

9-10 ANNUAL  
\_ NOVEMBER CONFERENCE  
\_ 2017 OSLO

evpa

GUIDING  
LIGHTS

**Workshop  
summary**

**WICKED  
PROBLEM**

**\_ 2017**

## Our resources

**272** from **40**  
participants nations

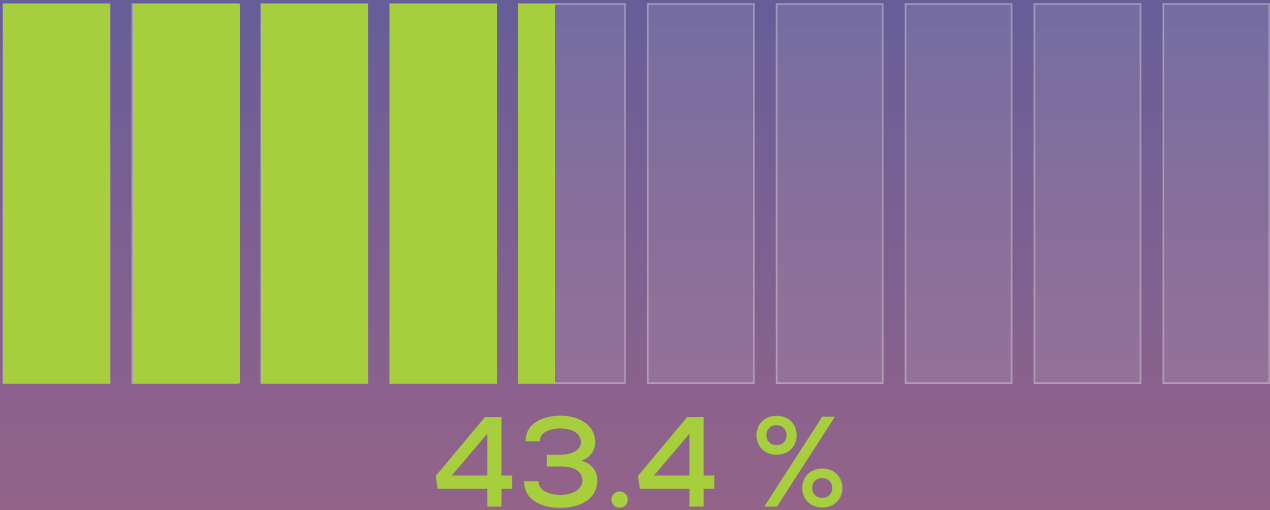


**1373**  
years of experience

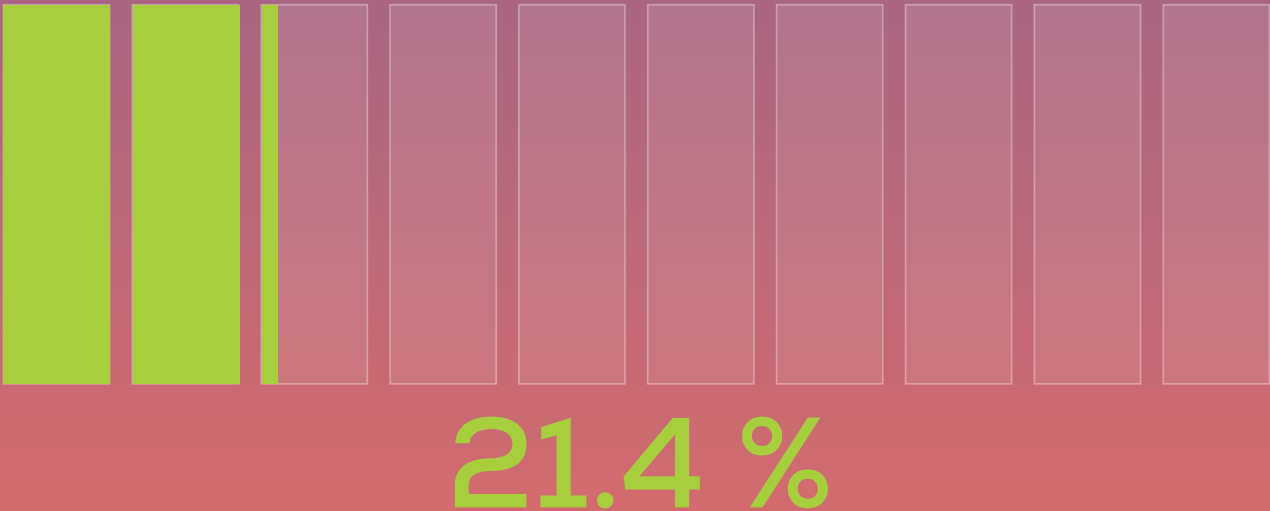
**€ 2.8 bn**  
of capital investments

# Percentage of investments directly linked to public sector

## Nordic countries



## Non-Nordic countries



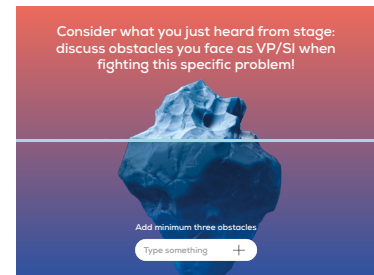
# WICKED PROBLEM

## #1

### **Unemployment**

- How to create more sustainable jobs?

Consider what you just heard from stage: discuss obstacles you face as VP/SI when fighting this specific problem!



