

INSPIRE

PLAY YOUR ROLE IN SOCIAL ENTREPRENEURSHIP

101

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METHODOLOGICAL GUIDE

PART 1



Co-funded by the
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THE PARTNERS

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CHALLEDU -inclusion|games|education (Greece), is an educational NGO that pioneers new models of learning, inclusion and engagement through game based methods



MC2020 (Spain), a youth educational center with expertise in development of training material and implementation of workshops for entrepreneurship and employability of young people



CIP (Cyprus), is an educational NGO that addresses the needs and demands of people through their involvement in social and civic life by simultaneously providing them innovative material and free trainings related with a variety of fields, such as social entrepreneurship



KESO (Greece), is a Family Support Center of the Holy Archdiocese of Athens, since 1999, provides psycho-social support, legal counselling, medical care, foreign language training, vocational training and career guidance to members of every family in need



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TABLE OF CONTENT

| | |
|--|-----------|
| TABLE OF CONTENT | 2 |
| SUMMARY OF THE PROJECT | 5 |
| OVERVIEW OF THE PROJECT | 5 |
| OBJECTIVES OF O1 METHODOLOGICAL GUIDE OF INSPIRE PROJECT | 7 |
| METHODOLOGY UNDERTAKEN FOR O1 PART 1..... | 8 |
| UNEMPLOYMENT OF YOUTH | 9 |
| OVERVIEW OF UNEMPLOYMENT RATE OF YOUNG PEOPLE IN EUROPE | 9 |
| GREECE UNEMPLOYMENT STATUS..... | 9 |
| CYPRUS UNEMPLOYMENT STATUS..... | 10 |
| SPAIN UNEMPLOYMENT STATUS..... | 11 |
| NEET GROUP IN EUROPE | 12 |
| ENTREPRENEURSHIP AS A SOLUTION TO IMPROVE EMPLOYMENT OF YOUTH | 15 |
| DEFINITION OF ENTREPRENEURSHIP..... | 15 |
| YOUNG PEOPLE CAN BECOME GOOD ENTREPRENEURS..... | 17 |
| DEFINITION OF START-UPS..... | 18 |
| START-UPS IN THE PARTNER COUNTRIES..... | 18 |
| <i>Start-ups in Greece</i> | 18 |
| <i>Start-ups in Cyprus</i> | 21 |
| <i>Start-ups in Spain</i> | 21 |
| SOCIAL ENTREPRENEURSHIP AND SUSTAINABLE DEVELOPMENT GOALS (SDG) | 23 |
| DEFINITION OF SDGS..... | 23 |
| VARIOUS WORLDWIDE INITIATIVES FOR TAKING CLOSER SDGS TO YOUNG PEOPLE..... | 23 |
| <i>Promotion of SDG's in Greece</i> | 24 |
| <i>Promotion of SDG's in Cyprus</i> | 27 |
| <i>Promotion of SDG's in Spain</i> | 28 |
| SOCIAL ENTREPRENEURSHIP DEFINITION..... | 31 |
| TYPES OF SOCIAL ENTERPRISES | 32 |
| <i>The most common categories of social enterprises in Greece</i> | 33 |
| <i>The most common categories of social enterprises in Cyprus</i> | 35 |
| <i>The most common categories of social enterprises in Spain</i> | 37 |
| PERCENTAGES OF ACTIVE SOCIAL ENTERPRISES | 39 |
| <i>Percentage of active social enterprise in Greece</i> | 41 |
| <i>Percentage of active social enterprise in Cyprus</i> | 41 |
| <i>Percentage of active social enterprise in Spain</i> | 43 |

| | |
|---|-----------|
| EU POLICIES, PROGRAMS AND/OR FUNDING SCHEMES AND NETWORKS THAT PROMOTE SOCIAL ENTREPRENEURSHIP | 44 |
| <i>Policies promoting Social Entrepreneurship in Greece</i> | 46 |
| <i>Policies promoting Social Entrepreneurship in Cyprus</i> | 47 |
| <i>Policies promoting Social Entrepreneurship in Spain</i> | 49 |
| SOCIAL START-UPS | 52 |
| DEFINITION OF SOCIAL START-UPS AND SIGNIFICANT EU EXAMPLES | 52 |
| EXAMPLES OF SOCIAL START-UPS IN PARTNER COUNTRIES..... | 53 |
| <i>Examples of social start-ups in Greece</i> | 53 |
| <i>Examples of social start-ups in Cyprus</i> | 53 |
| <i>Examples of social start-ups in Spain</i> | 54 |
| THE ROLE OF TEAMS IN START-UPS..... | 55 |
| <i>Composition of Teams in Social Start-ups in Greece</i> | 55 |
| <i>Composition of Teams in Social Start-ups in Cyprus</i> | 57 |
| <i>Composition of Teams in Social Start-ups in Spain</i> | 57 |
| NETWORKS SUPPORTING SOCIAL START-UPS IN PARTNERS COUNTRIES..... | 58 |
| <i>Networks supporting of social entrepreneurship in Greece</i> | 58 |
| <i>Networks supporting of social entrepreneurship in Cyprus</i> | 59 |
| <i>Networks supporting of social entrepreneurship in Spain</i> | 60 |
| EDUCATIONAL PROJECTS THAT PROMOTE SOCIAL ENTREPRENEURSHIP | 62 |
| <i>Educational projects that promote Social Entrepreneurship in Greece</i> | 62 |
| <i>Educational projects that promote Social Entrepreneurship in Cyprus</i> | 63 |
| <i>Educational projects that promote Social Entrepreneurship in Spain</i> | 64 |
| FACTORS DRIVING YOUNG PEOPLE TO TURN INTO THE FIELD OF SOCIAL ENTREPRENEURSHIP | 65 |
| OBSTACLES YOUNG PEOPLE MIGHT FACE IN STARTING THEIR ENTERPRISE | 68 |
| <i>Obstacles in Greece</i> | 68 |
| <i>Obstacles in Cyprus</i> | 68 |
| <i>Obstacles in Spain</i> | 69 |
| BEST PRACTICES THAT PROMOTE ENTREPRENEURSHIP WITHIN YOUTH | 70 |
| <i>Best practices of local projects and EU projects that promote social entrepreneurship within youth (18-24) in Greece</i> | 70 |
| <i>Best practices of local projects and EU projects that promote social entrepreneurship within youth (18-24) in Cyprus</i> | 70 |
| <i>Best practices of local projects and EU projects that promote social entrepreneurship within youth (18-24) in Spain</i> | 72 |
| BIBLIOGRAPHY | 72 |

| | |
|---|----|
| <i>Table 1 Youth Unemployment Rate in Greece Apr.2019- Jan.2020</i> | 10 |
| <i>Table 2 Cyprus unemployment rate Apr. 2019- Jan 2020</i> | 11 |
| <i>Table 3 Youth unemployment rate in Spain (2011-2019) from 18 to 29</i> | 11 |
| <i>Table 4 Youth unemployment rate in Spain Jul. 2019- April.2020</i> | 12 |
| <i>Table 9 Fields of activity of social enterprises in Europe.</i> | 33 |
| <i>Table 16 Year that the parties responded to the research</i> | 56 |
| <i>Table 17 Number of members in start-ups</i> | 56 |
| <i>Table 18 Work and motives in the social economy</i> | 67 |
| | |
| <i>Figure 1 Sustainable Development Goals 2030</i> | 23 |
| <i>Figure 2 Be the change</i> | 24 |
| <i>Figure 3 Social economy employment by country</i> | 39 |
| <i>Figure 4 Social Economy organisation by country</i> | 40 |
| <i>Figure 5 Description of Euclid Network</i> | 45 |
| <i>Figure 6 Euclid Network Actions</i> | 46 |
| <i>Figure 7 Some of the events hosted by Cyprus Inno from 2016-2019</i> | 60 |

SUMMARY OF THE PROJECT

OVERVIEW OF THE PROJECT

INSPIRE Acronym stands for ‘Innovative Serious Play for Identifying your Role in a Social Entrepreneurship’. This project is not only to *inspire* as per its title but also to empower young people to engage with Social Entrepreneurship, create teams and ultimately to found their own companies/ start-ups.

Nowadays, the importance of Social entrepreneurship for economic development is widely recognized. A recent report provides strong evidence that young people (15-24) in Europe are struggling to find work ([European Semester Thematic Factsheet](#), n.d) . “The map of social enterprises and their eco-systems in Europe” (Publications Office of the European Union, 2015) highlights the main constraints of starting and scaling up a social enterprise; some of them include lack of entrepreneurial spirit, lack of managerial skills, lack of viable business models, difficulties in accessing markets. [Steigertahl et al](#) (2018) state that young people try to overcome all the above challenges by forming teams. Over 79% of start-up founders started as a team. Forming an ‘ideal’ team/ partnership is so vital in starting your own enterprise that a quick search on this topic in google will retrieve approximately 6,110,000,000 resources. The consortium of INSPIRE has put great effort in finding all the appropriate, established, relevant, up to date, crucial information for starting up your social enterprise through this present guidebook. Through the other Intellectual Outputs, INSPIRE project will also provide you hands-on activities, assessment tools and even a serious innovative psychometric game to put your stepping stone in the entrepreneurship world and make your dream come true.

The main argument of the INSPIRE project is that the success key for a new social enterprise is the establishment of the best possible team. The formation of a team with complementary skills, competences and roles before starting as well as engagement of new members during its scale-up are vital. Thus, INSPIRE project emphasizes in developing a toolkit for assessing the skills and competences as well as personality and career characteristics of young people and empowering them in constituting efficient teams and -social- enterprises.

More specifically the intellectual outputs which will be created during the project include:

O1- Methodological guide of INSPIRE project

O2- Learning training guide for career development and psychometric methods: It will involve guidelines relevant to social entrepreneurship for assessing Personality characteristics and Skills and create effective teams.

O3- Learning training guide for viable Social Enterprises business models addressing challenges based on SDGs (Sustainable Development Goals) and for effective use of Social Media: It will include specific examples of innovative social enterprises with different business models as well as effective ways of using Social Media to engage people in a team.

O4- Innovative psychometric Serious Game. Through the game an assessment is offered on the skills, competences and personality of the players: The scope is for players to get to know themselves and identify the role they can play in a team of a Social Enterprise. Moreover, players will get better acquainted with the challenges entailed in a Social enterprise e.g workload, mission drift, finding funding, communicating the idea, engaging more people, working with colleagues etc as well as the role of SDGs within an Enterprise.

