

November 2020 | 5th edition

MAGAZINE

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FOR SOCIAL ENTERPRISES

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BUSINESS PLANNING

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Erasmus+ Programme
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IARS Publications

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IARS Publications an independent publisher specialising in social and political sciences. IARS Publications is a member of the Committee on Publication Ethics (COPE) and has a non-profit mission. IARS Publications is supported by The IARS International Institute, which is a leading international NGO with a charitable mission to give everyone a chance to forge a safer, fairer and more inclusive society.

Published in the UK by IARS Publications

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First published November 2020

Graphic design: Rita Seneca

© 2020 selection and editorial matter, Caire Bonham; individual chapters, the contributors

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British Library Cataloguing in Publication Data

ISBN: 978-1-907641-70-1

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FOREWORD

ROMINA LOPEZ

*IARS International Institute
EDEEY Project Manager*

I'm beyond excited to coordinate this edition of 99% in particular. In many ways, my journey to social enterprise has been a "long time in the making". I first discovered the concept of merging the dynamism of the private sector with the passion of the charity sector during a course at LSE over 10 years ago. Social enterprise was in its initial stages, the tone was aspirational rather than descriptive of a promising alternative to business as usual.

Fast Forward to August 2020. At the [Social Enterprise World Forum](#) I was able to witness a vibrant global movement of social entrepreneurs from incredibly diverse backgrounds displaying unprecedented levels of resilience during these difficult times. In fact, research shows that **in situations of economic downturn social enterprises contract less than other companies**. There are many reasons for this: customer loyalty; predominantly small structures that allows them to pivot quickly to adapt to market trends; value driven staff that increases their efforts during challenging times; the nature of the services and products they offer, which tends to respond to real needs rather than ostentatious consumption, to name a few.

The good news is that there seems to be consensus among major political parties about the capacity of social enterprises to contribute to local and regional economic development, including social inclusion. The **socially driven mentality of the new generations** of consumers coupled with the **rise in support from national and local governments** are undoubtedly positive signals.

The [Edecy project](#) aims to support young entrepreneurs and to inspire them to consider social entrepreneurship as a viable alternative to creating wealth, while having a positive impact on their communities. Our programme is **free and open to anyone** and it is aimed to give you practical knowledge, skills and support to take your idea to the next level or to apply for work in the over **99,000 employer social enterprises** in the UK. By completing the self-assessment tests successfully you will be able to get CPD accredited, also free of charge, thanks to the generous support from **Erasmus + and the British Council**.

The world is becoming increasingly unfair to many of us, and the challenges we face can be overwhelming. My hope is that while reading this magazine **you will be inspired by other young people like you**, who are making a 'big enough' difference in their communities funded by their sustainable businesses. Express your interest today at edecy.eu



EKERETTE EWANG SAMPSON

*IARS Youth Board Member
99% Campaign Editor*

Social enterprises are recognized as pursuing positive social impact as well as profit - they are viewed as organisations that have many benefits for society and can influence social change in a sustainable manner, without depending on grants and donations.

This edition of 99% will take a look at this emerging concept, particularly highlighting how important social entrepreneurship is in the development of skills, competencies and community wellbeing.

Being the editor of the 99% Campaign Magazine has been very interesting. As an academic researcher on counterterrorism and deradicalisation the magazine's main theme was intriguing. Then I realised how these topics were interconnected. Social enterprises can be crucial in the development of skills for the marginalised in society, which contributes to youth deradicalisation.

We would like to thank Madalina Merlusca, Amanda Blackhurst, Annika Heinrich, Natalia Szelachowska, Hannah Upton, Daniel Wilcox, Felix Langley, Jude Thompson, Anastasia Vaitsoyopoulou, Sidrah Sethi, and Shanika Mathialagan for their time to undertake this research and prepare their articles for this magazine. We truly appreciate your contributions.

5th edition

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ECONOMIC BENEFITS AND DOWNSIDES OF BEING A SOCIAL ENTERPRISE



Shanika Mathialagan

WHY YOU SHOULD CONSIDER STARTING OR WORKING IN A SOCIAL ENTERPRISE FROM A BUSINESS POINT OF VIEW

Other articles in this magazine discuss the **social impact of social enterprises**, but many entrepreneurs may rightly be curious about the economic benefits and indeed downsides involved.

BENEFITS

An increasingly significant economic benefit of being a social enterprise is the ability to foster a real sense of **customer loyalty and positive branding**. This is especially true now as consumers are becoming more aware of the unethical and unsustainable practices associated with mainstream businesses. Being socially impactful can act as your **'Unique Selling Point' (or USP)** and can drive interaction with your enterprise. A 2017 **Unilever** study showed that a third of consumers (33%) are now choosing to buy from brands they believe are doing **social or environmental good**. As more and more customers seek to reduce the negative social and environmental impact their economic decisions are having, setting up a **social enterprise** is a great opportunity to tap into this sentiment and create a loyal customer base whilst also furthering a social cause.

Another positive of being a social enterprise is the possibility of **procurement** from other social enterprises or even other businesses. As pressure is put on businesses, by the public and government, to reduce their **negative social and ecological footprint**, many large businesses choose to procure and commission services that beget positive impact for the area. An example of this is

Johnson & Johnson, who undertake Social Impact Procurement work with several suppliers who primarily employ disabled people and formerly incarcerated people. The opportunity to secure large contracts like these are a huge economic **benefit**.

There is also the possibility of procurement by the **government**, in recent years politicians have recognised the potential of social enterprises and have invested in this area. This can be seen in the **'Community Right to Challenge'**, which allows community organisations to challenge the running of **services** by local authorities if they feel they could provide a similar or better service for cheaper or more efficiently.

DOWNSIDES

Huge **paydays** in social enterprises are not a given and if they do occur they are more likely to be scrutinised. It is a misconception that social entrepreneurs must resign themselves to a life of mediocre income, when in fact you are able to earn a good living as a **social entrepreneur**. However, it should be noted that if you wish to access a large **'Bezos-like'** payday social entrepreneurship may not be for you. This is partly because there are often no share-ownerships but also because as a social enterprise there should be a priority for all **employees to be valued** and none exploited. From this perspective, the lack of a much larger payday for 'higher-ups' points to an organisation that is less **capitalist and hierarchical**, which could be a positive to many.

A significant downside to consider in this process is the amount of work involved in setting up and running a viable social enterprise. Running any business involves a huge amount of effort and time, even when the goal is a single bottom line; profit. When a business is effectively aiming for a **triple bottom line**, -namely people, planet and profit- there are a multitude of additional components at play. Social entrepreneurs will need to engage in a constant balancing act of **managing profit and social impact** which can sometimes be at odds and work at cross purpose. Research published in the **Harvard Business Review** has shown that a huge factor in successfully balancing these two aims is **leadership**, the ability to make decisions in a dynamic setting and constantly reassessing the people and protocols you employ. This can be an emotionally and cognitively draining prospect for many.

CONCLUSION

Hopefully this has provided some insight into the realistic world of running a social enterprise. The decision to set up a social enterprise is not to be taken lightly; there is a lot of hard work involved and there are sure to be tribulations. However with a passionate leader at the helm, there is possibility for great success and growth, both personally and within the community.



A third of consumers are now choosing to buy from brands they believe are doing social or environmental good

WHY YOUTH ARE WELL SUITED FOR SOCIAL ENTERPRISES

Shanika Mathialagan

A PERFECT MATCH?

Now is both an exhilarating and frightening time to be a young person. Whilst we can bear witness to [inspirational movements](#) like [March for Our Lives](#), [Black Lives Matter](#), [Extinction Rebellion](#) and the [Women's Marches](#) to name a few, all of which are either led or significantly galvanised by young people, we must acknowledge the constant and growing disarray that surrounds us.

Throughout history, young people have played a key role in several social and political movements but presently the world is recognising and supporting this role in a way that has yet been unseen. A microcosm of this is the social enterprise sector and the growing number of young entrepreneurs, as well as the wealth of support available to them.

The socially driven mentality of the new generations coupled with the rise in [support for social enterprise](#) from government and other organisations has created a fertile and lively environment for social change and innovation. Dr Robert Phillips of Manchester Business School aptly referred to this as 'a perfect storm' for social enterprises.

