

Civil Society & Social Entrepreneurship

Good Practices in EU,
Western Balkans
and Turkey

2019



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This publication has been made within the project Smart Start - Sustaining civil society impact through social entrepreneurship and innovations in Bosnia and Herzegovina, Serbia, Montenegro, North Macedonia and Turkey.

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Glossary & EU definitions

Civil society	CS
Civil Society Organizations	CSOs
European Union	EU
European Commission	EC
Nonprofit Organizations	NPOs
Social entrepreneurship	SE
Social enterprises	SEs
Small and Medium Enterprises	SME
Government	GOV
Western Balkans	WB
Centre for Civil Society Promotion	CCSP
Centre for Research and Policy Making	CRPM
Institute for entrepreneurship and economic development	IEED
Citizen's Association Democracy & Civic Education	Civic Initiatives
Yaşama Dair Vakıf	YADA

Definitions in European Union and world

Civil Society Organizations - Civil society can be understood as the “third sector” of society, distinct from government and business, and including the family and the private sphere.¹ By other authors, “civil society” is used in the sense of 1 the aggregate of non-governmental organizations and institutions that manifest interests and will of citizens or 2 individuals and organizations in a society which are independent of the government.²

Entrepreneurship is an individual’s ability to turn ideas into action. It includes creativity, innovation, risk taking, ability to plan and manage projects in order to achieve objectives.³

Commercial activity – Activity undertaken as a part of a commercial enterprise.⁴

Social economy – The social economy is formed by a rich diversity of enterprises and organizations, such as cooperatives, mutual, associations, foundations, social enterprises and paritarian institutions, sharing common values and features.⁵

Sustainability is the process of maintaining change in a balanced fashion, in which the exploitation of resources, the direction of investments, the orientation of technological development and institutional change are all in harmony and enhance both current and future potential to meet human needs and aspirations.⁶

Nonprofit organizations – Also known as non-business entity, not-for-profit organization, or nonprofit institution, is dedicated to furthering a particular social cause or advocating for a shared point of view. It uses its surplus of the revenues to further achieve its ultimate objective, rather than distributing its income to the organization’s shareholders, leaders, or members.⁷

Social entrepreneurship – Social entrepreneurship is the use of start-up companies and other entrepreneurs to develop, fund and implement solutions to social, cultural, or environmental issue.⁸

Social enterprises – Social enterprises combine societal goals with an entrepreneurial spirit. These organizations focus on achieving wider social, environmental or community objectives.⁹

Small and medium enterprises - The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding EUR 50 million, and/or an annual balance sheet total not exceeding EUR 43 million.¹⁰

1 **What is Civil Society** civilsoc.org Archived

2 May 2009 at the **Wayback Machine**

2 **Civil society – Define Civil society at Dictionary.com** Dictionary.com

3 **Promoting entrepreneurship** ec.europa.eu

4 **Commercial activity** www.thefreedictionary.com

5 **Social economy** Wikipedia.org

6 **What is sustainability** www.globalfootprints.org

7 **Nonprofit organization** www.wikipedia.org

8 **Enterprising Ideas**, What is a Social Entrepreneur, PBS Foundation

9 **Social enterprises** ec.europa.eu

10 EC **Annex 2 SME definition** (PDF)

Abstract & Intro

While the concept of social entrepreneurship is globally recognized and rising in popularity, civil society organizations (CSOs) work in social entrepreneurship is specific to the country context; what works in one country may not work in another country, or even in the same country at a different point in time. After three years of the project, the most important conclusion is that there is no one-size-fits-all approach and, as in any successful advocacy campaign, tactics need to be flexible to respond to circumstances. Therefore, this type of publication will serve to interested parties in order to see how social entrepreneurship functions from one place to another and to serve as a resource document, first of a kind in WBT region and European Union.

The European conceptualisation of social entrepreneurship and social enterprise we discuss today, can be regarded as a joint product of two simultaneous trends dominant since mid 1980s:

1. Privatisation of public responsibility for social welfare: The crisis of the welfare states beginning from 1970s implied a shift from a universal approach based on publicly delivered benefits and social rights, to a market oriented approach based on privately delivered provisions and individual responsibility.
2. Civil society, community, and social policy entering high economics: The re-orientation of welfare states also created a new role for civil society, allowing a room for new types of collective and solidarity movements. On the other hand, civil society, community, and democratic governance were regarded as remedies for the inefficiency of state institutions, which further strengthened by the collapse of the Soviet Union and the transition efforts of new Central and Eastern European states.

The EU „Synthesis Report“ shows that social enterprises in Europe are active in a wide range of areas, including:

- Social and economic integration of the disadvantaged and marginalised groups, such as work integration of people with mental disabilities;
- Social services of public interest, such as operation of a house for elderly people, provision of health care and medical services for people with cancer;
- Other public services, such as operation of a public transportation, maintenance of public spaces;
- Strengthening democracy and civil rights, such as for example fight against corruption;
- Environmental activities, such as reduction of emissions, promotion of alternative and renewable energy;
- Practicing solidarity with developing countries, such as promotion of fair trade products.



Lead organization of the Smart Start project

The mapping exercise of the Synthesis Report of the Commission demonstrates that while only seven out of 29 European countries have written policies encouraging and supporting the development of social enterprises.

Good practices of (CSOs) in EU, Western Balkans region and Turkey in the area of social entrepreneurship are still a great unknown to most of the general population. This publication will try to show part of the civil society organizations who have started social enterprises in the last period and are a good example of how CSOs can develop sustainability models and stay along with the initial mission related to beneficiaries and cause it was funded for.

Great number of CSOs in all five countries are financed with insufficient resources for existence of continuing programmatic activities. With possible exception of Turkey where civil society in great measure keeps traditional fund collection, all CSOs in the region depend on international donor resources, despite the economic value that CSOs contribute to the country's economy.

Practice has confirmed that most associations, humanitarian organizations, etc. in our environment, can not survive on the basis of its revenues collected through assistance in the form of membership fees, donations, budget remittances, etc. because they can not cover their regular expenses. Therefore, they must try to set up their own commercial activities that will enable them to overpay income over expenditures, on the basis of which they will be able to settle both fixed expenditures and expenditures incurred by performing their core business. Working in this area of sustainability, we can define four types of CSOs activities:

- CSOs with commercial activities:
 - Economic activities social value and mission (social entrepreneurship);
 - Economic activities without social value in order to sustain income and work;
- CSOs with established:
 - Social enterprises;
 - Regular commercial enterprises;

This publication itself is a collection of researches from EU funded project - Smart Start and it's supported initiatives (sub-grants) from Bosnia and Herzegovina, Croatia, North Macedonia, Montenegro, Serbia and Turkey, but will also consists of examples of best practices from the EU and other regions.

Background

About Smart Start

Smart Start project - Sustaining civil society impact through social entrepreneurship and innovations in Bosnia and Herzegovina, Serbia, Montenegro, North Macedonia and Turkey” is funded by the European Union in the framework of “Civil Society Facility and Media Programme 2014-2015: Support to regional thematic networks of Civil Society Organisations;”. The project itself is implemented by a consortium of 6 partners, The Centre for Civil Society Promotion (CCSP) from Bosnia and Herzegovina, as lead partner, Centre for Research and Policy Making (CRPM) from North Macedonia, Institute for entrepreneurship and economic development (IEED) from Montenegro, Citizen’s Association Democracy & Civic Education (Civic Initiatives) from Serbia and Yaşama Dair Vakıf (YADA) from Turkey, with support by CEDRA HR from Croatia.

The overall objective of this project is to help create an enabling environment for social entrepreneurship of civil society organizations (CSOs) and to improve their sustainability, financial viability and social impact in Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia and Turkey. The specific objectives are:

1. To strengthen long-term financial sustainability and impact of 50 selected CSOs in the five partner countries through start-up financial support and socially and environmentally responsible use of self-financing strategies, social innovations and social enterprise;
3. To improve the social enterprise-friendly environment through networking of CSOs and other stakeholders, and conducting five national advocacy campaigns;

5. To promote CSO social entrepreneurship and to encourage replication throughout the civil society sector in the region by the sharing of information, lessons learned and by promotion of good practices in CSO self-financing and social enterprise.

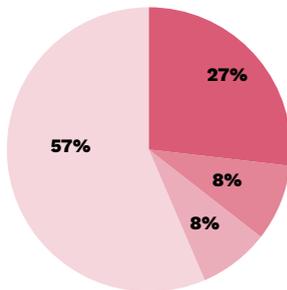
The Smart Start Project with its objectives and expected results, addresses the strengthening CSOs advocacy and networking capacities, improvement of internal governance structures, funding base diversification through establishment of social entrepreneurship and elaboration of strategic long-term organizational plan.

Research

Research conducted within the Smart Start project has shown that one of the common tendencies among five countries according to this survey is that CSOs have to constantly look for new financial resources, and even 93% of surveyed civil society organizations have indicated that their organizations are always looking for new financial resources.

This research has shown that unbelievable 75% of surveyed CSOs do not see their current sources of funding as sufficient for their financial stability to fulfill the mission. Among the sustainable models for CSOs, social enterprises have a lot of potential to develop, but the main barriers are the lack of awareness of social entrepreneurship (DP), the significance of such a model in society and the low level of entrepreneurial skills and thinking among CSOs. Where such models exist, the main difficulties in managing a social enterprise are economic and financial issues, followed by financial problems, human resources management, and legal issues arise as well as other common difficulties.

Earned income isn't a good fit for every organization for either mission or organizational reasons. It should also be taken into consideration that despite the numerous support programs, social entrepreneurship is still in a growing stage in the five targeted countries. Social enterprises do have a lot of potentials for development, but main obstacles are lack of awareness on social entrepreneurship (SE) benefits for the society by government and CSOs, and low level of entrepreneurial skills and thinking among CSOs. In research, the major difficulties in running a social enterprise are economic and financial issues, follow by financial problems, managements of human resources, and legal issues come to the front as other common difficulties (chart).



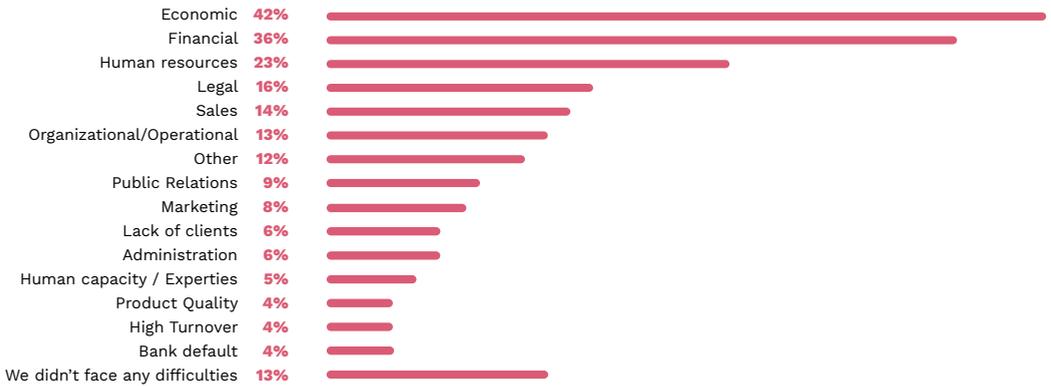
27% No, but we have interest and do not have an idea

8% No, it is not possible for our organization

8% No, we don't have interest

57% Yes, we have an idea but not a business plan

Do you have a plan for establishing a social enterprise?



SMART Grants

Through two granting schemes, Smart Start has awarded 343,500.00 EUR to 60 CSOs. In first granting scheme, 100 CSOs from all five countries have participated in the tailored-made program and 50 CSOs have been awarded for their promising business plans. The result are 50 entrepreneurial ideas supported to become sustainable and provide future income for operational costs of the CSOs.



Under second granting scheme, 10 grants have been awarded through two calls in order to support innovative solutions/ideas for social problems in communities. The results are 10 community-based solutions with strong impact on society and environment.

OECA Assessment of entrepreneurship capacities for CSOs

OECA questionnaire is available for free on

<http://smartstart4u.org/my/kviz>

Organizational Entrepreneurship Capacity Assessment (OECA) is a questionnaire or self-assessment tool based on OECA methodology developed within Smart Start project by the experts from Turkey, Croatia and Serbia.

OECA Methodology Description

OECA methodology consists of several elements or focuses:

- Collection, analysis and rating (where applicable) of general data
- Collection, analysis and rating of the data necessary for general assessment of the organization capacity
- Collection, analysis and rating of the data necessary for assessment of the entrepreneurial capacity of the organization
- Creation of conclusions and recommendations for internal and external purposes

Objectives of the OECA Methodology and Self-Assessment Tool

OECA Methodology should:

- Help assessors understand all the aspects, requirements and methodologies of OECA process regardless if the assessor is internal to the organization or are applied by an external assessor or team of assessors.
- Create as replicable, SMART and reliable as possible step-by- step process description that will be instrumental to objective comparison of the organizations (as it is necessary for diverse application processes as it is in this project) as well as a tool for measurement of the organizational development and progress over time and development stages.
- Hence, methodology should have a specific focus on learning and capacity building of all involved in the assessment process.

Objectives of the Self-Assessment Tool Based on OECA Methodology

- To provide a tool that may be used by CSOs in the region as a replicable, straightforward and effective assessment tool of their own capacities for social entrepreneurship in order to increase the chances of success and/or propose measures to mitigate risks by targeting crucial needs for capacity building and technical assistance programs. The basic idea was actually to enable OECA methodology to be used sustainably after the project has been completed.

Bosnia and Herzegovina

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Association Agora, social-education center

Oslobodilaca 4, Simin Han

Association Agora is a social-education center located in Simin Han, a rural area of Tuzla. Since its establishment in 2010, Agora is primarily working on open education and long term education. It focuses on specialized courses in foreign languages and IT. This allows their students to get qualified in specialized careers in the business market. They also try to inspire young people to develop their own business ideas, and create their own jobs. Most of their students are between the ages of 25-35.

One of their projects called „Learn, think, act“, had the goal of motivating young people to develop an entrepreneurship spirit, and start something on their own.

Trough Smart Start, Association Agora was able to expand its entrepreneurship services for its clients, develop new educational courses, purchase licensed programs for the realization of courses, hire licensed instructors, create promotional videos, purchase media space for commercial purposes, create promotional materials and purchase equipment.

As services they provide educational courses such as: general English language course, English language course for people in education and for those who work in tourism, general German language course, Swedish language course, and web design in WordPress, web design (HTML and CSS). They also offer diverse courses, such as: child care, renting, web programmers, frond end web developers, back end web developers.

This project presents something new and different, which will help reduce the unemployment rate in Tuzla, and create entrepreneurial opportunities and help employers hire quality trained staff.

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Association BOSPER A touch of tradition cluster

Bukinje bb, Tuzla

The BOSPER association („A touch of tradition” cluster) is an informal group of interested associates for developing and promoting typical products, producers of typical products, tourist communities, academic communities and units of local self-government. Currently they have 9 members who gather local producers, and create a network of over 400 member producers. Their long term goal is to open new and strengthen already existing businesses, preservation and promotion of Bosnian and Herzegovina culture, and continued, sustainable development of typical traditional products.

They provide local farmers with the necessary equipment, such as acquiring greenhouses, so they can continue their production even in the off-seasons. Bosper also helps dairy farmers to get the necessary livestock and milking equipment with subventions and state financing. Workshops are also available for all those interested, and these cover themes such as marketing help for local products, equipment usage lessons, and long term planning for businesses.

The Center for promotion of typical products “A touch of tradition” has been opened with the goal of preserving Bosnian tradition and to enable their citizens to get to know home-made quality products. They have a shop where they showcase and sell their products that are distinct to this region, and are made by their farmer members. Because of their contribution in preservation of local culture, Smart Start has granted them funds to start their commercial business.

The Cluster has been founded on the base of advocacy and presentation of common interests that the members share, creating a network for business, and helping companies to position themselves on the local and international market.

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CCI /CREATIVO center Ltd.

Ludviga Kube 7, Tuzla

Center for Civil Initiative (CCI) is a Civil society organization located in the city of salt, Tuzla. Their main goal is to provide the citizens of BIH with the ability to accomplish their interest and increase their influence in the decision making process. With the help of Smart Start, CCI was able to start its company Creativo in February of 2016.

They are providing video production services, designing and implementing promotional campaigns and organization of trainings for their clients.

With the help of Smart Start, Creativo center was able to purchase much needed video equipment such as new cameras, objectives, a rail slider for cameras, lighting equipment, and a filming drone. With all this new equipment they were able to expand its offer and now it offers its clients video production services, creation and realization of promotional campaigns and events, IT&WEB app development. Their clients are business companies, government institutions, NGO, and professional individuals. They also offer training and consulting services for company employee organization.

Because of their orientation towards each individual client, Creativo center organizes trainings that are aimed at smaller companies and individuals, to get funds for projects that are funded by the European Union. They often work with Media in creating documentary films and TV reports, with a special focus on producing TV shows that feature the work of other NGO's.