The objectives of the “INSPIRE” project are to:

- promote entrepreneurship education and social entrepreneurship among young people
- support young people to identify their skills and competences, in order to develop them more or acquire new for succeeding in developing sustainable Social Enterprises
- enhance acquisition of key skills and competences in Social entrepreneurship, SDGs, Self-awareness, Social Media role in Social Enterprises
- create an innovative digital toolkit and serious game promoting open education and innovative practices in a digital era
- strengthen youth trainers, career advisors and relevant professional skills
- create an innovative and efficient toolkit that youth trainers, career advisors and relevant professionals can implement and enlarge the project’s impact.

The main target group of the project are:

- Young men and women
- Youth trainers, career advisors, psychologists

-Other relevant professionals like team-builders, HR managers, adult trainers, university professors, youth supporting groups, etc.

OBJECTIVES OF O1 METHODOLOGICAL GUIDE OF INSPIRE PROJECT

The present Methodological guide will be a valuable tool for the whole project. It sets the framework, the research basis for all other outputs, the methodology to be undertaken for the remaining outputs, ensures the results, impact and sustainability of the project. Most importantly it led partners to get to know each other better and to build a relationship, as well as affiliate within this proposal and work towards common understandings and goals for each of the outputs proposed.

This Methodological Guide includes in Part 1:

- A. An overview of today's situation of Social Entrepreneurship in partners' countries (Greece, Cyprus and Spain)
- B. A status of the Unemployment of Youth of the aforementioned partner countries
- C. A definition of Entrepreneurship as a solution to improve employment, including an overview of the social start-ups in partner countries
- D. The role of Sustainable development goals (SDGs) in Social Entrepreneurship (SE)
- E. The most common types of social enterprises in the partner countries
- F. The role of teams in start-ups
- G. EU policies, programs and funding schemes prompting SE
- H. Percentages of active social enterprises in partner countries
- I. Social Start-ups (definition, statistics of social star-ups in partner countries)
- J. Factors driving young people to social entrepreneurship and obstacles they might face

Part 2 of this Methodological Guide includes:

- A. Main requirements of (O2) Learning training guide for career development and psychometric methods
- B. Main requirements of (O3) Learning training guide for Viable business Models of Social enterprises addressing SDGs (Sustainable Development Goals) and effective use of Social Media
- C. Main requirements of (O4) INSPIRE Serious Game
- D. Evaluation and quality assurance for the project's outputs and expected results.

METHODOLOGY UNDERTAKEN FOR O1 PART 1

The methodology undertaken for PART 1 included an initial questionnaire set by the leader of this output C.I.P Citizens in Power, which was populated to the partners. The partners needed to answer this questionnaire, undertaking research about the crucial topics under discussion, for their countries. Partners have successfully answered the questionnaire by undertaking desktop research. In a second phase C.I.P has reviewed the answers by making comments. Partners have elaborated on C.I.P's queries undertaking more research or re-arranging some of their information and sections. Then the leader prepared a second draft where partners needed to elaborate on the content. C.I.P has amended the content giving also partners guidance on how to reference appropriately. Group and individual familiarisation with referencing platforms and creation of Group library helped to reference appropriately this guide. The consortium has worked towards several drafts, with the 8th draft being the final one, before providing you this fruitful, easy to read, up to date guide.

UNEMPLOYMENT OF YOUTH

OVERVIEW OF UNEMPLOYMENT RATE OF YOUNG PEOPLE IN EUROPE

In 2019 the youth unemployment rate in European countries was 15%. In several countries it rises to more than 30% (e.g Greece, Spain, Italy). Youth unemployment rate is almost double than the overall unemployment rate which is less than 7% in most EU countries. Young people face specific challenges in the transition from school to employment. Especially in countries facing economic crisis young people are often dismissed from the economic cycle. One of the main global challenges is considered to be the unemployment among youth. It is estimated that 96.8 % of all young workers in developing countries are in the informal economy. In addition, the global NEET (Neither in Employment, Education or Training) rate is being persistently high the past 15 years for both young women and men at 30% and 13% respectively internationally. Henceforth, with the right circumstances, social entrepreneurship can offer young people an avenue to explore in the mission for sustainable employment.

GREECE UNEMPLOYMENT STATUS

Youth unemployment rate in Greece increased to 32.40% in January 2020 from 31.70 % in December of 2019. Youth unemployment rate in Greece was on average 35.48% from 1998 until 2020. The all-time high (59.80%) was in May 2013 while the lowest point (20.20%) was in January 2008.

Forecast by Trading Economics states that the youth unemployment rate in Greece is expected to be 33.30% by the end of the 2020 quarter, according to Trading Economics global macro models and analysts' expectations. They also estimate that the youth unemployment rate in Greece will stand at 32.20% in January 2021. In the long-term, Greek youth unemployment rate is projected to trend around 32.20 % in 2021 and 30.80 % in 2022, according to econometric models ([Greece Youth Unemployment Rate | 1998-2020 Data, 2020](#))

The table below shows the average unemployment rate for up to January 2020 in Greece:



Table 1 Youth Unemployment Rate in Greece Apr.2019- Jan.2020

(Source : <https://tradingeconomics.com/greece/youth-unemployment-rate>)

CYPRUS UNEMPLOYMENT STATUS

Youth unemployment rate in Cyprus was significantly decreasing from January 2019 until April 2019. A small rise was seen in summer months July August September, but then it reached some low and unchanged percentages from October 2019 to the last month of 2019, a percentage of 15.2%. Then, in the first three months of 2020 we see an even more decrease reaching the 13.4% for all three months. From April 2020 until the latest update which was July 2020 (last updated in September 2020 when the final version of this guide was submitted) the unemployment rose significantly to 19.6% (maybe because of the pandemic).

No predictions are made for Cyprus’s unemployment rates specifically for Youth for the upcoming years.

The table below shows the unemployment rate of youth in Cyprus between July 2019 until June 2020:

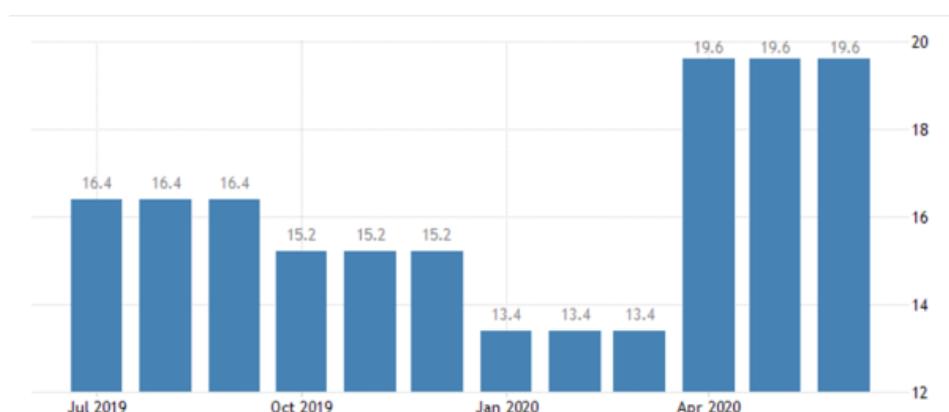


Table 2 Cyprus unemployment rate Apr. 2019- Jan 2020

(Source: [Cyprus Youth Unemployment Rate 1998-2020 Data \(Cyprus Youth Unemployment Rate | 2000-2020 Data | 2021-2022 Forecast | Historical, n.d.\)](#))

SPAIN UNEMPLOYMENT STATUS

The registered unemployment rate among young people under 25 years old reached the figure of 254,240 people in January 2020, representing 3.5% more than previous month and getting to the figure of 7,534 unemployed. However, there are 3,224 unemployed less than in January 2019, indicating a decrease of 1.25% in the last twelve months. The table below shows the Youth unemployment rate between 2011 till 2019.

| 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|------|------|------|------|------|------|------|------|------|
| 33,6 | 39,4 | 41,4 | 38,9 | 36,1 | 32,7 | 28,7 | 25,7 | 24,7 |

Table 3 Youth unemployment rate in Spain (2011-2019) from 18 to 29

(Source: Eurostat <https://ec.europa.eu/eurostat/>)

From 1986 until 2020, the unemployment rate among Spanish young people represented an average of 34.61%. Its maximum was reached in July 2013 with an 55,90%, whereas its minimum, a 17,20%, was recorded in 2007. The table below shows the unemployment rate of Spanish youth between July 2019 till April 2020.

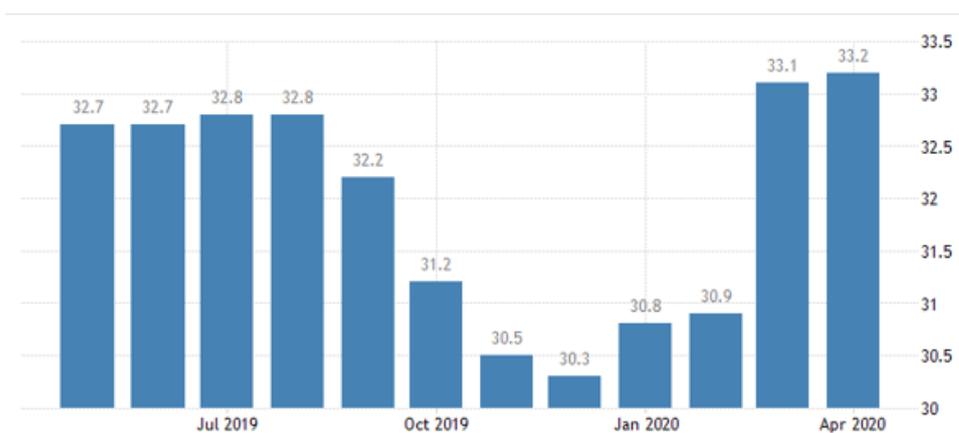


Table 4 Youth unemployment rate in Spain Jul. 2019- April.2020

(Source: <https://tradingeconomics.com/spain/youth-unemployment-rate>)

Forecast by Trading Economics states that “Youth Unemployment Rate in Spain is expected to be 34.90 % by the end of 2020 quarter, according to Trading Economics global macro models and analysts’ expectations. Looking forward, we estimate that the youth unemployment rate in Spain stands at 34.30 in 12 months’ time. In the long-term, Spanish youth unemployment rate is projected to trend around 34.30 % in 2021 and 32.60 % in 2022, according to our econometric models.” ([Spain Youth Unemployment Rate | 1986-2020 Data, 2021](#))

NEET GROUP IN EUROPE

NEET is the acronym for “Not in Employment, Education or Training”. On the one hand, in terms of education it includes part-time or full-time education whereas it excludes those in non-formal education and in educational activities of very short duration. On the other hand, in terms of work it involves those who have been in paid work for at least one hour in the reference week of the survey or were temporarily absent from such work.