The term social enterprise is broad by design to allow for the many ways and forms through which change can occur. A great example of this is [The Record Shop](#), a social enterprise founded in 2015 by a young entrepreneur and artist Mary Otumahana, who recognised that the barriers faced by those from low-income households when pursuing their creative dreams can often leave them feeling dejected and can result in 'antisocial behaviour, unemployment, and idleness' (TheRecShop). This inspired the idea for a free recording studio and artist development programme for young creatives and so 'The Record Shop' was born.

At the time, youth unemployment was a prominent issue and one which particularly affected those who were disadvantaged. The Record Shop provided a grassroots and community-led solution to this problem in the heart of Tottenham, having received funding from the O2 Telefonica in its fledgeling days and continuing to secure partnerships with several organisations, including the government-funded Mayor of London Culture Seeds Awards in [2018](#). The importance of this being led by a local member of the community should not be underestimated, someone who understands these same struggles young people are facing. This exemplifies why social enterprises are an important and powerful tool for change; in giving agency to young people who have first-hand experience with these problems you can empower them to use this knowledge to seek solutions. When this is done the results are seamless and effective, as seen by the success of The Record Shop. When this is not done the results are at best out of touch and at worst offensive, as evidenced by the widely criticised Home Office chicken shop [#knifefree campaign](#).

This illustrates that when young people are trusted and funded, we can work on solving the problems that matter to us, allowing us

to shape the restructuring we are protesting for. As well as playing a pivotal social and political role, social enterprise plays a key economic role too, being recognised by the European Commission as being a significant component of the future [economic well-being](#) of Europe: 'there is no economic growth and jobs creation without social entrepreneurship'. According to their data, the social economy employs [40 million](#) people and engages 200 million volunteers globally -these are ever-growing figures- furthermore, social enterprises are worth £60bn to the UK economy.

[Young people](#), in particular, have taken to social entrepreneurship and there are many explanations for this. At a time when young people are a powerful voice in the UK -one need only look at the climate protests to confirm this- and showing acute awareness of social issues and the reform needed to correct them, it is clear we are passionate about making a difference in our communities and beyond.

What has also popularised social enterprises in recent times is a declining trust in established charities and government, from the [Oxfam scandal of 2018](#) to the abysmal handling of the current COVID pandemic. There is both a need and a motivation for people to provide community-led solutions and set up grassroots organisations as a way to lessen the impact of the myriad social issues we are facing. That being said, this is not to absolve the government of responsibility and we should continue to demand better and more from those in charge. A democracy involves active dialogue between the people and the state. Social enterprise can play a key role in that; directing funding and attention to the problems we deem urgent. Social enterprises are especially suited to young people as they provide us with the opportunity to pursue a personally satisfying career whilst still contributing value to our communities.

WHAT KIND OF SUPPORT IS OUT THERE?

Social enterprises are becoming increasingly popular in the UK for this very reason, the government and other organisations have come to realise how effective social enterprises are in generating both economic and social good. And as such have focussed on creating substantial support for young entrepreneurs. This support comes in many forms and you are sure to find the help and funding suitable for you and your project. Many universities hold business plan competitions with a focus on social enterprise.

There are large scale versions of this such as the world-famous [Hult Prize](#) which offers \$1million funding to its winner as well as smaller-scale versions localised to your area such as [The Mayor's Entrepreneur Competition](#) offering £20,000 to four worthy London based projects. These competitions offer a holistic experience from mentoring, pitching and putting together a cohesive business plan. Even those involved who did not win have said they gained a lot in terms of developing a transferable skills profile that has proven useful with later employers and endeavours.

There are some incubators and accelerators within the UK, such as [Nesta](#), [Hatch Enterprise](#), [The Young Foundation](#), and [UnLtd](#). All of which will offer a range of support from networking, providing office space, mentoring, mapping out plans among other necessary components of starting a successful enterprise. Funding opportunities are diverse and can come in the form of loans, as supported by [Big Issue Invest](#), [Bridges Fund Management](#) and [Community Shares Unit](#), among others.

There is also soft support available in the form of community networks that help with developing contacts and relationships in the sector and providing business advice such as [Inspire2Enterprise](#), [Tower Hamlets Co-operative Development Agency](#) and [ClearlySo](#) to name a few.

Local councils and governments often have schemes running to support social entrepreneurs and working with your community leaders is a great place to start building your idea and gaining support.

Although I have exalted social enterprises it is key to point out that they alone are not the solution but merely a means for passionate and innovative young people to enact change in a sustainable way. Becoming a social entrepreneur may be the way to realise your goals and help your community.



We are passionate about making a difference in our communities and beyond

SHOWCASING YOUNG ENTREPRENEURS

MEET THE PROBLEM SOLVERS



Madalina Merlusca

'We cannot solve our problems with the same thinking we used when we created them'

(Albert Einstein)

The world we live in is constantly changing; we need to adapt, rethink actions and change behaviours. There is a growing demand for more socially responsible and green companies. Whether helping young people, women, refugees or protecting the environment, the social enterprise model is flourishing. The main aim of a social enterprise is to expand and deepen social impact by creating value for people, communities and society in general.

I want to share real stories of social entrepreneurs to inspire young people to get involved. In a phone call to Mr Stephen Addison, founder of the [Box Up Crime](#) social enterprise, he mentioned that the key to success is 'to combine the passion with a purpose'. After growing up in a hostile environment, losing close friends due to crime and realising he could become a victim himself, he decided 'to follow a different path in life'. He combined his passion for entrepreneurship to help young people at risk of having their lives ruined by crime and motivated them to rebuild and recapture their dreams and aspirations. The youth organisation is based in London and is organising weekly sessions of boxing training, educational programmes and mentoring for young people, especially targeting ex-offenders.

Jess Thompson, the founder of Migrateful social enterprise, discovered her passion after following discussions with a group of refugee women at a Time Bank project. She created [Migrateful](#) in 2017 at the age of 25. Migrateful helps refugees, asylum seekers, and migrants to better integrate in the UK by supporting their wellbeing, their employability and cultural integration. They run cookery classes led by the people struggling to find a job in the UK. After interviewing a member of the team, Tomi Makanjuola, I learned about very positive stories related to Migrateful. For example, Magiera from Syria created her own successful company after attending Migrateful's cookery classes. According to Tomi, the impact of Migrateful was quite mixed: 'impact on the chefs themselves, and impact on the society in

general, because the classes encourage dialogue and cultural exchange, promoting less division and a greater sense of community’.

The [‘Real Junk Food’](#) social enterprise is committed to ending food waste. Since the company was set up in 2013 by Adam Smith, there are presently 127 cafes preparing and serving waste food in seven countries and 10 ‘social supermarkets’ that collect, store, and distribute waste food on a much larger scale than the cafes can. The Real Junk Food Project has intercepted 5000 tonnes of food that would have been wasted, the equivalent of 11.9 million meals and inspired over 120 other concepts around the world (The Real Junk Food Press Release, 2019). The enterprise continues to grow, having multiple cafes opened not just across the UK but around the world.

Whether helping young people, women, refugees or protecting the environment, the social enterprise model is flourishing



A social enterprise called [‘Echo’](#) (Economy of Hours) puts a whole new spin on business by trading in time and skills, not a specific currency. They created a methodology of time banking, where people could trade using time, and in this way, everyone’s time was valued equally. It is a marketplace without money for businesses, local people and corporates. It seems like a great idea to promote equality and to support the local community, whether someone is looking to learn a new skill, launch a project, or grow his/her business.

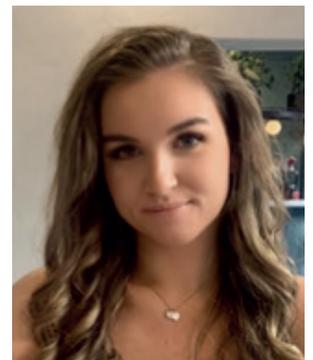
Alex Stephany established [‘Beam’](#) in 2017, a social enterprise creating new career opportunities for homeless men and women after he met a homeless man at his local Tube station. Alex bought him coffee and pairs of socks, but the man’s condition continued to deteriorate. Beam supports homeless people to find jobs, offers a support specialist to help them develop a career plan, and helps raise funds for people’s training.