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Association Eko Tvrtkovac

Reisa Causevica 3, Zenica

Eko Tvrtkovac organization has a mission to help the local population in the north-eastern part of Zenica, in solving the main problem of this region, where most people live in poverty. Their solution is to motivate local populace to use that areas resources to their maximum extent, and to grow organic fruits. The way they operate is to buy the fruit from the local farmers, at reasonable prices, and use it at one of their facilities to make organic food products.

The focus here is on healthy and quality traditional products, and thanks to the Smart Start funding, they were able to invest in a facility for making organic fruit juice. They have perfected the production of making traditional organic juice, which is made from the best available fruit gathered, and without any additives.

This collective is also focusing on improving the farming conditions of this area, with storage solutions for farmers, making other organic products such as jams, vinegar, plant feed, dried fruit, and by renting machines and equipment to their cooperators.

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Association Eko Element

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Eko Element is an organization whose goal is upgrading, preservation and development of agricultural production, environmental protection, promotion of sustainable development and conscious protection of the environment. The premise of their vision is a sustainable development of society in line with ecological principles.

The mission is to: increase agricultural production with an increased income for local population, protection and development of agricultural production, prevention of dangerous operations that destroy the environment, offering specialized help to agricultural manufacturers, and development of rural areas.

With the funding they received from Start Smart, Agro LAB was able to develop a chemical laboratory for soil and water testing. This is helping their community and the rest of the region, since there is no specific laboratory which provides services to agriculturists.

The region of Middle Bosnia has a constant increase in agricultural production, and that is why a soil testing laboratory is required. Their research has shown, that when you test a specific soil, and you learn its characteristics, the production costs can be lowered up to 30%, and there is a lower need for mineral soil usage. With this testing, and the lowered production cost, they can help improve the profits for the farmers, and help them increase their competitiveness on an international market.

The aim of AgroLab as a social enterprise, is to generate positive changes in the agricultural production, and increase the number of local producers, lower the usage of pesticides and other chemicals, while increasing profits. All of this impacts the local communities and their development.

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Association EKOSOL

Marsala Tita 70, Tuzla

The association EKOSOL is a non-government, non-profit organization that promotes innovation and creativity, environmental protection and development of the local community. Their analysis has shown that the environment and air quality of their city is getting worse each year, and that is hazardous for people's health. Their goal is to promote alternative solutions to help fix this problem. One of those solutions is solar energy and alternative fuels. The central heating system in Tuzla supplies only around 30% of housing. This is unacceptable for them, since the capacity of the central heating system can cover the whole city, and it is one of the solutions they are advocating for.

They are striving to teach the citizens about alternative fuel sources, and also how to use them, and get the city to give them subventions for these alternatives.

Together with Smart Start, a Makerspace was built in the heart of Tuzla. They are specialized in organizing educational workshops and working on new ideas and projects. Through these workshops they promote practical skills, and also teaches how to build a solar charger for mobile devices. Most of the time they invite high school students to their workshops.

The Informative Center for Persons with Disabilities Lotos /INTRAG

Mihajla i Zivka Crnogorcevica 3, Tuzla

The Informative Center for Persons with Disabilities “Lotos” was founded on the basis of representing persons with disabilities, who are interested to work or volunteer and contribute to the organization. The premise of their work is to represent persons with disabilities in a positive way.

In 2014 “Lotos” established a company for professional rehabilitation and employment of persons with disabilities, called INTRAG. Their activity is printing, mostly smaller number of prints, fliers, brochures, visit cards, and many more. Recently they started doing promo material prints, and canvas printing. By doing a market analysis, they found out that there is not enough souvenirs that represent landmarks of Tuzla, and they want to fill that hole. INTRAG also does graphic designs for companies.

In 2018 INTRAG has 6 employees, 5 of which are with a disability. With Smart Start they have purchased printers and laser machines for graphical engraving of souvenirs, so they can expand their offer and production. With further development they want to expand their offer, and start hiring more people.

“Lotos” is organizing workshops centered on the theme of including young people with disabilities, gender equality and creating a forum for young people with disabilities. They also provide motorized wheelchairs, which are used in a specialized distribution program.

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Organization Our Kids Mostar /Friends Ltd.

Bajatova 2, Mostar

Our Kids is a CSO that aims to help children without a family, without parental care and children with special needs. It is estimated that around 3000 children in Bosnia and Herzegovina fall into this category, and around 40% are with special needs, so they felt a need to provide help to the children, so they do not end up in the street. It was registered as a charity organization in February of 2011, by members of the local community and volunteers.

Their initial, but still ongoing, project was The Kids Club. Along with formal education and sports activities, they have organized workshops in order to provide necessary skills and knowledge to beneficiaries to be more independent. These workshops taught children to be more focused on their lives in their own homes, without parental care and to provide basic income.

Their newest project is the second hand shop, Friends Ltd., located in Mostar. It is a commercial business which employs adults who were under the care of the organization. The shop has found success in Mostar. The main support for the shop comes from a sister organization from Sweden "Vara Barn", and with their contribution, customers can find quality clothing at affordable prices.

One of the models of work training is the rental activity named "Guesthouse Naša djeca". This Guesthouse is rented to tourists that come to visit Mostar, and it is a part of the tourist branch. With the help of Smart Start grant, they have supplied their housing unit and accommodation catering branch with additional resources necessary to meet the comforting tourist criteria and legal regulations of this activity.

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Organization

A smile for a smile

Dragise Trifkovic 2, Tuzla

The organization for children and youth „A smile for a smile” was started in 2010, after a successful project called „Young leader in the community“, which was conducted with a partner organization from Sweden „Unga Ornar“. Since it was established, the organization pays attention to informal education and motivating its members, all while helping the members find what they are good at, with an always present dose of creativity and focus.

Activities last throughout the whole year, and each week there is a different activity. During the summer they have a leadership academy, which lasts for months, and it is finished with an Olympic game activity. Of course, by the end of October, their one year activity period ends, and they are waiting for new members.

Smart Start supported their “Labyrinth” commercial activity. This project is a multifunctional training house that can house a certain amount of people. Inside it has more than 42 beds in separate rooms, a multimedia training room, fully stocked kitchen and dining room, 2 toilets and bathrooms, lounge area and a parking lot. This house can be used for group studies and activities, preparation of meals and as a stay in for the participants and DIY services such as designing and making badges and making T-shirts with custom design.

Their members are children between the age of 9-14, and young people from 15-20, while the section leaders are between the ages of 17-25. Each week this organization includes over 250 members that come to workshops, where they learn skills that can help them become active members of local communities.

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Organization Social educational center

Dr Mladena Stojanovica 6, Banja Luka



The „Social educational center“ in Banja Luka (SEC) is a new organization, specialized in vocational education for adults in the domain of social professions and currently it is the only establishment of this type in Bosnia and Herzegovina. The key areas of education are programs for training care for the elderly and weak (caretakers), help and assistance to persons with intellectual difficulties, personal assistants for persons with motoric disabilities and working instructors for persons with disabilities. Other informal trainings are also available for: Alzheimer's, communication while caring for the elderly, parenting school, time management, teamwork, nanny training, and many more.



Through Smart Start, they were able to organize educational programs, and they are organized for: caretakers, personal assistants, support, and informal education for specific amounts of time, single day trainings, and lastly renting their space for specific causes.

Most of their educations last around 500 hours. Of those 500 hours, 170 are spent on theory classes, 50 hours of practicing and 280 on praxis. To enlist in these classes you need to be older than 18 years, have a finished high school education, and bring a certificate of medical fitness for training. Through the classes, an individual or a company can learn the basics of gerontology, anatomy and physiology, elderly care, first aid and gain practical knowledge in the field they are studying.

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The certificates that SEC provides to the participants of its courses are acknowledged in the specific field that course has covered. Also these certificates are acknowledged in the EU, and therefore hold a much higher value.

Association Nesto Vise /EkoDizajn Ltd.

Humilisani bb, Mostar

„Something more“ is a civil society organization that focuses on projects for development of leaders, education, economic development and the helping the inclusion of persons with disabilities. They were registered in 2003, and have offices in Mostar, Sarajevo and Banja Luka.

EkoDizajn is a social enterprise that has been founded in Mostar by the Civil Society Organization “Something More” in September 2016. The driving idea behind its foundation was to provide practical solutions for all those who want to purchase tasty, locally grown, organic food.

Their clients are free to visit them, and even work with them, to grow the food. It is their policy not to make their customers addicted to shopping for food, but to encourage and teach them how to grow the food themselves. The primary activity of EkoDizajn is landscape design for their clients.

With Smart Start funding, they were able to purchase 5 large 3.500l water tanks, which are installed on their field, and keeps the plants hydrated during the summer, as this region is known for droughts. Their landscape design projects usually take six days to finish, and they help with cultivating the soil to be able to grow fruit and vegetables. First they clean everything from bugs and build a fence around the property. Then they build a flower garden. By doing things this way, they wanted to make the property green again without the need for expensive grass breeds and using dangerous chemicals. They also do not use any fertilizers, instead they use permacultures, which are different plant breeds that complement each other.

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Association Zumba with Dila

Kamberovica cikma (Shopping City), Zenica

The Civil Society Organization „Zumba sa Dilom“ has recognized the need to develop the inclusivity culture through Zumba fitness trainings and it is implementing a project under the name of “With Zumba to inclusion”.

The idea came from personal experience with inclusion, and the founders of this project have witnessed positive examples because of Zumba, and decided to start their own fitness project, but with the focus on including children without parental care and children with disabilities. Zumba is a trending type of fitness in the world and this region, and it is exactly this type of fitness that combines and stimulates both physical and mental activity.

This project involves children from the public institution “Dom-prodica” in Zenica, and all the trainings are realized with the other participants of Zumba fitness. This way the inclusivity is comprehensive. It is their goal to motivate the marginalized groups such as children without parental care and children with disabilities, into being an active participant of Zumba fitness.

Through the help of Smart Start program, they were able to realize their activities much more efficiently. They were able to gather the needed resources for the adaptation of the space where the trainings are organized, purchasing the materials and props for training and also the unique promotion of the CSO. The result was an increased interest from the local community in participating and realizing these activities.

This project has directly impacted and changed the awareness of the community about the basic human rights and with an emphasis on the rights of children, all with a goal of a more efficient integration into society.

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Eco Logic

Aminta Treti 16-1/10, Skopje

Eco-Logic is a non-profit organization that is dedicated to protection and conservation of the environment, promotion of modern ecological practices, as well as monitoring and promoting the principle of sustainable development. The organization exists since 2011, and works mainly with children and young people. Since its establishment, the main idea of Eco Logic is the fact that the people behind it believe that a greener community is possible. Greener in terms of a more sustainable, environmentally aware community.

This organization encourages and supports positive changes in the environment in the forms of: promotion of the ecology as science, promotion of the cleaner production concept, protection and conservation of nature and the environment, distribution of environmental knowledge and upgrade of ecological education, promotion of the principle for sustainable development, creating new “green” jobs, opportunity for training and involvement of all interested citizens in projects in the area of ecology and environmental protection and management.

Smart Start helped them to better understand the concept of social entrepreneurship, and the way it functions in a given society. With the grant they were able to cover some parts of the rent costs, staff costs and resources such as workshop materials and other. This has also pushed them into starting and establishing a social enterprise.

They sell knowledge for children, through game based approach. These topics cover: environment and ecology, cycling, healthy life style, traditional outdoor games and physical activities, all of which are packed in 90-120 minute workshops that are delivered once or twice per week.

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Association HUMANOST /HumanA

Branislav Nusic 13-1/17, Skopje



The existence of the Association HUMANOST was initiated by a group of citizens, current members of the association, based on their identical beliefs and humanitarian views regarding the existence of the need for assistance and support to persons at risk of impoverishment and social exclusion. They are trying to provide these people with the necessary opportunities and resources to fully participate in the economic, social and cultural life and to enjoy the standard living and social security that is considered normal in the society in which they live.



Association HUMANOST exist 20 years. They work annually on about 6 projects in cooperation with other civil society organizations, local self-governments, the Ministry of Labor and Social Policy, the Ministry of Education, business sector, students and young people. Mostly they work with people with a social risk, single mothers, victims of domestic violence, long-term unemployed, persons living in poverty, persons with disabilities and Roma people.

SMART START has initially helped them to develop their idea and create a business plan. In the further process, they received great help and guidance in creating a marketing strategy and appropriate market positioning.

Within the organization, they also have a commercial activity, HumanaA, which is a Palliative care service for elderly people at home. Here, they also train caregivers who are most often socially vulnerable and employ them as part of the caregivers' team in their company. End-users are mostly old people who need home care.

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Izbor /Pokrov

Hero Karpos 16, Strumica

Izbor is an association for counselling, treatment, reintegration and re-socialization of people addicted to psychoactive substances, that was founded in 1997. Drug, alcohol and hazard addicts are discriminated, on the margins of society and without solemn opportunities to enter or progress in the labor market. State programs for re-socialization and rehabilitation are with modest success which further deepens their exclusion.

Their mission is to create self-sustaining and efficient programs and services for supporting the target groups, through continuous free legal assistance, expert and innovative interventions in the process of prevention and education, reduction of harms, acceptance, treatment, rehabilitation, re-socialization and reintegration.

The therapeutic community “Pokrov” presents a long-term rehabilitation program for treating drug, alcohol and hazard addicts and it has its own greenhouse production of fruits and vegetables. From the Smart Start grant, they have installed a 10t. refrigerator to keep cold vegetables and fruits as well as solar dryers for fruits and vegetables with a capacity of 100 kg with an ultimate goal – producing apple chips.

Besides offering alternative ways of rehab, they also focus on providing new opportunities for expanding the social economy, and enrich the supply of organic vegetables and fruits in the region of Strumica and border region with Greece. This social enterprise will soon expand its activity by opening the first Bagel shop in this town hiring two persons on full time employment contract. They are tackling a serious challenge.

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Association for promotion of education KONEDU GLOBAL

Petar Deljan 2/4-13, Skopje

Association for promotion of education KONEDU GLOBAL is an association that contributes in creating better conditions for education and improved access to various educational resources for all stakeholders. Work is conducted mostly with primary and secondary schools and the beneficiaries are teachers and students. Since their establishment in 2016, until 2019, they have completed three projects.

They are guided by the following principles and values: participation, equal opportunities, tolerance, partnership, transparency and responsibility. Giving access to various educational resources encourages and facilitates the active involvement of all people in the modern world.

Within the Smart Start program, the potential of the project idea was recognized, which enabled them to fully develop and implement training modules. In addition, the capacities of the members of KONEDU GLOBAL were strengthened.

The association will continue to develop and adjust content of the training modules, for educators on various topics that promote critical thinking, media and digital literacy, and new technologies.

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Local Development Agency-Struga

Kej Boris Kidric 21, Struga

Local Development Agency-Struga (LDA) is a citizens' organization that aims to improve the quality of life for residents of the South-Western region of North Macedonia, through supporting local actions, strengthening multiethnic dialogue and cooperation, creating sustainable forms of tourism and promoting volunteerism.

LDA was established in January 2004 as part of the project "Local Governance for Sustainable Economic and Human Development". During this project, the goal was for LDA to support the long-term development of the Municipality of Struga by identifying a number of priority areas and mobilizing participation and partnership among private sector, civil society and local government.

The association works on realization of the Millennium development goals and recognizes universal principles of sustainable socio-economic development, social inclusion of vulnerable groups, gender equality, interethnic dialogue and cooperation and environmental protection.

Throughout the Smart Start project, LDA Struga contributed to: promotion of sustainable forms of tourism, environmental protection, increasing the employ ability of vulnerable categories of citizens (unemployed women from rural areas), socialization and integration of children from economically endangered families in extra-school and sports activities. With Smart Start funds, LDA purchased one sail boat and sailing equipment, and now organizes daily tours - sailing along the shores of Ohrid Lake.

Today, it is a self-sustained entity with the knowledge and capacity to serve the municipality, the region and the citizens, and has implemented 55 projects in 4 programmes.

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Inovativna Akademija /InnAc (Milenium)

Skopski pat 8, Tetovo

Non-Governmental organization „Millennium” is working on increasing development and promotion of educational values of individuals, groups and communities living in North Macedonia, since 2002. The area where it is most active is the region of Pollog.

The main objectives of the organization are: promotion of human rights and gender equality (awareness of women's rights), developing and enhancing democratic values, promoting youth and their ideas, cooperation between youth organizations, developing ideas in multiethnic North Macedonia and promotion of peace and tranquility, tolerance and cooperation among people, impact on the environment, living conditions and much more.

With the Smart Start project NGO Millenium, has employed a regular employee for 12 month, and has implemented 2 pilot programs, which will be active from February 2019. The space they own, with a size of 300 m2 was renovated and has been adapted for activities, as well as 3 small classrooms for small groups and two large workrooms.

The program for ART ACADEMY where workshops for art have been realized with elementary school students and another course was realized for dramatic art. In the course of the project they will realize services for children, such as: day care, education for children 6-14 years old, IT academies, and a special program for children who have problems with communication.

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Organization of women of municipality of Sveti Nikole /Victori decorations

Leninova 1, Sveti Nikole

Organization of women of municipality of Sveti Nikole is an association formed on the basis of free realization of their interests and undertaking activities for improving the overall situation of women in the society, as well as children and youth. The organization is a continuation of the former women's movement in North Macedonia and since 1990 it has acted as an independent organization.