NEET youth can be either unemployed or inactive and not involved in education or training. Young people who are neither in employment nor in education or training are at risk of becoming: socially excluded, with income below the poverty-line and lacking the skills to improve their economic situation ([OECD Economic, Environmental and Social Statistic | 2016 Data, 2021](#)).

The situation of NEETs in Europe is worrying over the years, as they represent almost 20% of 20-34 year old youth.

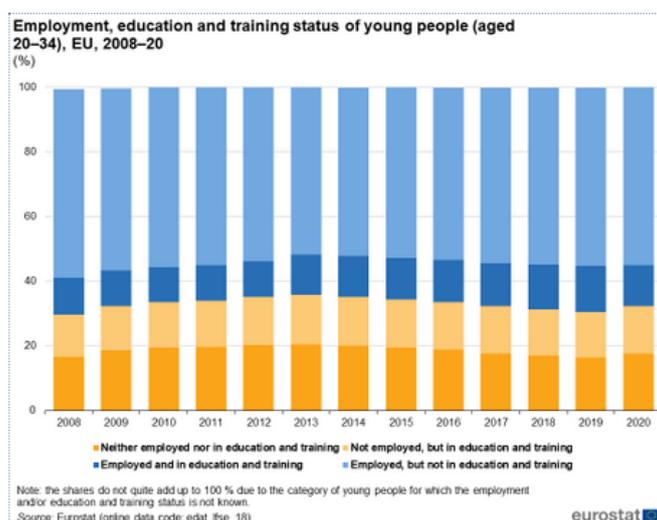


Figure 2: Employment, education and training status of young people (aged 20-34), EU, 2008-2020 (%)
Source: Eurostat (edat_ifse_18)

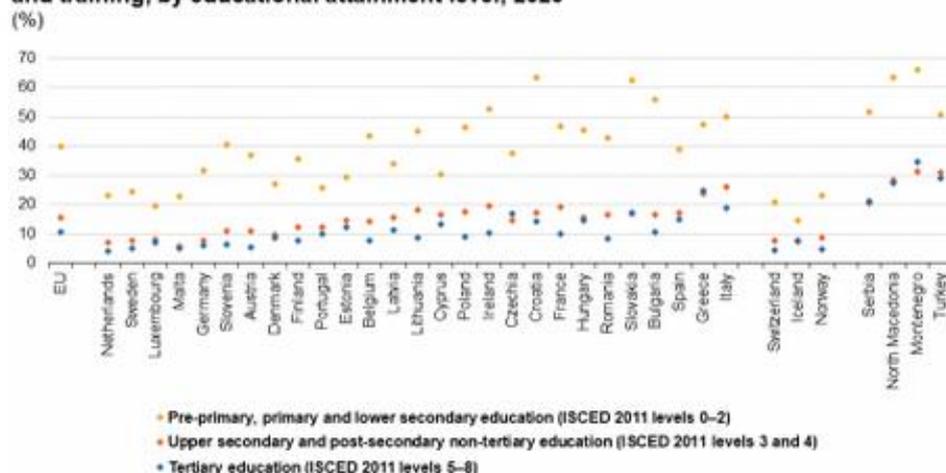
Table 5 Employment, education and training status of young people in EU in 2008-2020

(Source: <https://tradingeconomics.com/spain/youth-unemployment-rate>)

In order to address this reality, in the EU context over the years different support actions have been created to deal with this difficult situation for young people: in 2013 the [Youth Guarantee](#), in 2016 the [Investing in Europe's Youth](#), in 2018 the [New Eu Youth Strategy](#) and in 2020 the [Youth Employment Support: a Bridge to Jobs for the Next Generation](#) (European Commission | 2020 Data, 2021).

The table below shows that NEET rates are higher for young adults with a lower level of education; this confirms that with a higher level of education young people are more likely to find a job:

Young people (aged 20–34) neither in employment nor in education and training, by educational attainment level, 2020 (%)



Note: Ranked on the overall NEET rate.
Source: Eurostat (online data codes: edat_ifse_21)

eurostat

Table 6 Young people neither in employment nor in education and training by sex, age and educational attainment level (NEET rates) in 2020

(Source: <https://ec.europa.eu/eurostat/statistics->)

In conclusion, the general unemployment status of youth in Europe and in partner countries show how serious the situation is with youth unemployment whilst predictions for the countries that are given are not very encouraging. The statistics shown above certify the importance of INSPIRE project. Thus, in the next section we discuss Entrepreneurship as a solution to foster youth employment.

ENTREPRENEURSHIP AS A SOLUTION TO IMPROVE EMPLOYMENT OF YOUTH

The European Framework considers entrepreneurship as a key competence, and a vital part in the current Rethinking Education Commission Communication. The [Annual Growth Survey](#) of 2013 emphasises the role of entrepreneurship as a tool to improve employability levels. Many European countries have effectively introduced strategies within their nation for entrepreneurship education or even introduced entrepreneurial learning as an obligatory subject of curricula. However, more is needed. Now the emphasis is towards an education that will bring to life practical experiential learning models and experience of real-world entrepreneurs ([European Commission](#), 2013, p.4). That is why INSPIRE is aiming at giving practical assessment tools and the ultimate innovative psychometric Serious Game.

As a consortium we are working on warranting that to be an entrepreneur is a striking vision for any European youth. This includes social entrepreneurship whose potential is frequently underestimated -more detail on Social entrepreneurship are given on a later section-. Entrepreneurship has produced sustainable jobs and has proved a stronger flexibility to the crisis than the general economy (European Commission, 2013). Entrepreneurs –and social entrepreneurs- are pioneers who contribute to the achievement of the objectives of the EU2020 policy for growth (Overview - Eurostat, 2020). The benefits from educating our young people on entrepreneurship, whether or not they proceed in founding businesses or social enterprises, are numerous. These include the development of business knowledge and vital attitudes and skills including *inspiration, initiative, persistence, teamwork, understanding of risk and cultivating responsibility*. This is the entrepreneurial mind-set that helps entrepreneurs convert their ideas into praxis and also significantly increases employability (European Commission, 2013, p.6).

DEFINITION OF ENTREPRENEURSHIP

Many believe that trying to have one common terminology on entrepreneurship is utopian as it has been given as many definitions as the writers that have tried to define it. The word as such is a translation from the French *entrepreneur* which literally means “one who undertakes.” Thus, an entrepreneur is a *doer* (Dollinger, 2008). A preview of

Dollinger’s sum of the most important definitions given with chronological order starting from 1921 up to 2006 in his 2008 paper is very enlightening and can be seen below:

We can conclude that “Entrepreneurship is the control and deployment of

| <i>Source</i> | <i>Definition</i> |
|--|--|
| Knight (1921) | Profits from bearing uncertainty and risk |
| Schumpeter (1934) | Carrying out of new combinations of firm organization—new products, new services, new sources of raw material, new methods of production, new markets, new forms of organization |
| Hoselitz (1952) | Uncertainty bearing...coordination of productive resources... introduction of innovations and the provision of capital |
| Cole (1959) | Purposeful activity to initiate and develop a profit-oriented business |
| McClelland (1961) | Moderate risk taking |
| Casson (1982) | Decisions and judgments about the coordination of scarce resources |
| Gartner (1985) | Creation of new organizations |
| Stevenson, Roberts, & Grousbeck (1989); Barringer & Ireland (2006) | The pursuit of opportunity without regard to resources currently controlled |
| Hart, Stevenson, & Dial (1995) | The pursuit of opportunity without regard to resources currently controlled, but constrained by the founders' previous choices and industry-related experience |
| Shane & Venkataraman (2000) | A field of business seeks to understand how opportunities create something new... |
| Kuratko & Hodgetts (2004) | A dynamic process of vision, change and creation... |
| Allen (2006) | A mindset or way of thinking that is opportunity focused, innovative and growth-oriented. Can be found in large corporations and socially responsible not-for-profits... |

Table 7 Dollinger 2008. Definitions of entrepreneurship given from 1921-2006

resources to create an innovative economic organization (or network of organizations) for the purpose of gain or growth under conditions of risk and uncertainty” (Solomon, 2005).

We will complete this subsection with the quote of the economic historian Deirdre McCloskey which has risen much discussion in the enterprise cycle; we will leave it up to your idiosyncrasy to vote for or against this statement:

“Courage plus prudence yields enterprise.” (McCloskey, 2011, p.4)

YOUNG PEOPLE CAN BECOME GOOD ENTREPRENEURS

Research has shown that although in previous years, experienced businesspersons were considered as more suitable to strengthen the economic growth, several characteristics of the younger generation makes them absolutely capable of contributing towards economic growth. Some of these characteristics are their acquaintance with new technologies, ease in accessing global labour markets, the flexibility of the younger minds to welcome change and embrace the progress (McCloskey, 2012) especially because of the use of SEM (Search Engine Marketing) which has altered distribution and selling strategies. In addition, younger entrepreneurs consider themselves as free agents who take their portable skills wherever they can do the most good (social entrepreneurship) or make the most profit.

Also, the younger ages tend to think differently:

“Forget the experience curve. The most powerful force in business today is the inexperience curve. Young companies, born on the right side of the digital divide, are running circles around their older, richer, and slower rivals. If one wants his or her company to think outside the box, why not learn by working with people who don’t know there is a box?” (as cited in Dollinger, 2008 p.16).

Also, in Mitchell (2016) it is supported that an entrepreneur is not born but built. In a growing economy, entrepreneurs have a vital role in economic development, as they create organizations, which in turn produce jobs, raise trade, accelerate the generation, the application of inventive ideas, and how they are disseminated (Arzeni, 1998; Bates & Dunham, 1993; McDougall & Oviatt, 1997, as cited in Mitchell, 2016).