#### **Above the surface:**

- Labour laws and regulation
- Work place hires only "typical" profile
- Well organized unions oppose new ideas
- Lack of knowledge
- Size of funds available
- Sustainable people
- Working with government
- One size doesn't fit all
- Lack of scaling know-how within SPOs
- SPOs need more than capital
- Credibility
- Social environment
- Lack of network
- Government regulation or lack thereof
- Lack of incentives to pursue education
- Limitations on roles that can be offered
- Stigma and perception
- Language barriers
- Follow-up to secure job retention
- Long time unemployed
- Disconnection of demand & solutions
- Lack of job security
- Potentially wrong incentives to work
- Lack of jobs if no formal education
- Financial sustainability for intervention
- Regulation
- Access to patient capital
- Building aspiration
- Lack of self esteem among the youth
- Lack of soft skills
- Mobility
- Job matching
- Temporary contracts
- Skills and education
- Labour market regulations
- Automation
- Transitions from supported employment
- Commitment and partnership se's and biz
- Good, jobs and leaders
- Relationship and network
- Wrong training courses

#### **Below the surface:**

- Education teaches skills of yesterday
- Education lacks "soft" and "life" skills
- Complexity of the problem
- Locating people in need
- Complexity of multi-stake holder management
- Lack of openness to advice
- Lack of confidence
- Lack of knowledge about the target group
- Trackability
- Return on investment
- Economic development - not including all
- Returning to bad habits
- Desire to work & work ethic
- Target group seen as patients
- Narrow definition of paid work
- Lack of first-time job opportunities
- Lack of self-confidence
- Mismatch of skills/experience to jobs
- Successful scaling
- Mentalities towards inclusion
- Shortage of proven evaluation solutions
- Lack of collaboration
- Family history of no work
- Motivation
- Benefit system too good
- Lack of formal jobs
- Procurement and supply rules
- Accessibility
- Mental health support
- Resources from upbringing

If resolved, which obstacle will have the biggest impact on this problem?



**Above the surface:**

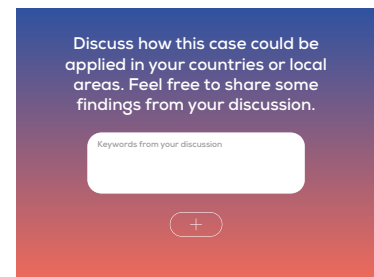
- SPOs need more than capital
- Social environment
- Commitment and partnership se's and biz
- Sustainable people
- Financial sustainability for intervention
- Job matching



**Below the surface:**

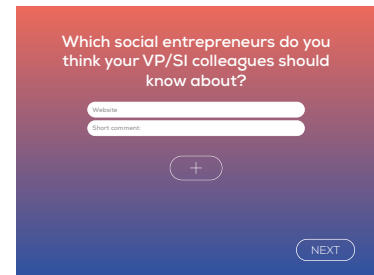
- Education teaches skills of yesterday
- Economic development - not including all
- Trackability
- Target group seen as patients
- Desire to work & work ethic
- Lack of first-time job opportunities
- Mentalities towards inclusion

Discuss how this case could be applied in your countries or local areas. Feel free to share some findings from your discussion.



- 
- Finding the right products
  - Regulation meets corporate culture including the disabled and excluded.
  - Blind people special abilities (not focus on disability) scalable as global problem - Germany, Columbia, Austria solid biz model (service for patients is better & cost effective)
  - Local labour laws, employer responsibilities, assuring proper matching between needs on the labour market and skills of people in program, working closely with employers to fit needs
  - Patient, strategic partners for scaling, lots of work, consolidate systems
  - Hospitality and tourism is a relevant sector soft skills opportunity bright side of having a job part of team led by demand
  - Partnership with intermediary who will train workforce to a minimum skill level. Offer a trial period to make sure the fit is right. Part time or full time roles then offered.
  - Scalable in developing country contexts add information
  - Solve businesses' problems social entrepreneurs "give up control"
  - Areas with economic difficulties
  - Locally embedded, public and private support
  - How to find people to build the concept regulation resilience and confidence building as key to intervention convincing government of the value of this

# Which social entrepreneurs do you think your VP/SI colleagues should know about?



Website	Short Comment
www.once.es	Train, employ and create corporate infrastructure
www.koiki.eu	Employ people with disability
www.justarrived.se	Hiring immigrants and "renting" them to companies
www.harambee.co.za	Solving youth unemployment through partnerships
www.jitabangladesh.com	Last mile distribution by women
www.nesst.org	Catalyst for social enterprises in emerging markets
www.deseretindustries.org	Work opportunities for alternative workforce
www.sammenomenjobb.no	Mentorprogram på tvers av kulturer og generasjoner
www.duoforajob.com	Connecting young immigrant job seekers with mentors
oslokollega.no	Connecting job seekers and employers
www.fontenehuset.no	Provide jobs for people with mental health problem
passwerk.be	Software testers with autism
unicus.no	Software testers with asperger
specialisterne.com	Jobs for people with autism
koiki.eu	courierjobs for people socially excluded
www.goedwerkt.nl	Creating jobs for people with reduced work ability
www.labournet.in	Placement or incubator for start up
www.apprentis-auteuil.com	Building life skills
mozaikrh.com	Recruitment agency for diversity
www.pobelprosjektet.no	Sustainable role models and resources to connect with youth
ro.simplon.co	Hands-on educational programs for self-taught learners
auticonsult.fr	People with autism for it
teensandtoddlers.org	Partners naughty teens with naughty children
www.conexus.no	AI-technology for job matching.
www.freedombakery.org	Artisan bakery using offenders and ex offenders
livinggoods.org	Female social entrepreneurs selling health products
www.caritas.org	Employing people with mental illnesses
www.gammelnok.no	Employment for 50+
www.unicus.no	Software testers with asperger
www.fifteen.net	Restaurants training under-privileged young pop
www.monsterbedriften.no	Employing people who have difficulties getting work.
www.timpson.co.uk	Cobblers/key cutters - employ ex offenders
unicus.no	employ asperger's syndrome people in IT
www.discovering-hands.de/en	Employing blind people in early-stage cancer detect
www.time2start.fr	Academy for underprivileged young entrepreneurs
www.duoforajob.be	pair experienced worker with refugee
molengeek.com	Young people can meet in hackatons start up
http://www.resurgo.org.uk	Train young people in soft skills in joint venture with churches
www.thinkforward.org.uk	Life coaching disengaged young people in schools
specialisterne.com	hire autists for software testing work with SAP



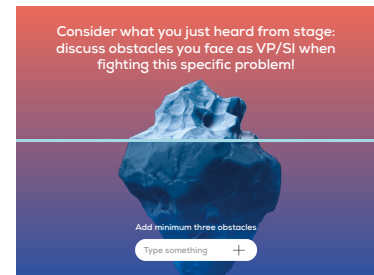
# WICKED PROBLEM

## #2

### **Opportunities for young people**

- How can we support youngsters in creating a more inclusive society?