Dr Anne-Marie Imafidon co-founded the [‘Stemettes’](#) in 2013 after she was one of three girls in a class of 70 studying Maths and Computer Science at university. Stemettes is an award-winning social initiative dedicated to inspiring and promoting the next generation of young women in Science, Technology, Engineering and Maths (STEM). The organisation aims to combat the lack of women in STEM in a new way. They run intersectional programmes, impactful events and inspirational content platforms. According to Anna-Maria (Stemettes organisation, 2020), diversity and thoughts are important in any industry because it leads to innovation.

Like other businesses, these social enterprises create revenues, jobs and profits, but their main objective is to create social value and transform lives for the better (Dan Gregory, 2015). Social problems, like unemployment, inequality, poverty, food waste, homelessness, discrimination, pollution, education, can be tackled with a business perspective.

The inspiring stories mentioned above show us that when businesses understand social value creation as central to their company’s purpose, that can lead to large scale solutions to local and global problems.

UNDERSTANDING SOCIAL ENTERPRISES, COOPERATIVES AND FAIR TRADE



Hannah Upton

HOW CAN YOU HELP ?

Social enterprises have been growing in number and importance over the past decade due to their sustainable and visionary ideas on tackling pressing social issues. In the [UK](#) are “over 100,000 social enterprises contributing £60 billion to the economy and employing two million people”. But what exactly is this new paradigm for business and what can you do to help?

A social enterprise is, as defined by the [UK Government](#), “a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or the community, rather than being driven by the need to maximise profit for shareholders and owners”. Your daily choices truly can affect the world we live in as social enterprises still have to compete with other businesses. Unlike businesses who have profits as their final aim, as the common single bottom line approach does, social enterprises aim for and value a triple bottom line approach, as theorised by John Elkington. These three goals are profit, people and planet, as being socially responsible, environmentally friendly and sustainable is at the heart of what they do.

The 100,000 social enterprises in the UK follow the same blueprint of reinvesting profits to create positive social change but differentiate between sector and social purpose. Reaching across many different fields, they can take many forms in sectors such as retail, transportation, education, health and social care, technology and community-owned facilities. Within these sectors, each social enterprise has dis-

parate social purposes. With some aiming to reduce landfill, improve community life for marginalised groups and create job opportunities as well as others who focus on eradicating poverty and protecting the environment. As a result, it is easily achievable to make every purchase an impactful one.

Some of the social enterprises you may be familiar with are... [The Big Issue](#), [Toms](#), [Divine Chocolate](#) and [The Eden Project](#). Without customers these social enterprises are powerless in the fight for social, economic and environmental change, as they don't have access to many grants or public funds, they are reliant on their income from sales. Therefore, you are the key ingredient in ensuring their sustainability.

Social enterprise is an umbrella term for many different types of organisations and possible legal structure is a co-operative. They can have different types of ownership, such as owned by the customers, by the employees or by the community. The ownership structure chosen is based on whether it aids the social enterprise best in achieving their social purpose. Meaning that you, as the customer, employee or community are always taken into consideration when deciding or voting. However, it is important to distinguish that not all co-operatives are social enterprises and vice versa. Co-operatives are comparative to social enterprises in the sense that they benefits more of the people in its local community and as a result is fixed on the mutual benefit.

Creating positive social changes is also a mutual goal for both social enterprises and charities. But the one key difference is the way they operate. Whilst they both invest their funds into society, social enterprises gain their profits mostly from selling goods or services and they can distribute profits to their shareholders, charities continue to operate mostly from the donations of the public and fundraisers and cannot take any profits outside the organisation. Consequently, they both require continual support to remain sustainable to fulfil their social purpose. Here are some suggestions on how to support a charity or social enterprise... Donate, volunteer, fundraise,

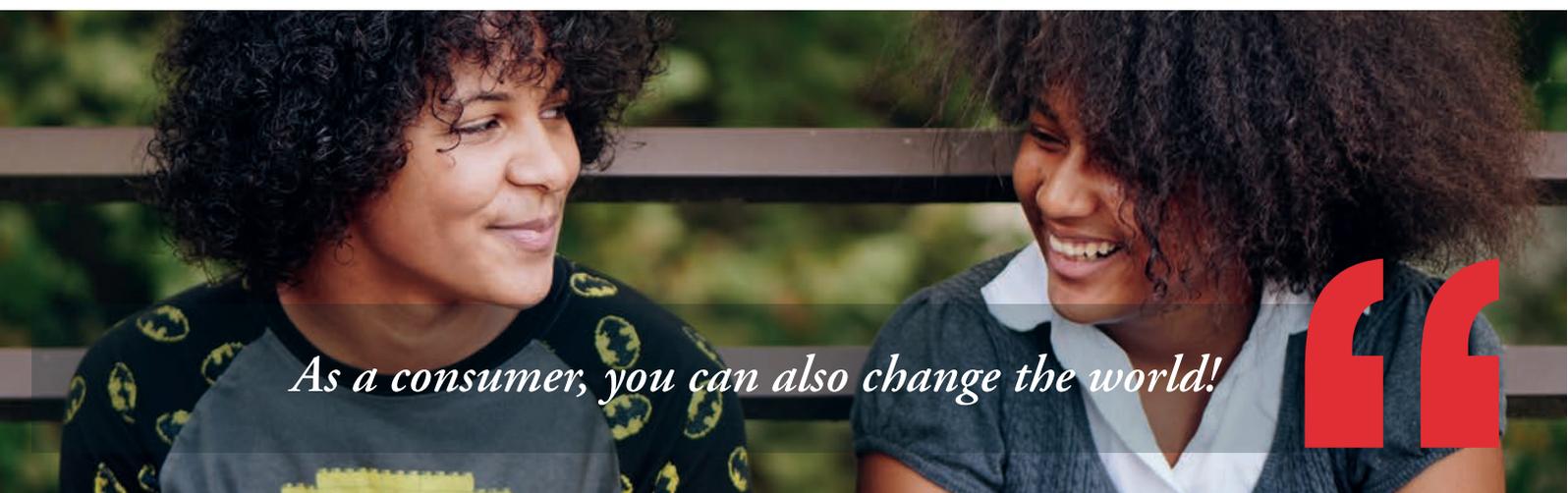
spread awareness though social media or an organised event to encourage others to contribute.

Due to the movement towards a more eco-friendly and sustainable future, a lot of brands have introduced campaigns that display [Corporate Social Responsibility \(CSR\)](#), however, there is a difference between brands engaging in CSR activities and social enterprises. "Simply put, a social enterprise is proactive in its approach to social change, while CSR is reactive" WOS (2018). Although social enterprises and CSR approaches share similar traits, such as taking economic, environmental and social responsibility, the difference is mainly in their origins and mission. An example of the differences can be seen in the two retail brands Adidas and Toms. In 2017 Adidas collaborated with Parley for the Oceans to create a shoe and clothing range made entirely out of ocean plastic. This initiative to tackle ocean plastic pollution was a success. Similarly, Toms One for One business model sends a child in a developing country a pair of shoes when a pair of Toms is bought. The difference is that Adidas has used CSR to react to the changing movement to a more sustainable future, as their mission remains to be a strong competitor in the sporting goods industry. In contrast, Toms is proactive and has retained its mission to help **improve lives** because its social mission is at the core of its business model. It is difficult to see the true intentions of a company engaging in CSR activities or even those who claim to be social enterprises. As a general rule large corporations with CSR departments remain profit driven with a singular bottom line approach. These companies may undertake a CSR approach as they have recognised that customers are now more informed than ever on social issues, and their buying habits reflect that. Thus, supporting social enterprises such as Toms, ensures that they can continue to **promote change in society and a sustainable world**, rather than supporting a company potentially engaging in CSR as a marketing ploy to maximise profits.

A similar approach to social enterprises

improving social issues is the [Fair Trade certification](#). This certification is given to products that adhere to economic, social and environmental standards that improve the lives of those involved in producing the product. Nevertheless, if a product has the Fair Trade certified seal, it does not mean it is from a social enterprise. [Erinch Sah-an](#), Chief Executive of [World Fair Trade Organisation](#), stated that "without a truly mission-led business-model (i. e Social Enterprise), Fair Trade becomes limited". The combination of a social enterprise that sells fair trade products is truly phenomenal. One example of this innovative duo is [Divine Chocolate](#) who aim to update trading relations for their farmers. This ensures that not only are the farmers of the product getting a fair and equal wage, with safe working conditions, but the profits made are reinvested.

