents a transformative opportunity to empower and support teenagers transitioning from foster care. By establishing a dedicated youth center with housing and health services, we will create a safe and nurturing environment where they can unlock their full potential, pursue their dreams, and lead fulfilling lives.

Alexandra Lucia Grecu

TB Think Big Organisation - Every girl deserves basic education

Romina is a 12-year-old girl from a Roma community in Dâmbovița County, who was married off in 5th grade by her parents. Romina was a pupil who excelled at school and received a merit scholarship. Once she got married and put on the gypsy dress, her parents no longer agree to let her continue school and want to withdraw her at the end of the fifth grade to earn money, bring money to the family and have children. She is among the many children in Romania whose lives are still marked by deprivation, even though the situation of the children has constantly improved in the last 30 years.



A general misconception about Roma people is that they do not want to change, they are always asking for social assistance (in Romania or abroad) to preserve the same way of living and they definitely do not see education as a path to success in life. Well, we found some communities that do not follow this pattern and there may be more out there in Romania that are open to the idea of change and progress.

In nuce, the problem we want to address is the high level of school dropout among girls of Roma origin. Among the direct consequences are illiteracy among many Roma girls, lack of basic education to access the labor market, health problems among women and children, the perpetuation of the vicious circle of poverty, illegal activities, and discrimination.

Our aim would be to improve girls' school attendance in 12 Roma or mixed communities in the south of Romania. For this, we must first integrate preventive services, secondly know the causes of school dropout for each community, and then develop individualized strategies.

Objectives of our program:

1. Providing inclusive, quality, culturally appropriate integrated preventive services
2. Offering know-how to teachers by assuring them access to innovative solutions and educational materials
3. Funding at least 2 prototype solutions that have been developed by the social innovation team

Darko Pandurević

Sarajevo Open Centre - Human Rights Community Space in Sarajevo



The Human Rights Community Space is a visionary project aimed at addressing the lack of adequate and inclusive spaces for cultural, educational, and community activities in Sarajevo, Bosnia and Herzegovina. This initiative, led by Sarajevo Open Centre, seeks to create a safe and welcoming environment where diverse communities can gather, engage in dialogue, and promote human rights.

The market situation in Sarajevo reveals a high demand for such a space, as the city lags behind other capital cities in the region in terms of cultural and community infrastructure. The potential market for the Human Rights Community Space is significant, considering the documented needs of the youth and the limited availability of suitable venues. Sarajevo Open Centre is well positioned within the market, enjoying a strong reputation as an established civil society organization with the respect of donors, government, and beneficiaries. The organization's previous work provides a solid foundation and credibility for embarking on this ambitious project.

While there are currently no major competitors in this field, Sarajevo Open Centre plans to integrate existing non-formal groups and initiatives into the Human Rights Community Space, fostering collaboration and inclusivity. Public places of culture and community spaces funded by the local government could be potential competitors, but the aim is to secure their support and establish partnerships rather than viewing them as direct rivals. To effectively reach beneficiaries and customers, the Human Rights Community Space will employ various distribution strategies. It will have a physical site in a prominent location in Sarajevo, facilitating in-person participation. Additionally, an online presence will be established through a dedicated website, social media platforms, and online forums to reach a wider audience. Outreach campaigns, community events, and collaborations with influential figures will be instrumental in raising awareness and promoting the Community Space.

In addition to its primary objectives, the Human Rights Community Space aims to provide employment opportunities and promote social entrepreneurship, particularly within marginalized communities. Bosnia and Herzegovina faces economic and social challenges, and social entrepreneurship can play a significant role in addressing these issues.

In conclusion, the Human Rights Community Space represents a transformative initiative that aims to fill a significant gap in Sarajevo's cultural and community landscape. With its inclusive approach, responsiveness to community needs, and focus on social impact, the project has the potential to create a lasting and meaningful impact on the city's residents and marginalized communities. Through strategic partnerships, effective marketing, and sustainable funding, the Human Rights Community Space can become a vital hub for human rights, community engagement, and social entrepreneurship in Sarajevo.

Dijana Andjelic

HELP – HILFE ZUR SELBSTHILFE - Digital SkillUp for Youth

Digital technologies have evolved from stand-alone projects to networks of tools and programmes that connect people and things across the world, and help address personal and global challenges. Digital innovation has demonstrated powers to complement, enrich and transform education, and has the potential to speed up progress towards Sustainable Development Goal 4 (SDG 4) for education and transform modes of provision of universal access to learning. It can enhance the quality and relevance of learning, strengthen inclusion, and improve education administration and governance. In times of crises, distance learning can mitigate the effects of education disruption and school closures.



Developing digital skills has become critical to professional success. These skills include generic competencies like conducting internet research, online communication via email or instant messaging, the use of professional online platforms, and knowledge of digital financial services. It is estimated that tens of millions of future jobs will require far more advanced digital skills, including coding, software and app development, network management, machine learning, Big Data analysis, the Internet of Things (IoT), cybersecurity and Distributed Ledger technologies like blockchain. While young people are often considered “digital natives”, the majority of them may not actually possess sufficient job-relevant digital skills to fill vacancies.