Consider what you just heard from stage: discuss obstacles you face as VP/SI when fighting this specific problem!



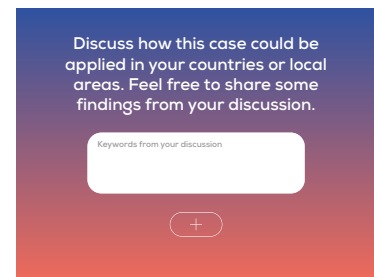
### Above the surface:

- Trust
- Financial problems
- Lack of opportunities
- Finding the activity attractive to youth
- Engaging right partners
- Multi problems
- Mistrust
- Identify the ones in most need
- Good basic education
- Lack of life skills training
- Economic
- Social
- Educational
- Collaboration
- Community culture
- Absence of hope
- Lack of cross org working
- Lack cross sectoral working
- Financial sustainable business model
- Difficulties scaling up
- School educational methods not inclusive
- Cultural differences eg re gender roles
- Difficult to find a finance model to inv
- Solutions are served-kids don't co-create
- Viable organisations
- Hard to change system
- Not a lot of evidence base (high risk)
- Geographic spread of funding opportunity
- Peer engagement of beneficiaries
- Gov short circle invest. model
- Convincing the board, this is important
- Multidimensional approach needed
- Limited career pathways
- Qualification barriers
- Parents not in work
- Imp businesses fragmented
- Identifying preventative interventions
- Measuring and managing impact well
- Unfit organizations to invest in
- Org readiness - unsound model
- Financial sustainability insufficient
- Impact figures insufficient

### Below the surface:

- Disconnect with beneficiary
- Stigma
- Poor education
- Intergenerational deprivation
- Reputational risk due to external factor
- Engaging the family
- Long term impact
- The 'helpers' don't know how to connect
- Don't moralise and patronising
- Give them the space they deserve
- Conflict management skills
- Lack of parental guidance
- Political
- Initiative
- EGO
- Absence of up voice
- Absence of role models
- Short term funding time scales
- Lack of individual help away from school
- Working on people not with people
- Lack of sense of purpose
- Lack of self awareness\esteems of young
- Multi-faceted issue: what has impact
- High cost due to hidden elements
- Long term work to see impact
- What area of investment has most impact
- Can only be tackled in partnership
- Prejudice
- Less sympathy for teenagers
- Lack of expectations / aspirations
- Lack of parenting skills / time
- Supply tried to do too much need focus
- Lack of basic skills on demand side
- Public sector not rewarding best
- Area is bound to do first responder project
- Youth is considered too late

Discuss how this case could be applied in your countries or local areas. Feel free to share some findings from your discussion.



- Interesting intersection of market demand and an approach that addresses social exclusion of those on the aspergers spectrum
- Problem: kids are "jailed" in institutions- complex intervention needed; very well trained volunteers are needed; selection of volunteers is key, no heavy infrastructure needed, so
- Partnership with civil society org. in Africa and schools in local country. Aim becoming aware of difficulties in Africa and become aware of privileges EU children have.
- Through collaboration with universities, political authorities, private sector
- Who pays for this preventative initiative? Central government departments or local communities? Can it be embedded in social enterprises also?
- Inspired by 'Teach For...' model to attract people who may not have considered social work to enter the profession specifically to work with vulnerable children and families.
- Evidence, proven impact, methodology for sale that works everywhere, academic recognition
- Scalable worldwide, engaging the family/support network - go beyond just the child, teaching confidence (empowering the child), bringing skills back to the community, talent driven
- Targets excluded youth, matching with senior executives for meetings and coaching, 10 years success. Most big corporations are participating in program. Similar program in Norway
- Survey of skills needed most by companies developed tailored training programs organised placement after training 82 % 98 % participating companies would hire graduates
- Stigma, technical limitations,
- Math outside classroom, music (Abreu system), performing arts, project management for kids (Pmief.org), sport (martial arts, rugby), economy for kids
- Inclusion, engagement of participants, knowing local context, showing convincing cases & realized projects,
- Bring the young change makers from one region to another. Don't let them talk; just put them in a room for two weeks and let them do stuff.
- Long term sustainable VP flexible funding model helping 35,000 NEET young people to positive outcomes Uses a portfolio of 20 orgs, that scale successful interventions. Govt partner.
- It is a change of the whole ecosystem and not only replicate a solution children need a lot of support which can not be offered by just one initiative; Finnish SIB has 65 NGOs.
- Framing children as professionals in systems that affect them (child protective services). scalable method -

If resolved, which obstacle will have the biggest impact on this problem?