Programs on which the organization works are:

- Health Program - The goal of this program is to improve the health care of the population in North Macedonia.
- Program for children and youth - In this program, the goal is to improve the position of children and youth in the community.
- Human Rights Program with an emphasis on women's rights - This program aims to promote and respect human rights and eliminate all forms of discrimination.
- Work with young people and children, women with malignant diseases, women from rural areas, women victims of domestic violence and the general population - all citizens of the municipality of Sveti Nikole.

Through the Smart Start funds they developed a business model for a social enterprise that works as a decorative center. They also set up online sales to be available in a wider region, fostering humanity and solidarity. "Victori decorations" contributes to the help and support of women from the municipality of Sveti Nikole who are ill and treated by malignant diseases.

The income from the social enterprise is intended for continuous work of the self-help group of women and cancer patients, giving them psycho-social support and support, procurement of medical devices, chest prostheses, wigs, turbans, as well as financial support for medications and travel expenses for therapies. In addition, through the social enterprise they influence the environment for participation in human activities and actions.

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Open the Windows /HubIT

Partizanski odredi 62/2-29, Skopje

Open the Windows (OtW) is the only organization in North Macedonia entirely focused on promoting digital inclusion and assistive technology. Since its establishment in 2005, OtW gained extensive experience as a service provider and project implementer. Through the use of assistive technology, OtW strives to initiate and facilitate active inclusion of persons with disabilities in the contemporary world. Also, OtW creates an environment that produces partnerships with organizations and institutions in the country and internationally.

Smart Start supported the establishment of HubIT program, by some of its covering operational costs, and employment of coordinator of the program. HubIT provides an accessible space for every person with a different type of disability who wants to develop basic knowledge, as well as more specific IT skills, but also it is a space in which every young person with a disability can practice his/her knowledge and offer IT services to others.

HubIT offers services for people with a different type of disability and services for companies, institutions, and organizations: accessible space for computer use with assistive technology (AT); online, individual or group IT training and soft skills training for HubIT members; support for following the trainings, selection and procurement of assistive technology; support for employment, preparation for interview, etc.

Centre for Sustainable Initiatives /Velo centar Pedala

Petar Deljan 2-5/16, Skopje

“Pedal” Cycling Center represents a place which offers bicycle services and maintenance, training for self-maintenance of bicycles and sale of bicycle spare parts and related products. In addition, it is a place where customers can refresh themselves with coffee or juice while waiting for their bike to be repaired. Air pollution is a serious problem both for the capital and inner North Macedonia. On the other hand, part of the active cyclists as traffic participants often use defective bikes that endanger their own, but the lives of other road users.

“Pedal” promotes not only cycling, but will play a role as a social center and place for socializing. They enable access to knowledge and means for maintaining bicycles. People pay for that or become members to support their mission.

Additionally, workshops are being organized in order to acquaint knowledge on self-maintenance and self-service for bikes. Besides service activities, they also have humanitarian activities in this velo-center; where they repair old bikes and donate them to social vulnerable citizens in order to facilitate their daily life and inclusion in the societal process. Regular citizens who are willing to help and contribute to the community donate these bikes, whereas Pedala makes re-donation based on social criteria.

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The Association for Research, Communication and Development Public /TD Lice v lice Sens

Bojmija 1-2/21, Skopje

The Association for Research, Communication and Development “Public” is an independent, non-profit research and advocacy organization that: follows and encourages the development of social enterprises in North Macedonia and the region. It also analyzes the processes of social inclusion with a focus on working integration, creates instruments, develops awareness and measures the influence of stakeholders in the social economy, but also on traditional businesses, applies new technologies (Blockchain) and scientific sociological methodologies (U-Theory) in the development of sustainable processes in society.

“Public” has regular communication with the most vulnerable categories of citizens made possible through the street magazine “Face to face”, (“Public” is its publisher).

In November of 2018 they have registered a company, TD Lice v lice Sens, which has two employees. It was made possible with the education, encouragement and funding from Smart Start.

The main aim of “Face in Face SENS”, is to solve challenges from the social sphere, giving answer to the nonsense and problems in our environment. It is about developing a concept that through the sale of designed notes, badges, and bookmarks. This develops a business model that solves problems. The program is created to give a new, added value in the society both in terms of the social dimension, but also in terms of environmental protection. For the beginning series, topics are focused on: parenting, art and promotion of cycling as a sustainable transport.

SmartUp Social Innovation Lab (GARB)

Ivan Kozarov 25, Skopje

Established in June 2014 SmartUp Social Innovation Lab encourage and develop social innovations and businesses as a response to crucial and urgent societal challenges. They work on the development of an eco-system of social innovations containing different public, private, academia and non-governmental actors. Some of their partners include: UNDP, UNICEF, GIZ, US Embassy, City of Skopje, Social Innovation Hub Skopje, Faculty of Computer Science and Engineering (FINKI) Skopje, etc.

The SmartUp – Social Innovation Lab acts as an eco-system builder connecting different stakeholders to promote and develop social innovation thus building a society that is socially, environmentally and economically sustainable. A flagship institution for developing social innovations and supporting social innovators and entrepreneurs that generate impact.

Since its establishment Smart Up has realized more than 15 projects in different areas such as: public sector innovation, education, new technology, environment, youth, entrepreneurship, etc.

The funds from Smart Start helped them develop an app that tackles the issues of waste in the city of Skopje. As a crowdsourcing platform, the app enables citizens to actively engage in solving this social problem thus potentially can create an eco-system of actors that will manage the waste in a more efficient and effective manner.

Their other commercial activities include: organization of events and campaigns and development of designs for marketing purposes.

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Vinozhito - Organization for protection of health and nature Rainbow

s. Podaresh, Radovis

“Better life for a country side” is an association working on the survival and development of Pljevlja village, exploiting its tourism potential, linking rural with urban areas and improving living conditions in rural areas. Since their establishment in 2009, until 2019 they have implemented more than 60 projects related to the improvement of life in the countryside as well as in the city in the field of agriculture and ecology.

The way they are providing better conditions for people in the countryside is through economic and cultural development of the municipality of Pljevlja. This is achieved mainly by: empowering young people for active participation in the community, creating cultural content, supporting young people to start their own business and motivating for the development of rural tourism, all while preserving the authenticity of the region, protecting the environment and educating the public on the possibilities of life in the countryside.

They introduced the general public with the possibilities of purchasing fertilizers on their farm. After the project, they monitor the work of the farm and provide professional assistance in its development. This grant has enabled them to create opportunities for the village, and more precisely this farm, where the same producer will be able to generate economic profit through further work after the project, promoting the idea that every product can be used and sold appropriately.

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Red Cross of Montenegro

Jovana Tomasevica 6, Podgorica

Red Cross of Montenegro (RCM) is a unique, independent and voluntary humanitarian organization that functions at the territory of Montenegro, as the only recognized Red Cross National Society in the country, established in 1875. RCM is consisted of Red Cross organizations at the municipality level and 23 organizations that function as legal entities.

The mission of RCM is addressed to alleviate and prevent human suffering, protect life and health, especially in wars and other emergency states, prevent diseases and promote health, social protection, voluntarism and solidarity. RCM members are striving to assist all those in need. In addition, RCM raises awareness on humanitarian needs and dignity of vulnerable persons.

RCM program activities are: principles and international humanitarian law; Health programs - First aid, Voluntary blood donations, HIV/AIDS prevention; Social programs - Home care, Work with RE population, Homeless persons, Asylum seekers, Socially vulnerable groups, Psycho-social support, Prevention of Human trafficking; Disaster management; Tracing service - restoring family links; International cooperation; Youth and many other programs within the Red Cross mandate.

The funds approved through Smart Start provided the support to purchase the initial equipment necessary for the commercial activities. Beside this, the funds were also used for promotional activities that are highly important for any business activity.

Red Cross has opened a humanitarian store for second hand clothes and hand made products in order to insure additional funds for procurement of food and hygiene for socially vulnerable families in Montenegro. Together with its local branches, RCM receives a great number of donations in second hand clothes for children and adults.

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Better life for a country side

Vuka Karadzica 36, Pljevlja

The Organization for protection of health and nature Rainbow is a civil organization whose primary fields of work are social entrepreneurship, multiethnic collaboration, managing local community problems etc. Since 2001, Rainbow successfully implemented 20 projects, organized 10 major public events, and collaborated with multiple municipalities and CSO's in the region.

Their goal is to act towards society problems by pointing them out, raising the awareness about them and working on possible solutions. Currently they are working on establishing a social entrepreneurship, and as soon as the requested legal frame is aligned they will make a step forward in their primary filed, to help people from social categories directly and effectively.

Smart Start is the project which allowed them to start the noble idea for helping people from social categories. Funds enabled suitable conditions for implementing the idea and attracting other interested legal entities such as municipalities and companies. The biggest contributor for founding a social entrepreneurship in their community was the project Smart Start.

Through the hands of the most wonderful people which they work with, they produce traditional red dry peppers (regular and hot) for the local bazaar.

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Democratic center of Bijelo Polje

Rasadnik 1, Bijelo Polje

The organization Democratic center of Bijelo Polje works in the field of political and economic development, rule of law, fight against corruption, promotion of human rights protection, as well as the Euro-Atlantic integration of Montenegro. It was established and started to work on July 17, 2006.

In the past, through their activities, they tried to contribute to the improvement of the environment in which civil society works, the strengthening of participatory democracy practices, the development of partnerships between civil society and state institutions, and encouragement of volunteerism. One of the specific objectives of the organization is to support civil society organizations in building their capacities and promoting their role in society, as well as involving NGOs in decision-making processes at all levels. The organization provides all services to members and citizens of Bijelo Polje, Montenegro and the region.

Through the Smart Start program, the organization strengthened its technical and organizational capacities. One person was trained for the preparation of business plans, which helped the organization become more recognizable to the public.

Economic activities are primarily focused on the processing of raw materials from PET packaging and other plastic packaging suitable for technological processing, such as a granulate of plastic that is packaged and distributed on the market and also recycling, which reduces waste disposal costs, reducing the amount of plastic in the landfills on which it is deposited. This reduces the negative impact on the quality of the environment in the area of this municipality.

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SELJAK.ME - The first digital village of Montenegro

Bulevar Ivana Crnojevica 36, Podgorica

Seljak.me is the first digital village of Montenegro. The site was created as an idea to enable every agricultural producer a place for direct placement of their products or service. It is intended for all agricultural producers as well as end consumers who can buy or sell products from categories of livestock, plant production, machinery and food products as well as to claim and offer services from the world of agriculture. There is also a section with informative-educational texts.

The most important tool in agriculture is information, and thanks to the faster flow of information, they have significantly improved the agricultural market landscape. During the first year of work, the site was visited by over 93.000 unique users with over 560.000 visits. Every day, the site is richer for 20 new offers from the agricultural market. In 2018, over 7000 throats were sold and more than 500 different products were marketed.

In addition with the work of the site, they also try to digitize agriculture. With the help of Smart Start they were able to realize the first smart calving in Montenegro with the sensors they have purchased, installed bee sensors and activated 3 GPS necklaces for cattle monitoring. All these activities have the goal of modernizing agriculture and facilitate the everyday life of all farmers in Montenegro.

They like to say that there are two ways to show how much you love your country: buying home products and paying taxes.

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The Organization for the Blind for Podgorica, Danilovgrad and Kolasin

Mila Radunovica S3, Podgorica

The Organization for the Blind for Podgorica, Danilovgrad and Kolasin is a non-governmental and humanitarian organization covering the area of the Podgorica Capital and the municipalities of Danilovgrad and Kolasin. Their task is the realization of all program activities that contribute to better living and working conditions, from social and material status to the legal protection. The organization is taking care of the education of its members (270), helping regarding employment, taking care of legal protection and the provision of benefits, working on cultural, sports, and social engagement of its members, and distributing special technical aids. It was founded on June 5, 1948.

The mission of the Organization is to ensure that persons with visual impairment are independent and fully integrated into society, by achieving equal treatment and implementation of anti-discrimination mechanisms in society in all fields of life and work of these persons.

With Smart Start, three people with visual impairment were participants of the trainings that are necessary for work in the printing house, so they can have enough human resources for work in full capacity. Smart Start also helped them to get in touch with the other organizations in Montenegro that are dealing with similar business, as well as to buy the material that is necessary for the beginning.

They are printing labels with a special declaration, marking the products in Braille. Then, labels for the objects and offices inside the objects (local self-governments, health institutions). They are also printing other materials in Braille, which facilitate the daily functioning of the people with impaired vision such as timetables, but also books, scripts, calendars.

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SOS phone line Niksic

Vuka Karadzica 97, Niksic

The SOS phone line for women and children who are victims of violence Niksic, is an autonomous, local, feminist NGO that works in the community since February 1998. Until 2019, the organization has realized over 200 projects, whose activities have contributed to the realization of gender equality and improvement of the human rights of women. Over 2500 women who experienced violence have received help and support in the last 20 years activity.

The SOS phone line Niksic helps the women and children who are victims of violence through specialized services of help and support such as:

- Free, anonymous National SOS line for victims of domestic violence, available 24/7
- SOS sanctuary for women and children, that are victims of violence
- Confidential companion service,
- Specialized services: psychological help, legal counseling and court advocacy.

Through Smart Start they were able to increase and strengthen the capacities of the organization with specialized training and a one-year mentorship program. With the grant they were able to purchase sublimation printing machines, which were needed for their recycling workshop, where they make recycled textile.

In the one year realization of their business plan, "Production of products made from recycled materials", 8 women have received skills in sewing and tailoring, and can be hired in professional tailoring stores.

The representatives of the organization are members of multiple entities on a local and national level, which work in the field of violence against women. They work on creating local and national strategic documents and perform monitoring for their implementation.

The Association of Handicapped Srce Mojkovac

Trg Ljubomira Bakoca bb, Mojkovac

The Association of Handicapped Srce“ aims to provide access to education, employment and all other spheres of life for persons with disabilities on the territory of the municipality of Mojkovac, since their establishment in 2002. It works on establishing a cooperation with related organizations or movements and on improving a cooperation between the civil and private sectors, employment of persons with disabilities, improvement of the quality of life and their integration in the society.

Their mission is to improve the overall position of persons with disabilities, both material and social, in accordance with the European policy of active inclusion, which includes three basic pillars: ensuring adequate income, an inclusive labor market and access to quality services.

The funds provided through Smart Start, helped them to provide the materials necessary for the workshops, pay off parts of the salary, as well as gain experience and new acquaintances. Their workshop, in addition to hiring disabled people who, through their engagement in a souvenir workshop were provided with permanent employment, is also creating a sustainable production of eco souvenirs and the promotion of the principles of green economy and environmental protection.

For years, the company deals with the production of souvenirs and usable items made of glass which are decorated with stained-glass techniques, articles of newspaper paper, and wooden articles (with motifs characteristic for the northern region of Montenegro). Also, by the promotion of this company they increased the attention of the local community to the opportunities and needs of people with disabilities, and enabled their possible employment in public and economic entities.

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Association of Youth with Disabilities of Montenegro

Rista Dragicevica 7, Podgorica

Association of Youth with Disabilities of Montenegro is a non-governmental organization, registered on October 22, 2001. It gathers youth with all kinds of disabilities (cross-disability approach) as well as people without disabilities willing to participate and help them to create a more inclusive society. They work as a non-profit organization, founded to provide psycho-social support, create conditions for inclusive education, supporting youth with disabilities to acquire higher education, initiating appropriate legislative solutions, public awareness raising.

The association promotes equal position of youth with disabilities in society through activities and initiatives for establishing legal, educational, cultural and social frame that enables it.

Through the “Smart Start - Renting of Vans” project they have developed an application for smartphones, which will enable a large number of potential users to easily order rental of accessible vans, and get information about the accessibility of certain locations on the territory of Montenegro. It also helped them to improve the service they provide by equipping their 2 vehicles with special modifications, and thus making them more accessible and safer for people with disabilities.

Considering that in Montenegro accessible transportation for persons with disabilities (PWDs) is missing, AYDM came up with the idea to develop a social enterprise that will offer service of accessible transportation. AYDM owns 2 vans, with the capacity of 8 + 1, which are accessible for wheelchair users and it is the only organization on the level of Capital of Podgorica which provides the service of accessible transportation for people with disabilities on the daily basis. Users of their accessible transportation are persons with disabilities from different cities of Montenegro as well as tourists visiting Montenegro.

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Association of Paraplegics Pljevlja

Omladinska 11, Pljevlja

Association of Paraplegics Pljevlja is an organization of people with disabilities that was founded in 2003. They have around 80 members from the Municipality of Pljevlja. In their work they are funded by various donors, both domestic and international, such as CHF Montenegro, US Embassy, ORT America, Fund for Active Citizenship, the Fund for an Open Society, Share, See, Commission for allocation of revenue from games Fortunately, Municipality of Pljevlja, Employment Agency of Montenegro. So far, they have implemented more than 40 projects.

Their mission is improving the quality of life and the rights of persons with disabilities through the development of psycho-social and economic support services.