Having said this we need to admit that, Europe is sheathing behind the pace as seen globally, including a new venture creation. The rate of early stage entrepreneurial activity, ‘Totally Early-stage Entrepreneurial Activity’ (TEA) in Europe is only 7.8% of the adult population; this value is considerably higher in North America with 13.3% and Asia and Oceania with 13.1% according to the Global Entrepreneurship Monitor 2015/2016 (Kelley, Singer & Herrington, 2016).

DEFINITION OF START-UPS

Nowadays, the importance of Social entrepreneurship for economic development is widely recognized. Start-ups are important drivers of the economy as they create prosperity by coming up with new products or adding services thus creating a respectful number of jobs in the market (Shobhit, 2019).

Start-ups are defined by three characteristics:

- 1) Younger than 10 years.
- 2) Feature (highly) innovative technologies and/ or business models.
- 3) Have (strive for) significant employee and/or sales growth

A project is qualified to be included in the European Start-up Monitor Report (ESM) when the first of the three characteristics above is met, along with one or both of the other characteristics (European Startup Monitor Report, 2016, p. 15).

START-UPS IN THE PARTNER COUNTRIES

The statistical information given from the partner countries of the consortium shows an increase of start-ups despite the generally reduced number compared to other continents mentioned above. In the 2016 European Start-Up Monitor Report it is stated that of the start-ups covered in the ESM 2016, 77.6% are no older than four years.

Start-ups in Greece

According to data from Endeavor in 2010 there were only 16 start-ups in Greece. This number was multiplied by ten in 2013 and each year it increases drastically. Regarding the social start-ups, including social enterprises, NGOs, associations and other private initiatives focusing on the social impact, it seems that there is also an increase. The research SSE in Greece (Foreis KALO) reveals that 68% of the social initiatives have been founded in the last five years and 40% the last three years.

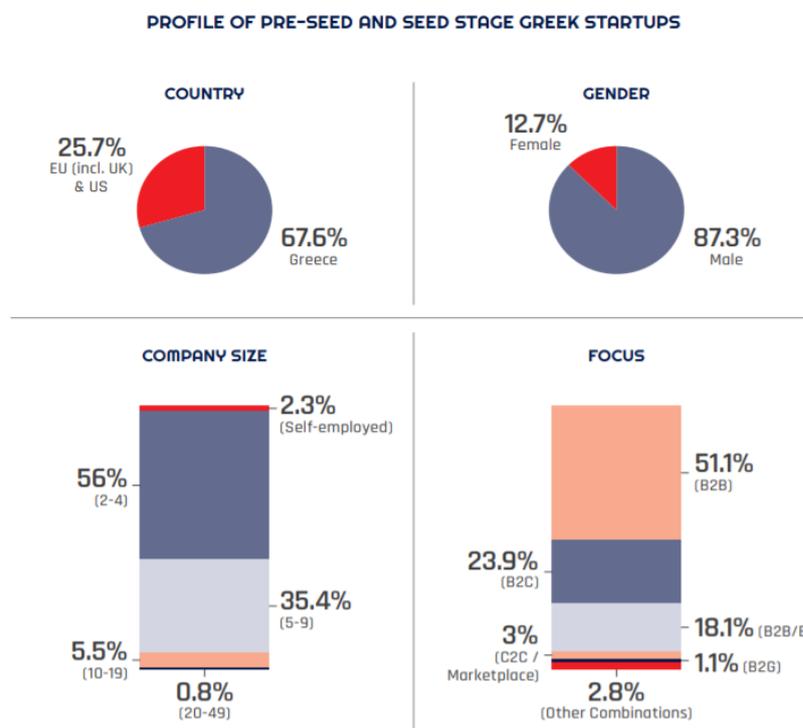
It is estimated that 92% of the start-ups are composed of 2-9 members (Foundation, 2019). 50% of these start-ups have developed mobile apps services or products. 51,1% of the start-ups are engaged in Business to Business (B2B) while 23,9%

are engaged in Business to Consumer (B2C) activities. At the top of the list for 2019 are start-ups focusing on Life Sciences and HealthTech, following tourism and hospitality with 8,5% and Retail/eCommerce and Agro/Food which are two markets full of opportunities for Greek ecosystem of start-ups (Foundation, 2019).

Table 8 Statistics on gender, company size and focus in Greece

(Source: https://www.eitdigital.eu/fileadmin/newsroom/publications/Startups_in_Greece_2019.pdf)

Moreover 25% of these start-ups have succeeded and have created new career opportunities. This seems to be connected with the number of supportive companies such



as incubators, accelerators, competitions and funds. It is estimated that the proportion between supportive initiatives and start-ups are 1/5 (Endeavor Greece, 2018).

| SECTOR | % | Compared with 2018 |
|--|--------|--------------------|
| Life Sciences (HealthTech, BioTechnology, Medical Devices) | 14.80% | ↑ |
| Retail/eCommerce | 13.00% | ↑ |
| Agro/Food | 9.42% | ↑ |
| Lifestyle/Social/Entertainment (Fashion, Sports, Gaming, Media, Social Networks) | 8.97% | ↑ |
| Tourism/Hospitality | 8.52% | ↑ |
| Energy/Infrastructure (Industrial, CleanTech, SmartCities, Telecommunications) | 7.62% | ↑ |
| Deep tech (Aerospace, Automation, Robotics, Semiconductors, Nanotechnology) | 6.73% | ↑ |
| ICT (Software, Security, Networking, Services) | 6.28% | ↓ |
| Logistics/Transportation | 3.59% | ↓ |
| MaritimeTech | 3.59% | ↓ |
| EdTech | 3.14% | ↑ |
| FinTech | 2.24% | ↓ |
| HRTech | 1.79% | ↓ |
| Business Services | 1.35% | ↓ |
| IoT | 1.35% | ↓ |
| AR/VR | 1.35% | ↓ |
| BigData / Analytics | 0.90% | ↓ |
| AdTech / MarTech | 0.90% | ↓ |
| RegTech/InsurTech | 0.90% | ↓ |
| Other | 3.59% | ↓ |

Table 9 Percentages of start-up sectors in Greece

(Source: https://www.eitdigital.eu/fileadmin/newsroom/publications/Startups_in_Greece_2019.pdf)

Start-ups in Cyprus

Cyprus is considered as an ideal place when starting your enterprise. Cyprus is quickly becoming a centre for innovation, entrepreneurship and of course for start-ups. One of the reasons that attracts, not only Greek speaking entrepreneurs might be because English are spoken quite fluently all over the island. Cyprus offers an established business environment for world-wide investors and entrepreneurs (Cyprus Startup Ecosystem, 2016). Cyprus is a supreme place for any start-up to be at during its first steps of its lifespan. Another reason might be its liberal economy which has the highest growth rates amongst Europe. The government is powerfully committed to praxis and is directed by Cyprus's National Policy Statement for Entrepreneurship which offers competitive start-up and investment motivations. Cyprus is considered as for its services as a hotspot with strong financial, shipping and tourism industries flourishing throughout the island. It can also serve as a pilot market due to its relatively small population, especially for start-ups. The country's prosperous start-up ecosystem is dynamic, friendly and supportive.

Cyprus also hosts many start-up events, hackathons, accelerators, including the Business Angels Network and the Founder Institute global accelerator, Cyprus is determined to be an important part of the European start-up ecosystem as also evident in the [European Start up Monitor Report](#) (2016).

Regarding the start-ups, today it is estimated that there are 172 in the whole island. You can see the spread of start-ups location wise and which specific ones are considered as start-ups as well as their links to be redirected through this [link](#). It seems as the majority of the start-ups in Cyprus are in IT and software development, more specifically consumer mobile, web applications, industrial technology, production and hardware, forming the 12.1 % of the total ([European Startup Monitor Report, 2016](#))

Start-ups in Spain

The Spanish start-up ecosystem has been growing meaningfully throughout the last couple of years, reaching volumes of investment over one billion euros during 2018 (*Mobile World Capital Barcelona, 2019*). In order to illustrate this, in 2016 the number of startups in Spain grew a 55% (*Mobile World Capital Barcelona, 2019*), and a 20% in 2018 (*ABC, 2018*). The report conducted by *Mobile World Capital Barcelona (2019)* argues that

talent, investment and capital have been significant factors that contributed to the expansion of this ecosystem and attracted more entrepreneurs.

In addition, some cities such as Madrid, Valencia or Barcelona are becoming important hubs for start-ups, mainly this last one which, according to what Loritz stated in her article *“Barcelona is now the 5th largest start-up hub in Europe, and Madrid the 6th, falling just behind London, Berlin, Paris, and Amsterdam”* (Loritz, 2019).

Current trends in the Spanish start-up ecosystem point that the leading sectors for entrepreneurship are e-Commerce, mobile Apps, communication and PR and B2B businesses (Megias, 2017). Some of the most popular Spanish start-ups are Cabify (transport app), Glovo (food delivery) and eDreams (flight and hotel searcher).

SOCIAL ENTREPRENEURSHIP AND SUSTAINABLE DEVELOPMENT GOALS (SDG)

DEFINITION OF SDGs

INSPIRE is a project about Social Entrepreneurship and could not have left behind the importance of Sustainable Development Goals (SDGs) which outline the global sustainable development priorities globally for 2030.

Sustainable Development Goals (SDGs) form a global agenda and are aiming towards a sustainable development of our societies. They can be summarised in 17 main goals and 169 targets given as a visual known in a global level as shown below:

Regarding the entrepreneurship world, these goals will let pioneer enterprises to show in which way their business contributes in advancing sustainable development, both by lessening negative impacts and capitalize on positive impacts on people and hence the



Figure 1 Sustainable Development Goals 2030

[This Photo](#) by Unknown Author is licensed under [CC BY-NC](#)

planet (SDG Compass, The Guide for business action on the SDGs, 2015)

VARIOUS WORLDWIDE INITIATIVES FOR TAKING CLOSER SDGs TO YOUNG PEOPLE

There have been many worldwide initiatives for bringing closer Sustainable Development Goals to young people. Some of them will be mentioned in this section.

Be the Change is a United Nations' organization that helps raise awareness about the SDGs. This initiative guides and encourages everyone to live more sustainably at work and at home by changing their consumption patterns, using active transportation such as bicycles and buying local foods.