**Above the surface:**

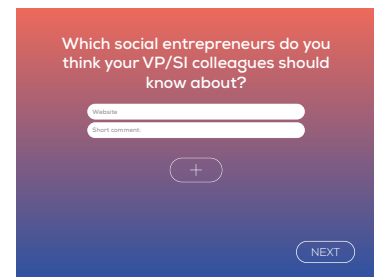
- Cultural differences eg re gender roles
- Good basic education
- Solutions are served-kids don't co-create
- Engaging right partners
- Peer engagement of beneficiaries
- Org readiness - unsound model
- Limited career pathways
- Mistrust



**Below the surface:**

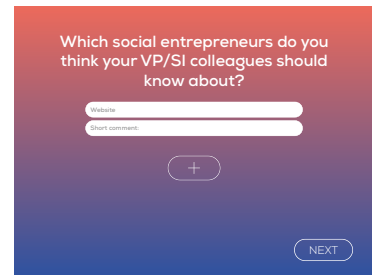
- Lack of basic skills on demand side
- Intergenerational deprivation
- Working on people not with people
- The 'helpers' don't know how to connect
- Lack of sense of purpose
- Can only be tackled in partnership
- Disconnect with beneficiary
- EGO
- Multi-faceted issue: what has impact

# Which social entrepreneurs do you think your VP/SI colleagues should know about?



Website	Short Comment
www.generasjon.no	Work for youth, activities for elderly
forandringsfabrikken.no	Listening to youngsters to change systems
worldwidenarrative.no	Empowering storytelling
www.vindsift.org	Link between with boats and people who want to sail.
www.lovetannakademiet.no	Helping youth acquire basic life and social skills
www.fondazioneamiotti.org	Active and inclusive teaching methods in crime-ridden areas
www.fondazione2ruote.org	Convicted youth trained to repair motorcycles
www.generation.org	Connecting young job seekers with employers
www.fryshuset.se	Youth center
www.fastromania.eu	Vocational training and micro-enterprises in Romania
www.aflatoun.org	Life skills/financial education for children and youth
www.techsoup.org	Code for Youth program: fun,closing the gap,skills
www.rikolto.org	Opportunities for youth in rural areas in agriculture
www.tvojbuddy.sk/en	Helping children in orphanages
www.manege-berlin.de	Best practice approach for youth empowerment
cme.org.pl/ulica	Streetworking, young people volunteering
www.puntocometa.org	student inclusion
rocainc.org	Evidence based, data driven intervention for gangs
www.venturetrust.org.uk	Wilderness based therapy for hard to reach groups.
thuisopstraat.nl	Interventions for livability in public space
www.braive.com	Low threshold solution for mental training
barnrattsbyran.se	Children rights advocate
pl4y.international/en	Using sport to engage social problems
thefrontline.org.uk	Invetsing in training and quality of social workers
fightforpeace.net	Engaging gang and at risk youth through boxing
laerforlivet.dk	Learning programme for children placed in care
www.laesforlivet.dk	Building libraries at institutions for young people
www.stgilestrust.org.uk	Peer engagement / emplyability for ex offenders and gangs
www.kivaprogram.net	Anti bullying program from Finland
fundacionexit.org	Coaching program for kids
vibro.no	Peer mentoring program
www.iday.org	Working for african youth to access quality basic education
www.toekomstateliederlavenir.com	Provides supplementary, voluntary, motivational and society-oriented education to children
www.konekt.be	Working for job oppurtunities for people with disabilities.
laerforlivet.dk	Learning program for children in alternative care
paperarts.org.uk	Career paths into arts for excluded young people
reesfoundation.org	Supporting care leavers
www.peelpioniers.nl	Youth-driven, bottom-up social enterprise
www.rockyourlife.de	connect students to pupils, mentorship
www.karuna.de	Working with kids living on the street
www.kjorforlivet.no	Empower youth trough motorsport
www.ville-veier.com	Creativity training to prevent school dropout

# Which social entrepreneurs do you think your VP/SI colleagues should know about?



Which social entrepreneurs do you think your VP/SI colleagues should know about?

Website

Short comment

+

NEXT

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Website	Short Comment
pobelprosjektet.no	Dropout kids back to education or work
www.childhelplineinternational.org	Street children empowered
www.frahagetilimage.no	Educate kids to cook healthy sustainable food
forandringsfabrikken.no	Listening to youngsters to change systems
www.inspiringscotland.org.uk	Working for a Scotland without poverty or disadvantage
www.akienergy.com	Indigenous social entrepreneur transforming local economies
http://www.actiononviolence.org.uk	Significant decrease in gang membership & violence
hopp.lv	Tailor made bicycles for disabled kids; SE from LV
intouniversity.org	Offers supports for young people from disadvantaged backgrounds
unicus.no	software testing by people with autism

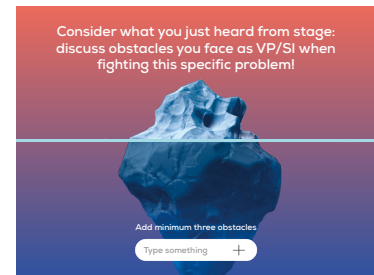
# WICKED PROBLEM

## #3

### **Discrimination, segregation and polarization**

- How can we secure equality  
and inclusion?

Consider what you just heard from stage: discuss obstacles you face as VP/SI when fighting this specific problem!



#### Above the surface:

- No opportunities for sustained mixing
- Lack of quality in local public education
- Limited cooperation local authorities
- Limited access to local initiatives
- Access to solutions used worldwide
- Limited knowledge of the target group
- Own institutional limitation
- Access to communities
- Prejudices and resistance from community
- Lack of best practices, success stories
- Difficult to find investable biz models
- Stigma
- Right partners
- Government
- Acceptance by communities
- Communication
- Interconnectedness between issues
- Changing multi-generational patterns
- Powerful community leaders negative
- Housing market limits escape
- Meaningful jobs
- Lack of role models
- Education failing marginalised community
- Inclusion
- Scalability
- Not enough early action, so becomes huge
- What works with a community & finding out
- Needs long term
- Housing development
- Bad coordination of interventions
- Equal opportunities a myth
- Education not equally accessible
- Social isolation/segregation
- Engagement of beneficiaries
- Disconnection of initiatives
- Long-term investing possibilities
- Broken markets - no purchaser
- Risk aversion
- Not investment ready
- MCKINSEY