Since 2006, the Association is registered for performing economic activities as a NGO. Their activity is the production of sugar packets. Since then, they have employed one person with disabilities in the Association. In this way, they are sustained for 11 years with the idea. Through the Smart Start project they have expanded the production activities packaging of brown sugar.

The Association is registered for performing economic activities, where the activity is packaging of sugar, sachets of 5 gr with or without the logo of the contracting authority, in three forms: pyramid, rectangle and cigarettes.

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Association Parents /Kreativa Lab Ltd.

Vuka Karadzica 2/3, Podgorica

The association Parent is a CSO in Montenegro, which is working on improving the rights of parents and their children, while also including the parental community in active involvement and changing of those processes. Their mission is focused on achieving better life conditions for parents, children, families, pregnant women, women in labor, employed parents, while also cooperating with educational and health institutions, state authorities, local government, media and many others.

For years they have been providing support to mothers in achieving their rights, especially those in employment. Parents constantly turn to them for help (by email and SOS line), usually with problems with their employers, work discrimination or not knowing their rights. They have also formed a support group for single parent households, where they work on improving and strengthening single-parents, especially moms who are faced with many challenges. In 2019 the group has 20 members, who have regular meetings. A part of those members have received special education for supporting parents in divorce, so their problems could be solved in the way that least effects the children. Also, constant psycho-social assistance is provided for the members, especially those from socially vulnerable families.

In 2017, they have registered a company, Kreativa Lab ltd., which has 2 employees. With the help of Smart Start, they were able to focus on social entrepreneurship as a possibility of securing sustainability for the services that the association provides. They also focused on several fields that they have an expertise in. From the funds they have received, they were able to purchase tailoring and promo material equipment and materials.

Their first activity was a commercial website roditelji.me, that had over 70 000 monthly visits. Additional activities are digital marketing, media buying, event management and the tailoring shop.

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Association for Supporting Persons with Psycho-developmental Difficulties

Ulica Pavla Kovacevica 10, Niksic

The motive of the “Association for Supporting Persons with Psycho-developmental Difficulties” is creating a social enterprise for educating and employing persons with disabilities. It is a voluntary, non-profit and humanitarian organization established in 1991., with the aims to achieve a better-quality life for persons with developmental difficulties, their integration into community and socialization, ensure that the better health care is provided, and provide support for introducing them into public schools and kindergartens.

The Association is implementing two projects:

- The project “Persons with disabilities as actors in entrepreneurship” supported within the framework of the regional program of local democracy in the Western Balkans “Reload” which is financed by the European Union, and implemented by the United Nations Development Program in the amount of 11,642,00€
- The project „Together to the better status of persons with disabilities“ supported by the Ministry for Human and Minority Rights in the amount of 12,605,00€.

With these projects they are improving the status of persons with disabilities in Montenegro through the affirmation and the development of the supporting service, promoting international conventions and laws, raising public awareness and introducing the public to the needs and abilities of the persons with disabilities.

They have improved the services of the First Hair Salon in Montenegro, which employs a person with disabilities and adds variety to their life. The brand for the salon was built by introducing Alfaparf cosmetics and improving the cooperation with donors and service providers. IPER provided, apart from the grant, the mentoring support for the implementation of the project.

Now they provide hairdressing and hairstyling services in their salon, as well as cosmetics services such as pedicure, manicure, depilation and etc. We purchased additional hairdressing equipment in order to expand the range of the offered services.

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Association for old crafts and skills Nit

Rogami bb, Podgorica

Association for old crafts and skills Nit, was founded in 2012 in Podgorica with the intention of revitalizing and preserving old crafts and skills. In 2019, the association has around 90 members.

They have cooperated with domestic institutions and similar associations and donors from Montenegro and abroad. Their users are all people who are engaged in the production of handicrafts or want to learn some of the old art crafts. Since their establishment, until 2019 they have realized 7 projects.

By revitalizing the old and fostering art crafts, they are achieving their mission of raising the awareness on the importance of old crafts, educating interested persons for old crafts and skills and transferring them to new generations. Meanwhile they are improving the position of old craftsmen, the placement of old crafts products on the market, and engaging in amending the legislation in this field.

Smart Start has helped them a lot to strengthen their own capacities and motivated them to focus on their idea on becoming a social enterprise, in the same way that they have learned through the education about writing a business plan. It has also helped them to achieve some necessary skills, among other. The project has also helped them to create a website for the sale of handicrafts that their members make, engage designers for work with craftsmen, purchase equipment and tools, materials for workshops of old crafts etc.

They also sell services such as training and education for old crafts and skills and products, and their craftsmen create products using their skills in old crafts, such as: woven products, handmade products, knitted products, souvenirs, toys, wood items, wardrobe, home decor and more...

Serbia

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Business Innovation Program, BIPS

Knjeginje Zorke 11a, Beograd

Business Innovation Programs (BIPS) is a non-profit organization established in 2006, aiming to contribute to job creation and development of expertise regarding economic development. Their vision is sustainable, dynamic and market-oriented Serbian economy, based on innovation, learning and knowledge, providing equal participation and development opportunities for everyone, sustainable economic development, job creation and local and regional development, which depends on the success of the private sector and support from the public sector. Their programs are tailored with special focus on improvement of youth through programs such as Career guidance and counseling, Education to Employment and Start-up your business.

Programs are implemented in cooperation with various partners from Serbia and abroad and are realized through different projects. Number of projects vary from year to year but on average it is three projects per year.

Their mission is to contribute to job creation and development of expertise regarding economic development, as effective methods for community growth.

Smart Start did a positive influence on the team and accelerated processes within the team. During the business planning team members have investigated and analyzed all aspects of the business. After the land for future plantation of strawberries was purchased, drilling wells for irrigation started. For this purpose, the funds obtained from the project were used. Therefore, the project had a positive impact on the BIPS members of the team and the functioning of the organization in the new circumstances but also in financial terms, because in this way only young idea received financial support on its beginning.

In addition to economic activities in the field of consulting and mentoring that BIPS implement regularly on the market, most of the activities related to the idea of growing strawberries are already implemented.

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Association Caritas Sabac /Social Sinergy Ltd.

Janka Veselinovica 18, Sabac



Caritas Sabac is recognized as one of the best examples of social enterprises in Serbia and is part of SENS network. Caritas Sabac provide assistance to vulnerable people (mainly elderly and people with mental disability and social welfare services), develops social business, promotes volunteerism (with educational and training programs) and enhances environmental protection, since 2000.

In 2018, they have registered a company Social Sinergy Ltd. Sabac.



Smart Start helped Caritas Sabac to finalize work on the farm in Bogatič and launch the kitchen connecting social agriculture with a daycare center and innovative work on protection of mental health in community.

The idea is to make a “farm of sustainable development” which means to have in one farm activities of: social welfare, agriculture, ethno-tourism, food service and food production, in order to achieve social cohesion, inclusion of the people from vulnerable groups, empowerment of rural areas and development of social economy.

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Within their activities they work on the following active projects:

- Laundry room is social enterprise providing employment opportunities to women from marginalized groups and providing premium quality services to local community and free services for vulnerable groups.
- Social agriculture - primary food production of fruit and vegetables, secondary food production (jams, preserved food)
- Kitchen - production of domestic food.
- Until 2019 they have implemented more than 250 projects.

Center for affirmation of children and youth

Tamnavska 37, Veliki Crljeni - Lazarevac

The CSO “Center for affirmation of children and youth” is active in the field of creating public policies and their implementation. Their goal is also the starting of a social business as a mean for reducing poverty and increasing sustainability for the organization. Even though their projects were done with a low number of employees, they were able to successfully promote the importance of active local communities, through various sports and cultural activities.

CADO, which has been founded in 2015, works mostly with the local self-government and local entrepreneurs, who are also their donors. As an organization, they have established a Children’s amateur theater DAP, which has already produced a show for the public in September of 2018.

Also in 2018, with the help of Smart Start and in cooperation of the local self-government, they have been working on an ecology project, educating the local community about the correct method of disposing of plastic packaging.

Smart Start has helped them with the initial financing, and this allowed them to buy equipment which was needed to start a social business. With their activities, CADO wants to improve their work with youth in the fields of science and technology, culture, environmental protection, achieving youth rights, decrease poverty and increase the values of a democratic society.

Since their establishment in 2015, they have worked on over 10 projects, which have been financed in part by the local self-government, in part by their local entrepreneurs, and their good practice for volunteer work.

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Association for Social Development of Youth Interactive

Save Kovacevica 5, Kragujevac



Association for Social Development of Youth “Interactive”, founded in 2012 in Kragujevac, has been engaged in the development of youth activism and volunteering and the inclusion of young people in all areas of social life. Their vision is that young people are active in the community, happy and satisfied with their lives, that they initiate and organize programs for young people, participate and make decisions. They were able to organize and develop youth activism and volunteering, especially in environment protection, culture programs and education.



Their mission is to create a society where young people are included as creators of the programs and activities, and become active decision making members of society, which are satisfied with their lifestyle.

Smart Start helped them by providing the funds necessary for the realization of their plans, i.e. for preparing land, building greenhouses, enclosing a land parcel of 80 acres and providing a watering system. Smart Start is helping them to develop one of the economic programs, in the country side, with donation, trainings and mentoring.

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Within their idea GO GREEN, they are working on a parcel for cultivating vegetables in a healthy way. They will sell vegetables that are cultivated by their team and fruit collected in the village that is not sprayed. These will be sold in the eco-village to urban population in the city of Kragujevac, and distributed to home addresses.

...Out of Circle – Belgrade /Creative studio kvART

Grcica Milenka 4b, Beograd

“...Out of Circle – Belgrade” is an organization working on protection and support of women with disabilities. It was established in 1997 with the goal of promoting the right to life without violence and discrimination through raising public awareness on the particular status and needs of women with disabilities, as well as advancement of health of persons with disabilities, especially women.

“...Out of Circle – Belgrade” has an SOS Line (011/3448-045, work days from 10am to 4pm) for persons with disabilities and their families in situations of violence and discrimination. Their mission is improving the social position and providing psychological and legal aid to support women, their parents, guardians and legal representatives, keeping a register and statistical information of clients, as well as property and resources.

In 2013 they have established the Creative studio kvART. In 2019 it has two employees.

The Smart Start project has enabled them to provide software training for their members. These trainings will help their members to become self-employed on freelance networks in order to gain economic independence. In this way, they have created a base of their associates and expand the capacities of the study itself.

The Creative Studio provides graphic and web design services, illustration and animation, sublimation print on shirts, cups, and bags.

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Association for Local Development Kamenica /Center for Education and Integration of Youth

Kamenica bb, Nis

Association for Local Development Kamenica is a grass root citizens' organization founded in 2008. Their vision is an economically prosperous local community with young people as key factors of stability. Activities of this association focus on sustainable local development through improving knowledge of local people, especially youth.

Smart Start helped them define a youth support program. Within this project, the Center for Education and Integration of Youth was formed, and is relying on the already existing infrastructure (youth camp for theoretical education and socialization and the production facility of the Cooperative for practical training and cooperation). It is offering a program of peer socialization and theoretical and practical education of young people from vulnerable social groups.

The potential buyers of the training program are: the public sector, domestic funders and civil sector and the private sector.

The Center also commercially rents its capacities for the realization of agricultural seminars and the education of farmers and entrepreneurs in the field of agribusiness, regardless of age or other purpose outside their primary activity. More than 60 projects dedicated to youth have been realized. The Association Kamenica has received several international, national and local awards for their projects.

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Association for support of work and promotion of women entrepreneurship Moms know how

Bulevar Nikole Tesle 4/1, Belgrade

“Moms know how” association was founded with the aim of promoting women entrepreneurship and networking of women entrepreneurs at the local and regional level, exchanging ideas and knowledge, as well as acquiring competencies for successful promotion of their business online. They consist of two founders working on voluntary basis who came to the idea of gathering other women starting their own business in 2017. The association was founded in 2018.

Their mission is to help women who were left unemployed or have not had the opportunity to become employed in their professions, so they decided to start their small business, provide free training in the field of digital marketing and basic business knowledge on the Internet. Trainings would enable entrepreneurs to develop and sustainability of businesses, and the basic form of financial inflow.

Funds from the Smart Start project have enabled them to hold workshops which involves mastering the basic business skills on the Internet (Facebook advertising, Copywriting, SEO optimization, basics of work in WordPress). After this program, entrepreneurs are able to present their products via the site and to change content themselves, position themselves on the Internet, and see their target groups and to successfully conduct FB campaigns.

The association provides training in the field of business and marketing to women who start entrepreneurship, which is also, giving them a better position in the market with a range of promotional activities. They hold workshops where they have an opportunity to connect women entrepreneurs, exchange knowledge and experience in work, and together to best present products that are most often hand-made and authentic.

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Koba Yagi Toys /KID Hub

Vojvode Stepe 266, Beograd

KID Hub is engaged in future ready education through workshops and courses, as well as by producing educational tools that encourage the development of a new generation of innovators through entrepreneurial learning in the IT sector.

Their program is intended for children, educators and parents. It is based on the Designathon method that focuses on the use of Design Thinking in Education, the UN Sustainable Development Goals, and Maker Education.

KID HUB was created as the educational center of the social enterprise Koba Yagi Toys and is a representative for Serbia since 2018. They also organize Global Designathon Challenge and annual School Challenge in Serbia.

Their goal is to develop the creative potential of children in order to create their own capabilities in the unpredictable global working environment of the future.

Through the Smart Start project, they have developed an educational tool for children "I Design Future", helping them to improve their capacities, confirm the business model and create a social game with cards. By playing the game, children develop creativity, learn the process of thinking design, to work together and come together to develop empathy and learn about their mistakes. The game would be used within their educational center School for Superheroes, is also sold at all existing sales outlets where Koba Yagi is sold.

Through KidMaker - school for design and new technologies, sell workshops and courses for children 8 -14, and have one winter school "Future city" and summer school "I have an idea", for developing entrepreneurial skills of children 10 to 14.

Razlivaliste

Kralja Petra Prvog 9/1, Smederevo

Razlivalište is a non-profit and non-governmental organization formed in March of 2014 in Belgrade, with the idea of introducing young people to social entrepreneurship and creating an encouraging environment for them. Some of their partners are: Coca Cola HBC, Loreal, VIP, GIZZ.. In 2019 they have 3 projects, and the biggest is Social Impact Award (SIA), which is the international project.

The mission is to create a platform for developing the ideas of young people and changing society, through social entrepreneurship. They want to explain to the general public the concept of social entrepreneurship through the stories of four social entrepreneurs, talking about their businesses and the motivation to change their world every day in which they live and work.

Smart Start helped them to organize and develop a strategy for the implementation of the Razlivalište Academy, which is included in the regular work program. It also helped them with the funds that will be invested in redesigning their website. The idea is for it to become a platform for all those interested in social entrepreneurship, and it would provide them with a range of information.

Taking into account the fact that the unemployment rate is 34.6%, they provide services through organizing workshops and events in order to help young people enter the world of social entrepreneurship. Razlivalište Academy is like a boot camp that enables the participants with a combination of digital, leadership and entrepreneurial skills and knowledge necessary for good positioning in the existing labor market.

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Timok Youth Center /POMAK space

Zorana Radmilovica 5a/12, Zajecar

Timok Youth Center - TOC was founded in 2004 as an organization which deals with the issues of youth policies, development and support of youth initiatives, encouragement and guidance of active youth participation in their local communities, as well as affirmation of healthy lifestyles among young people. The organization was established as a user service for young people, and has become recognizable as leading organization in the field of activities of local and regional youth coalitions.

They are working toward sustainability of their programs and reducing youth unemployment, by recognizing various skills and talent of young people with whom they work. A social enterprise Framework llc, has been established, for event management and POMAK Space for creative work, coworking hub.

Smart start program helped them by enabling several trainings and by providing them with essential equipment: speakers and sound mixer sounding of events, fan-coils for heating and cooling, photocopier machine, design and printing of promo materials.

In October 2017. TOC has opened POMAK, a coworking hub space in the city center of Zajecar in Serbia. In this space, they offer daily, weekly and monthly rent of coworking space, working units for freelancers, digital nomads and entrepreneurs.

They also rent space for commercial events, one smaller office for meetings and press conferences up to twelve persons and one bigger hall for presentations, trainings and seminars for up to 50 persons. Besides renting they also offer complete service of organizing the events.

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Association of people with cerebral and child paralysis of Uzice city /Our green field Ltd.

Kneza Lazara 2, Uzice

Association of people with cerebral and child paralysis of Uzice city” is a non-profit, non-partisan, humanitarian organization founded by a group of people with disabilities with the support of professionals - volunteers. This way of self-organization and gathering helps a more realistic view of their remaining opportunities, encourages self-initiative that people with disabilities themselves articulate their needs. These people have difficulty attaining their living needs and are therefore directed to support their environment.

The association has existed since 1977, and as a modern NGO since 1998. In this twenty-year period, the Association has so far implemented over 100 projects from various fields related to the missions and framework of the Association. The work of the Association is carried out through the implementation of three groups of activities: regular activities, program activities and development programs and projects.