Figure 2 Be the change

(Source:



<https://www.un.org/sustainabledevelopment/>)

Everyone can be part of this initiative, and what's more, they have a toolkit, which everyone can download so that their awareness raising initiatives can be carried out by anyone they want. All you need is a group of people and you can start a #Bethechange event. [Webpage. Be The Change toolkit.](#)

LittlexLittle is an initiative on YouTube that aims to promote the idea that little by little you can change the world and that all that is needed are conscientious people willing to take small steps. It tries to raise awareness among young people (2 billion of the world's population), about the SDGs and show them the power they have in the world to make the changes that the planet needs. It is not about a few people doing everything perfectly, but a large collective willing to do what is possible in an imperfect way. "Take one little action and multiply it by 2 billion" is their motif. [Little by Little youtube channel.](#)

Promotion of SDG's in Greece

Greece's first National Strategy for Sustainable Development (NSSD) was adopted in 2002. The Johannesburg Summit on Sustainable Development took place afterwards. Today Greece's National strategy is aligned with SDGs and different

stakeholders promote them in order to raise the interest of even more stakeholders and other people.

Until July 2019 the General Secretariat of the Government (GSG) led the implementation of SDGs, however now the Presidency of the Government is leading it. The “National Implementation Plan for SDGs” is developing now. However there has been a lot of effort the previous years through the “National Growth Strategy” applied in 2018 and the “National Strategy for Sustainable and Fair Growth 2030” applied in 2019.

Ensuring that none will be left behind is the main priority of the Greek Agenda as the country has overcome a prolonged economic crisis. As stated in the last available report, “Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development”, there are 8 priorities (General Secretariat of the Government, 2018, p.9):

- Enhancing an innovative, competitive and sustainable economic growth (SDGs 9, 8)
- Promoting decent work for all as well as full time employment (SDG 8)
- Combating poverty and social exclusion, while empowering the quality of health care services and access to it by all (SDGs 1, 2, 3)
- Reducing inequalities by providing equal opportunities for all (SDGs 5, 10)
- Developing an inclusive and high-quality education (SDG 4)
- Protect the natural capital and reduce carbon economy, for creating social prosperity (SDGs 6, 7, 11, 12, 13, 14, 15)
- Developing effective, accountable and transparent institutions (SDGs 16, 17)
- Promoting cooperation and enhancing open, transparent, participatory, and democratic processes (SDGs 16, 17)

In terms of participation and consultation, particular emphasis was given to awareness raising on SDGs at all levels and to stakeholder engagement.

In this regard, the General Secretariat of the Government (GSG) held meetings with stakeholders to also provide the opportunity to stakeholders to develop a more efficient internal self-coordination process so that they can more effectively participate in the

overall national dialogue and contribute with concrete proposals. Some of the stakeholders that have been very actively engaged, include:

- the Economic and Social Council of Greece,
- the Unions of Municipalities and Regions,
- the Hellenic Federation of Enterprises,
- Professionals and Trade Unions,
- Workers Associations,
- Academia (the National Research Foundation and Universities Rector's Synod), etc.

Since March 2017, a series of high-level multi-stakeholder events have been organized to raise awareness on the SDGs and provide a space for multi-stakeholder interaction. The events were organized either by the private sector (e.g. Conference of the Hellenic Federation of Enterprises on the SDGs) or in the form of international economic fora (i.e. the Concordia Economic Summit organized in Athens). Other relevant events are the Conference organized by Ministry of Foreign Affairs together with the General Secretariat of the Government on how to address “Policy Coherence for Sustainable Development”, as well as the Dialogue organized by the Hellenic Ministry of Environment and Energy and National Center for Environment and Sustainable Development with environmental NGOs on the environmental dimension of the SDGs.

Moreover, Greece has been working in promoting educational activities implementing the three priority-areas as decided at the 7th Meeting of the Steering Committee on Environment and Sustainable Development (ESD), which are:

- to ensure that by 2015 every school will have an environmentally sustainable development plan
- to empower the teachers' education through the introduction of Environmental and Sustainable Development
- to redesign technical and VET education through promotion of sustainable development and transition to green economy.

Additionally, to the government, there are a lot of private initiatives that promote SDGs on a regular basis such as: [CSR Hellas](#), [Hellenic platform from Development, In action for a better world](#), [Small Buddies](#), are some initiatives working on the promotion of

SDGs in different levels and target groups. *CSR Hellas* is aiming towards Companies, *Hellenic platform of Development* and *In action for a better world* are aiming towards education of students, people and also corporates, *Small Buddies* is aiming at collaborating together with Social enterprises and Companies to work together for implementing SDGs.

Those initiatives organize regular different types of activities and material to promote SDGs. *CSR Hellas* has a very up to date website explaining SDGs, has created a huge network of companies and proposed SDGs through the events and news section. *Hellenic platform for Development* creates some working teams on specific targets and goals, and runs many national and European educational programs regarding SDGs. *In Action for a Better World* also runs educational programs at the national level in order to promote SDGs. Finally, *Small Buddies* are promoting SDGs through different channels: serious games for learning SDGS, E-magazine, social media campaigns, etc.

You can adhere more details through these resources:

- [Study on the UN Sustainable Development Goals in Greece](#)
- [Youth Social Entrepreneurship and the 2030 agenda](#)
- [Voluntary National Review 2018](#)

Promotion of SDG's in Cyprus

According to the 2017 Review on the implementation of the 2030 Agenda in Cyprus (p.3) Cyprus' institutional mechanism for the implementation of Agenda 2030 is encompassed mostly of Ministries and supplementary governmental facilities, such as the Statistical Service, under the management of the Ministry of Foreign Affairs. A relevant line Ministry has been assigned to coordinate each one of the 17 Goals. A mapping exercise has already started in the ending of 2016, with a main aim to define stakeholders, national and/ or EU strategies and indicators, if applicable, for each of the targets of the goals. In the meantime, the Cypriot Statistical Service gathered all indicators available. Priorities were set based on the government priorities as well as on horizontal crucial areas, for example youth. Due to the initiative of the Ministry of Foreign Affairs, a process has started for indicating the most suitable director for SDGs employment at local policy level.” In the [Review on the implementation of the 2030 Agenda in Cyprus](#) one can find detail on all

SDGs priorities and policies involved in achieving them at national and international level. In order not to go in detail here, we can sum up that the planning is in place for most of the SDGs through all the policy lines whilst there is an obvious progress in the prioritised ones. The ones prioritized and considered as best practice already achieved in 100% include:

“ (...) the provision of free and easily accessible education to everyone at all education levels, without discrimination, addressing the challenge of Cyprus’ limited water resources and supplying excellent quality of drinking water to consumers, as well as the efforts made towards combating human trafficking, by effectively enforcing new legislation and expanding the role and competences of the Police Anti-Trafficking Bureau. On the international sphere, Cyprus actively promotes international cooperation on issues such as the protection of cultural property and regional cooperation for the protection from marine pollution. Concerning progress foreseen, there has been an upward trend in the use of renewable sources of energy, while steps are being taken towards a more sustainable tourism product.” (Review on the implementation of the 2030 Agenda, 2017, p.4)

Beyond the government level, some other organisations promote SDG’s in Cyprus through conferences and meetings, e.g [CyprusInno](#). SDGs in Business + 5th Business Mixer on March 29, 2019 event at Ledra Palace in the UN Buffer Zone with more than 30 participants from NGOs, Universities and other organizations focused on how to integrate the UN Sustainable Development Goals into daily business.

There is also the + 5TH BUSINESS [MIXER TOOLKIT](#) which provides guidance for companies for the way they can line up their strategies and how to measure as well as manage their contribution to the comprehension of the SDGs.

Promotion of SDG’s in Spain

The Spanish Government has proactively contributed to the implementation and promotion of the SDGs, particularly after the creation of the Millennium Fund in collaboration with the United Nations Development Programme (UNDP). In addition, it has

undertaken an active role in the discussion and implementation of the Agenda in the High-Level Group (Spanish Government, 2018).

With the participation in the 2030 Agenda Working Group of the EU Council and in the Voluntary Task Force of the 2030 Agenda, the Spanish Government seeks to reinforce its leadership and role in the implementation and fostering of the Agenda in Europe. Moreover, recently Spain has taken part as a member of the Executive Committee of the European Sustainable Development Network, for the first time since it was created in 2002 (Spanish Government, 2018).

The commitment of Spain with the SDGs and its agenda was raised at the highest level after the approval in 2018 of the *Plan for the implementation of the 2030 Agenda* in the Cabinet, and the creation of the “Sustainable Development Council” in 2019 (Spanish Government, 2018).

In addition, Pedro Sanchez’s Government has gone one step further with the creation of the figure of a High Commissioner for the 2030 Agenda, who reports directly to the President, as well as a High Commissioner for Child Poverty (Spanish Government, 2018).

Besides, the Spanish Government demonstrates that there is a clear intention to internationally reflect its commitment to the 2030 Agenda and to the SDGs, inside its borders and outside. Likewise, the 2030 Agenda is intended to be regarded as a meeting point for dialogue and collaboration among its 17 Autonomous Communities (Spanish Government, 2018).

According to *Spain’s Report for the 2018 Voluntary National Review* “a programmatic Action Plan has been approved for the implementation of the 2030 Agenda. This Plan will cover a transition from the urgent launch of the Agenda’s implementation to the formulation of a long-term Sustainable Development Strategy for Spain” (Spanish Government, 2018).

This Action Plan is aimed at covering the transition from the outgoing Government of Mariano Rajoy, which began with the development of the approach for this

implementation, and the incoming Government, whose actions are planned to be focused on the SDGs, and sustainable development as a whole (Spanish Government, 2018).