Education system in Montenegro is a bit outdated. Informatics is usually introduced in the second half of

elementary school, where course IT and Technology is studied in the fifth, sixth, seventh and eighth grades, for one lesson/ hour per week. The level of learning through ICT in all other courses where this is possible, is insufficient. Moreover, there is low level of digital skills and competences among students and teachers and an insufficiently developed awareness of the importance of digitalization, advantages and opportunities for choosing occupations that are currently in demand in the labour market and are important for development of the overall society. These problems lead to limited ICT in teaching, a large “digital divide” between teachers and students, unpreparedness of students for the needs of the labour market, an increase in the number of cyber issues among children and employees, a shortage of ICT staff, a lack of student motivation during the realization of the teaching process.

WHAT IS THE OPPORTUNITY?

Today, in a time of uncertainty, investing in knowledge and education is the best investment we can make. Better opportunities for education and training for student and teachers bring multiplied effects and benefits, not only for teachers by improving their competence, but also for their students and in the long-term benefits for development of the society and the entire economy. The **ICT Club** as service provided by Help will give the opportunities to students and teachers to build digital competence and an effective digital education ecosystem so as to develop competent, critically engaged, active learners while supporting them to reach their potential.

Ditjon Fetahu

Kosovar Youth Council - Students Centre



The Kosovar Youth Council (KYC) is a well-established youth non-governmental organization (NGO) that has been working to solve the difficulties that Kosovar youth confront since 1999. KYC's mission is to encourage and empower young men and women, to establish a civic society, and to promote youth-led projects.

The Student Council of Kosovo (SCK), its flagship program, is the largest high school student representative structure in the nation, promoting students' interests and rights and partnering with educational institutions. KYC has developed excellent partnerships with educational institutions and has influenced the education system favorably via lobbying, capacity building, and youth participation. KYC has directly impacted over 30,000 young people through their activities has more than 600 active volunteers annually. The purpose of KYC, which encourages youth involvement, growth, and extracurricular activities while supporting the sustainability of the Student Council of Kosovo organization, perfectly complements the project idea of providing a designated place for students in Pristina. Overall, the initiative would be extremely beneficial to the young people that KYC seeks to serve and would support their progress both personally and academically. Lack of funding has made it difficult for the Student Council of Kosovo (SCK) to adequately serve the needs of high school students. To solve this issue, a social enterprise—a dedicated location for students to network, participate in activities, and produce income—is proposed. The SCK can secure sustainability while also offering resources for student groups by operating the facility as a social enterprise. This strategy will improve student cohesiveness, civic participation, and have a beneficial influence on the target group and society. The self-sustainability of the firm over at least three years will be used to determine the effectiveness of this approach. With approximately 10,000 high school students in Pristina and a vibrant youth community, there is a wide potential market for this enterprise. To reach its target audience, the enterprise plans to collaborate with Student Council Structures within high schools, organizing joint initiatives and awareness campaigns. It will also leverage social media platforms popular among high school students and establish partnerships with teachers, administrators, and local businesses or organizations. Sponsorships and partnerships will also help cover expenses, enabling the enterprise to operate efficiently and provide affordable options for students. The implementation phase involves engaging with the student community through pop-up activities to gauge interest and gather feedback. The team consists of individuals with diverse expertise, including a manager/leader, social media manager, bartender, chef, accountant, and social worker/psychologist. Funding for the project can be obtained through operating grants, earned income from product sales and renting out venues, and fees for services and events. Engaging the municipality for a designated space sponsorship is a promising opportunity. This summary outlines key challenges for the project, including funding, stakeholder resistance, legal compliance, sustainability, and student engagement. By addressing these challenges, the project can successfully achieve its goals.

Edona Krasniqi

Kosovar Civil Society Foundation - Measuring Impact

This executive summary provides an overview of the need for a more systematic process of monitoring and impact measurement within the Kosovo Civil Society Foundation (KCSF) to support adaptation through continuous learning, maintain relevance, and produce knowledge related to social impact.



The desired outcome of the improved Monitoring & Evaluation function is to enable KCSF to better capture the changes in behavior of target groups and measure changes at the outcome level. To achieve this, a combined system of qualitative and quantitative monitoring will be developed, utilizing the outcome harvesting methodology. Outcome harvesting is deemed suitable for KCSF due to its flexibility, inclusivity, and emphasis on capturing unexpected outcomes. It accommodates the diversity of KCSF's work and civil society interventions and recognizes the perspectives of all stakeholders, including marginalized groups. Additionally, outcome harvesting is effective in capturing contextual and underlying factors contributing to change, which may be challenging to capture with quantitative indicators alone.