Within regular activities, they help disabled people realize their legal rights and solve various problems and needs that they encounter in their everyday life. Also, they work on empowerment of persons with disabilities, programs of educational, psychosocial, creative and occupational - working character.

In 2018 they have established a Social enterprise for Work Rehabilitation of Persons with Disabilities “Our green field” ltd., with 9 employees.

Thanks to Smart Start this small company has acquired equipment important for their business - the production of dried fruit. They have bought a small cold storage for raw materials and an osmotic system for pre-treatment raw materials.

They are producing and selling products made from dried fruits: plums, apple chips, wild fruits muesli, apricots, cherries, pears, with innovative production technology.

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Dream NGO

Sonje Marinkovic 31, Subotica

Dream NGO is a group of young, like-minded individuals, who want to improve the lives of the people in their community and beyond. They want to utilize social entrepreneurship in order to provide long-term sustainability to our projects involving persons with handicap (social, economic, physical etc.), the environment and education of children and the youth. Even though, they are a young organization, founded in 2016, so far they only had 3 projects, with another one starting in 2019.

Their mission is to improve the lives of the people in their local community, especially people with physical, mental, economic, and social or any other form of handicap.

The Smart Start grant enabled them to build the core of their social enterprise and to plan the next steps into expansion. In addition to the financial grant without which the project would not be possible, they were able to gain knowledge and training, networking abilities, motivation and strategic planning.

One of the most important aspects of their project is the chicken coop built out of straw bales. The main reason they have decided to build a chicken coop out of straw bales is superior insulation which ensures a healthy living environment and enables chickens to lay eggs even during winter. On the other hand, this chicken coop further enforces their sustainable, eco-friendly approach.

They produce healthy food, primarily organic chicken eggs. The farm implements innovative approaches that reduce costs and enhance income. Their sustainable approach allows them to use the farm as a teaching tool for children as well as adults, and is also a work/therapy tool for persons with severe mental and/or physical disabilities.

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Another School is Possible Association

Tacirhane Sokak. No:14 Istanbul

ASIP Association is an NGO that aims to contribute to the transformation of early childhood and primary education system in Turkey, towards attaining a more participatory and peaceful school culture, since 2010. It considers children, parents, teachers, classrooms, schools, towns as peculiar learning communities. Along the activities that ASIP conducts in order to run after its dreams are: supporting democratic community schools, running teacher support programs that focus on child participation, non-violent communication and mindfulness. They also organize events and publish sources that foster concepts and practices of empathy, compassion, connection

With Smart Start, they have found an answer that solves their economical sustainability problems, since they required more creative fund raising methods instead of donations. They were also able to acquire the copyrights for the books: Sharing Nature With Children, Compassionate Classroom and What Makes a Baby. They have begun selling books in January 2019.

Currently, they are running publishing activities in alternative education and children books. This kind of publishing is needed in Turkey because qualified alternative education and children books are very few. BBOM Publishing is also very effective to share their ideas, methods and values about education with parents, teachers and children.

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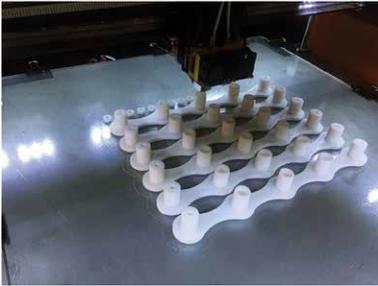
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Anadolu Disabled Association

Istasyon Cd. No:47 Kayseri

Having been active in civil society since 1991, the organisation Anadolu Disability Association (ASD) has been operating as an institution to bring a different perspective to disabled individuals and their families. In addition to the TR72 region in which the association operates, branches have been opened in provinces such as Istanbul, Kırşehir and Adıyaman and endeavors to bring solutions away from the central status quo. Their target beneficiaries are people with disabilities and their family members.

In May of 2017 they have registered a private company; TASK Kayseri Company Ltd. In 2018 they only had 3 employees in full time employment and 15 employees that are working half time/project based.

Smart Start helped them with: purchasing a 3D Printer machine, budget support and required PLA materials for production of target values. They also supported their new company with education and consultancy.

For a long time they planned to start a company, but they did not have the necessary support.

After Smart Start project support, they have won two different tenders for universities with 3D system manufacturing support (bigger city models). TASK Kayseri, is also doing service support for bigger construction companies.

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Association of Life with Asperger Syndrome and Autism /Asperder

Tacirhane Sokak. No:14 Istanbul

Asperder is an association that is working on rights advocacy, public awareness-raising, counselling, guidance and strengthening the organizational infrastructure for persons with Autism and Asperger Syndrome, since 2008, we have completed our 10th year. We work with experts, families, volunteers and other CSOs.

ASPERDER's mission, for the individuals who have Asperger and High Functional Autism alongside with their families, to provide education, health, occupation, employment, participation in cultural, artistic and sportive activities, independent living and care, infrastructure of human rights and modern norms to provide awareness, rights advocacy, organization, resource supply and support activities for the provision of systems / systems.

Currently they have several ongoing projects, and some of them are: Our Life Portal with Autism Project, Autism Touch Sculpture Study project, Cinema (short films, spot films), and many more.

In 2011, they founded the Asperder Commercial Enterprise that has 2 employees.

After receiving the Smart Start grant, they have implemented their Asperder Film Production and Advertising Services project for resource creation. They have filmed a short film entitled "Two", and have published the short film on social media and on their website. Film, promotion, printing house and advertising websites have been designed and opened.

Now they make promotional material, such as: pens and keychains and distribute them to various institutions and schools. Smart Start has encouraged them in many ways, and now they are able to continue their awareness raising activities thanks to the project.

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Culture Routes Society

1296 Sokak No:21 Antalya

Culture Routes Society is an NGO, which was established in 2012, in order to develop, protect and promote long distance walking and biking trails as a means for sustainable rural development. They mainly work with residents of the villages where the trails run along and try to create alternative income for them; so they are the main target group as well as their beneficiaries. Recently, they have also begun to work with any sort of service providers along the trails; local administrations; national and regional culture and tourism offices; cultural heritage protection directorates; international trail organisations and networks, etc. In 2018 they have finished working on 2 projects (1 national, 1 international) and submitted 2 more projects.

The aim is to bring benefits to the areas through which these routes pass, by involving local people in their creation and by offering them opportunities to host route-users in their homes and pensions, while at the same time working with the relevant authorities to place historical sites and roads under preservation and sometimes support environmental campaigns. While they have set high standards for their routes, they are actively working to keep them maintained and signed to Grande Randonnee standards. Those same standards are also applied to the guidebooks, mapping and mobile phone applications.

They have used the Smart Start funds for 3 main activities:

- Translation (Eng-Ru);
- Mobile phone App development;
- Guidebook in Russian (design and print)

Their short work plan includes book and mobile phone App sales in English-Turkish-Russian and hope to improve the variety of such products that are supplementary to trail use with the improved financial situation, which will not depend on projects only.

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Home Based Working Improving Women's Social Rights Association EVCAD

Mevlana Cad. NO:94 Istanbul

Home Based Working Improving Women's Social Rights Association (EVCAD) works to support women's participation in social, economic, political and cultural life, since 2011. The association also conducted studies in Sweden, Germany, Italy, as well as about 12 non-governmental organizations to combat all forms of violence against women. In addition, the association is a component of home-based work network in Balkan countries, including North Macedonia, Romania, Bulgaria and Croatia. There are 10 projects and studies that have been carried out to date.

The mission of the association is to develop women's rights with a holistic approach, to empower them socially, economically and politically, to fight against all forms of violence against women, to increase women's employment and to combat gender inequality.

Commercial activities started with the contribution of Smart Start, but the income generating level has not been reached yet. In 2019, within the project, there are 3 employees. With the funding they were able to purchase 4 sewing machines, which greatly help in moving the business forward.

A workplace was established, for women to produce textile products such as: uniforms, t-shirts and work clothes for companies. Since purchasing the equipment, they are expanding their business, and making it more sustainable.

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Kırşehir Industrialist and Businessmen Association KIRSIAD

Atatürk Cad. No:8 Kırşehir

KIRSIAD is an association, which conducts research studies for their members to be successful in their business lives. Their mission is to guide them in creating and managing more secure and sustainable businesses, help them sustain during the times of recession and consult them about the state grants they can utilize. They have been operating since 2014.

The aim is to carry out a project to reach out to young people who can work with them and contribute to production and gain the knowledge to start their own businesses, and make them more sustainable in the future.

Most of the members are small businesses which employ 2 to 6 people. Almost all of these businesses are producing products and provide services with a master and apprentice model. They also work with other civil society organizations in their town with a focus on sharing ideas and opinions on various topics at several platforms.

Thanks to the Smart Start project they have received education on how to establish a production of tomato sauce and at the same time, how to create a place for the local women, which helped them to become more empowered economically. They have also created a storage for the tomatoes.

Now, they are selling these sauces in the open market, located in the town as well as to the customers who order it.

Social MakerLab

Dumlupınar Bulvarı Ankara

Social MakerLab is an association that is combining social entrepreneurship and innovation in order to achieve a better life for. Their aim is to teach children and all those who are interested, about programming and how it can improve their life, and the life of everyone around them. In this way, they are defining technology as a tool that makes life easier.

Their mission is to get more people proper education which can be efficiently used, and thereby is able to facilitate their daily activities and professions.

They have a company under the same name, Social MakerLab, founded in 2015, which has 3 employees.

Currently they are holding workshops for students aged 4-16, which are actively organized. These workshops focus on brand new technologies, such as 3D printing, robotic, electronics, virtual reality, augmented reality, coding, mobile apps, etc.

The workshops provide a platform in which students learn (besides using this brand new technology in hands on projects), how to exactly use and implement it in their lives.

Smart Start gave them a tremendous financial support, which has provided them with a chance for taking steps to realize their dreams. Their goal for the foreseeable future is to keep supporting young entrepreneurs in Turkey, especially after expansion of the new social innovations, events and competitions which became even more popular these days.

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Transparency International Turkey

Abdülhak Hamit Cd. No:24 İstanbul

Transparency International Turkey is a non-profit, non-governmental organization working as a representative of the global network Transparency International founded in 1993. With around 120 chapters around the globe, TI Turkey has been an accredited national chapter since 2008. It functions as a research and advocacy center that conducts evidence based advocacy with a multi-stakeholder understanding and instigates and pursues collective action cooperating with the public, private and civil society sectors, businesses, for the accomplishment of good governance principles.

TI Turkey aims to set principles in all segments of the society for the democratic, social and economic development of the country. TI-Turkey perceives corruption as a major source of social, economic and political crises and an obstacle on the way of development and efficient and ethical use of natural resources.

They have a commercial business, Uluslararası Şeffaflık Derneği İktisadi İşletmesi that was registered in December 2015.

The aim of the Smart Start project for TI Turkey was to initiate a sectoral Business Integrity Forum for the pharmaceutical sector in Turkey. Pharma is a risky but a crucial sector regarding good governance principles, specifically for principles regarding the fight against corruption, and also achieved to complete the network building phase of the collective action strategy successfully.

TI Turkey's economic enterprise provides anti-corruption trainings to municipalities and companies from various sectors. In addition the enterprise has a Business Integrity Forum; a membership based program for companies from various sectors to improve the anti-corruption policies and practices of companies. The consultancy aims to improve transparency, accountability and participatory decision making mechanisms for local governments.

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WRI Turkey Sustainable Cities

Mühürdar Caddesi No:83 İstanbul

WRI Turkey Sustainable Cities is a Turkish office of the World Resources Institute (WRI), a Washington DC based independent, global research institute that is focusing on cities. With offices in Brazil, China, India and Mexico, it works with local and central governments to ensure accessible, equal, healthy and resilient cities. They are a non-profit organization that is giving technical support to ministries and municipalities via service contracts or via projects.

Established in 1982, WRI combines over three decades of research and field experience and over 250 experts to make cities more livable and sustainable for all. Previously known as “EMBARQ Turkey”, they have supported representatives from ministries and municipalities in 14 cities in Turkey, 4 cities in Africa and 1 city in Europe on: cycling, pedestrianization, BRT, road safety, air quality, public transportation and building energy efficiency, since 2012.

They are registered as an NGO in Turkey named as Sürdürülebilir Ulaşım ve Şehirler Derneği. A commercial business under the same name has been registered in 2012, and as of 2019 has 9 employees.

Using the Smart Start fund, they developed games for children aged 8-12, that will introduce them to causes and consequences of climate change, energy consumption and environmental pollution through various physical activities.

The organization helps create accessible, equitable, healthy and resilient urban areas for people, businesses and environment to thrive. Together with partners, it enables connected, compact and coordinated cities.

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YenidenBiz

Bilim Sokak, Sun Plaza No:5 Istanbul

YenidenBiz was established in 2014 as an association, for the university graduate talented women who have had a professional experience of at least 7 years. The aim was to address women unemployment issue as one of the most significant social and economic problems of Turkey by targeting talented and educated women in particular.

Then, in 2017 a commercial enterprise of YenidenBiz was established in order to diversify and expand resources to finance the activities of the Association to achieve its founding purpose. Main commercial activities are candidate development training courses (job search, personal development, technical workshops, life skills at work, etc.), workshops, mentoring programs and organization of conferences and events.

YenidenBiz is the first platform solely targeting women who have left workforce and would like to start working again. This is the first time an established association has pointed out to this specific group of talented women in the field of "Talent Management" in Turkey. Their activities to achieve this goal can be summarized as: giving necessary support to the women who have taken a break in their business life and meet the criteria determined by the association; to organize training activities such as courses, seminars, conferences and panels.

The Smart Start project helped them to establish the YenidenBiz Commercial Enterprise, organize two very important events in Istanbul and provide training courses to their candidates in line with their founding purpose. With this they conducted training courses under our Candidate Development Training Program which consisted of training workshops, re-entry methodology and supporting programs. Smart Start project helped them to highlight and address the importance of empowering and bringing unemployed women, back to employment in a sustainable way.

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Green Suitcase Responsible Tourism Association

Okul Caddesi Bursa

The Green Suitcase Responsible Tourism Association is actively working on preserving history, nature and culture for tourism purposes, while actively involving volunteers. The aim of these volunteers, who are increasing every day, is to make the focal point of tourism in a way that supports the local culture and supports the development of the indigenous people, works with rural tourism operators, municipalities, district governorships, governorships, and receive sponsorships and donations from these institutions and the private sector in our various service projects.

Also, they are working on increasing women's employment in rural areas through community-based tourism projects, encouraging alternative tourism practices respectful to nature, and organizing activities to ensure that cultural heritage, which is the concrete expression of collective memory, is interpreted to serve national and international peace.

Thanks to the budget support they have received with the Smart Start grant, a chance to offer more quality services to a wider audience was enabled. Smart Start helped them maintain overall mission goals and develop a new financial sustainability model.

Their initiative offers a web portal that enables a small rural tourism operator or multiple rural tourism operators within the borders of a municipality that want to develop rural tourism, to promote effectively on a national and international level, within the framework of sharing economy principles.

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Bilge Nesil Youth Informatics Art and Tourism Association

Kültür Cad. No:69 İstanbul

Bilge Nesil Youth Informatics Art and Tourism Association Since established in 2015, they have been working for young people in the fields of tourism and informatics. They have given ceramics and art education to 20 women in the project of regional and artistic products market, which is their social initiative project with Smart Start, in Balıkesir Sındırgı district.

Women learned to produce artistic products that had been lost 30 years ago in terms of culture, and they have acquired artistic products that bring profit. These products are marketed online and offline and their income is transferred to both women and the association for the continuation of this art. Women are developing a culture of creativity and gaining a profit for themselves and transferring a lost culture to the future. Since their establishment in 2015, they have been involved in many projects and activities.

In their workplace, they produce products such as vases, plates, cups, coffee pots, pots, cups, jugs. Those are then sold with their social enterprise brand. With the Smart Start project, the art of ceramic earth was created, to preserve the ceramic that was completely lost 30 years ago. The young and talented women learned this art and produced products which can be purchased for tourism and they also had the opportunity to reveal their creativity and socialize.

Within the scope of Sındırgı regional and artistic products market project, they sell the products in their workplace online and offline in the social enterprise brand with Bilge Seramik & Sanat brand.

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2nd Chance Group CIC

Henfield Business Park, Westerleigh Rd, Henfield, Bristol, BS41DQ

The association 2nd Chance Group CIC use the power of sport to repair broken lives and build a stronger future for young people. They believe that sport is the most effective tool to combat the damage inflicted by Adverse Childhood Experiences (ACEs) such as abuse, neglect or dysfunctional home environments that are so often passed on from one generation to the next.

Their large portfolio of projects and programmes includes:

- The 2nd Chance Project – Uses sport to engage in innovative ways with people in custody, supporting their personal development and desistance from crime.
- Coach makers – Trains sport and health coaches, gym instructors, tutors and mentors to deliver projects that help build a stronger future for young people and have a positive impact on communities.
- Pause & Engage – Provides a one-to-one mentoring service for young people at risk of exclusion from school or offending.
- The National Alliance of Sport for the Desistance of Crime – Brings together key stakeholders to support the delivery of best practice, policy and strategy nationally and internationally. It also gathers evidence and celebrates success to build a strong case for further investment.