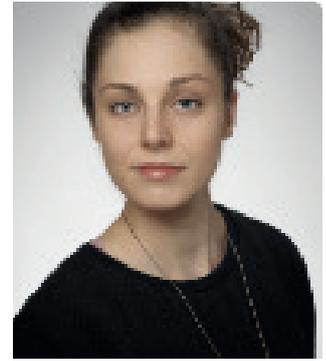
Now that you know how impactful and vital social businesses are, here are ways you can get involved and make a difference to support them. Firstly, you can change your purchasing habits to become a more ethical consumer and make an immense impact. This can be done by locating your local social enterprises or making purchases through websites such as [Ethical Consumer](#), [Traid Craft](#), [We Earth](#), [Zero Waste Goods](#) and others. Thus, ensuring the goods you receive are Fair Trade certified, palm oil-free, natural or ethically sourced. Besides, your money is then going towards many different causes such as better wages for workers in developing countries to the elimination of animal testing. Secondly, you can learn about the reality of the detrimental effect that many big corporations are having on the world and which are taking social responsibility. For example, the website Ethical Consumer informs you of what to look out for when purchasing and what brands to avoid in order to become an ethical consumer. It is simple to make an impact in every way in your daily life, from your energy provider to the shampoo, mobile phone and even bank account you use. Making every purchase count can be the difference that changes our world not only for us but for future generations to come.



As a consumer, you can also change the world!



DIFFERENT BUSINESS MODELS FOR SOCIAL ENTERPRISES



Natalia Szelachowska

THE SOCIAL ELEMENT WAS THE MISSING PUZZLE!

Growing your own digital business can be both extremely tempting and really challenging. You have probably heard about **agile management**, a perspective which is growing in popularity in the creative and new technologies industries. This method derived from [Agile Manifesto](#) is taking prototyping as its pillar and adding **sustainability** as its ground.

It is all very tempting. And now think for a moment, what if we take the human factor and develop the product in a sustainable, making-the-world-better way? Yes, it means your business can make a difference not only to you, also your employees and clients. Think bigger. The social element is the missing puzzle.

WHY BOTHER, YOU MIGHT ASK?

The world is changing and heading into that direction. Large corporations are already working on improving their image and **changing strategies** by implementing **new techniques** to become more friendly to their own team and customers.

What is ironic, this one extra step is really going back to the roots, to what is **human nature**; being part of the **community** and taking care of each other. It could demand more work in the beginning, more aspects to think through while planning, yet how much greater is the satisfaction? With the pandemic happening in the background of everyday life, another huge change is occurring at the moment. Now everything is much more **accessible**. With the business idea on your mind, you can start planning details only with the internet resources. **Online management tools** will help you turn your plan into reality, courses for change creators are available and with FREE enrollment. The [EDEEY](#) programme is one of the extended, certified courses which offers great support for starting **digital entrepreneurs**.

Under one term, **social business**, it is possible to distinguish different types of organizations. **Wolfgang Grassi** ran a study according to which there are [9 types of business models](#), some of them like fee-for-service -model, market intermediary model or entrepreneur support model gained on popularity in the virtual space.

Enough of the theory. There are real companies, which are doing well and implementing the “social” part deep into their structure and philosophy. For instance, you are probably familiar with the idea of **crowdfunding**. Brilliant idea, which was promoted through the [Kickstarter platform](#), enabled so many social ideas to come true. This company grew to a gigantic form, yet still is a gate for some **small entrepreneurs** to collect needed **funds**. Kickstarter perceives everything as a project - with its phases and need to have an end at some point. One of the most spectacular successes in

the social business world that started thanks to crowdfunding is [WakaWaka solar system](#).

However there is no need to get intimidated, there are many social businesses, which focus on a **local community** or have a very specific target group to fulfil needs. One of the success stories is [eBatuta](#) platform, which connects artisans with the end-user, customers. What started as an **ethical** fashion brand addressing the problem of **waste-bag litter** in a **poor neighbourhood** in Morocco, turned into a smartphone app serving to promote local products globally.

In the sea of market possibilities, one might ask if the social business is the right way. The best is to have a short quiz. The first question could sound tricky, yet it is crucial: Is your business idea viable? This means your idea has to go beyond good intentions, are you able to generate income from selling goods or services? If yes, good for you, it can bring you a profit. Now let us move to the second one: how to make a change? Or to be more precise: What are your objectives and motivations as a social entrepreneur? What kind of solution would you like to offer to an existing problem through your activity? Remember, social goals are fuel to social enterprises' engines. Try to visualise your future business and its **social impact** in the most detailed way possible.

Crowdfunding enabled so many social ideas to come true



To lend you a helping hand, we would like to share with you a useful, yet simple tool, which is designed to enhance early idea testing and development with the focus on the impact on the society and/or the customer need. An [impact canva](#) is a simple template for developing business models; it puts in order typical activities of the respective business model on one hand, and resources on the other, all to develop a clear impact proposition. The final touch lies in societal added value you plan to obtain through your business, for instance changes in society. You can use the impact canva template from the EU's [EPALE platform](#), where everything is explained, and start working on your social business idea right away.

SOCIAL INVESTMENT: ALTERNATIVE SOCIAL ENTERPRISE INVESTMENT MODELS



Jude Abel Thompson

HAVE YOU CONSIDERED COMMUNITY SHARES?

The social enterprise model is unique in the sense that **entrepreneurial and social goals** are pursued in combination with one another. Within traditional business, it is assumed that the pursuit of **profit** forms the primary objective of a business. At the other end of the spectrum lies the **charity**, where, as the common alternative term ‘not for profit’ indicates, profit is not pursued and instead the focus lies on social goals. Broadly, social enterprises sit somewhere between these two ends of the spectrum. The loose definition of the social enterprise means that its structure can take a variety of **organisational models**, which range from a business which generates some of its profit for charitable spend to a charity which also engages in some trading activity (Bolton, Kingston and Ludlow 2006).

RAISING FINANCE

The organizational model that a social enterprise takes often dictates how it can source **finance**. For an enterprise whose organisational model sits near the charity end of the spectrum, most enterprises will use **debt-based funding** as a start-up fund or as a way of fuelling further investment in their business. Under debt-based funding, a loan is taken out and repaid with interest over a prearranged period of time (i. e. an investor loans an enterprise £100,000 and it is agreed that the enterprise repays a total of £110,000 at £ 2290 per month over 4 years).

Debt-based funding is also available to businesses whose legal structure is more akin to a **traditional business model**. However, these kinds of enterprises can also raise money through equity **investment**, where shares of the enterprise are sold to raise funds.

COMMUNITY SHARES AND SHARED OWNERSHIP

Given that debt and equity finance are the two most common ways of attracting investment and that an estimated 100,000 enterprises are operating in the UK, it’s clear that debt and equity finance are both hugely viable options (Gregory, Wigglesworth 2018).

However, to raise **capital** whilst also remaining independent from any single shareholder or owner, there is an alternative solution in the form of **community shares**. Community shares are a great way for social enterprises to raise capital whilst also remaining independent from any single shareholder or owner.

Generally, community shares are offered to investors via an online **crowdfunding** platform allowing enterprises to gain investment through a large number of small-scale investors.

This was the case for **FC United of Manchester**, a cooperatively owned football club whose mission in 2009 was to build a new football stadium to continue their **community work** whilst also offering affordable tickets to football fans. By offering **community shares** to their 2,000 members, FC United was able to raise £2m from 1,522 investors who invested an average of £500 or less (<https://communityshares.org.uk/guide-investing-community-shares>, 18).

ALTERNATIVE OWNERSHIP IN THE 21ST CENTURY

The legal structure of community shares embodies the ethos of **community ownership**. Whilst this specific legal structure exists only inside the UK, the idea of community ownership is one that is being employed throughout economies across the globe. To contextualise the previous discussion, brief examples of how alternative forms of ownership have the power to transform or are transforming, the contemporary global economy will be highlighted.

MAXIMISATION OF SHAREHOLDER VALUE

In 1970, economist **Milton Friedman** stipulated that corporate governance should aim solely to **maximise the wealth** of their shareholders (Friedman 1970). Given that the primary objective is to extract profit from the sale of their investment, critics of this theory have suggested that Friedman’s theory ‘has been taken to focus on “short-term” value alone’ (Bhagat and Hubbard 2020, 3). However, **short term wealth maximisation** does not always equate to **long term wealth maximisation**. In their recent paper, Sanjai Bhagat and Glenn Hubbard (2020) argue that to ensure that the focus is on long term wealth maximisation, steps must be taken to ‘align shareholder wealth maximization with **stakeholder interest**’. For enterprises with community share offers, this alignment is likely to pre-exist as shareholders are commonly also stakeholders.