By adopting a more systematic approach to monitoring and impact measurement, KCSF aims to improve its ability to assess the impact of its programs, communicate results, and make data-driven decisions for continuous improvement. This will strengthen KCSF's role as a supporter of civil society and contribute to the expansion of the local knowledge base on civil society engagement in Kosovo.

Irena Kraja

Mary Ward Loreto Foundation - RISE UP CLUB

“Rise Up Clubs” is a life changing program based on the “EmpowerFULL” model for survivors of gender based violence (GBV) and trafficking in human beings (THB), who despite the support they have received, persist of being vulnerable, at risk of/or re-trafficking, and living inside the violence cycle.



This project addresses a perspective on how to approach the process of empowering the survivors of GBV and THB, beyond re-integration process. It is intentional to bring life changes for the beneficiaries and provides them with services and support beyond basic needs.

The members of the program are intended to become trainers for reapplication of the project with other groups of survivors, and becoming a support for other survivors and contribute in the NGOs work. This program is designed to bring experiences and different perspectives by making the program more diverse and applicable.

We dream to rebuild a new life based on a new identity, a new mindset, and a new perspective for the members. The survivors will be given the dignity and value as human beings who deserve to be viewed as great potentials and will be presented to opportunities for growth and expansion. This is a journey of self-discovery and self-building by introducing them to an all-inclusive package of support.

We also are happy to invite donors and friends to join us in this initiative and change the lives of the members once and for all.



Irina Janevska

Organization for Social Innovation "ARNO" - coolinary

For the past decade, ARNO has been at the forefront of addressing the pressing issue of vocational education and training (VET) in North Macedonia's culinary industry. From mobile apps with recipes to cooking classes, it's time to move to new circles and embrace regenerative business models. We are determined to change negative perceptions, youth underemployment, and the lack of interest among students in pursuing vocational careers as chefs and pastry chefs, one bite at a time!



Our goal is to establish a social enterprise in partnership with our local gastronomy state school to provide high-quality vocational training and practical experiences for aspiring culinary professionals. Through the social enterprise 'Coolinary,' we will produce and sell popular pastries such as doughnuts, bagels, gjevrek, and simit, made with local ingredients. The revenue generated from the sales will be reinvested in our mission to empower young people and improve the perception of VET in gastronomy.

This Skopje-based social enterprise will equip students with the necessary skills and confidence to succeed in the job market of the 21st century. It will also narrate the story of the new economy of the 21st century—a local, social, and green economy—to everyone."

c@@linary

Social Enterprise 4 imPact
one-bite-at-a-time

www.arno.org.mk



Katalin Vég

Salva Vita Foundation - Corporate strategic partnerships to support the employment of disabled people



The Salva Vita Foundation in Budapest celebrates its 30th birthday in 2023. Although the foundation was created almost by chance, we don't want its survival and long-term operation to depend on chances. Over the decades, we have helped more than 2,000 people with various disabilities find jobs, working with nearly 1,000 companies – playing a significant role in increasing the employment level of people with disabilities in Hungary.

Although numerous studies have shown that any investment in supported employment for people with disabilities is worthwhile, as it pays for itself many times over, even at the level of the national economy, in recent years public funding for this service has been drastically reduced. Therefore, our Foundation needs to find new resources to continue its current programs and respond to the emerging needs of the target group.

In January 2023, with the help of an external expert, we started to develop a fundraising strategy. One focus area of the strategy is to build medium- and long-term strategic partnerships with companies. Building on the corporate network and personal contacts we have built up over the years, we see a good chance of finding strategic partners among companies that already have co-operated with us. In addition to screening potential companies, we see one of the most important tasks as being able to articulate clearly and effectively why it is worthwhile for a company to enter into a strategic partnership with us. In addition, developing attractive partnership packages will be a priority in the period ahead.

We are now in the process of identifying resources and potential partners. We are planning a special event at the end of the year, the purpose of which is to provide our existing and potential corporate partners with the opportunity to get to know each other. At the same time, it provides



our prospective partners with information about the benefits of the partnership. According to our plans and calculations, the launch of strategic partnerships can realistically start this year, and we can reach the break-even point by the end of the first year. Successful partnerships can be one of the keys to the Salva Vita Foundation being able to serve disabled people for at least another 30 years.

Laura-Mihaela Cireașă

Civil Society Development Foundation - Crestem.org

The Civil Society Development Foundation (CSDF) has been a pivotal force in nurturing Romania's civil society sector for nearly three decades. Established in 1994 as an independent organization to manage European funds, CSDF has played a vital role in providing resources and support to civil society organizations (CSOs) throughout the country. Its overarching mission is



to foster a robust civil society that upholds democratic values and actively contributes to Romania's advancement.

CSDF focuses on four key areas: advocacy, networking and outreach, organizational development for NGOs, and financing the associative sector. These areas are designed to create an enabling environment for CSOs, encourage collaboration, offer capacity-building assistance, mobilize resources, and ensure sustainable organizational growth.