Breaking that cycle is at the core of everything the 2nd Chance Group does, with the use of the power of sport to deliver positive experiences that inspire change in those most in need of a second chance.



Work Field:

Sports and Recreation

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www.2ndchancegroup.org

Facebook: /2ndChanceGroup

Appoint Us Services

Avenue H, Stoneleigh Park, Stoneleigh CV8 2LG



Appoint Us Services is a Community Interest Company working closely with the local community to provide a wide range of person centered services. All of their services are individually tailored and they pride themselves in being a unique organisation, formed to provide a pathway to making life easier for people and offer many services that support independence. All of their services are client led and delivered by experienced staff.

They have an office in Coventry and although their services are predominantly delivered in Coventry, Warwickshire and adjoining counties, they can be delivered anywhere throughout the United Kingdom.

Examples of how they have benefited the community:

- Providing a range of supporting services to vulnerable people, to enhance their lives and promote independence and prevent social isolation. This includes spending time with people, arranging trips and sometimes accompanying them, helping with shopping, promoting and supporting with access to the community etc.
- Ensuring that their appointee clients receive the correct benefits and also that other people in the community can access their rights to benefits. They are a corporate appointee recognised by the Department for Work and Pensions, and have partnered with a local organisation, which works with people with learning disabilities, to support them through the benefit process.
- Delivering therapeutic services to enhance the lives of people and promote their wellbeing. These services are delivered to individuals or groups, and can be in the form of Pet Therapy or Therapeutic Arts using art, music, photos and dance etc.

They have carried out independent Social Care services to ensure people's needs are being met appropriately, their mental capacity assessed, and any entitlement to health care funding is considered.

Work Field:

Personal Assistance

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Bakery Bejgl

Knez Danilova 39, Belgrade

Bagel may just seem as another shop in the neighborhood, but it is not!

To taste a real New York Bagel you don't have to cross thousands of miles and spend a few thousand euros. This traditional Jewish pastry, which has found its place in the Anglo-Saxon kitchen, can be found in dozens of different flavors, salty and sweet, for a few hundred pounds, in the center of Belgrade.

This space, people, and concept are part of the struggle that has lasted for more than twelve years – the struggle for just society of equals, promoting difference and solidarity. The shop is founded by NGO Atina – an organization that has been advocating for the rights of victims of human trafficking and other forms of exploitation with the aim to support sustainability of its programs since 2003.

The moment you enter the shop, all will be crystal clear. The bagels are made out of selected types of wheat and the highest quality ingredients are selected. They believe that you cannot start the day without Bagel's combination of healthy and delicious options.

Every city needs to have its own bagel to be a metropolis. Belgrade now has its Bagel's shop – an oasis of great taste where you can treat yourself to mouthwatering food and also contribute to the struggle for a better world.



Work Field:

Bakery

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www.bagel.rs

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BHcrafts

Izeta Sarajlica 5, Tuzla



Bosnian Handicrafts is a modern production and retail business training and employing female refugees displaced by the Bosnian war.

When the war in Bosnia began in 1992, Lejla Radoncic worked for a travel agency in Sarajevo and her husband worked in Tuzla, a town two hours away by car. Finding herself in Tuzla the day the war began, she remained there for four years and needed an income. In 1994, she joined Norwegian People's Aid to help manage one of the first refugee settlements in the region. She worked with thousands of traumatized and displaced women. Most of the women refugees were illiterate, but all knew how to knit, so a project she initiated as group therapy turned into a business when a church ordered 1,500 sweaters. The women filled the order in six weeks, and Bosnian Handicrafts was born.

BHcrafts provides a sustainable means of income generation for women who suffered the loss of their families and homes during the war. The company's handmade products include clothing, fashion accessories, home furnishings and traditional Bosnian crafts, and are marketed globally to top international designers and retailers. They currently employ 500 women from different religious and ethnic groups, including Croats, Muslims, Serbs and Kosovars.

It provides the women who have experienced extreme trauma and hardship with an opportunity to support themselves financially, while nurturing their cultural traditions. They apply their knitting, crocheting and embroidery skills to create products that appeal to international and domestic markets.

Currently, they sell their high-quality wares in Bosnia and Herzegovina, the US, France, Spain, Italy, Japan and Kuwait. Each year, it introduces new product lines at international trade shows and reaches customers worldwide via its e-commerce website.

Work Field:

Knitwear Manufacturer

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Facebook: /BHcrafts

Bosnian Market

Trg djece Dobrinje, Sarajevo

In Dobrinja, one of the municipalities in Sarajevo, Bosnian Market has been opened as a unique commercial project which has comprised domestic production, employment and exploitation of the abandoned area of the former shelter.

On Bosnian Market, only domestic and organic food is being sold. What was once a war shelter, now has been transformed and renovated into an elegant market with highly standardized sections and decorations within the spirit of Bosnian carpets and tradition.

On this market, the returnee cooperatives and companies from Srebrenica, Visegrad, Stolac, Modrica, Zvornik, Rogatica and Zepa, as well as two of Sarajevo companies are selling their products. Citizens from this settlement have shown interest, as well as those from neighboring settlements in Sarajevo, as it represents a great chance to present domestic and good quality products.

This is also a place with job chances for 15 persons, who are employed mostly from Employment Bureau. The quality of the goods has been controlled by Department for Economy of Novi Grad. This project benefits more than 40 000 people.



Work Field:

Food Marketplace

Facebook: /bosanskatrznica



Work Field:

IT Hardware Refurbishing

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www.bozic.rs

Bozic and sons

Maksima Gorkog 2, Pancevo

Company “Bozic and sons” is the only authorized Microsoft refabricant in this part of Europe. The basic idea of environmental actions in this company is tutoring local communities in Serbia, primarily about what is electronic and electrical waste, what it means to be treated properly, and why is dangerous and why is deposited in marked containers.

Jovica Bozic started his business in 1985 by opening a car repair shop called “Auto bunny”. Soon his business began to expand and he opened several more shops. The business expanded into several companies abroad. He went from repairing cars, to refurbishing computers, with a Microsoft license.

They see their future in Serbia and other Ex-Yugoslavian countries. They want to expand further in this region and open more job positions for young experts in IT. They keep investing their profits in newer companies from the “Bozic and sons” family.

General Manager of company “Bozic and sons”, Nikola Egic, said that business “Bozic and sons” means that with environmental protection they provide improvement of the environment of our community. He pointed out that the company has a firm stance and good will to help the community.

Bugday Association

Yoğurtçu Şükrü Sokak No: 48 Kadıköy İstanbul

Bugday Association has established a social enterprise, with goal to enable small farmers to bring organic products to the consumers, by establishing 100% ecological farmers' markets.

In 2004, Buğday started its lobbying efforts in the Ministry of Agriculture of Turkey in favor of ecological farming and marketing. Having accomplished that, Buğday founded the first 100% Ecological Farmers' Market in Şişli in 2006.

The market that started with 48 stalls, and it has expanded to 250 within 4 years. Following the success of the Şişli market, Buğday founded three more farmers' markets in İstanbul, as well as in other cities like Antalya and Samsun. The ecological farming that started with 8 kinds of produce in 1985 has expanded to 200 kinds on 165 hectares of land farmed by 15.000 farmers.

Also, the number of ecological farmers has increased since 2004. Without a doubt, the success of 100% Ecological Farmers' Markets and the recognition it has gained plays a significant role in the upwards move of the domestic production and consumption of ecological produce in Turkey. Buğday's 100% Farmers' Markets host ecological-themed workshops, seminars, events and education programs on a weekly basis.

Not only do they provide food that is good for the people and the environment, they also function as ecological oases within the cities.



Work Field:

Ecological Food Market

www.ekolojikpazar.org

Dorset Centre for Rural Skills

West Farm Barn, Farrington, Blandford Forum DT11 8RA



Dorset Centre for Rural Skills (DCRS) was established in 2003 as a not-for-profit, training enterprise with the aim of “keeping rural skills alive”. It achieved the Social Enterprise Mark in 2009 and was one of the first organisations in Dorset to do so.

For years DCRS has run specialist courses in traditional renovation of buildings using Lime.

DCRS has a strong environmental ethos and runs courses in Straw Bale Building for those who wish to self-build sustainably. The original two-day Straw Bale Building course format was pioneered by Rob Buckley over 10 years ago and is still going strong today.

Courses in rural skills include Welding, Blacksmithing, and Glassblowing. The full range of courses available can be seen on their website.

DCRS is committed to ‘keeping rural skills alive’ through courses and local and national publicity, and they have been featured in The Telegraph and on BB2’s Heritage Heroes, as well as other programmes and publications.

To learn new and useful practical skills for life, have a go, or experience a fun day out exploring the real working world of rural craftsmen - book a course with us. All our tutors are professionals working within their fields winning top commissions and accolades and exhibiting at the highest level.

Work Field:

Rural Skills

T +44 1747 811 099

www.dorsetruralskills.co.uk

Facebook: /Dorset-

Centre-for-Rural-Skills-

DCRS-296829643683400/

Funky Guerilla

Banjalucki put 92, Nova Topola

Different experiences in foreign countries, sexual education and training for promoting the entrepreneurial mindset are just some of the activities “Most“ develops for Bosnian youth.

Association’s last endeavor was creating Funky Guerrilla, a fashion brand that uses totally local workforce. From design to seamstress and selling. The company’s idea is to help Most’s independence and also create jobs and serve as a role model to other local entrepreneurs.

The brand opened its first store, a few meters away from “Most”. Today, it employs two full time salespeople and seamstress in the workshop: women who got the chance to work again, after losing their jobs when the region stopped being big in the textile field, during the post-Yugoslavian times.

For the entrepreneur and NGO directors, the social enterprise and the foundation’s activities are like wheels from the same vehicle. “If one of them gets stuck, we have to fix it. We need to think about the environment, about endangered groups and about a healthy economy. Everybody is relying on each other. What we are doing here is trying to find our way to combine all that and work as a well-functioning machine”.

One of the ways found by Predrag Borojevic (director) to fight that, is to invest in networking. According to him, it works based on personal contacts he has been gathering for a time now, it can be formal or informal, and his focus is to make the network grow beyond Bosnian territory. A great current bet is to work with “Act”, from Croatia. “They’re really good in the field of social entrepreneurship, they have great knowledge about it and we believe they can really be of help to us. Primarily we’re working with know-how transfer”.

That’s the best value of their work.



Work Field:

Clothing Design and
Manufacture

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www.funkyguerrilla.com

Facebook: /funkyguerrilla

Instagram: /funkyguerrilla



Green Islands amusement park

Zeleni otoci, Bosanska Krupa



Dino Beslagic is a social entrepreneur of “Green Islands” business. He made his positive story through the investment of the Foundation Mozaik.

Green Islands as a social business is an amusement park that is working through its environmental activities in order to conserve natural resources and to promote the natural and cultural treasures of this region, through its offer of cycling tours, rafting, camping etc.



He points out that the primary objectives of the Amusement Park are the promotion of natural and cultural values of Bosanska Krupa, and to improve the tourism offer. He adds that they want to attract as many tourists in this city as they can. The most important thing is that 51% of their profit is invested in other social businesses.

This kind of support is necessary for young people, and therefore the progress of the country. The chance that the young people can create a real thing with their creative ideas is not something new in Bosnia and Herzegovina, but at the same time an indication that things are moving forward.

Work Field:

Rural Skills

E zeleniotocibk@gmail.com

T +387 61 607 484

www.zeleniotoci.com

Facebook: /zabavniparkzeleniotoci

Green Network Zelena mreza

Sinjska 7, Split

Initially, the enterprise started in 2012 as a business experiment with a goal to support local farmers from deprived areas in southern Croatian counties in reaching the market of large Dalmatian cities, mostly the Split City urban area.

The business was also involved in promotional and marketing activities as well as educational activities for promotion of entrepreneurship in sector of rural economy, rural tourism, women entrepreneurship and traditional textile products promotion and for commercial mushroom collectors.

Facing lot of challenges in developing a sustainable business model, the social enterprise started to pivot itself to what founders have as their strongest capacity: project development and management, sectorial knowledge and fund-raising.

Today, this social enterprise functions as a consultancy business providing advisory, monitoring, evaluation and management services to diverse stakeholders. Although it is still in development, it shows some of the potential directions many civil society organization could go, without abandoning its social mission. Namely, some of the civil workers end up in private, for-profit sector, as consultants to public and private stakeholders interested in fund-raising, project management, promotion, CRM etc.

Zelena mreza d.o.o. is a true social enterprise, serving its social mission, and enabling new sources of income through economic activities for social workers.



Work Field:

Consultancy

E info@zelenamreza.hr

T +385 91 5004735

www.zelenamreza.hr



Sweet world of enterprise Hedona Croatia

Trg Antuna Nemcica 7, Krizevci



Hedona Ltd Krizevci is a social enterprise which was founded by the Association of Disabled People Krizevci led by Mr. Pero Gataric in the spring of 2013 as a part of the “Chocolaterie Chris” project – the chocolaterie of Krizevci.

The main activity of the company is the production of chocolate and chocolate pralines. This company has been present in the home market for years but what makes it different from other similar enterprises is the fact that it is a social enterprise which mostly employs disabled people.



Main orientation is towards socially beneficial good and the wellbeing of every employee and a continuous opportunity for development of the employees and the company itself.

All the profits are reinvested back into employees; into growing their competences and their satisfaction and also into new job opportunities and the company’s technological development as well as the expansion of the company’s activities.

Work Field:

Confectionary / Chocolaterie

E hedona@hedona.hr

T +385 48 681 292

www.hedona.hr

Facebook: /Hedona-križevačka-
čokolaterija-666275600050255/

Hedona Ltd. social enterprise operates according to the highest standards and uses food safety management system based on the principles of HACCP.

Social services in IKEA Croatia - Kamensko Association

Brace Cvijica 9, Zagreb

Association Kamensko and the company IKEA Croatia started the cooperation in the framework where the two members of the Association will provide services of measuring, sewing and tailoring on textiles bought in the IKEA store and advise visitors in the store at the Department of textile.

As a part of long-term cooperation with members of the Association of Kamensko, IKEA ensured the workspace for two new colleagues, remuneration and benefits such as the use of free IKEA bus and subsidized meals. Two new members of the IKEA team Association Kamensko, which currently has eight members, has hired them solely for the purpose of cooperation with the IKEA store. Depending on the requirements of customers and the amount of work, the Association will, if necessary, hire a new employee to work in a department store IKEA Zagreb.

They master Sewing skills and tailoring skills working in a many textile industries, among others, the factory Kamensko. Collaboration with the IKEA Company will provide them the basis to be more independent and have the opportunity to earn money for themselves and their family.

IKEA establish social partnerships around the world since 2012 to help create positive social change. Social entrepreneurs with whom IKEA cooperated are mainly women who previously had limited or did not have access to the labor market, and therefore neither sustainable income. With social entrepreneurs whose hand-made products are sold as a limited collection in IKEA stores around the world, IKEA cooperates also with social entrepreneurs within they provide to their customers services such as sewing. Establishing long term cooperation with the Association Kamensko, IKEA wants to give positive example to other companies and support the development of social entrepreneurship in Croatia.



Work Field:

Tailoring

T +385 91 620 0075

Facebook: /otvorenokamensko

Custom made - Kitchen on wheels

Dolenjska 4a, Belgrade



Social Entrepreneurship can be extremely beneficial for the company. "Kitchen on wheels" is an example of Social Entrepreneurship in which persons with disabilities make meals. "Choco plum" is the first desert in the range of "Kitchen on wheels", and part of produced food is shared free to people with poor financial status and social vulnerable groups. The company was founded by "Our House", the Association for Support of Persons with Developmental Disabilities created in 2007, on the initiative of parents whose children have disabilities, in order to enable them to work and actively participate in society. The Association, according to its president Ana Spasov, started with production of paper bags and cardboard packing. Today they produce about two tons of bags a month, and among the biggest buyers of cardboard packaging are Belgrade Pharmacies.

Meanwhile, in cooperation with the Municipality Zemun they started a new project - The company "Kitchen on wheels". In this company food is prepared and delivered to customers at affordable prices, and a fifth of earnings is allocated to prepare free meals, intended for poor citizens. Currently they employ ten people with special needs that will change their workplace to make them work in varied and interesting environment. This is especially important for people with symptoms of autism. Part of profit from sale will be invested to free meals and to support elderly citizens who are not in the system of social protection.

They will have a support in the form of grants for further development, which in the contest "Idea for a better future" will be supported by Ana Foundation, UniCredit Foundation and UniCredit Bank.

Work Field:

Restaurant

T +381 65 2888084

www.kuhinjanatockovima.rs

Facebook: /kuhinjanatockovima

Let's Live Together Association

Studentski trg 18, Belgrade

The goal of this enterprise is to help people with disabilities in exercising their right to work. The exercise of this right is essential for the stability of each person and their integration in society. Back in 2001, they started collecting waste paper in schools, and thus managed to provide some income for beneficiaries of this CSO.