#### Below the surface:

- Price of housing
- Stigmatisation
- Mismatch of needs and offers
- Cultural and language differences
- Legal infrastructure not flexible & slow
- Disconnection
- Data
- Reaching real needs
- Execution skills
- How to make it concrete - narrow it down
- Geography and opportunities
- Knowledge gap investor investee
- Long term very patient
- Is it scalable
- Is it measurable
- Quick results wanted
- Media triggers a herd
- Equality of early years education
- Lack of adult support
- Overcoming stigma
- Lack of trust and respect both ways
- Stigma and labelling
- What works for a community
- Needs multiple interventions
- Inflexible rules
- Culture
- Individualism - exceptionalism
- Lack of stimulation in many 'environment
- Decreasing sense of community
- Complexity of need
- Impact defined and delivered bottom up
- Lip service - no one really cares at all
- Not willing to cover operative costs
- McKinsey solutions



If resolved, which obstacle will have the biggest impact on this problem?



**Above the surface:**

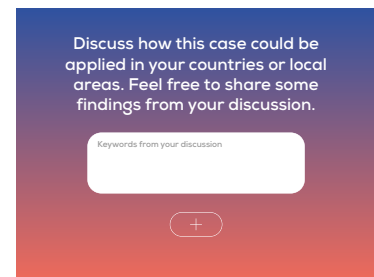
- What works with a community & finding out
- Changing multi generational patterns
- Limited access to local initiatives
- Lack of role models



**Below the surface:**

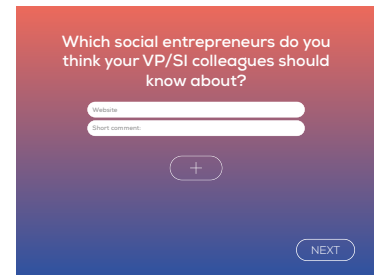
- Impact defined and delivered bottom up
- Lack of adult support
- Decreasing sense of community
- Reaching real needs
- Disconnection
- Mismatch of needs and offers
- Complexity of need

Discuss how this case could be applied in your countries or local areas. Feel free to share some findings from your discussion.



- Key community worker. No agenda. No programme. Person centred approach. Alongside people. Listening, understanding, making things happen. Asset based, individualised. Evidenced.
- As this is a person centred approach it can be replicated. Across countries and communities.
- Very easy to scale - replicable skills create high employability 80% find a job all ages both online and physical actually go onto the streets market opportunity @ corporates
- Coordination in existing initiatives Expansion of initiatives that work Risk taking institutions supporting "better"
- Sports/ club (in general) models unite people from different walks of life; they can be relatively easily scaled and do not necessarily require heavy capital interventions.
- Online further education makes accessible, Some virtual some face to face Network of community partners to deliver, Requires internet access
- Find supporters and funders in other cities
- Problem address is very similar in different country
- Use public local infrastructure. Mix children from disadvantaged and privileged areas. Integrate it in the school curriculum. Take them out of their daily environment - Circus Camps
- Partnerships: local and national PPP Scalable to poor and remote areas
- 1. Peer mentoring 2. To reduce risk and cost 3. Drive spread to scale/replicate 4. Connect to an investment fund with M&E And 5 use 1- 4 to increase traction/attraction
- We have an awesome solution for community incubators
- Disability is prevalent everywhere. Also has community in the centre so wider benefit
- Scalable, community-led (how do you ensure that?), Understanding needs (how?), Finding right partners

# Which social entrepreneurs do you think your VP/SI colleagues should know about?



Website	Short Comment
www.toyenunlimited.no	Supports social entrepreneurs
chancen-eg.de	Enabling Access to tertiary education
www.rockyourlife.de	Supporting scholars from low income households
www.jarvaskolan.se/sv-SE	Area of deprivation, key role model approach
womeneffect.com	Channeling impact capital to women led businesses
www.leprosyrelief.org	Working with disabled people to fight stigma
www.institutophi.org.br	Individuals philanthropy donations
www.cvv-vriendenschaar.nl	Football club bringing all sections of town together
commonpurpose.org	Building social capital and leadership skills
educationdesty.com	Online Social & Emotional Wellbeing Programme for Children
dressforsuccess.org	Clothing for interview plus mentoring
blueskydevelopment.co.uk	Integrating ex-prisoners into workforce
Bagazs.org	Community development/ access to electricity
www.browarspoldzielczy.com	Social cooperative, brewery for mentally ill people
Fast Track Sweden	Gets migrants with skills into the workforce quickly
Chancenwerk.de	Students helping each other.
Singa.fr	Helping refugees integrate in the society
www.arbeiterkind.org	Encouraging youth from non academic families to study.
mescladis.org	Using kitchen as a meeting place.
www.initiativespeak.com	Place to share stories, experiences or opinions about bullying and abuse
www.harambee.co.za	Working to solve the global youth unemployment challenge
www.kjorforlivet.no	Empower youth through motorsport
www.rockyourlife.de	Supporting scholars from low income households
www.bigissue.com	Award-winning magazine offering employment opportunities to people in poverty
www.scope.org.uk	Charity working for work opportunities for disabled people.
auticon.com	IT firm employing people with autism
www.duoforajob.be	Connecting young immigrant job seekers with mentors
www.oird.org/?lang=en	Getting youth who are marginalised to develop
socentral.no	Platform to help social innovators
changershub.se	Local entrepreneurs as role models
www.discovering-hands.de/en	Employing blind people in early-stage cancer detect
specialisterne.com	autism
simplon.co	training for coding and programming - open2all
www.koiki.eu	Employ people with disability
www.sistersinbusiness.no	Female empowerment for refugee women
www.citizensuk.org	Communities choosing the action THEY can solve
www.msocialcatering.com	Training socially excluded women
www.karuna.de	Working with kids living on the street

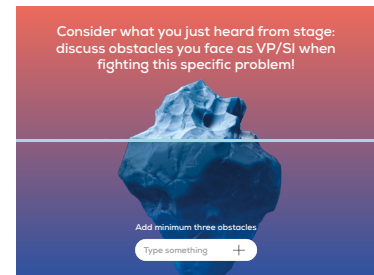
# WICKED PROBLEM

## #4

### **Food, health and sustainability**

- How can we change the  
way we eat?