Over the years, CSDF has administered various grant programs, including the Norwegian and EEA Grants, which have financed projects addressing civic engagement, human rights, gender equality, and environmental protection. Additionally, CSDF has engaged in partnerships with private donors and corporate social responsibility departments to explore innovative funding mechanisms for NGOs.

Recognizing the need for organizational development within the NGO sector, CSDF has developed several capacity-building initiatives. One of its latest endeavors involves the creation of an organizational development matrix consisting of ten indicators that enable NGOs to assess their current practices and identify areas for improvement. CSDF's approach to organizational development distinguishes itself by addressing the specific needs of NGOs in Romania, focusing on sustainability, governance, evaluation capacities, and advocacy to enhance organizational effectiveness and long-term impact.

Taking a step further, CSDF is proposing to digitize the organizational development process by introducing an online platform called WWW.CRESTEM.ONG. Developed in collaboration with Code for Romania, this open-source platform is currently 90% complete in its first stage. It encompasses modules for organization diagnosis, e-learning, matchmaking with consultants, and a resource library. The platform aims to empower NGOs in Romania by providing a comprehensive digital solution that tracks organizational progress, maximizes impact, and contributes to positive social change.

Through the proposed platform, NGOs will gain easy access to diagnostic tools and the ability to monitor their organizational evolution. By digitizing the organizational development process, the platform streamlines operations for NGOs, resulting in improved management, efficient resource allocation, and enhanced sustainability. Looking ahead, the project will refine platform features based on user feedback, explore the integration of emerging technologies like AI and machine learning, and proceed with the development of the second stage, which will focus on matchmaking and e-learning. This comprehensive digital solution aims to be a valuable resource center, empowering and strengthening NGOs throughout Romania.

Lenke Ónodi-Szabó

Habitat for Humanity Hungary - Habitat Creative Center

According to estimates, about 3 million of Hungary's population of 9.6 million suffer from problems related to the quality, affordability, legal status or accessibility of their homes. Habitat for Humanity Hungary has been working to tackle these challenges since its establishment in 1996. However, the wider public has little resources or willingness to help those in need, while there is a need for an intensified cooperation among housing organisations and professionals to bring along effective and systemic changes in housing related national policies.



With the aim of building an active and conscious community in support of people experiencing housing poverty across Hungary, we opened Habitat Creative Center in Budapest in 2023 May. The Center is a community space and a social housing hub which also serves as the new headquarters for the organisation. From now on, the hub will be hosting and boosting the ongoing discussion about housing poverty involving a wide range of stakeholders including social and housing professionals and decision makers through workshops, roundtable discussions, and other knowledge sharing activities.

At housing related community events, we will provide information on housing poverty and its possible solutions. Some of these events are directly related to the topic, such as open roundtable discussions and lectures, art exhibitions, film screenings, volunteer workshops and trainings. Participants will be invited to join our lively community of volunteers which we intend to further build and strengthen through these activities. Our most unique activity will be the DIY workshops in the topic of home renovation which we are planning to introduce from 2023 autumn. Instructed by our construction experts, participants will learn simpler renovation techniques such as putting up cardboard walls or painting. Our hope is that some of them will be motivated to join our cause and become regular volunteers – which in turn will further boost their renovation skills and provide our programs with efficient volunteer work.

The central impact we would like to achieve is the forming of an ever-growing, active and conscious community joining forces and voices to alleviate housing poverty in Hungary. Our



events will host 2000 participants annually, with potentially raised awareness and willingness to become supporters of our cause. Their support can take various forms from individual donations through signing petitions to volunteering. We will measure the impact by examining changes in the followers of our social media platforms, the number of participants and volunteers. By opening a community space at a central and easily accessible location in Budapest, we also intend to increase our visibility, which is an essential tool to lead the change in finding effective and systemic solutions to the prevailing housing crisis.

Mariana Meshi Muslia

Different & Equal - Increasing economic empowerment opportunities for victims of trafficking and domestic violence

Since May 2004 to the present day, the organization “Different & Equal” (D&E) has provided high quality reintegration services for Albanian victims of abuse, human trafficking and exploitation. D&E provides each beneficiary a full package of reintegration services, which are considered fundamental to the success of the reintegration process. This includes:

accommodation, immediate medical assistance; mediation/facilitation with the family of origin; psychological support; legal support; assistance to register and attend school; professional training; social activities; counselling and support for employment; financial support; long term accommodation; information on available services in the community and support for initial contact; employment programs aiming to create jobs; assistance and support for the children of the victims; monitoring and ongoing follow up of the beneficiaries of the program.



Based on our experience, a central feature of successful re/integration of victims of abuse and trafficking is access to opportunities for economic growth. The economic empowerment of victims involves enhancing their learning and earning capacities through strengthening human capital, building interpersonal skills, facilitating access to financial capital and enhancing social networks, as well as developing confidence in one’s capacities, along with opportunities for using those capacities. Economic well-being impact personal identity, self-esteem, social recognition and social integration.



D&E would like to work in the development of more economic empowerment models for the survivors of domestic violence and human trafficking through the implementation of this project.