Since 2001 they have gradually developed these activities:

- Purchased sorting containers and started collecting recyclables,
- Introduced the service for making folders where their beneficiaries assemble up to ten thousand folders daily.

Through these two services, 66 beneficiaries receive their salaries. It is the basis of social entrepreneurship – the social groups that cannot be competitive in the market are given the opportunity to earn for their living.

They have also managed to work with stakeholders and reached an agreement with the Belgrade Municipality of Stari Grad about new premises and got premises in „Višnjićev pasaž“. They have already rearranged one part, and are working intensively on the other. One of the rooms is a workshop where beneficiaries make different things out of glass, and another room is intended for Art Centre, where they are engaged in painting.

Association has also opened a shop that sells a variety of things that our beneficiaries make: chairs, vases and various creative glassware products. Within this shop, they are currently arranging a room for workshops for parents of children with disabilities, and a playroom with special toys is already finished.

They founded this social enterprise, so it can create jobs for various social groups. Pooling knowledge, skills and ideas, as well as mutual help and support are very important. It can also be a good opportunity for young people to gain work experience and necessary knowledge, even as volunteers.



Work Field:

Handmade Crafts and Goods

E zivimozajedno@hotmail.com

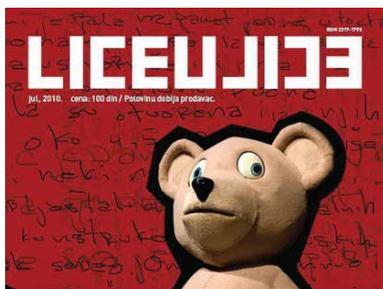
T +381 11 2629787

www.zivimozajedno.rs

Facebook: /zivimozajedno011

Liceulice

Svetožara Markovica 42a, Belgrade



LICEULICE is a citizens association founded in Belgrade with the aim to contribute to social emancipation, economic, cultural, and social inclusion and poverty reduction.

They achieve their goals primarily by issuing the magazine of the same name that is then sold by members of marginalized groups who keep a half of the earned income.

Their vendors are homeless, street youth, the poorest and most vulnerable individuals. Before they start working, future vendors attend training for salespeople to help them develop social skills and sales skills, show them the method of distribution, the magazine itself and the rules of conduct.

In this way Liceulice offers opportunities for marginalized groups to legally generate income, to get employed and acquire specific applicable knowledge and skills, on order to be socially and economically included. In a wider sense, it contributes to poverty reduction, increased employment and alleviates social and cultural exclusion.

They pride themselves on: Their success is 60 satisfied vendors from marginalized groups and many readers who, by buying the magazine help vulnerable people and read interesting articles on various social issues.

Work Field:

Magazine Publishing

E donacije@www.liceulice.org

T +381 11 2686567

Facebook: /liceulice

Nahla – social enterprise for women

Dzemala Bijedica 122, Sarajevo

“Nahla” was established in 2000 by a group of young women who were committed to provide the space for the Bosnian woman in which she could feel safe and accepted and get a chance to learn, socialize, broaden and enrich her knowledge and acquire different skills needed to efficiently perform a job and actively participate in social life.

Center for education and research “Nahla” is a BH nonprofit organization dedicated to providing education and support to women and family, working in accordance with the principles of freedom of thought, conscience and religion in contemporary civil society.

In order to be at service to women in all aspects of their lives and ease their daily obstacles, they offer a number of services for them within the Centre.

Services currently offered in Center are: fitness center, children’s playroom, cafeteria and internet café, library and reading room.

Some of services are free for their members and for paid services they ensure significant discount.

Through 15 years of work, they have developed Nahla’s business community throughout which they support women through education, mentoring, counseling and networking. Within this Centre, they have made a community in which they gather babysitters, female entrepreneurs, female IT engineers, creative workers and women in social enterprises, for which there is a Network of Women in Social Entrepreneurship.



Work Field:

Education for Women

E info@nahla.ba

T +387 33 710 650

www.nahla.ba

Facebook: /CEINahlaSarajevo



New Opportunity Herceg Novi

Mica Vavica 1, Herceg Novi



Making efforts to provide support to disabled people with establishing mini facilities for digital printing, New Opportunity from Herceg Novi, although a young organization, quickly became well-known as a good practice example in Montenegro.

The company delivers graphic services that cover from designing to printing. What does it do differently? All the employees have some sort of mental disability. With already established cooperation with local Employment Agency and local government, and support secured from CNF and Foundation Open Society Institute, members of this organization knit all stakeholders with a common goal – prevent social exclusion of persons with disabilities and provide them conditions for being useful members of community.



Seven young people with developmental dysphasia and elements of autism and lighter form of Down syndrome, with preserved residual work capacity, now have working time, producing various forms of printed material, such as business cards, calendars, leaflets, etc. Besides the ones working in the shop, the organization also assists kids, youth and adults with custom training and arts classes, music and crafts.

Work Field:

Digital Printing

E vulcan@t-com.me

T +382 31 321 136

www.novasansaunovom.com

Facebook: /NVO-Nova-šansa-u-Novom-739830799429728

Feeding this approach, with ears on the ground considering needs of this group, they become a milestone for other similar organizations.

Sofi cosmetics

Nikole Pasica 9, Novi Sad

Sofi cosmetics began their work in 2009, when “Lush”, the famous British producer for natural cosmetics, retreated for a short from the Serbian market. With the founding which provided Nacional Employment Service they have launched a manual production of soaps from natural materials. With the expansion of their market they spread the range of their assortment too. Meanwhile, they had hired a person with hearing impaired as a pharmaceutical technician. When they decided to develop products that require laboratory conditions, they have applied for a grant which would allowed them to do that.

In the production of natural cosmetics they use many ingredients, such as cocoa butter, coconut oil and various essential oils, so the selection of raw materials and quality is very important. They mainly supply some sort of cold squeezed oil, goat milk and herbs such as lavender in Serbia, but the most part, about 80% they supply all around the world. At the same time, thanks to such quality, they have a chance to go to a very finicky international markets. Recently, they started to export to Switzerland, and now they entered to the Japanese market too. This is all packaged in a recognizable design too, for which in 2013 they had received a silver award in the “European Design Awards”.



Work Field:

Beauty Products

E prodaja@sofi.rs;

drazenka@sofi.rs

T +381 63 7 335 150

www.sofi.rs



Work Field:

Hotel Management

E orhidejastolac@gmail.com

T +387 36 854 647

www.orhideja.org

Facebook: [/www.orhideja.org](https://www.facebook.com/orhideja.org)

Association Orchid

Kralja Tomislava bb, Stolac

Women association “Orchid” (Bh. „orhideja“) is founded in 2008 with a mission to empower women through skill development and awareness about joint work and local community development.

In cooperation with the cooperative “Herzegovinian”, the Association has made large steps in social entrepreneurship by selling eco-food from Herzegovina area like goat cheese and smoked meat from Zegulja, garlic and cherries from Barana area, potato, tomato and peppers from Dubrave, pumpkins from Hrasno, etc. Most of the food they redeem can be found in the stores “United Herzegovina” Sarajevo and “Taste Herzegovina” Mostar, as well as in their office store in Stolac. Beside these products, they make pomegranate juice, jam of figs, rosehip jam, quince jam, kiwi jam, dried fig jam, cherries jam, sweet fig, quince, pumpkin product, chutney, sauce of garlic, marinated white onions, dry eggplant, dry peppers, dried tomatoes, dried tomatoes in olive oil, dry pepper in olive oil, dried tomato sauce and various kinds of fresh fruits and vegetables.

With all this, members of Orchid Association through their work during years have developed skills in making different homemade dishes. Homemade eco-food is the main ingredient they use when making these dishes. This service is within catering they provide for event management when someone hires them.

Also, with the support of UNI Credit Foundation from Italy and CCED from France, they have opened a hostel in the attractive part of Stolac, 3 minutes' walk from the city center. Hostel is in the peaceful area and attracting people who are walking and mounting in near mountains. It is in a high mountain position which offers an incredible look on Bregave valley and giving unforgettable look on Bregava River and waterfall.

Play, teach, grow – a didactic game for children

Marsala Tita 10, Jelah

Our society can be very proud because there are still those who do not underestimate the importance of didactic games and recognize their importance through the early growth and development of the child. The company “Igraj Uci Rasti” (Play Teach Grow) was launched to resolve problems such as growing number of disorders in children of preschool and school age. Play, teach, grow Ltd. is a social business and was named as one of the most successful business plan in the first business incubator of the Mozaik Foundation. It contributes to solve or alleviate the problem of improper development of children, lack of stimulation of cognitive and intellectual abilities in the years crucial for physical and mental development, which directly affects the prospects of society in Bosnia and Herzegovina.

“Igraj Uci Rasti” at the 12th Trade Fair in Tesanj signed a contract for the best business idea in Tesanj in 2016. Maglic says that they have had a great support from Municipality of Tesanj but without the skills that Mozaik Foundation provided in the business incubator, the final product idea probably would not have seen the light of the day.

This is the first product of this young team which in the future plans to work on development of other educational games and toys. Experts of child development agree that early and diverse gaming facilitates understanding of language, reading and writing skills. We know that playful children are happier, better adjusted, more social, and are popular with their peers than those who play less.



Work Field:

Toymaker

E info@igrajucirasti.ba

T +387 32 943 011

www.igrajucirasti.ba

Facebook: /igraj.uci.rasti

PR Center

Bulevar Josipa Broza 23a, Podgorica



Inability to freely, in a quality manner and in spirit of the habits and standards of the countries in the region, organize a press conference at which the public will be informed about its mission, activities, results and point out to the current problems, the pioneers of the NGO sector came up with the idea to establish PR Center, which will provide support to the civil sector and become of service on their way to the media?

The civil society organizations used PR services for free of charge such as organizing press conferences, training and seminars and their members attended seminars and training 'Public relations and the media'. They have built the image of services for non-governmental organizations in their relations with the media and has remained faithful to the mission until today.

PR & Media Consultancy llc is a business that produces services for the civil sector and the market economy. Despite the lack of policy for social enterprises, the Company applies in its work for all components of the social economy, entrepreneurial dimension, social dimension, etc.

Since 2011, this business idea has been successfully developed and promoted, while commercial services from event management and public relations followed the developments and new trends in the market, so PR & Event Agency is one of the most recognized organizations today in Montenegro, providing full services of this kind.

In 2015, the Company has launched a free service for NGOs, called #PRpress service, through which it implements and demonstrates the social dimension of this business idea.

PR team prepares press releases from the civil sector, publishes them on their website, distributing them to the media and other interested individuals and organizations.

Work Field:

PR

E katarina@prcentar.co.me

T +382 69 100 175

www.prcentar.me

Rose from Lebane

Nikole Tesle 18, Lebane

This startup has been opened in the framework of the project “Social entrepreneurship for socially responsible society” which was approved by the EU and the governments of Serbia and Switzerland through the Progress program. At the end of the project Association and Municipalities Lebane have founded “Rose” company. “Rose” has invested 60%, and local government 40% of the money.

President of the Municipality of Lebane Srdjan Jovic said that the Association “Rose” gives a good example of how you can work well and he expressed his belief that many others will start with their footsteps. The newly appointed director of the company Predrag Stosic said that the whole project started because of faith in people.

This company produces all kinds of domestic chutney, made from locally sourced produce, without preservatives or any other chemicals, whose shelf life is two years, then, different kinds of jams and preserves, and they are planning to further develop the program. They mostly employ women from marginalized groups. The women then pick the fruits and vegetables by hand, cook them on the old fashioned stoves in small pots, and it is all done in a shared kitchen. It is their moto that the food is made by humans and not machines.



Work Field:

Food Production

T +381 65 8444 114

www.radanskaruza.rs

Skuhna

Trubarjeva 56, Ljubljana



Noting the culinary skills of many migrants, especially when cooking traditional dishes from their countries of origin, as well as the demand for African, Asian and South American food in Ljubljana at the time, the founders of Skuhna decided to combine supply and demand and open the restaurant. It was a huge success, and today, Skuhna offers it is a different menu every day, depending on the different chefs coming in to cook. In Skuhna, they prepare authentic delicacies from Africa, Asia and South America. The dishes are prepared by migrants based on their recollection of how their mothers and grandmothers prepared the food. Each day of the week, they await guests with authentic dishes (soups, main dishes, salads, desserts...) from a different country.

Through their work, the people over at Skuhna are spreading the values of respect, tolerance, responsibility, awareness and diversity to both locals and immigrants. They are showing the world that having a team with members coming from all over the world is a recipe for success. The restaurant is now also serving as a cultural hub for talks, music sessions and workshops to take place, offering a venue where Slovenians and minorities can connect and interact freely.

Skuhna also offers catering services, home food delivery and space rentals.

Skuhna invites everyone each Thursday at 7pm to discussion panels on socially relevant themes and each Friday at 7pm to a traditional five-course dinner at which world stories are told. Once a month on Saturdays at SkuhnaWOOD, films from Africa, Asia and South America are screened and creative workshops are held for children.

Work Field:

Catering

E info@skuhna.si

T +386 41 339 978;

+386 31 338 654

www.skuhna.si

Facebook: /Skuhna

Humana Nova Cakovec

Mihovljanska 89, Cakovec

Social Cooperative Humana Nova Cakovec encourages the employment of the disabled and other socially excluded persons through the production and selling of quality and innovative textile products made from ecological and recycled fabrics for the needs of the domestic and the foreign markets. Our products are the response to the actual needs of users.

Each fiber of a product embeds the satisfaction and benefit of workers, cooperatives, Nature and community. In this way our Cooperative actively contributes to the sustainable development of the local community, diminishing of poverty and nature conservation.

Social Cooperative Humana Nova Cakovec is one in a series of the social enterprises that Autonomous Centre – ACT has been running and developing in the area of the County of Medjimurje.

Why social cooperative?

A social cooperative is an economy subject in which, for the purpose of the own development, an individual entrepreneur associate with other individuals or legal entities and they thus contribute to their own and to their mutual development. The associating of the individuals with the same or similar visions in order to achieve a better-thought marketing of products in the more and more demanding market is one of the basic leading ideas in the Cooperative.

The specific nature of Humana Nova reflects in the fact that its members are associations and individuals that have recognized the value of the incentives and potentials of the process of engaging the disabled and other socially excluded persons into the production of the quality and widely demanded products. The members are ready – by means of their contribution, work and financial investments- to help the cooperative to get started, to start working and to develop; thus they help the local community as well.



Work Field:

Design and Production
of Textile Products

E info@humananova.org

T +385 40 500 765

www.humananova.org

Facebook: /humana.nova



SPAJZ.ba fresh, organic and available!

Kosevo 28, Sarajevo



ŠPAJZ.ba (Eng. pantry) is a result of cooperation between German organization “Help-Hilfe” Sarajevo and local CSO for social development and affirmation NODAS, with goal to ensure product placement of small producers. During last years, “Help-Hilfe” has focused on financial support of small producers, who are representing “the spine” of economic development. They have supported over 1500 businesses, which are now successfully contributing to socio-economic development of Bosnia and Herzegovina. One of the steps, in this holistic approach, is support to beneficiaries regarding marketing and access to markets. The store Špajz.ba is actually one of the solutions for this.

Špajz.ba is placed in one of the most traffic streets in Sarajevo’s municipality “Centar”. This store offers domestic products, such as eggs, different sorts of cheese, meat, fresh vegetables, fruits and herbs, pickles, chutney, types of honey, propolis, royal jelly and other products made of honey, healing teas, products made from healing herbs (syrup, ointments, creams) and various types of homemade flour. All products are produced with no add ins, and quality of these products has been controlled by Department of Public Health of the Sarajevo Canton and the Faculty of Veterinary Medicine in Sarajevo. Also, all products have been produced in Bosnia and Herzegovina, in ecological and clean environment, with top-quality results. This success has been reached with cooperation with small agriculture producers from different parts of B&H.

Work Field:

Food Marketplace

E kontakt@spajz.ba

T +387 33 941 403

www.spajz.ba

The most important, production standards are made and controlled by Spajz.ba management, which shows success in leading and keeping organization. Also, prices are formed so that anyone can afford buying these ecological and organic products. The offer is also adjusted to needs and request of buyers, so new products are being developed constantly.

Storks Flight

Zerjaviceva 10, Zagreb

STORK (Cro. roda), a bird - This conspicuous species has given rise to many legends across its range, of which the best-known is the story of babies being brought by storks.

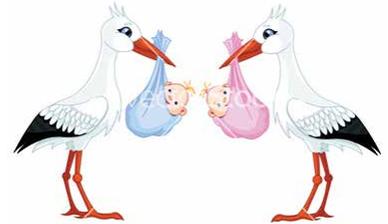
“RODA – Parents in action” through its activity advocates dignified pregnancy, parenthood and childhood in Croatia. From the project in which they promoted cloth diapers they developed production of cloth diapers which, together with RODA’s sale of used children’s clothes and equipment, enables establishment of good foundation for financial sustainability. In 2012, they received the award for social entrepreneurship from organization “Slap” and Ministry of Labor and Pension System.