Consider what you just heard from stage: discuss obstacles you face as VP/SI when fighting this specific problem!



### Above the surface:

- I'm not seeing impact projects working on
- Too many taboos and tradition
- Non supportive government
- Profitability & scalability
- Behavioural change, long term thinking
- Problem is too big and too complex
- Deal flow quality and quantity
- So many different opinions on what best
- Specific costs of the disease
- People are unwilling to pay a high price
- Search for local higher than for organic
- Unhealthy feeding patterns (forced/unaware)
- Food industry business model
- No collaboration between key stakeholder
- Lack of education and activity
- Social exclusion
- Systemic market failure
- Concentration/balance of power
- Prices
- Production inefficiency
- Environmental issues
- Social aspirations developing world
- Nutrition is issue, not food
- Local food is available (usually)
- Entrenched economic interest
- Food industry influence
- Investors need stable countries/govern.
- Collaboration of a lot of stakeholders
- Government policies
- Consumers' behaviour
- Consumers' mentality
- Certification & standard
- Understanding of behavioural change
- Finding the good solutions
- Lack of information for consumers
- Not enough focus on local solutions
- Processed food
- Time element (you need to be patient)
- Competition smallholders/big agriculture
- Meat consumption

### Below the surface:

- No professional se to invest in
- So big problem hard to see our role
- Customer food preference
- Self sustainability for local community
- Lack of awareness in general public
- Lack of transparency on who is doing what
- Conflicts of interest between stakeholders
- Global issue touching different cultures
- Supporting lesser meat consumption
- Lack of early interventions & knowledge
- Lobby from farmers and nutrition industry
- Subsidies and regulation twist the market
- Ownership of and access to land
- Access to markets, capital
- The sustainability of the food system
- Selfish habits
- Lack of information
- Nutrition illiteracy
- Looking at silo (under nutrition)
- Funding models separate
- Government incentives
- Investors need to focus
- Lobbies
- Information opacity
- Coordination to create systemic change
- Proving the commercial value of solution
- Subsidised 'bad' agriculture
- Power of large companies- lobbying
- Link between deprivation and poor diets
- Linear model of food consumption
- Big seed company
- Monoculture
- Unhealthy food
- Hidden costs
- Disconnection between producer and consumer
- Difficulty measuring the real impact
- Lack of female land ownership

If resolved, which obstacle will have the biggest impact on this problem?



#### **Above the surface:**

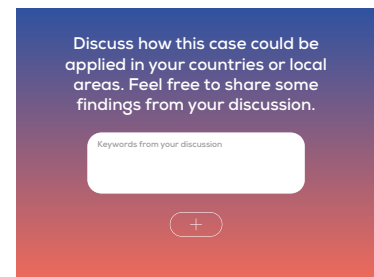
- Food industry business model
- Entrenched economic interest
- Not enough focus on local solutions
- People are unwilling to pay a high price
- Meat consumption
- Understanding of behavioural change
- To many taboos and tradition
- Investors need stable countries/govern.
- Systemic market failure



#### **Below the surface:**

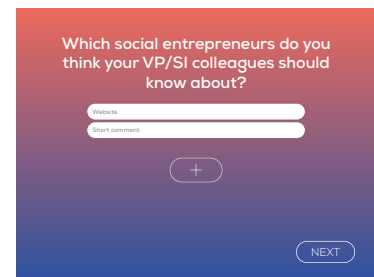
- The sustainability of the food system
- Self sustainability for local community
- Lobbies
- Looking at silo (under nutrition)
- Supporting lesser meat consumption
- Customer food preference
- Conflicts of interest between stakeholders

Discuss how this case could be applied in your countries or local areas. Feel free to share some findings from your discussion.



- 
- Easy to scale, easy to measure social impact, many stakeholders involved
  - In Spain, tapping the niche market of Tapas. Validated customer problems, analysed it, and provided solutions.
  - Wicked
  - Technology for development and good innovative solutions, empowering individuals, improving outcomes for the poorest
  - Nutritional value
  - Need for holistic involvement in community and supply chain
  - Facilitating a structured exchange of experiences of local people of different contexts across the world prototyping and experimenting and safe environment for learning
  - Delivering a cheaper product + a way to educate local end customers on the worth/sustainability of food, good to eat even if they look ugly.
  - Problem: healthy food (organic/ bio food) not accessible to more deprived communities Solution: cooperative supermarket with time banking. members receive food discounts.