D&E has established a social business since 2013 with the aim to provide job training and incomes for its beneficiaries - victims of trafficking and domestic violence, while also providing a source of funding for the organization. The D&E social business called “New York Tirana Bagels” has been going well as a business, so in the framework of our efforts to create more job placements for our program beneficiaries, D&E wishes to expand with a second brunch and transform the business in a style of organic shops. There will be established a cooperation agreement with an organic bio farm to supply both bagels shops and to provide employment and on job training for victims of trafficking and domestic violence.

Morana Starčević

Youth Initiative for Human Rights - Network 2.0

YIHR Network 2.0 explores possibilities of creating a new and effective, transparent and impactful regional cooperation structure in the Youth Initiative for Human Rights Network.

YIHR Network is an informal network of five independent organisations based in Croatia, Serbia, Bosnia and Herzegovina, Montenegro and Kosovo. It has the mission to achieve peace in the region, not only for the absence of war, but for the peace as a lasting process which means dealing with the past and which results in continuous cooperation between the states and people in the region.



The paper explores the challenges YIHR Network faces stemming from external political, social and economical context of their respective countries and how the turmoils reflect on the Network itself. A proposal for co-creating a new structure of the Network by a process of reexamining our values, goals and vision as well as intentionally using some of our time and energy on strengthening our internal organisations is outlined.



Nora Ramirez Castillo

Hemayat - Treatment Centre for Survivors of War and Torture - FUNDRAISING FROM FOUNDATIONS

“HEMAYAT – Treatment Centre for Survivors of War and Torture” is a non-profit organization that has been providing support to survivors of war and torture in Vienna since its establishment in 1995. The word "HEMAYAT" originates from Persian and Arabic, and it translates to English as "care" or "protection". HEMAYAT is the only center in Vienna specifically dedicated to offering interpreter-mediated medical, psychological, and psychotherapeutic care to survivors of war and torture. HEMAYAT was founded to address the long-term effects of trauma experienced by individuals who suffer from the consequences of severe human rights violations and to support their integration into Austrian society: In 2022 HEMAYAT offered more than 19.000 hours of care for 1.441 persons from 56 different countries.



HEMAYAT receives funding from diverse sources for its work. *Diversification of funding* is crucial for stability and sustainability, and additionally, it allows for addressing different organizational and target group needs. Funding from foundations has played a significant role in HEMAYAT's growth and development as an organization. Foundation funding provides long-term support, financial stability, and flexibility to address gaps in traditional funding sources. Trust funds have shown interest in capacity building, supporting innovation and networking, and have contributed to the improvement of HEMAYAT's services. With the recent knowledge gained through the "Social Innovation and Management Program," HEMAYAT aims to professionalize its fundraising from foundations. This entails

- dedicate time and resources to pursue new funding opportunities,
- to engage in research and network analysis,
- and subsequently, to reach out to prospective donors whose mission and values align with HEMAYAT.



Interpreter-mediated therapy at HEMAYAT, Photo: Katharina Gossow

Petra Istenes

Énprojekt - Social investment for ENPROJEKT.HU
- digitalisation & sustainability

ENPROJEKT.HU is searching for social investment or crowdfunding

Enprojekt is the Airbnb of helping expert areas in a social enterprise. We help people to find the best area of solutions as a traffic light: “red” programs if you are struggling with the past with psychologists, yellows for pathfinders with coaches and greens for personal development in career and personal issues with advisors.



We work with 100 pre-screened experts in 80 topics who are willing to help people in need 1x a week for free, in exchange for the opportunity to offer their paid hours. 70% of the participants come for free, and 30% are able to pay a reduced / full price.

According to SDG goals, there are 4 main themes where our work has an impact:

03 - Health & wellbeing: through our psychological and coaching sessions we help prevent cases that already require clinical psychology or psychiatry.

08 - Decent work & economic growth: we help people find a job or get a better position they need to sustain their lives with consulting, coaching, CV writing & preparation for interviews.

10 - Reducing inequalities: 25% of the hourly fees for our paid classes are used to maintain our free or reduced-fee sessions.

17 - Partnership to achieve goals: we create a comprehensive professional community for psychologists, coaches and advisors with supervising and regular team building.

How we will use your social investment and donations

We ask your support to increase our capacity to 1000 participants / year by changing our internal project management system to Jira. With this, we will be able to handle all of the sessions in a more measurable way to develop our social impact. For comparison: in the first 3 years we already helped more than 600 people.



Polona Torkar

Asociacija - Association of NGO's and individuals in the field of culture - Piloting Arts of Referral

In our shared European space and the Western world, we bear witness to flourishing practices and initiatives that promote health and well-being through the transformative power of culture and art. Increasingly, authorities at national, regional, and local levels are embracing cross-sectoral and multidisciplinary agendas, recognizing their potential to strengthen social welfare, extend life expectancy, alleviate isolation, and address mental ailments. It is within this context that Asociacija proposes to pilot an art and culture-based social prescribing program for implementation in Slovenia.