Currently, SDGs in Spain are driven and implemented through the following mechanisms (Spanish Government, 2018. Spain's Report for the 2018 Voluntary National Review):

- The 2019-2023 National Strategy to Prevent and Combat Poverty and Social Exclusion
- The Spanish Strategy for a Circular Economy (SSCE)
- The Spanish Urban Agenda (SUA)
- The Strategic Plan for Equal Opportunities
- The Strategic Energy and Climate Framework,
- The Digitalisation Agenda for the agri-food and forestry sectors and the rural environment
- The Spanish Strategy for Science, Technology and Innovation 2021-2027,

Different initiatives in the Basque Country (Spain)

In March 2019, within the framework of the Basque Country 2030 Agenda, the first annual monitoring report, corresponding to 2017, was presented to the Basque Parliament, detailing 100 major actions, 56 planning instruments and six legislative initiatives including (Basque Government, 2019, I Agenda Euskadi Basque Country 2030 Monitoring Report 2017):

- Public Administration Personal Training Course, provided by the Basque Institute of Public Administration on the 2030 Agenda.
- Summer Course at the University of the Basque Country under the title *“The 2030 Agenda and the Sustainable Development Goals: Making our Public Policies more efficient”*. Collaborators within this course include representatives of international organizations (UNDP, UN Global Compact, etc); networks (REDS), other institutions, local government and public companies (Ihobe, Emakunde, AVCD).

SOCIAL ENTREPRENEURSHIP DEFINITION

The concept of social entrepreneurship / social enterprise, is complex, diverse, with different applications around the world. In the Western Hemisphere (especially in the United States) the model is more liberal with emphasis on the business/economic part of a social enterprise. In Asian countries such as Bangladesh and India, with severe survival problems for a large part of the population, the emphasis is on the non-profit (or rather non-dividend) nature of social enterprise. In Europe, social enterprises are characterized by principles and values such as solidarity, human priority before capital, and democracy in decision-making.

Even as recent as a decade ago, the term Social Entrepreneurship (SE) was quite simplistically termed as:

“a new label for describing the work of community, voluntary and public organizations, as well as private firms working for social rather than for-profit objectives” (Shaw & Carter, 2007, p. 419)

Nowadays, the number of books, newsletters, and magazine articles written about Social Entrepreneurship (SE) could effortlessly fill several bookcases (Mair, Robinson & Hockerts, 2006). Parallel to business entrepreneurship, SE has taken on a variety of meanings (Dees, 1998). The difficulty in having a unified theoretical framework for SE or even a methodological direction lies in the fact that Social Entrepreneurship comes from different disciplines and fields.

“Social Entrepreneurship has been identified as a powerful mechanism to confront poverty (Bloom, 2009; Ghauri et al., 2014), empower women (Datta & Gailey, 2012), catalyze social transformation (Alvord et al., 2004), foster inclusive growth in subsistence marketplaces (Ansari, Munir & Gregg, 2012; Azmat et al., 2015), and bring about institutional change (Nicholls, 2008). These are clearly quite different phenomena.” (as cited in (Saebi et al., 2019, p. 72).

According to The Social Business Initiative ([The Social Business Initiative of the European Commission, 2011](#)), a social enterprise is an undertaking: whose primary objective is to achieve social impact rather than generating profit for owners and

shareholders; which uses its surpluses mainly to achieve these social goals; which is managed in an accountable, transparent and innovative way, in particular by involving workers, customers and stakeholders affected by its business activity.

This definition arranges social enterprise key features along three dimensions:

- a social dimension,
- an entrepreneurial dimension,
- a dimension relative to governance structure.

Generally, though, avoiding getting into the in-depth debate on what SE encompasses, it is accepted that social entrepreneurship is considered as the opposite of *'for profit'* entrepreneurship. It is also of no doubt that social entrepreneurship is considered to play a significant role in society in general, whilst implementing an innovative way of stretching unmet socio-economic needs, either because of bureaucracy or resistant of the public sector to change whilst charitable and voluntary sector usually struggles with loads of administrative procedures (Leadbeater, 1997; Mulgan & Landry, 1995).

TYPES OF SOCIAL ENTERPRISES

There is no strict classification of the types of social enterprises but a main categorisation can be as follows:

- Social enterprises (you have already mention them)
- Associations
- Foundations
- Non-profit organizations
- Cooperatives
- Limited by guarantee
- Limited by shares
- Cooperative banks
- Agricultural associations

The following table features the most common fields of activity of SE within Europe (European Commission, 2013).

SELUSI is a research project (funded through the 7th Framework Programme of the European Commission) that studies the market behaviours and organisational design decisions of over 600 social enterprises throughout Europe. The database created within the project offers a comprehensive sample comparable across countries and can help give a sense of the many sectors of activity in which European social enterprises operate.

Field of activity of social enterprises

| Field of activity | Percentage |
|--|------------|
| Social services | 16.70% |
| Employment and training | 14.88% |
| Environment | 14.52% |
| Education | 14.52% |
| Economic, social and community development | 14.34% |
| Culture, the arts and recreation | 7.08% |
| Health | 6.90% |
| Housing | 2.72% |
| Business associations | 2.00% |
| Law, advocacy and politics | 1.63% |
| Other | 4.72% |
| | 100% |

Source: SELUSI data including all observations across all countries (N=581).

Further information: www.selusi.eu

Table 10 Fields of activity of social enterprises in Europe.

(Source: <https://op.europa.eu/en/publication-detail/-/publication/cc9e291c-517c-4c64-9f29-428b34aea56d>)

According to the “The World Youth Report: Youth Social Entrepreneurship and the 2030 Agenda” Ecosystems that are the most conducive to youth social entrepreneurship are those that provide support mainly in education, career development, finance, technical support and networking and market building. ([Youth Social Entrepreneurship and the 2030 Agenda | United Nations For Youth, 2019](#))

The most common categories of social enterprises in Greece

The Greek Constitution of 1864 is stating the right of people to create associations. The first type of associations in Greece were the agricultural associations. The law of 1915 gave the right to associations that were working under other legal status till then to reshape themselves and become Associations (legal form).

In 1979 the Greek government gave the opportunity to women to found the first Women Associations that focuses on culture and development. In 1992 the constitution of first bank associations was permitted by the law.

In 1999 it appeared for the first time the form of Social Cooperatives which gave the opportunity to mentally healthy people to get included in the society. The Civil Code also by the article 741 AK recognizes the legal form of Civil Non-profit association. Also, the article 78 – 106 AK recognizes the unions as separate bodies and also the article 108 AK Foundations.

In 2011 is the first time that appears the legal form of Social Enterprise while in 2016 it takes the form it has today. More specifically there are 3 legal forms of Social enterprises today in Greece:

- Social enterprises with the scope of inclusion which consists of at least 40% founders that come from a disadvantaged background.
- Social enterprises working in the field of social care.
- Social enterprises providing products or services with social impact.

Due to the fact that there are many different legal types of enterprises that focus on the Social impact it was created in Greece a body with the name “KALO” which comes from the first letters of Greek words for Social Solidarity Economy. According to the Greek State, all the legal forms mentioned above are members of “[KALO](#)” and work for the benefit of the society (Nick Temple et al, 2018).

The “[Recent Evolutions of the Social Economy in the EU](#)” (2017) present the following data for the Social Economy specifically in Greece:

THE SOCIAL ECONOMY IN GREECE

2011-15

| Cooperatives and other similar accepted forms | Mutual Societies and other similar accepted forms | Associations, foundations and other similar accepted forms |
|--|---|---|
| - All cooperatives (2010: 14,983 jobs 7,197 enterprises) Of which: - Social cooperatives enterprises (2014: 1,800 jobs 1,200 enterprises 6,100 members) - Cooperative Banks (1) (2015: 867 jobs 166,061 members 9 enterprises) - Agricultural Cooperatives (2) (2013: ca. 2,383 jobs 764,000 members 550 enterprises) | - Mutual Companies (2015: 1,533 jobs 6 entities 1,200,000 members) (3) | - Associations (2010: 100,000 jobs 50,000 entities 1,500,000 members) - Foundations (2010: 1,000 jobs 600 entities) |
| 14,983 jobs 7,197 enterprises 1,052,785 members | 1,533 jobs 6 entities 1,200,000 members | 101,000 jobs 50,600 entities 1,500,000 members |

Source: Nasioulas, I (University of the Aegean) and Klimi-Kaminari, O. (Institute of Co-operation).
 Based on Nasioulas (2012).

- (1) European Association of Co-operative Banks, Key statistics 12.2015.
 (2) COGECA, 2014, Development of agriculture cooperatives in Europe.
 (3) ICMIF Figures for 2015. Global Mutual Market Share 2015.

Table 11 Recent evolution of Social Economy in Greece

(Source: http://www.ciriec.uliege.be/wp-content/uploads/2017/10/RecentEvolutionsSEinEU_Study2017.pdf)

The most common categories of social enterprises in Cyprus

In Cyprus there is not a vast number of SE, but the ones that can fall within this category are mostly companies with ‘non- profit distribution’, cooperatives, association and foundations. Cyprus has a long history of socially oriented activities performed by associations, foundations and informal, volunteer groups. The term “social enterprise” was initially used in Cyprus when the first conference on the topic was organised in November

2010. From 2013 onwards, social enterprises have attracted the growing attention of policymakers, academics, practitioners, the general public and the government.

The “[Recent Evolutions of the Social Economy in the EU](#)” (2017) present the following data for the Social Economy specifically in Cyprus:

THE SOCIAL ECONOMY IN CYPRUS

2015

| Cooperatives and other similar accepted forms | Mutual Societies and other similar accepted forms | Associations, foundations and other similar accepted forms |
|--|--|--|
| - All cooperatives (1) (2015: 3,078 jobs 76 enterprises) Among them: - Banking cooperatives: (2) (2015: 2,707 jobs 19 cooperatives 509,388 members) - Others (Industrial & services): (2) (2009: 343 jobs 32 cooperatives) | - n/a | - (Entities registered: 2014: 4,800 associations 320 foundations) (1) (2015: for 595 entities 3,906 jobs) Among them: Social and health entities: 135 1,381 jobs Sport entities: 134 1,037 jobs) (3) 24,000 volunteers (4) |
| 3,078 jobs 76 enterprises 509,388 members | - n/a | 3,906 jobs 5,120 entities 24,000 volunteers |

(1) Source: Zoe Andreou. (2) Source: Cooperatives Europe Key figures 2014-15.

(3) Thomas Gregoriou, based on the Statistical Business Register; (4) Pavlos Kalosinatos

Table 12 Recent Evolution of Social Economy in Cyprus

(Source: http://www.ciriec.uliege.be/wp-content/uploads/2017/10/RecentEvolutionsSEinEU_Study2017.pdf)

Four main drivers have been identified as the primary roots or forces behind Cyprus’s social enterprise development:

- the private driver;
- the associative/foundation driver;
- the cooperative driver; and
- the policy driver.