'By offering community shares to their 2000 members, FC United of Manchester was able to raise £2m from 1,522 investors who invested an average of £500'



AFRICAPITALISM

Founded by Nigerian banker **Tony Elumelu** who kickstarted the concept with a \$100m fund for social entrepreneurs, **Africapitalism** is an economic philosophy which seeks to tackle pressing societal problems through **African entrepreneurship**. Elumelu states 'if we support people in a more sustainable way – by increasing access to economic opportunities – they can afford to pay for those same basic goods and services that governments and donors sometimes struggle to provide' (Elumelu, 2016 para 3). Africapitalism is a mode of thinking which also seeks to **align the interests of shareholders and stakeholders**.

CONCLUDING THOUGHTS

Throughout this article I have aimed to shed some light on the benefit of alternative investment models, focusing specifically on community shares. Community shares are intended to be bought by stakeholders and stakeholders of an enterprise are generally limited to a specific geographic location. With this in mind, I feel that the onus rests on social entrepreneurs, policymakers and community members to continue these positive developments.

SOCIAL ENTERPRISES AND THE ENVIRONMENT

REAL EXAMPLES OF THE CIRCULAR ECONOMY MODEL THAT SEEKS TO EXTEND THE LIFE OF OUR PRODUCTS



Annika Heinrich

It is no secret that the environment needs our help. Ever since millions of angry students took to the streets demanding **climate justice** and creating a **global movement** politicians and large enterprises can no longer turn their back on the problem, now they need to act and adjust laws accordingly. Social enterprises and **non-for-profits** have been wary of the problem for years and, in contrast to their **profit-driven** commercial counterparts, have shown us that a more sustainable approach is not only favourable, but also possible. One of the key models many social enterprises are based on is the **Circular Economy model**, which is simple and seeks to extend the life of our products on the basis of sharing, leasing, reusing, repairing, refurbishing and recycling existing materials by keeping them in the economy and reusing them **productively** over and over again, which ultimately leads to the creation of value and most importantly the **reduction of waste**. It is the opposite of the **linear economy**, the established take-make-consume-throw away pattern that uses large quantities of cheap, easily accessible materials and energy. The [World Counts.com](http://WorldCounts.com) estimates that every year more than 2 billion tons of waste are produced and the main reason for this is that **99 percent** of the goods we buy end up in our bins after only six month of using them. It is well known that the **Throw-Away-Culture** of western countries is neither sustainable, nor **environmentally friendly** and I am confident that most people would agree that our consumption habits need to change.

Although, the circular economy model is seen as the new pioneer in the fight against **climate change**, the truth is that it is not a new model and many social enterprises around the world have followed this approach for years. ECO-Cycle, for example, is the oldest and largest **non-profit recycler** and Zero Waste organisation in the USA that was established in the 70s and is a leading innovator in resource conservation. Besides their impact on our climate, seeing waste as a product, instead of residuals, does not only help to tackle **unem-**

ployment, according to the [European Parliament](#) it could potentially create more than 580,000 jobs in the EU alone, but also boost economic growth, stimulate innovation, increase competitiveness and secure the supply of raw materials.

Another main contributor to greenhouse emission is **food waste**. Every year humans discard more than **1.3 billion tonnes of food**, which accounts for 8-10% of total [emissions](#). This number alone is horrendous, let alone all the **resources** needed (water, land, fuel) to produce these edible items in the first place that are also wasted. The Argentine social enterprise [Nilus](#) believes that **food insecurity, social justice** and **climate justice** are connected, and its mission is to tackle **food poverty** and to reduce **food waste** by creating alternative markets that offer healthy food for low-income people. *Nilus'* success is undisputable, as it operates in many Latin American countries, but especially during **COVID19** its service has become recognised as essential and important not only for **low-income communities**, but for many Argentines facing food insecurity and empty shelves during the [pandemic](#).

“ *Ultimately it is in the hand of consumers to change their consumption habits*

Speaking about the impact that the food industry has on the **environment**, most of us know that sustainable agriculture, locally produced goods, and a reduced consumption of animal products is better for the environment than industrial livestock farming, pesticides and fruits from far-away countries in our supermarkets shelves all year-long. The [Scottish enterprise Woodside Arran](#) strongly believes in the **Community Supported Agricultural (CSA) model** that reconnects people to their local food sources and addresses major concerns about the **lack of transparency, sustainability** and **resilience** of our food system. Furthermore, this model helps

farmers to receive a fairer and more **secure income**, which allows them to produce more sustainably and **ethically**, thus protecting the environment.

Listening to the testimonies of social entrepreneurs it seems like that COVID19 helped to change the reputation of many social enterprises and that they are no longer looked at as this niche sector that only provides services to **eco-friendly** people but are seen as essential. In the case of *Nilus*, the use of their service increased by almost 100% during the pandemic and *Eco-Cycle* helped to overcome toilet paper shortage in some communities by producing toilet rolls made from **recycled newspapers**. The **4 Ps** approach (People, Planet, Pounds, Place) is the basis of many social enterprises that offer solutions to **tackle climate change** and work towards sustainability, social justice and waste reduction. But it's ultimately in the hand of consumers to change their consumption habits at the till, and **policy makers** to accelerate the change of our economic system by working together with these enterprises that try their best to improve our world.

SOCIAL ENTERPRISE AROUND THE WORLD

Annika Heinrich

DID YOU KNOW THAT AN IMPORTANT PART OF THE UN'S SUSTAINABLE DEVELOPMENT GOALS IS CARRIED OUT BY SMALL SOCIAL ENTERPRISES?

When we hear the term international development, we most likely think of tents bearing the signs of major international development agencies, such as [UNICEF](#), the [International Red Cross](#) or the [World Food Programme](#) that work in disaster struck countries. They concentrate on tackling many problems, such as **clean water and sanitation, education, poverty, gender equality or climate change** and their working fields overlap greatly with the **UN Sustainable Development Goals**. However, an important part of international development work is carried out by small social enterprises that work closely with **local communities, farmers, marginalised groups or environmentalists**. They have an immense impact on the **wellbeing** of people, nature and the prosperity of communities, as they often belong to them and therefore know exactly what needs to change and how it needs to be done.

Four pillars play a major role in their success: Integrity, Boldness, Warmth and Entrepreneurialism. This means that social enterprises' main aim is to offer a **listening voice**, to champion this voice and to **empower** the people they represent and support. Furthermore, social enterprises help to raise awareness of a problem, build relationships, influence decisions, and offer their members the capacity (**skills and strengths**) to thrive. Unfortunately, their biggest problem is **visibility** and being overshadowed by business or simply seen as a charity. But social enterprises are neither of the two, as their [approach](#) offers new paths to address the most challenging problems, by bringing “the

self-sufficiency of for-profit businesses and the incentives of market forces to bear on global social problems in a way that neither pure capitalism nor pure charity” is able to do (Socialenterprise.org n. d.).

Many social enterprises work together with small **farmers** struggling to adapt to extreme **climate** conditions and fluctuating market prices. A great example for this is **Gorilla Conservation Coffee** in Uganda, which was set up for two reasons: Firstly, to conserve Uganda’s mountain gorilla population who is in danger of **extinction** due to **illegal poaching**, and secondly to help local **coffee farmers** who live closely to the gorillas to make their ends meet without using the gorillas as a means to sustain their family. Their approach is simple and focuses largely on providing **training** on **sustainable coffee farming** which improves the quality of the coffee and increases production. Furthermore, by paying a premium per kilogram of coffee *Gorilla Conservation Coffee* can assure a price above the market and therefore a sustainable income for the farmers, whilst conserving the gorillas and their **natural habitat**.

Another great example for a small enterprise that has a great impact is **Good Nature Agro** that operates in Zambia. This business focuses on supporting **small-scale farmers**, which is the country’s largest, but **poorest workforce**. What started in 2014 with only 40 farmers, has turned into 4,800 empowered small-scale farmers that no longer depend on growing mono-crops of maize, but a variety of legumes. Thanks to special **training**, input loans and access to premium crop markets, soil and land health has increased, family nutrition improved, and incomes augmented.