# Which social entrepreneurs do you think your VP/SI colleagues should know about?



Website	Short Comment
<a href="http://www.fareshare.org.uk">www.fareshare.org.uk</a>	Fighting hunger, tackling food waste.
<a href="http://www.feedinghk.org">www.feedinghk.org</a>	Bridging the gap between hunger and food waste.
<a href="http://www.aqua-spark.nl">www.aqua-spark.nl</a>	Sustainable solutions for fish farming
<a href="http://sightandlife.org">sightandlife.org</a>	Working towards eradicating malnutrition in children and women
<a href="http://greenmonday.org">greenmonday.org</a>	Promotes and enables green, healthy and sustainable living
<a href="http://urbanfarmers.com/intro">urbanfarmers.com/intro</a>	Urban rooftop farm
<a href="http://www.evavzw.be">www.evavzw.be</a>	Veggie initiative with focus on increasing offer
<a href="http://www.euglena.jp/en">www.euglena.jp/en</a>	Research, develop, produce and market microalgae with a strong focus on euglena
<a href="https://www.csaf.net">https://www.csaf.net</a>	Sustainable and transparent financial market to serve small farmers
<a href="http://aqua-spark.nl">aqua-spark.nl</a>	sustainable aquaculture
<a href="http://followfish.de">followfish.de</a>	Sustainable and trackable fish products
<a href="http://imperfectproduce.com">imperfectproduce.com</a>	Ugly produce for 30% less than grocery store price
<a href="http://bees-coop.be/en">bees-coop.be/en</a>	Cooperative supermarket with time banking
<a href="http://www.alexandrarose.org.uk">www.alexandrarose.org.uk</a>	Food vouchers for local, healthy food consumption
<a href="http://www.grameen.com">www.grameen.com</a>	Micro finance focused on agriculture and forestry
<a href="http://movesmart.company">movesmart.company</a>	Tech based behavioural change
<a href="http://www.thevegetarianbutcher.com">www.thevegetarianbutcher.com</a>	Production of vegan meat
<a href="http://www.livelihoods.eu">www.livelihoods.eu</a>	Supporting local agriculture productivity
<a href="http://oneacrefund.org">oneacrefund.org</a>	Improving farmers lifes.
<a href="http://laruchequiditoui.fr">laruchequiditoui.fr</a>	Sales directly from farmers.
<a href="http://www.instock.nl">www.instock.nl</a>	Restaurants that recuperates food before perinity
<a href="http://www.delandgenoten.be">www.delandgenoten.be</a>	Cooperation for land for bio-farming
<a href="http://www.saltfarmtexel.com">www.saltfarmtexel.com</a>	Production of crops on salinized unproductive land
<a href="http://www.cancook.co.uk">www.cancook.co.uk</a>	Fighting food poverty through a social enterprise
<a href="http://www.grounded.co.za">www.grounded.co.za</a>	Works with farmers to develop regenerative businesses
<a href="http://toogoodtogo.no">toogoodtogo.no</a>	Markedplace for food that would be thrown away
<a href="http://www.byspire.no">www.byspire.no</a>	Innovative food production in urban areas
<a href="http://www.frahagetilimage.no">www.frahagetilimage.no</a>	Educate kids to cook healthy substainable food
<a href="http://www.geitmyra.no">www.geitmyra.no</a>	Food culture centre and city farm for youth
<a href="http://haziko.farm">haziko.farm</a>	Farmbistro buying only sustainable food
<a href="http://www.ekoplaza.nl">www.ekoplaza.nl</a>	Dutch supermarket chain focusing on ecological food.
<a href="http://www.holdbart.no">www.holdbart.no</a>	Sells food that has expired on date
<a href="http://proveg.com">proveg.com</a>	Inspire and motivate people for healthier lifestyle
<a href="http://www.biorfarm.it">www.biorfarm.it</a>	Biofarm - italy: buy a tree and get the production
<a href="http://www.si2fund.com">www.si2fund.com</a>	Invest in high impact potential social businesses
<a href="http://oneacrefund.org">oneacrefund.org</a>	Improving farmers lifes.
<a href="http://www.proveg.com">www.proveg.com</a>	new ngo promoting a more plant-based lifestyle
<a href="http://regionalwert-ag.de">regionalwert-ag.de</a>	Investments in local, self-sustainable food system
<a href="http://www.smartfarmerproject.eu">www.smartfarmerproject.eu</a>	Smartfarming as an innovative tool for rural development and economic growth
<a href="http://www.goodplanet.be">www.goodplanet.be</a>	Working to build sustainable societies.
<a href="http://fermesdavenir.org">fermesdavenir.org</a>	NGO promoting new business models in agriculture
<a href="http://www.ignitia.se">www.ignitia.se</a>	Weather forecast for the tropics - improve smallholder farmer yield



# Which social entrepreneurs do you think your VP/SI colleagues should know about?



Which social entrepreneurs do you think your VP/SI colleagues should know about?

Website

Short comment

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NEXT

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<b>Website</b>	<b>Short Comment</b>
www.geitmyra.no	Food culture centre and city farm for youth
andes-france.com	preventing food waste and youth integration
www.matsentralen.no	Giving food to poor people
www.somerentea.eu	Teaching local communities to become self sustaine
micaia.org	Challenging poverty and creating lasting change in lives and communities in Mozambique

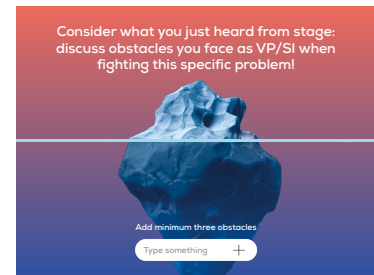
# WICKED PROBLEM

## #5

### **Social inclusion of migrants and refugees**

- How to make it strengthen  
our societies

Consider what you just heard from stage: discuss obstacles you face as VP/SI when fighting this specific problem!