Stork’s flight (Rodin let d.o.o.) is an enterprise founded in December 2012 as a continuation of Stork’s social entrepreneurial project of sewing and selling cloth diapers and T-shirts with original inscriptions. Using cloth diapers as a healthy, environmentally friendly and cheaper way of diaper change for children, STORK association promotes since 2004.

In 2006, AED program (Academy for Educational Development), which focused on strengthening the capacity of NGOs, prompted Association to start dealing with the sewing cloth diapers and this way to connect a few things - better availability of cloth diapers Croatian customers, boost other small businesses to start with the production of cloth diapers and securing additional funds for the association. Almost from the beginning of the association, they make T-shirts with slogans that promote their activities and our vision.

From October 2010, Stork’s flight enterprise has opened a store in Zagreb (Croatia), Ilica 133 street, and enabled wider selling range to users, even though, online shop is working from the beginning of social enterprise. In 2016, the store in Zagreb was closed, but their web shop is still in function.

Today, Stork’s flight (Rodin let) is flying independent through entrepreneurial waters.



Work Field:

Textile Design and Production for Babies

E webshop@roda.hr

T +385 1 6177 500

www.roda.hr

Facebook: /udrugaroda



USPON.ba

First portal for employment of persons with disabilities

Zmaja od Bosne 53, Sarajevo



Uspón (eng. Rise) is a social enterprise established with the aim of providing professional support to persons with disabilities. The founder of Uspón is Alliance of organizations for support to people with intellectual disabilities Federation of Bosnia and Herzegovina "SUMERO".

Mission: Work engagement is the most efficient way of inclusion of persons with disabilities in all life streams. The goal is that persons with disabilities become creators, not only users of state budget.



Uspón is providing successfully professional rehabilitation, training and employment of persons with disabilities for more than 5 years.

Led by a positive experience, they launched a web portal - first portal for employment of persons with disabilities. The aim of this portal is the inclusion of persons with disabilities in the labor market, enabling them an easier and faster way to find employment as well as the establishment of a database of unemployed persons with disabilities who are actively seeking work.

In 2013 they have opened a "Pizzeria" that employs 6 people.

The main mission of Uspón is to provide persons with disabilities with the means to become equal members of society, which allows them to achieve a social status, economic safety, health insurance, and to provide them with the opportunity for requalification that are within their psycho-physical abilities.

Work Field:

Employment website

E info@uspon.ba

T +387 33 652 612

www.uspon.ba

Facebook: /socijalnopreduzece

USU Tuzla

Growing plants and bussiness

Trakilovici bb, Tuzla

USU Tuzla opened a day-care center for person with disability. The center's purpose is to enable this group of persons to join the general population and to help provide meaningful employment opportunities to those who are able and interested to take on employment. This social business investment included renovation of the NGO's existing building, furnishing living areas for 20 people, and education and employment of beneficiaries.

It provides numerous benefits, including the following employment and actualization opportunities:

- Recruitment and engagement of 15 individuals with disabilities in poultry, fish, production of greenhouse seedlings of vegetables;
- Breeding of rose seedlings of rose on the area of 3000 m²;
- Operating a mobile stand for own seedling, vegetables and flowers;
- Upgrade of existing ponds and fish farming;
- Building a coop and run poultry.

The social and economic benefits of this extension also include: 2 new full time and 20 seasonal staff positions in four greenhouses (700 m² total surface), opportunity to accept 15 new beneficiaries in the day care center, increased mobility and employability of beneficiaries' family members. They will be finally able to go to work once the beneficiaries are in the day care center;



Work Field:

Agriculture

E info@usutz.ba

T +387 60 318 2822

www.usutz.ba

Women's Centre Uzice

Malise Atanackovica 3, Uzice



Women's Centre Uzice is a citizens association founded in 1998 with the aim to raise awareness in the local community about the status of women and activate women in pursuing their rights and economic empowerment. Their goals are accomplished through three programs:

- health care program,
- economic program and
- educational program.

Within the economic program, the Women's Centre Uzice has started an enterprise that will deal with the recycling of textiles. Currently there is a recycling Centre, which organizes the collection of second-hand clothes. Most of the clothes are given away to vulnerable citizens. They plan to launch a new, larger recycling center for textiles, which will collect the textile waste from factories and convert it into a new raw material, to be sold to factories that use recycled textiles.

Women's Centre Uzice wants to start producing several different lines of products made from recycled textiles. Their social enterprise will hire women, members of certain vulnerable groups. They produce bags, slippers, vanity cases, decorative jewelry boxes, decorative flowers and pillows. The items are handmade and unique.

The mission of the Women's Centre Uzice is to improve the status and quality of life for all women, especially women from disadvantaged groups, through - raising awareness of women about their rights, potentials and status, providing support to women in exercising their rights and improving their status; networking with other NGOs and involvement in women's networks.

Work Field:

Recycling Center Production of Handmade Goods

E womencenue@gmail.com;
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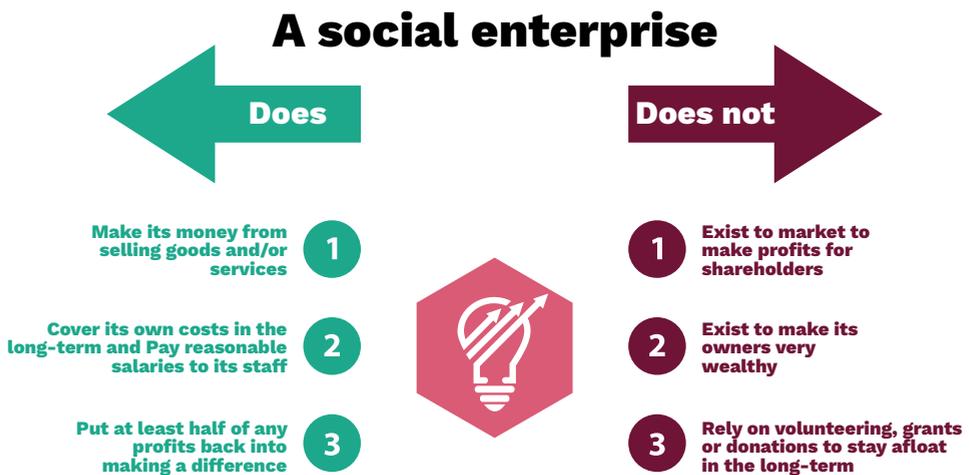
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What makes it a social enterprise?

There are many shapes and sizes and kinds of social enterprise, but there are some important things that make them different from both conventional businesses and charities.



A social enterprise will also have a clear sense of its 'social mission': which means it will know what difference it is trying to make, who it aims to help, and how it's going to go about it. Whatever problem you can think of, there's probably a social enterprise out there trying to tackle it and create a lasting solution. And lots more are needed.

Social entrepreneurship at it's world greatest 6

The past decade has seen an explosion in the number of social enterprises, with more and more social entrepreneurs realising that they have the skills, knowledge and patience to make a massive difference to people in their communities and around the world. We're seeing social enterprises contribute to all fronts of society, providing helpful and life-changing services, employing millions of people and turning over millions of pounds, dollars and euros. If you're thinking of starting up your own social enterprise, or you're trying to convince investors to step on board, here are some of the stats you need to know.

1. Social enterprises employ millions of people worldwide

The stats for social enterprises differ wildly depending on what country you're in, but one thing's for sure – social enterprises give a lot back to society, and it's not just because of the work they actually do. In 2017, in the UK alone, there were more than 470,000 social enterprises, employing a staggering 1.44m people. Extrapolate that around the world and you'll find that millions of people are being employed to benefit society, wildlife, the environment and other causes important to everyday life.

2. There's more to business than money

Working for a company is no longer simply about producing services or products, and employees and employers are becoming more aware of the impact they're having on society at large. According to Deloitte's Human Capital Trends 2018 survey, organisations are increasingly judged on the basis of their relationships with their workers, their customers and their communities, as well as their impact on society at large. This led to 77 percent of respondents rating citizenship and social impact as a critical factor. Business is no longer just about making money, and Deloitte go on to add that 86 percent of millennials think that business success should be measured in terms of more than just financial performance.

3. The social sphere is growing up fast

As a planet, we're becoming increasingly aware of our social responsibility and this is particularly apparent in the fact that well over half of all US social enterprises were created in 2006 or later. It's a trend that's seen elsewhere, too – more than 89 percent of social enterprises in India are less than 10 years old, according to SocialChangeCentral, with more than 57 percent of social enterprises in Canada founded in the past six years. The social sphere is merely a child, or a teenager at best, with few of the aging dinosaurs seen in traditional business to compete against, and this is a good thing for budding social entrepreneurs. There's still plenty of space to be creative, to grow your own social enterprise and to tackle the issues you feel most passionate about.

4. Contributing on a financial front

Millennials may well be correct that businesses need to be judged on more than just their finances, but that doesn't mean social enterprises can't be profitable at the same time. According to Social Traders, there were some 20,000 social enterprises in Australia in 2016, employing 300,000 people and generating 2-3 percent of gross domestic product (GDP). Within the next decade, that's expected to grow to 4 percent of GDP, employing an impressive 500,000 Australians. Social enterprises are also generating more than their fair share of profits all around the world, with a British Council report estimating that social enterprises account for more than 10 percent of France's GDP, 15 percent of Italy's GDP and an even higher 15.9 percent in the Netherlands and Belgium.

5. Helping poorer countries to help themselves

Look towards developing countries for the biggest changes, however, where social enterprises can help communities to help themselves. According to the British Council, co-operatives account for 45 percent of Kenya's GDP, generating more money than either public or private sectors. At the same time, social enterprises are providing employment and hope in regions that need it most, along with services and products that can help to save lives.

6. Celebrating inclusiveness and diversity

Social enterprises are all about making a difference and this appeals to different types of people. As such, we're seeing far more diversity across the social sphere, with a 2015 Santander report highlighting that 40 percent of social enterprises in the UK are led by women, 31 percent have black, Asian or minority ethnic directors, and 40 percent have a director with a disability. Whatever your background, wherever you come from and whatever challenges you've faced in life, diversity is welcome when it comes to social enterprises, giving businesses a better opportunity to grow and thrive.

Written by Ben Sillis, 2018

Let's speak about invention and innovation...

When **invention** is combined with **commercialization** we can call it **innovation**.

At first sight, the two terms sound alike, but if you dig deeper, you will find that there is a fine line of difference between invention and innovation that lies in their connotations. While invention is all about creating or designing something, innovation is the process of turning a creative idea into reality.

We all are aware of the fact that nothing is permanent in this world, neither products nor technology. As day by day, improvements and “updates” are made in technology, leading to new inventions and innovations in every sphere of life. **Invention** refers to the creation of a brand new product or device. Conversely, **innovation** is an act of making changes to the existing product or the process by introducing new ways or ideas.

Basis for Comparison	Invention	Innovation
Meaning	Invention refers to the occurrence of an idea for a product or process that has never been made before.	Innovation implies the implementation/commercialization of idea for product or process for the very first time.
What is it?	Creation of a new product.	Adding value to something already existing.
Concept	An original idea and its working in theory.	Practical implementation of new idea.
Skills required	(any) scientific skills	Set of marketing, technical and strategic skills.
Occurs when	New idea strikes a scientist.	A need is felt for a product or improvement in existing product.
Concerned with	Single product or process.	Combination of various products and process.
Activities	Limited to R & D department.	Spread across the organization.

What should every business plan have?

Executive Summary

1. Name Of company/organization:

2. Contact Details:

3. Social Venture Overview (maximum 2 pages)

Brief summary of the intentions of your business. Explaining the overall aims. What is the vision of your business? What is the mission of your business? What are your social aims? Why do you want to start your business? What motivates your team to take on this challenge?

4. Value Proposition

4.1. Problem

The unmet need. What social problem do you aspire to solve? What is the magnitude of this problem? Who are the potential customers facing this problem?

4.2. Solution

The innovative solutions offered by your business. What is the product or service your business is offering? What services will you provide to deliver your social aims? How will your business help solve the problems of your customers? Who is your first customer? The early adaptors? What makes your solution better than the other options in the market?

5. Social Impact

The impact you envision to create with your business. Establish clear, measurable goals and metrics. What is your venture's social value proposition? Which social impact indicators will you use to measure success and change? How will you generate and measure positive impact?

6. Market

Overview of the industry with possible Annexes of your research. In which market does your business operate? How big is this market? What other options are available in the market to your customers? Is there demand for your service or product?

7. Competitive Advantage

Define your competitions and your competitive advantages. Who are your competitors/potential competitors? What are your business's sources of competitive advantage?

8. Revenue Model

Pricing of your services or your product. What is your venture's revenue model? How do you generate income as you deliver your value proposition? How will you generate income to fund your social aims? Who are your clients? How is your model scalable?

9. Go-to-Market Strategy

Market plan strategy. Who is your first customer? How do you reach your customers? How do you engage them to use your product or services? Which channels will you use to reach your customers?

10. Marketing Plan

Positioning and representation. What are we offering to our customers? How do we do it? What message do we send with our products? Why someone should buy our product and no other?

11. Stakeholders

The group or organization that may be affected by the outcomes of your business. Who are your business's key stakeholders? How does your business's value proposition benefit your stakeholders? How are they important to your business models?

12. Team

Explain the qualifications of your team relevant to your business.

What skills and abilities can your team bring to this venture? Who are the key members of your team? What is their level of engagement and commitment? Why your team is best suited to solve this problem? Who are your advisors and mentors?

13. Track Record and Next Steps

Show the path you will follow. Which are the most important milestones that your venture has achieved so far? What is your next big challenge? What are your next steps?

14. Plan of Production

Make a table and answer how much you expect to produce/make services across three years. Each product in separate column.

15. Sales plan

Make a table and answer how much you expect to sell products/services across three years. Each product in separate column.

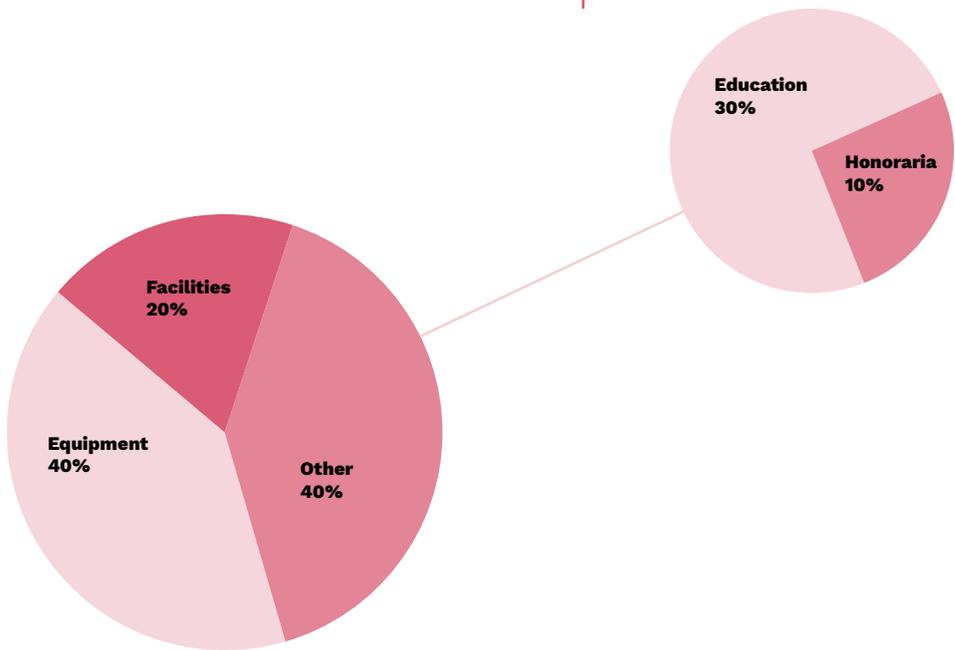
16. Management

Who runs the business?

17. Financial Model and 3-Year Projection

Determine the profitability of your company. What are your business's cost drivers? What are your main revenue streams? How will you utilize your first funding opportunity?

How to budget investment (finjection)? (If you produce)



Need help?

Contact SMART Hubs in Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia or Turkey. Visit www.smartstart4u.org for direct contacts.



What to budget when you receive financial injection a.k.a. finjection?

The main focus should be always and always on new technologies and human resources. When we talk about **human resources**, we would recommend not to use these funds for salaries or too much honoraria. That shouldn't take more than 10% of your budget, BUT you should use at least 30% of the "finjection" to invest into staff capacities. Why? Well, the answer is more than simple – every skill and knowledge can make an effect into producing more ideas and/or making profit easier. Being a team of people with no strong connection towards personal development can bring you nothing but trouble in the future. We live and we depend on learning and digital competencies, so you should take every opportunity to invest into competencies. We've heard a saying "Don't be afraid people will leave when you invest in people, be afraid if you don't invest in them and they stay with you."

Investing into capacities of your team has to go along with the technological development and adjustments. If you invest in people, than make sure you invest "finjection" into equipment. Around total of 40% of the total budget should go to into equipment which can make your business grow fast. Effectiveness and efficiency are the two E's your business has to have and it impossible without equipment.

Take into account you can use some of your funds to cover short-term facility expenses, but not more than 20% in total.

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Citizen's Association Democracy & Civic Education – Civic Initiatives
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