Moving away from social enterprises working on the ground, it is also worth mentioning the many companies that support small and medium social enterprises in terms of **funding**, offering **expertise** or delivering **business solutions**. For example, the **Swedish non-profit Reach for Change** through the support of their partners and co-founders, such as the **IKEA Foundation** or **Tele2**, holds development workshops and supports social entrepreneurs with capacity-building, network connections and funding to achieve their innovations. They support social enterprises in **18 countries** across Africa, Europe and Asia and all of them are dedicated to protecting **vulnerable children** and enabling them to reach their full potential.

In terms of **COVID19** and its impact on social enterprises, many entrepreneurs are optimistic that the world will change for the better. For example, the pandemic stressed that **access to the internet** should become a basic **human right**, as often **women, elderly people and people from rural and remote areas** are deprived of it. This meant that **children** dropped out of school, as they could not take part in home schooling and parents struggled to pursue their jobs when working from home was introduced. **Governments** and **ICT firms** are working together to tackle the problem, which will have a long lasting impact on the future of people from these **communities**. The pandemic also showed that change is possible at a very fast pace when urgently needed, and challenged the adaptability and resilience of social enterprises’ business models. Although GDP has drastically fallen in most countries and the world is experiencing the largest economic **shock** in decades, COVID19 is a chance to build back better, and thanks to the next generation of young people, who are driven more by purpose than money and power, this could be the perfect time for big businesses to rethink their business model and to become more sustainable.



Gorilla Conservation Coffee set up to conserve Uganda’s gorilla population and to help local coffee farmers to make their ends meet without using the gorillas as a means to sustain their family’

THE EUROPEAN UNION AND SOCIAL ENTERPRISES

NAVIGATING A COMPLEX AND VAST SUPPORT NETWORK



Daniel Wilcox

The **European Union** considers **social enterprises** as being an “operator in the social economy,” whereby the main goal of the organisation is to promote a positive “social impact” over making a “profit for their owners and shareholders.” The European Commission, the executive branch of the Union, tasked with proposing and implementing legislative decisions, discusses that social enterprises can come in a multitude of forms whether that be as **private companies, social cooperatives, or not-for-profit organisations** such as charities or foundations. These groups work in four general fields of operation, with these being “work integration”, “personal social services”, “**local development of disadvantaged areas**”, and “other”, which covers areas ranging from **environmental protection**, to sports, and **culture or historical preservation**.

The Commission notes two main initiatives that it has worked on to support the growth and success of European social enterprises;

the first of these is the [Social Business Initiative \(SBI\)](#), begun in 2011. This initiative, with a follow-up report being published in October 2018, worked around **three themes**: making it easier for social enterprises to obtain funding; increasing the visibility of social entrepreneurship; and making the legal environment friendlier for social enterprises. Meanwhile, the [follow-up report](#) discussed the importance of creating and maintaining a partnership between social enterprises, and traditional enterprises that are seeking to create an **economic profit**.

Additionally, in 2016, the Commission launched the [start-up and scale-up initiative](#), which it aimed to use to enable the proliferation of “high-growth firms”, and thus create a larger number of jobs that could feed into providing improved **social benefits**, as well as allowing a greater access for social enterprise to funding and support. The main proposals of this initiative is to “remove barriers for start-ups to scale up in the single market”, “create better opportunities for partnership, commercial opportunities and skills”, and to “facilitate the access to finance”.

As well as these two overarching initiatives that the **EU Commission** has launched, there are other programmes that are used to promote and expand social enterprises in Europe. The first of these is the [European Social Fund](#), which is described as being the “main instrument for supporting jobs, helping people get better jobs, and [ensuring fairer job opportunities](#)”. This fund is used to invest in **human capital**, such as in workers, young people, and all those seeking a job, with the ESF aiming to boost adaptability of workers, improve access to employment, support vocational training, and help disadvantaged groups. The current seven-year period from 2014 to 2020 has enabled the ESF to fund tens of thousands of projects across the **EU Member States**, with countries agreeing, along with the **European Commission**, on the Operational Programmes, or aims and activities, that the ESF will be funding. This funding ESF funding is then distributed to Member States involved.

One of the programmes funded by the ESF that has been run since 2012 and is still ongoing is the [‘Bad Boys Bakery’](#). This project was founded by TV chef, **Gordon Ramsey**, inside **HM Prison Brixton**, with the funding received through the **UK Ministry of Justice**. £206,000 was contributed to the scheme through the ESF and Ministry of Justice, with the programme working with people with convictions to upskill and reintegrate them into working society.

Another programme that the EU uses to promote social enterprise is [Horizon 2020](#). This programme, which is also currently at the end of a seven-year period of 2014 to 2020, has made nearly €80 billion available, and is described as being the “biggest EU Research and Innovation programme”. This initiative works to ensure that Europe remains a globally competitive place, through different “sections” or focus themes, including “**Excellent Science**”, “**Industrial Leadership**”, and “**Societal Challenges**”. Social challenges that the programme aims to tackle include health and wellbeing, promoting clean energy, inclusive and secure societies, and climate action, amongst others. This initiative was founded after a 2011 call by EU Heads of State and Government for the Commission to create a common strategic framework, which would enable potential beneficiaries to more easily have access to this information.

The **Horizon Impact Award** was used to recognise projects that had been funded by the **Horizon 2020 programme**, for bringing positive results for society, through their projects. One of the finalists from the 2020 award was the [Accessible Resources for Cultural Heritage Ecosystems \(ARCHES\)](#), an Austrian-based project that aimed to enable European citizens to “engage with **cultural heritage** more closely and in different ways”. With a total budget of €3,838,158, and €3,399,248 of that having been contributed by the EU, it was seeking to ensure that all members of society could access cultural resources such as museums, with a special focus on **children, the elderly, and marginalised communities**. This was executed with use of technologies such as **augmented reality, and AI**. The project ran from October 2016 to the end of 2019.

The third example of an initiative undertaken by the Commission is the [Collective Awareness Platforms for Sustainability and Social Innovation \(CAPS\)](#), which aims to provide citizens with the ability to: share knowledge, make better informed consumer decisions, make environmental behavioural changes, and to more actively participate in the **democratic process**. Some of the areas that have been identified as being areas of consideration are: “Open Democracy” and “Open Policy Making”, “**Environmental action**”, and collaboration. These aims are all under the umbrella of creating “new forms of **digital social innovation**”, therefore using online platforms to further these aims on a large-scale.

One of the projects that ran through this policy is the [Collective enHanced Environment for Social Tasks \(CHEST\)](#), from 2013 to 2016. This was a 33-month collaborative project that worked towards making digital-based innovations to address key societal challenges, with three rounds of calls for **social entrepreneurs** to submit their ideas through open-funding rounds. In the third call, which was launched in 2014, the European Youth Portal which includes an ‘Ask a question’ service, there were 23 projects that won grants of up to €60,000. One of these projects was the Icelandic [‘Active Citizen’](#), which worked to use **Artificial Intelligence** and virtual reality technology in order to “connect governments with citizens”, and therefore improve citizen participation in the democratic and civic realm.

[The EDEEY programme](#) is also an EU funded initiative to support social and digital entrepreneurship. Developed for aspiring entrepreneurs and professionals who can choose from six independently accredited courses that you can navigate at your own pace to meet your training needs and schedule – all free of charge.

As you can see, the EU network of support is complex and diverse, but don’t panic! www.eurodesk.org.uk comes to the rescue!



Eurodesk offers an information service to help young people aged 13-30 understand and access all the opportunities available to them. They host the European Youth Portal explained. I also recommend that you check The Eurodesk Opportunity Finder database which lists current opportunities across Europe divided in five categories – learning, volunteering, internships, participating, and grants.



As you can see, the EU network of support is complex and diverse

SOCIAL ENTREPRENEURSHIP AND THE CREATIVE SECTOR

A LOT MORE SIMILAR THAN YOU WOULD THINK!

“Under any circumstances sociability is the greatest advantage in the struggle for life.”
Pyotr Kropotkin, Mutual Aid: A Factor of Evolution

It is hard to think of a more natural pairing than between social entrepreneurship and the creative sector. Both stem from a drive within individuals and collectives to make something for themselves, from their own vision, rather than simply take the world as they find it. Likewise both typically concern having a positive impact on society, although this is not to say that they cannot be profitable. What makes social entrepreneurship distinct from other forms of entrepreneurship, and makes art different from other activities is **values** that co-exists with or supersedes **profit**. That could be expressing a message that the creator considers important, or simply the inherent value of the activity itself. [The Organisation for Economic Co-Operation and Development \(OECD\)](#) defines social enterprise as follows: “any private activity conducted in the public interest, organised with an entrepreneurial strategy, but whose main **purpose is not the maximisation of profits** but the attainment of certain economic and social goals, and which has the capacity to bring innovative solutions to the problems of **social exclusion and unemployment**” (OECD, 2013).