The key objective of our vision is to promote and pilot the concept of social prescribing tailored to the unique needs of Ljubljana, Slovenia. Our approach is rooted in fostering collaboration and advocating for a multi-agency strategy that supports the development and financing of similar models and services. The overarching goal of our project is to test and promote art activities as a meaningful and cost-effective health and well-being service, complementing core medical interventions. By harnessing the positive impact of arts on individuals of all ages, with diverse ailments and complaints, we seek to benefit not only the people themselves but also artists, cultural institutions, the healthcare system, and the state budget. Moreover, our aim is to create a replicable and scalable model with broad adaptability.



Foto: Matjaž Rušt @ Asociacija

To achieve these objectives, we intend to:

- a) Encourage collaboration, knowledge transfer, and research-based development of health and well-being promotion strategies.
- b) Foster the utilization and recognition of arts and culture as complementary measures for inducing health and well-being in Ljubljana and Slovenia.
- c) Enhance the capacities of artists, cultural organizations, healthcare professionals, and social service providers to implement art-based social prescription models and services.
- d) Develop a Slovenian-specific art on prescription model that addresses the unique needs of patients, healthcare, and cultural activities, with an emphasis on broad adaptability and applicability.

By embarking on this pilot project, we aim to unlock the transformative potential of art-based social prescribing in Slovenia, enrich the lives of our citizens and cultural professionals, and pave the way for a future of personalized, comprehensive, and holistic health and community services.

Sihana Bejtullahu

GERMIN - Engaging Albanian Diaspora Professionals: Developing Strategies for Leveraging the Global Talent Pool

This executive summary provides an overview of a project focused on engaging diaspora professionals to leverage their knowledge and skills for the benefit of Kosovo and Albania.



The project aims to develop a comprehensive strategy for utilizing an online platform created by Germin, which enables diaspora professionals to register, interact, collaborate, and share knowledge. The platform serves as a networking tool and facilitates collaboration between diaspora professionals and their counterparts in Kosovo. The project also envisions the development of diaspora co-working spaces in Kosovo to provide visiting professionals with workspaces and opportunities to connect with local professionals.

Research conducted by Germin indicates a high willingness among diaspora professionals to engage and share their expertise with their home countries. The Engaging Diaspora Professionals (EDP) program, implemented by Germin, has successfully brought diaspora professionals to work with institutions and organizations in Kosovo and Albania. The EDP online platform is a central hub for registering diaspora experts and fostering collaboration between domestic and diaspora professionals.

The opportunity lies in harnessing the vast potential of the Kosovo diaspora, as many members have acquired valuable knowledge and experience abroad. By creating an environment that encourages diaspora professionals to share their expertise and talents, Kosovo and Albania can accelerate their development. However, challenges like competition from established platforms like LinkedIn, ensuring data security and privacy, and promoting the platform among the diaspora community need to be addressed.

The project involves multiple stakeholders, including diaspora professionals, institutions, and civil society personnel. The project aligns with Germin's organizational strategy, focusing on diaspora engagement and community development. The proposal aims to supplement the ongoing growth of Germin and transform it into an influential organization within Kosovo, Albania, and other countries with large Albanian populations.

Silvia Nichita

Me, you for them - Moving Stories

There is a great need in Romania to improve reading and literacy skills among children and to increase the quality of education available, especially in the rural areas of the Moldova region, the most under-developed region of the country. According to "Report on the literacy level of students in Romania" only 11% of students from grades 1-8 can understand and synthesise information from a text. Even though they want to read and learn, the libraries, youth centres and other educational opportunities are nonexistent.



“Moving Stories - Empowering kids through Mobile educational centre & volunteers” was designed as an educational service for these children, encouraging them to read and giving them additional access to books and life-changing opportunities. A van, adapted to these purposes and able to safely travel especially in hard-to-reach areas is an important addition to this project.

Our goals: Providing quality books and educational support for the more than 5,000 school-aged children through mobile service and volunteer activity combining analog and digital resources. Training of 300 volunteers and local teachers in over 50 settlements to deliver educational support, storytelling workshops, and opening up 50 little free libraries. A replicable educational model that has been honed and implemented by Asociatia “Eu, tu si ei” over the past 7 years of the “c@rte in sate” reading and literacy program. By bringing the joy of reading directly to these underserved communities, we aim to improve literacy rates, enhance educational opportunities, and foster a love for learning.

We will achieve this by working in the following three areas:

- (1) **CHILDREN** – providing them with books and educational support for schooling and life;
- (2) **SCHOOLS** and **PUBLIC LIBRARIES** – making them present and inclusive; and
- (3) **POLICIES** – influencing local and national policies to invest in the public libraries and after-school educational opportunities.