The private sector has been one of the main drivers behind the Cypriot social enterprise ecosystem. Private companies by guarantee (non-profit) or shares (for-profit companies that pursue social aims and distribute a limited share of profits) have been instrumental in raising awareness of social enterprises and the broader social entrepreneurship sector.

Associations and foundations are a second driver. Although they may not define themselves as social enterprises, specific organisations provide services for the wellbeing of vulnerable and socially excluded groups.

The cooperative sector is a third driver, which began almost 80 years ago and is still socially and economically influential

<file:///C:/Users/user/Downloads/Social%20enterprises%20and%20their%20ecosystems%20in%20Europe.%20Updated%20country%20report%20Cyprus-1.pdf>, p.13

The most common categories of social enterprises in Spain

The most common categories of social Enterprises in Spain involve employment integration enterprises, which are mainly dedicated in incorporating people with difficulties in accessing employment into a standard job and whose mission is to train and employ people who are "difficult to place", enabling them to make the leap to a "normal" job (Díaz Foncea et al., 2012).

Also, social enterprises in Spain involve Special Employment Centres for Social Initiative, which are intended to ensure paid employment and the provision of services of personal and social adjustment to their workers with disabilities, while being a means of integrating as many of these workers as possible into the normal working system (Díaz Foncea et al., 2012).

SE are also considered to be the Social Initiative Cooperatives, whose objective is either the provision of care services by carrying out educational or other activities of social nature, aimed at the labour integration of those who suffer any kind of social exclusion, and in general, the satisfaction of social needs not met by the market (Díaz Foncea et al., 2012).

Last, but not least, associations and foundations engaged in economic activities, whose mission is to pursue a common general interest instead of an individual one from the pool of types of SE in Spain (Díaz Foncea et al., 2020).

In order to illustrate the social economical ecosystem in Spain, the following chart extracted from a study conducted by the European Economic and Social Committee provides a picture of the number of social businesses and employment related to social economy in Spain. Despite not being updated, it perfectly reflects the strength that social economy has in the country (CIRIEC, 2017).

| 2008-15 | | |
|--|---|--|
| Cooperatives and other similar accepted forms | Mutual Societies and other similar accepted forms | Associations, foundations and other similar accepted forms |
| <ul style="list-style-type: none"> - All Cooperatives: (2015: 378,735 jobs 22,766 cooperatives) Among them: - Worker Cooperatives: (2015: 200,730 jobs 16,205 cooperatives) - Credit cooperatives: (2015: 20,451 jobs 67 cooperatives) - Agro-food cooperatives: (2015: 78,777 jobs 3,438 cooperatives) - Consumer cooperatives: (2015: 30,299 jobs 296 cooperatives) - Other cooperatives: (2015: 48,478 jobs 2,760 cooperatives) Other similar structures: - Labour societies: (2015: 75,317 jobs 10,213 societies) - Special disability employment centres: (2015: 71,327 jobs 1,885 enterprises) - Work integration enterprises: (2015: 2,750 jobs 181 enterprises) - Other social economy enterprises: (2015: 173,449 jobs 3,811 enterprises)(3) | <ul style="list-style-type: none"> Mutual Societies: (2015: 2,360 jobs 347 mutual societies) | <ul style="list-style-type: none"> - Associations and foundations active in social action: (2) (2013: 644,979 jobs 29,739 entities 1,272,338 volunteers) Among them: -3 Singular entities (ONCE, Red Cross and Caritas): (2013: 77,579 jobs 289,045 volunteers) - Other third sector entities: (1) (2008: 183,062 jobs 124,380 entities) |
| 528,000 jobs 35,045 enterprises 8,028,998 members | 2,360 jobs 374 entities | 828,041 jobs 154,119 entities 1,272,338 volunteers |

Source: (1) CIRIEC-España (Observatorio Español de la Economía Social), CEPES, (2) Report of the NGO platform for social action (2015). (3) CEPES. Not included in the total

Table 13 Recent evolution of Social Economy in Spain

(Source: www.ciriec.uliege.be/wp-content/uploads/2017/10/RecentEvolutionsSEinEU_Study2017.pdf)

PERCENTAGES OF ACTIVE SOCIAL ENTERPRISES

Accurate data on the social economy, and the organisations that compose this system, is very difficult to be retrieved, partly due to the lack of standardisation of the organisation types across countries and partly due to the scant attention that statistical offices have traditionally paid to these types of entities. Still, the most recent estimates enable a first analysis of its makeup.

The social economy in Europe today employs more than 14.5 million people, or 6.5% of the active population of the EU-27 and 7.4% of the EU-15. The country-by-country distributions in terms of the share of the social economy in employment, the types of organizations participating in the social economy, as well as the social economy organizations are presented in the following tables (European Commission, 2013).

Figure 3 Social economy employment by country

(Source: <https://op.europa.eu/en/publication-detail/-/publication/cc9e291c-517c-4c64-9f29-428b34aea56d>)

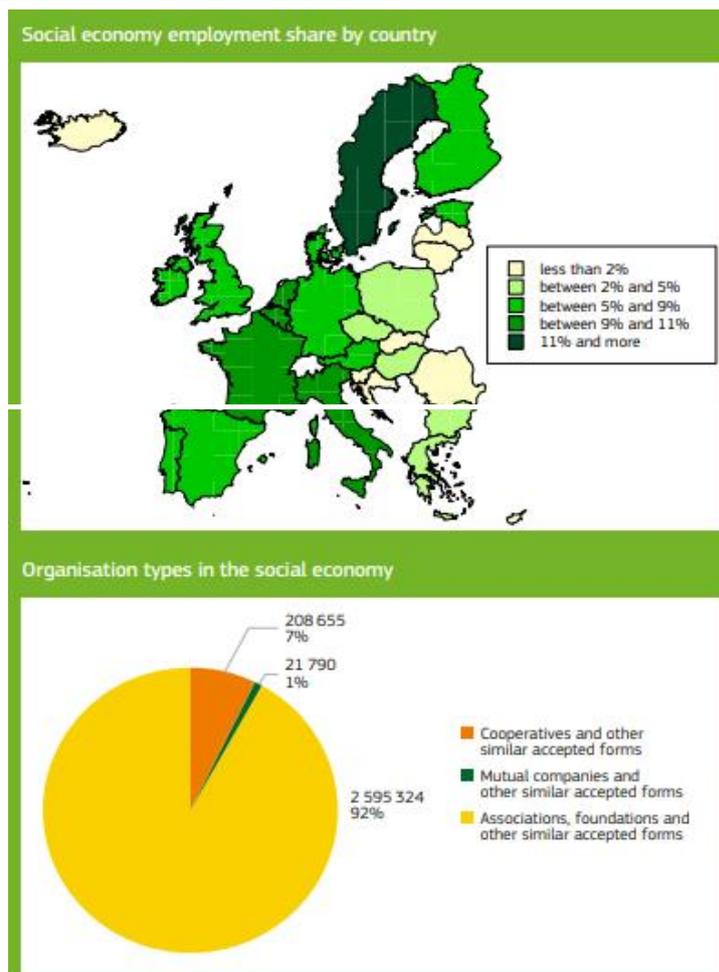
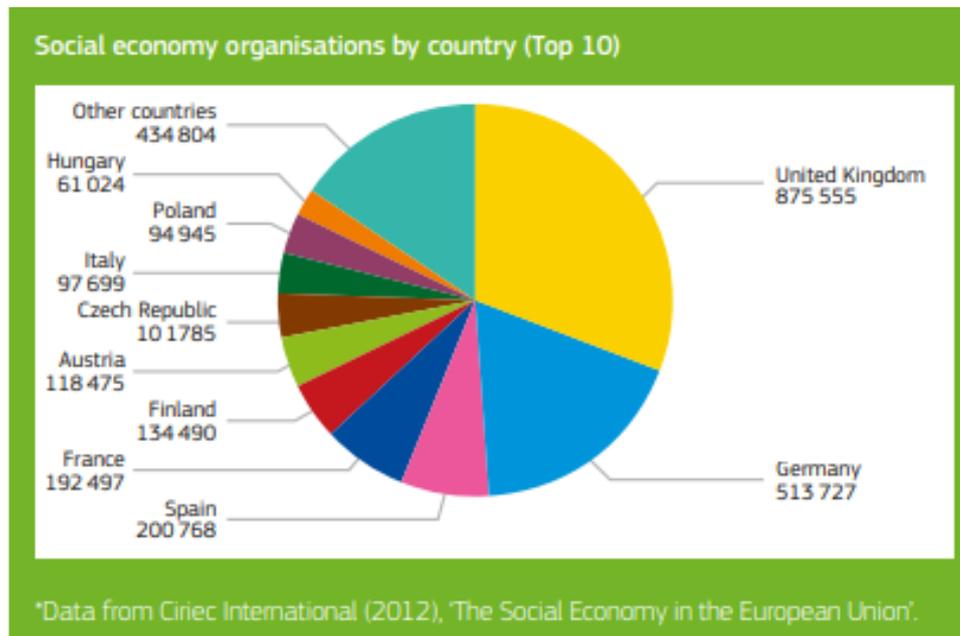


Figure 4 Social Economy organisation by country

(Source: <https://op.europa.eu/en/publication-detail/-/publication/cc9e291c-517c-4c64-9f29-428b34aea56d>)

Percentage of active social enterprise in Greece

According to statistics, the percentage of employees in the field of social economy in Greece represents only 1.8% of the total employment and about 2.9% of wage labour, which are the lowest percentages among the Member States of the European Union while the corresponding figure in France is 10% (European Commission 2013: 45, in Sarris, 2016).

Percentage of active social enterprise in Cyprus

Since 2015 there was an increase in associations and cooperatives, according to the statistics retrieved for 2017 in Cyprus. The increase of cooperatives and associations led to more openings in jobs and thus the total percentage of active social enterprises in Cyprus.

| Legal type | Total number | Number of SEs (estimate) | Notes |
|--------------------------------|--------------|--------------------------|--|
| Companies limited by guarantee | 377 | 100 | This is a rough estimate of entities that are active, carry out an economic activity and genuinely meet the "non-profit distribution" requirement. |
| Companies limited by shares | 217,588 | NA. | Estimation not possible. |
| Cooperatives | 92 | 20 | Up to 20 cooperatives pursue social aims. |
| Associations | 4,679 | 50 | It is estimated that around 10% of associations perform entrepreneurial activity based upon the information contained in the CSSDA. |
| Foundations | 388 | 20 | Estimate of foundations with economic activity. |
| Total | 5,534 | 190 | – |

Table 14 Estimated number of social Enterprise by legal type in Cyprus

(Source: European Commission, 2019, Report on SE in Cyprus, p.33)

As seen by the above table, the total number of Social Enterprises in Cyprus in 2017 were 190. Half of them are considered to carry out an economic activity and, genuinely, meeting the 'non-profit distribution' requirement. 20 undertake social aims, a number of approximately 50 associations perform some entrepreneurial activity and 20 foundations have some economic activity but for no profit purposes.