Another shared quality between both of these sectors is the **resilience** displayed during **COVID**. People’s ability to attend public functions has had a serious negative impact on the creative sectors, in particular tourism, live music, theatre, and cinema. Likewise received wisdom from traditional businesses is that in financially difficult times people are unwilling to take the kind of risks involved in entrepreneurship. However research undertaken by the

Arts and social enterprise concern themselves with human capital, consisting in those very qualities that make life worthwhile

LGBTQI+ ENTREPRENEURSHIP

IS THE MOST COLORFUL COMMUNITY RECEIVING ENOUGH SUPPORT?

One could argue that human rights cannot be called human rights unless they serve all humans, all communities, regardless of race, class, gender, sexual orientation and any other form of discrimination. The past decade has seen a rise in LGBTQI+ organisations and collectives, which is encouraging for the levels of tolerance and diversity in society. But, in reality, are we inclusive and equal enough? Can we say that the LGBTQI+ community, one of the most vocal ones in the UK, is supported and its organisations and groups are viable?



Felix Langley

[Diesis cooperative](#) shows that in situations of economic downturn both social entrepreneurship projects and creative sectors contract less than other areas. Moreover, we cannot afford to give up on either of these endeavours. **Arts and social enterprise** concern themselves with human capital, consisting in those very qualities that make life worthwhile: beauty, solidarity, creativity, recognition. Moreover if no action is taken a contraction of the cultural sector will only serve to further exclude those without money or connections from the industry.

It is in the context of this pivotal time for the social and artistic sectors that **IARS** is undertaking our new project, [CASYE - Cultural And Social Youth Entrepreneurship](#). The aim of this project is to provide **young people**, in particular those who have traditionally faced **barriers entering the creative sectors**, with the entrepreneurial skills to succeed in these sectors. Specifically, this project will create a robust **framework for mentorship** that will allow those with experience to pass on, test, and reinforce those skills among their mentees. Now more than ever, when centralized infrastructure and funding opportunities are under threat, is the time to **empower young people** with the **tools and knowledge** to pursue their own projects within the cultural sector.

If you would like more information about CASYE - Cultural And Social Youth Entrepreneurship please email contact@iars.org.uk



Anastasia Vaitsooulou

Although the number of LGBTIQ+ organisations in Europe is growing rapidly, funding remains inaccessible for many of them. A review of the 2015-16 Global Resources Report data for grants given to LGBTIQ+ organisations in Europe and Central Asia showed that only 4 (1. 1%) of the 366 total grants in the region explicitly focused on addressing conservative actions to take away the rights of LGBTI people. There were 11 (3. 0%) grants given to LGBTIQ+ organisations to support the provision of emergency assistance to LGBTIQ+ individuals.

According to an [ILGA-Europe survey](#), in 2017, **one-third of LGBTIQ+ organisations in Europe had no external funding**, which includes government and foundation funding and excludes funding raised from their communities. Organisations without external funding also do not receive subgrants from intermediaries, who in this case are other non-profit organisations. European LGBTIQ+ organisations were undertaking mostly the following activities without funding:

- organising against conservative political efforts to take away the rights of LGBTIQ+ people (65. 0% of groups undertaking this activity did not receive funding to do so);
- providing emergency assistance to LGBTIQ+ individuals (60. 5%); and,
- providing space or other non-monetary contributions for racial, ethnic, religious or linguistic minority groups to meet or organise (57. 4%).

Set up in 1998, [Consortium](#), a national UK membership organisation, aims at addressing the community's gaps and nurturing the development of the LGBT+ sector, hosting the **largest network of LGBT+ groups, projects and organisations in the UK**. Consortium suggests that *"many lesbian, gay, bisexual and trans plus voluntary and community organisations have developed in response to poor mainstream services and support. LGBT+ initiatives vary from housing and health to helplines and self-help groups"*.

"Little specialist infrastructure exists to support LGBT+ groups and organisations, and existing voluntary sector infrastructure organisations have often failed to acknowledge or provide the right support for lesbian, gay, bisexual and trans plus projects", they state on their website. *"Although diverse, innovative and passionate, the LGBT+ sector has historically been marginalised, underfunded, and thus isolated and disparate. Many groups operate exclusively through the use of volunteers, and income for the sector remains incredibly low (at 0. 06% of national charitable income)."*

In a survey conducted in 2019, by Consortium, along with more than 360 members, with 92 new members in that year, the paid staff was 1,005 people and the volunteers 6,754.

- 64% of Consortium's Members were volunteer-led with no paid staff.
- 73% operate on less than 20,000 pounds per year. The majority of those groups operate on less than 5,000.
- 85% of groups asked reported an increase in the number of people seeking support from their group. That figure has increased nearly 31% since 2016.
- 39% of groups asked reported that someone from the group used their own money to run a group activity or event.

IARS created a directory documenting organizations, start-ups, volunteering groups etc. that have as a main goal to support the LGBTIQ+ community. Due to the coronavirus outbreaks, many groups couldn't reply to our email, since they are run on a volunteering basis and assisting those in need was their priority.

In our community mapping, it was observed that the vast majority consists of volunteering groups, from and for the community, which have as an objective to create or maintain more spaces for their members. For instance, many groups across the United Kingdom, like [Biphoria](#), were chiefly created to have inclusive environments that could host LGBTIQ+ people, their gatherings and events. **Only a couple of organizations deal with funding**, such as [GiveOut](#), [Family GenerAid Foundation](#), [The Brighton Rainbow Fund](#) and [Frank Accounting](#) and two of those provide financial aid on specific occasions or consultancy on accounting.

Moreover, it was noticed that quite a few organizations offer **mental health support and counselling**, as well as training. Plenty of them are dealing at the same time with multiple issues, such as disability and religion, while others focus more on queer art (e. g. : writing, poetry, cinema), the trans community or the sexual and reproductive health and rights.

Sarah-Louise Minter from LGBT Bristol got back to us with the following comments: *"Support groups that offer specific support are needed. Other services have higher per capita LGBT+ people using them but their LGBT+ needs are often not met – i. e. DVA, Mental Health, Drug misuse, homelessness, trans specific etc. We lost our funding last year and are running on reserves. We have not been able to source core funding to carry on."* Due to lack of funds, they are going to change to a community group, not offering services to the community anymore.

When asked which specific area is seriously under-resourced, Alan Mercel-Sanca from [LGB&T Dorset](#) Equality Network replied: *"Without doubt the direct community independent sector: this sector commonly holds the credibility of those most harmfully affected by prejudice, discrimination or ignorance, within our LGB&T community, and also because of its relationship with those sections of the community, the ability to provide and implement credible solutions to the problems arising from those three major blights. As such, the direct community independent sector is diametrically opposed to tickboxing on E&D, which in turn is why it is commonly disfunded."*

[Tic Box Productions](#), a forum theatre company addressing inequality in the society, usually explores issues such as homophobia and domestic abuse. *"When we tour we give out signposting sheets, but I wish we could signpost people to more local organisations"* says Sarah Ellis, the Artistic Director. *"We are able to explore tackling prejudice in an embedded way through theatre, but there isn't enough support to get us around to schools/colleges/community groups. We are finding it very difficult to access support."*

Other organisations, like [Hidayah](#), require more specific aid. 'Hidayah was founded in hopes of providing more exposure to **LGBTIQ+ Muslims**, something seemingly scarce for the double, and sometimes triple, minority individuals within the society. The support required is quite specific. The members not only identify issues with their sexuality but faith and culture which most UK LGBTIQ+ mental health

support networks are unable to cater for’ said Osman, before adding that the *‘Asylum and Refugee sector requires support, as many LGBTQI+ have no access to the internet or any type of support.’*

FFLAG is a charity that helps families, especially parents of LGBTI individuals, and friends of theirs to learn to understand, accept and value them. Hugh Fell commented on behalf of the organisation that *‘gender identity services, particularly for the young, is without doubt, the area in most urgent need of much more funding and staffing to reduce the waiting times currently affecting trans people, especially the young.’*

He continued *‘It is obvious from media reports over many years that provision of mental health services to the entire population is inadequately resourced in the UK, so it must follow that services for LGBTQI individuals, who*

are known to experience greater mental health difficulties, need to be improved through better funding. It is naturally a matter of regret that LGBTQI+ organisations have had to assume responsibility for gaps in state provision where this is not being commissioned and paid for by the government.’