To achieve our vision of developing this model in Vrancea County – with the potential expansion into other counties – it is our hope that public funds and private donors are willing to invest in this unique opportunity. Currently we conduct two projects with the financial support of European Solidarity Corp, training young volunteers to provide educational support for kids and teens in rural areas, using the art of storytelling as a non-formal method to empower them. In the long term we want to initiate a “book bank” and an advocacy campaign to convince the Romanian government to implement the “First Book” program providing free first storybooks to kids at the age of 5.

The return on this investment is the success of the beneficiaries of the program who will be able to become productive members of society. Our ultimate goal is to inspire the children as they mature to become more involved in their community, in their education, and in making their surroundings more sustainable.

Tamara Fabac

Association for civil society development SMART -
SMART's Exploring and Learning

Today organisations are operating in rapidly and constantly changing surrounding, strongly influenced by different societal, political, economic, health, and environmental crisis and their consequences (i.e. COVID-19 pandemic, wars and migrations, frequent natural disasters connected to climate changes, never greater production and availability of data and information, ongoing digitalisation of our economies and societies, the green transition). Under the influence of various external changes, organizations and their people are under pressure to change and adapt to respond to increasingly complex demands and needs. In trying to answer these complex challenges organisations (their leaders and team members) are asked to become more flexible, agile, intuitive, value and impact-driven, sustainable, and innovative, to evolve, constantly learn, change, and adapt, internally and externally.



SMART as a capacity-building and resource centre for civil society organisations in the field of non-profit management wants to address those challenges from two angles and respective solutions: a) improving and strengthening internal capacities and b) developing and improving capacity-building services for CSOs. The main idea behind the proposed solutions are SMART's approach to 'learning by doing', designing and piloting new procedures, practices, tools, and protocols to be able to integrate the knowledge, skills, and experience into a new and improved capacity-building programme/service for CSOs. In this way, SMART is simultaneously upgrading its internal processes and strengthening the organisation, and upgrading the capacity-building programme for CSOs as a main target group.

The project SMART's Exploring and Learning supports the achievement of a set of interconnected goals:

- to promote and support continuous individual and team learning within organisations
- to promote and support individual and organisational creativity and innovation in meeting the changing needs of their target groups
- to help and support organisations in changing or adapting according to their internal needs and external circumstances
- to support organizations in developing effective and efficient communication, coordination, cooperation, planning, and decision-making processes
- to increase individual, team, and organizational effectiveness, efficiency, and productivity as well as organizational impact and sustainability.

Constant changes ask for constant readiness for exploring and learning. Exploring and learning are seen as core and underlying principles of this project whose aim is to strengthen SMART to achieve our mission and purpose and satisfy the needs of our target group in an impactful and sustainable way.

Tanja Boromisa

Hi Neighbour - Creative HuB

"Art is not a mirror held up to reality but a hammer with which to shape it." - Bertolt Brecht

The overall aim of the Creative Hub is to create a platform that will empower young artists for community-building activities, and civil engagement through art and creative expressions to become active carriers of change in society.



Specific goals of the project are:

- to create and implement the programme of support for young artists which will include capacity building and mentorship
- make young artists visible in community by linking them with community and institutions
- supporting artistic intervention through logistics and education
- to empower youngsters to combine socially engaged art and community building
- to open doors of public spaces for socially engaged artists

This project will take place in Banja Luka, Bosnia and Herzegovina where we need more socially engaged art so we can “twist and shake” young people for them to become active citizens who are improving their communities. The main target group is young people from 16 to 30 years old. Activities will be designed as cycles which will include capacity building of participants but also will include the opportunity to implement new skills and knowledge which they gained in educational modules. One cycle will last for 12 months. A group of 20 youngsters will be included. Therefore, the main activities will be:

1. Educational program - using non-formal, interactive methods we will organize modules that will tackle the following topics: social innovation, socially engaged art, community building, and project management.
2. Practical application of knowledge - after the training, the participants will have the opportunity to practically apply the acquired knowledge. In this phase of the project, young artists will, first of all, receive mentors for their project ideas who will support them in all subsequent steps.
3. The final event – a meet-up event where young artists will present their implemented project to each other and the wider public.
4. Promotion – promotion of the Creative Hub itself and its contents will be planned every month.
5. Monitoring and evaluation



Artistic processes are among the most popular way for young people to express themselves, their desires, and ideas, and are increasingly identified as the tools they use to interact with society, their contexts, and their peers. For this reason, it is important to initiate and/or consolidate paths of inclusion and reflection on one's social role through art and culture that allow these young people to freely express their real needs, imagine

prospects, and promote better solutions for our communities. This program should be a long-term program so we could recognize its impact.

Vadim Tarna

CONCORDIA Social Projects - Diversifying financial sources for organization sustainability

Today, CONCORDIA. Social Projects is the largest international non-governmental organization in Moldova, dedicated to helping children, young people and adults in need, operating in seven countries – Romania, Moldova, Bulgaria, Austria, Germany, Switzerland and Kosovo. CONCORDIA.