#### **Above the surface:**

- Working with government stakeholders
- Literacy levels (even native language)
- Overqualified people
- Legal restrictions
- Legal right to work
- Long time line - residents permits
- Uncertainty on asylum procedures
- Difficult to find "illegal" people
- Lack of scalable/fundable solutions
- Lack of coordination
- Employer readiness
- Political framing (issue priorities)
- Entrepreneurial spirit
- Lack of formal documentation
- Racism
- More philanthropy stage than impact investment
- Lack of employment opportunities
- Mismatch of skills (demand vs supply)
- Lack of regulation
- Big companies not employing people
- Public opinion
- Discrimination
- Language
- Complex
- Language
- Social media
- Politics
- Housing
- Legal framework
- Business case
- Bureaucracy
- Language
- Ignorance
- No European unified approach
- Accommodation in rural, job in city
- Short-term needs vs long-term investment
- No government support
- Unknown status of refugees

#### **Below the surface:**

- Lack of pipeline for investment opp
- Lack of political will
- Lack of pipeline of investees
- Difficult to reach once procedures done
- Polarisation
- Lack of knowledge what works
- The will to settle
- Language first-NOT!
- Diploma confusion
- Financial education
- Lack of person centred approaches
- Lack of recognition
- Lack of contacts with population
- Riskier business
- Cultural differences
- Negative perception of refugees
- Limited entrepreneurial effort
- Impact measurement
- Too many small orgs tackling
- Admin process is too complex for employ
- Transfer of qualifications
- Lack of networks or connections
- Lack of opportunity to use skills
- Recognition of education
- Avoid risk
- Legislation; asylum, labour laws, etc.
- Racism
- Fear
- Lack of capacity
- International vs. Local
- Sustainability
- Inclusiveness
- Cultural barriers
- Skills differences
- Local mentality
- Insufficient support networks
- Complexity of the issue
- Vested interest/motivation
- No sustainable business model
- Public perception
- Not enough commitment

If resolved, which obstacle will have the biggest impact on this problem?



**Above the surface:**

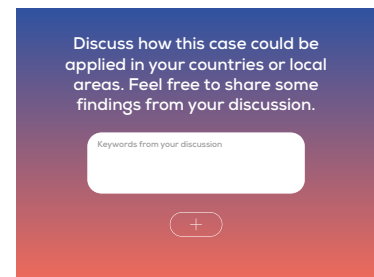
- Ignorance
- Political framing (issue priorities)
- Short-term needs vs long-term investment
- Lack of regulation



**Below the surface:**

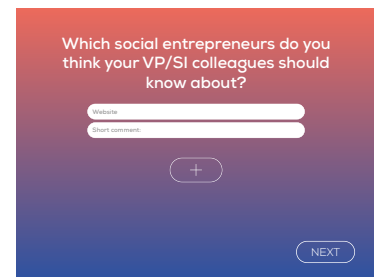
- Racism
- Lack of opportunity to use skills
- Riskier business
- Admin process is too complex for employ
- Lack of pipeline for investment opp
- Difficult to reach once procedures done
- Lack of knowledge what works
- Lack of political will

Discuss how this case could be applied in your countries or local areas. Feel free to share some findings from your discussion.



- 
- PP Partnership repaying the bond by getting refugees employed Belgium Finland multi stakeholder investors check KOIS invest additional income stream to address issue
  - Recruitment and fund raising scale the distribution solutions to other NGOs
  - Creating a safe environment of mutual respect, breaking language barrier, creating support networks, increasing sense of belonging, breaking stereotypes
  - Language skills are essential, to be included - strong link to the job market and employment opportunities needed
  - Netherlands: local municipalities are providing accommodation and access to workforce, with different level of inclusions. Focus on weakest one.
  - Europe-wide, partnership with IOM, possibility to scale to thousands, networking with employers and mentors, possible block-chain in future
  - 1. Government needs to provide a subsidy for the employer if you employ a refugee. 2. Needs big employer to take ppl after one year. 3. Needs low unemployment rate in host country
  - Helps to break down the barriers to integration.
  - Use the competences of the refugees, create a way of empowerment for refugees, work already in 5 municipalities in Greece, get refugees on staff, integrate them in local population
  - Quite easily with good will

# Which social entrepreneurs do you think your VP/SI colleagues should know about?



Website	Short Comment
SNTR.nl	Housing, language and career
www.seema.no	Increased diversity in work force
drapenhavet.no	Helping refugees entering Greece
dinewithus.strikingly.com	Connecting refugees and local families through food
www.schlau-schule.de	School for unaccompanied minor refugees
www.iliaktida-amea.gr	Integrating refugees into the crisis response
www.mtop.at	Training for refugees with an academic background
www.social-bee.eu	Connecting refugees with companies
www.duoforajob.be	Connecting young immigrant job seekers with mentors
www.singafrence.com	Integration of refugees in france
www.kiron.ngo	Higher education for refugees through digital solutions.
ro.simplon.co	Coding programs for refugees
www.kagider.org	Boosting female entrepreneurship
www.thirdageireland.ie/failte-isteach	Language classes in local communities
www.mestringsguiden.no	Work and accommodation support for refugees
www.joblinge.de	Young refugees put into training
ocalenie.org.pl/en	Cultural integration and work visas
breaking-barriers.co.uk	Matching employment opportunities for refugees
humansonthemove.com	Connecting entrepreneurs, philanthropists and investors in USA
www.deverrebergen.nl	Holistic approach to integrate refugees
www.uaf.nl	Grants for practical middle education for refugees
www.dreamsindeed.org	Incubator entrep. in conflict zones
http://www.schlau-schule.de	School for teenage refugees
www.integrify.fi	Intensive coding school for refugees
www.redi-school.org	Coding bootcamp for refugees
rlc-berlin.org	Legal advise for refugees
www.startuprefugees.com	Network connecting refugees and jobs
jobkraftwerk.de	Plattform to help refugees with CVs
www.sammenomenjobb.no	mentorprogram
www.coursera.org	Online courses
www.mikrofinansnorge.no	Working to increase people's possibilities to start their own business
www.magdas-hotel.at	Employing refugees at the hotel.
www.atlaskompetanse.no	Understanding the welfare system in new country
refugeeswork.at	Online job platform for refugees in Austria
refugeeentrepreneursdenmark.dk	Workspace, network, support for refugees
www.speak.social/en	Connects newcomers and locals through lang exchange
www.abuondiritto.it	Platform for empowering refugees with beaurocracy
wefugees.de	Legal support for refugees.
relaio.de	Platform for sustainable entrepreneurship
www.sntr.nl	Housing and integration program for 200 syrian
www.weexist.be	Integrate migrants to labour market