The current situation arouses questions as to why there is no sufficient funding and support provided for the LGBTQI+ community and its various organizations and groups, even though there is big public discussion about LGBTQI+ rights and the fight against their violations. As the 2020 EU Fundamental Rights Agency’s survey states: “More lesbian, gay, bisexual, trans and intersex people are now open about who they are, but fear, violence and discrimination remain high.” The findings from the largest ever survey on hate crime and discrimination against LGBTI people

should drive policy measures to further protect and promote the rights of LGBTI people.

IARS has been championing LGBTQI+ and migrant rights for decades and it is happy to announce that their new project Queer Migrants has received funding and it is ready to start! The key aim of the project is to strengthen the capacity of professionals from the social and employment sector in answering the needs of LGBTQI refugees, migrants and asylum seekers. This will be achieved through the objective of developing a sustainable training programme that will enlighten professionals on the challenges posed by the double stigma attached to this community. If you would like to get involved please email contact@iars.org.uk



Only a couple of organizations deal with funding, such as GiveOut, Family GenerAid Foundation, The Brighton Rainbow Fund and Frank Accounting along with and two of those provide financial aid on specific occasions or consultancy on accounting

REFUGEES AND MIGRANTS ENTREPRENEURS

TAP INTO THE POWER OF RESILIENCE TO EMPOWER FUTURE SOCIAL ENTREPRENEURS

The landscape of social enterprise/entrepreneurship support for **refugees and migrants** within the UK is a growing field. In the mapping of organisations that offer social enterprise/entrepreneurship support to **marginalized communities**, most of them are specifically geared toward refugees. I was only able to find a few that included migrants. However, organisations like [Mi-grateful](#) and [The Young Foundation](#) are doing amazing work to grow and **empower migrants**. Therefore, between the two groups, there seems to be more resources and networks available for refugees in relation to **social enterprise**. This is echoed in a [recent pilot](#) that was recently launched by the **Home Office** to encourage refugees to start their own businesses across the UK.

Even though there is a growing field of en-

trepreneurship support, most of the services and resources available to migrants and refugees have an emphasis on **employment and developing specific skills**, including **English** proficiency.

If you would like to learn more about **entrepreneurship and diversity in the UK** we recommend you read the [British Business Bank report](#) which examines the profound effects ethnic and economic background, gender and place have on entrepreneurial opportunities and outcomes.

While conducting the mapping, I also noticed that there are increasing examples of creative, out of the box thinking that utilizes technology when supporting migrants and refugees in social enterprise. Examples of this include, [Techfugees](#) which organises hackathons and connects refugees to

entrepreneurs and networks, and [BABB](#), a fintech company that aims to lowering the barrier to financial services. Similar initiatives that support BAME communities are [Onetech](#), [UKBlackTech](#), [Colourintech](#) and [Diversity in Tech](#).

Similar initiatives that support BAME communities are Onetech, UKBlackTech, Colourintech and Diversity in Tech



Amanda Blackhurst

EDUCATIONAL RESOURCES



Sidrah Sethi

WHERE CAN YOU LEARN MORE?



Edeey aims to support social and digital entrepreneurship through free online training on business planning, accessing finance, digital marketing, social media, digital skills and much more.

Researching the online spectrum for training has allowed for a deeper insight into the extent of digital skills and entrepreneurship courses. I found there to be a higher percentage of digital skills courses than business courses.

Although I found many free courses, they were not often offered by reputable providers such as universities. The fact that more prestigious providers charge is definitely something which I want to highlight because this benefits those with the means of affording this training. However, the [Open University](#) (OU) does offer **free courses**, they are fairly prestigious and cater to the digital and business/enterprise spectrum.

I have identified a lack of courses specially aimed at **disadvantaged groups** and tailored to their needs. For instance, if there were more courses available for immigrants and refugees, this could help act as a crucial stepping stone to help them integrate into society.

Another limitation is the lack of mentoring or workshop opportunities which is an important extra element for support for young people.

There is the **EU funded EDEEY programme** which is sponsoring this magazine. Edeey aims to support social and digital entrepreneurship through free online training on business planning, accessing finance, digital marketing, social media, digital skills and much more. You will be able to access the **full list of educational resources at [iars.org.uk](#)** and you

can [register for FREE at \[edeey.eu\]\(#\)](#). Edeey will provide **self-assessment tools** that will allow you to get **independently certified** so we are confident we will provide a good starting point in your learning journey. But we also want to tell you about other education providers that offer free or discounted courses.

[Natwest Bank](#) offers a free **'Dream Bigger' programme**, a fully funded scheme focused on developing transferable entrepreneurial skills for 16-18 years olds **girls and women** across the UK. [Barclays lifeskills](#) also offers free online business courses. The [Learning Curve Group](#) is a national training and education specialist offering **accredited training** such as 'Level 2 Creating a Business Start-up', or 'Level 3 Digital Marketer, and Level 1 Certificate in Digital Skills', The majority of courses are online, funded and awarded with an NCFE. Another **free training** worth mentioning is [Future Learn](#), most of the courses are free and it includes courses which would be very useful for non-English speaking learners. There is also a 'Entrepreneurship: From Business Idea to Action' course, and is a course developed by [King's College London](#). The [Gov.co.uk](#) website also offers **free training** including digital and IT skills. Google's digital garage also offers the 'Fundamentals of Digital Marketing' course accredited by Interactive Advertising Bureau Europe and The Open University. [Accenture's](#) 'Digital Skills: Digital Skills for Work and Life' is another free option.

The majority of the **colleges have fees**, but there is a wide range of prices. The [Digital College's](#) fees started at £24.00 which is affordable for students and offers courses with unlimited takes. The [Online Learning College](#) offers a range of business and management qualifications which range from £40 to £425, which in comparison to other courses is still marginally cheaper as they go up to £40,000.

[Reed](#) offers affordable online CDP accredited courses including digital media courses. There are 45 free business courses including 'Business and Administration Level 2'.

[The British Library](#) has posted some free online webinars online such as 'Innovating for Growth webinar: Introduction to social media for small businesses'. This is a free entry admission webinar although to access certain courses you must meet certain criteria, like having a company registered or trading. Its 'Innovating for Growth Start-ups Programme' is definitely worth checking.

[Eventbrite](#) has exponentially grown its digital offerings with covid, which includes a wide selection of free start-up courses for **young entrepreneurs**. It is advisable to follow some organizers such [Capital Enterprise](#) which connects and supports London's entrepreneurship ecosystem and works in partnership with [ONETECH](#) and [Foundervine](#) which aim to support diversity in the tech and startup scene. The [London Entrepreneurs Network and similar organisations promoted in meetup](#) also hosts FREE events, workshops and networking opportunities.

If you are particularly interested in **learning about social enterprises in the UK**, some good places to start are the [edeey.eu free course](#) on social entrepreneurship, [Social Enterprise UK](#) and [UnLtd](#).



The 99% Campaign is a youth-led initiative and digital participation programme aiming to make society more inclusive, fair and responsive to young people's views and realities. It achieves its mission by giving direct voice to young people and by dispelling negative stereotypes.

It was born in response to the London Riots of 2011. 10 years later we still witness young people feeling increasingly disenfranchised. On top of this, the COVID pandemic has hit young people's livelihoods the hardest, evidencing the pitfalls of the gig economy and their fragile situations. Youth charities rise to the challenge. The 99% campaign won't solve these problems alone but it aims to empower young people to articulate their views, provide advice on political campaigning, organise networking events and offer free training to take action on the issues that matter to them.

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IARS facilitates the Youth Advisory Board which appoints an editor for each edition. IARS provides training of copyrights and GDPR but does not accept any liability for any damage, loss or claims of any kind for its support to the 99% Campaign

References from these articles can be found at www.99percentcampaign.org

If you are interested in contributing to our magazine or the youth advisory board, please contact r.lopez@iars.org.uk We look forward to hearing from you!



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