Social Projects is an independent, non-governmental, and non-profit organization founded in Moldova in 2004. Our mission is to go where the need is greatest. We aim to provide tailored social support to children and youth left without parental care, as well as assist vulnerable families and elderly residents in satisfying their essential needs. Besides improving the living conditions of our beneficiaries, we believe it is equally important to offer them the possibility to reach their full potential in life by having access to high quality education and by guiding them to develop independent life skills. As such, we provide opportunities for our beneficiaries to be harmoniously integrated into society by supporting them to become conscientious, responsible, and powerful citizens, aware of their fundamental rights and strengths.

CONCORDIA Social Projects is acting at the national level, working with the categories of the population most affected by the country's precarious social and economic situation - children, young people, families and elderly. The organization provides daily care and support to people in need as part of its 6 programs, under which 59 different social services operate across the country. During 2021, we have supported 7135 unique beneficiaries.

The main goal of the course project is to strengthen the Project Management Department within CONCORDIA. Social Projects Moldova, in order to ensure the sustainability of provided social services by diversifying sources of funding for the organization's programs.

The Social Innovation and Management Program 2023 offers a unique opportunity to achieve the proposed goal, both through the theoretical information provided and especially through the unique opportunity and environment created for the exchange of experience with professionals from other countries.

Veronika Fishbone Vičková

Milan Šimečka Foundation

First of all Slovakia has a serious issue with prejudice towards otherness and minorities. Half a year ago it perspired into a first terrorist attack against LGBTQI, where 2 persons have died, and one was injured. Half of young Slovaks would not want Roma, Muslim (42%) or migrants, immigrants and foreign workers (39%) as their neighbor and these attitudes are not very different than that of their parents. The education system is not sufficiently responsive to the current challenges when it comes to dealing with identity questions or discrimination. Among other challenges, teachers do not sufficiently reflect on diversity and manifestations of discrimination in the classroom, or they do not know how to work with it and do not have the tools to do it appropriately. Using the Stories that Move program we would like to shape the attitudes of young people towards minorities through providing educational program for teachers so that they include the topics of identity, diversity, discrimination, and extremism into their classrooms.



The Milan Šimečka Foundation was founded in 1991 and has been helping with democratization processes and the building of civil society since then. The Foundation's educational Program *Vedieť nestačí - Knowing is Not Enough* aims to use educational projects to develop teachers and students so that they can be more open to diversity and otherness in their classroom through past and present forms of oppression and discrimination. Our goal is to create a space in which it is safe to be aware of the prejudices we all have and to work with them so that they do not escalate into hatred.

Stories that Move has been developed by Anne Frank House (Netherlands) in collaboration with the Milan Šimečka Foundation and four other European partners since 2013. It is a free innovative blended (online+offline) tool for learning about identity, diversity and discrimination through storytelling based on real stories and experiences of young people, which is available in 8 languages. It is a tool developed with and for educators from several countries, which includes not only video-stories of young people but also teaching materials that are tailor made for our teachers and they can use directly as a lesson in classroom.

The tool is now fully operational, and we have 900 teachers registered in Slovakia, which we have achieved primarily through organic growth through webinars and online promotion. We would like to have more systematic impact on the education system in Slovakia and thus need to make the recruitment and retention strategy of teachers via both teachers themselves



fortified by the work with directors, municipality/regional district authority, regional teachers' hubs, and teachers' training centers. Additionally, we would like to better set up the system of impact measurement of this program, so that we can measure the impact continuously and not on ad hoc basis. And lastly, we need to set up plan of growth – scaling and with that goes hand in hand financial sustainability of the program.

Vlorian Molliqaj

Action for Mothers and Children - Revolutionizing Healthcare Delivery in Kosovo through a Social Enterprise



The proposed initiative seeks to establish a social enterprise in Kosovo to address the need for specialized home healthcare services for pregnant women, new mothers, infants, and children. By improving access to essential healthcare and enhancing health literacy, the project aims to reduce complications and promote healthy pregnancies and child development.

Through direct home visits by healthcare professionals, barriers such as distance and transportation will be eliminated, ensuring convenience for patients. Personalized interactions will empower individuals and families to make informed decisions about their health. This innovative proposal focuses on creating a matchmaking platform, akin to popular platforms like Airbnb or Uber, to match qualified healthcare providers with patients seeking specialized care. Market analysis has highlighted a substantial demand for these services. While existing private companies offer limited home healthcare, none exclusively focus on maternal and child health or operate at a national scale. This positions the social enterprise to capture a significant market share.

Key steps include finalizing legal requirements, developing the online platform, building a network of qualified professionals, conducting targeted marketing campaigns, and ensuring high-quality service delivery. Collaborative partnerships with healthcare providers, public health institutions, and relevant organizations will be crucial.

Revenue sources will include operational grants, service fees, and potential collaborations. Market research and financial analyses will inform accurate cost projections for the first two and subsequent five years. The initiative aims to reach the breakeven point within the designated timeframe, factoring in operational expenses and projected revenues.





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