In 2014–2015 it was estimated that almost 7,000 people were employed in social economy organisations: 3,906 were employed by associations and foundations. The rest of the workforce is considered to be within in the cooperative sector. Consequently, employment in the social economy (associations, foundations and cooperatives) represents less than 2% of the country's total workforce (European Commission, 2019, Country report: Cyprus, p.33).

Percentage of active social enterprise in Spain

According to the country report, there is no institution responsible for systematically collecting data on social enterprises and so, the data given by this report will be shown in order to determine the number of social enterprises legally recognized as such in Spain, which is that of 9.680 in 2017.

| Year | Social Initiative Cooperatives (CIS) ¹ | Employment Integration Enterprises ² | Special Employment Centre for social initiative | Associations ³ | Foundations ⁴ | Total |
|------|---|---|---|---------------------------|--------------------------|--------------|
| 2004 | 571 | 5 | 309 | 2,900 | - | 3,785 |
| 2005 | 578 | 60 | 760 | 2,900 | - | 4,298 |
| 2006 | 587 | 60 | 606 | 3,501 | - | 4,754 |
| 2007 | 599 | 108 | 700 | 4,001 | 12 | 5,420 |
| 2008 | 604 | 150 | 413 | 4,500 | 13 | 5,680 |
| 2009 | 566 | 154 | 440 | 5,001 | 16 | 6,177 |
| 2010 | 508 | 193 | 492 | 6,073 | 65 | 7,331 |
| 2011 | - | 200 | 490 | 6,059 | 46 | 6,795 |
| 2012 | - | 203 | 470 | 6,636 | 55 | 7,364 |

| Year | Social Initiative Cooperatives (CIS) ¹ | Employment Integration Enterprises ² | Special Employment Centre for social initiative | Associations ³ | Foundations ⁴ | Total |
|-------------------|---|---|---|---------------------------|--------------------------|--------------|
| 2013 | 600* | 205 | 450 | 7,212 | 64 | 8,531 |
| 2014 | 621* | 206 | 450 | 7,092 | 107 | 8,476 |
| 2015 ⁵ | 624* | - | - | - | - | - |
| 2016 | - | 207 | 557 | 7,134 | 85 | 7,983 |
| 2017 | 647** | 201 | 576 | 8,164 | 92 | 9,680 |

Table 15 Estimated number of social enterprises in Spain 2004-2017. Díaz Fonceca et. al (2019).

(Source: Díaz Fonceca et. al, 2019).

Based on reports made by the European Commission regarding the estimated scale of social enterprise activity in Europe, Spain is one of the Member States with a higher number of Social Enterprises, taking both legal and de-facto social enterprises. As a matter of fact, it also takes into account national estimations, as well as an estimated number of those enterprises which would fulfil the EU definition of such.

According to the Spanish Business Confederation of the Social Economy (CEPES), enterprises of the social economy in Spain represent 12.5% of employment. Moreover, the social economy creates stable employment with 80% of permanent contracts and 40% of the employment is for people under 40 years. Social companies have presence in all sectors and with a wide range of sizes (CEPES, 2019).

Moreover, there are countries such as Denmark whose estimated scale of social enterprises fulfilling the EU definition would be of 40,000 to 70,000 enterprises, or Italy, whose estimation would be of 40,000. There are many other Member States which do not actually have developed the idea of social enterprises.

EU POLICIES, PROGRAMS AND/OR FUNDING SCHEMES AND NETWORKS THAT PROMOTE SOCIAL ENTREPRENEURSHIP

The European Commission's initiatives promoting entrepreneurship can be found in summary in the Entrepreneurship Action Plan adopted for the first time in January 2013. Their main aim in this summary is to reignite Europe's entrepreneurial spirit by: educating young men and women around entrepreneurship stressing opportunities especially for women and other groups making more feasible and easy the requirements in administration and also making it more easy to attract investors (*Promoting Entrepreneurship*, 2016).

Europe's economic growth and vacancies depend on its capability to support amongst others the growth of enterprises. It is largely accepted that entrepreneurship not only can create new companies but it can also open up new markets, and it can be a mean for acquiring new skills including soft skills, hard skills, entrepreneurial skills, digital skills, management skills and the list can be almost endless. According to the European Commission's Entrepreneurship Action Plan adopted in 2013, the most vital cause of

employment in the EU are Small and Medium-sized Enterprises (SMEs). The Commission's objective is to encourage people to become entrepreneurs and also make it easier for them to set up and grow their businesses ([Promoting Entrepreneurship](#), 2016)

Also, the EU is helping Social Enterprises through the [European Social Fund](#) (ESF) which is actively supporting the establishment of social enterprises as a source of jobs, for particular groups of people who are struggling to find work for a plethora of reasons. These include young long-term unemployed, disabled people and people in rural communities. Specific actions are evident in many EU countries including Greece and Spain but not yet in Cyprus. To get an idea, some of the activities involve a second-hand clothes shop set in a town which employs disabled people to collect, sort, clean and resell second-hand clothes. Another example is a company established in a rural region which trains women in the skills local businesses need, or helps them set up as self-employed workers to serve the tourism sector, or the sale of local farm products. There are many variations of social enterprise and they can be quite innovative in their approaches.

A strong network is also established through [Euclid.network](#)

The European Network for Social Enterprises and Impact-Driven Leaders

Our members are impact practitioners from over 21 countries in Europe and neighbouring states. Euclid Network amplifies their voices and achievements at EU-level through our strategic partnership with the European Commission, as well globally through our work with OECD, UNTFSSSE and the World Economic Forum.

Together we contribute towards shaping a new economy – one that puts at its core the achievement of all UN Sustainable Development Goals.

Figure 5 Description of Euclid Network

Our Actions

With our members and partners, we deliver events, peer exchanges and policy work for social entrepreneurs and impact practitioners.

| | | | | | |
|---|--|--|--|--|--|
|  <p>#BUYSOCIAL</p> <p>#BuySocial is part of a worldwide movement to highlight socially ethical organisations.</p> |  <p>EUROPEAN SOCIAL ENTERPRISE MONITOR (ESEM)</p> <p>ESEM is meant to provide in-depth data on social enterprises and start-ups in Europe.</p> |  <p>MEDUP!</p> <p>An EU-funded project which promotes social entrepreneurship in the Mediterranean region.</p> |  <p>EU PROGRAMME FOR EMPLOYMENT AND SOCIAL INNOVATION (EASI)</p> <p>Increasing access to social finance for social enterprises</p> |  <p>PEER EXCHANGES</p> <p>Empowering civil society organisations and social enterprises through leadership exchanges</p> |  <p>ERASMUS FOR SOCIAL ENTREPRENEURS</p> <p>Bringing together social entrepreneurs to learn from each other through an exchange abroad</p> |
|---|--|--|--|--|--|

Figure 6 Euclid Network Actions

(Source of Figure 5 and 6: <https://euclidnetwork.eu/>)

Policies promoting Social Entrepreneurship in Greece

According to Sarris (2016), “the planning and implementation of policies and practices in the field of social economy in Greece is at an early stage.” Also based on the “Recent Evolutions of the Social Economy in the EU” (CIRIEC-International, 2017) in Greece the concept of social economy coexists alongside other concepts, such as the non-profit sector, the voluntary sector and social enterprises. Specific laws on the social economy have been passed at national level in 2011 & 2016. Only the last two years, there has been a sharper increase in mobility for wider awareness on social entrepreneurship. Training programs have been organized and mentoring sessions have been held in order for the new entrepreneurs to be successfully familiarised with the business concept, as the social entrepreneurship that operates between conventional entrepreneurship and social activism is a reflection of the challenges of our time.

Greece has created new policies in order to promote Social Entrepreneurship. A specific registration office for Social enterprises has been set up. Moreover, another network and registration service for all “non-for-profit” legal forms that work towards the social impact was generated “[KALO](#)” (Social Solidarity Economy).

Furthermore, specific policies and tools were engaged in order to support social economy by giving:

- funding (or priority to funding) to Social enterprises (e.g. the [Partnership Agreement for the Development Framework which is funded by Greece with the contribution of European Structural and Investment Funds](#)).
- benefits to Social enterprises (eg. reduced non salary costs)
- priority in outsourcing activities of Public sector to Social enterprises that provide social work
- favourable tax regulations for the social enterprises

Some other European examples and policies that applies in Greece and are promoted by trainers and researchers in Greece are:

- [EU Programme for Employment and Social Innovation \(EaSI\)](#)
- [European Social Fund](#).

Even though there are no specific data ratings if these policies are well-known to the general public and more specifically to young people it seems that the majority of young people in Greece are not familiar with them. A research during the Up-to-Youth project revealed that only 14,60% of the research participants from 6 countries had training on social entrepreneurship and only 9 young people from Greece. Moreover, the research revealed that Greece scored less than the other countries in many issues regarding social entrepreneurship. This can be indicative on the knowledge young people have regarding the European policies on social entrepreneurship

Policies promoting Social Entrepreneurship in Cyprus

During the economic and financial crisis, social enterprise development was promoted higher on the policy agenda. In 2013 the government decided to initiate a plan to develop the sector by reserving public funds to support social enterprise start-ups. The President of Cyprus announced a series of measures to combat unemployment and social exclusion including 6 million EUR to be made available in creating approximately 180 new social enterprises. The decision was focused on developing an alternative way of integrating socially excluded groups. A working group, which consisted of members of the

Ministry of Finance, was established to build a coherent strategy for the initiative (cited in European Commission, 2019, Report on SE in Cyprus p. 18).

In 2015, social entrepreneurship was included in a comprehensive reform program for entrepreneurship developed by the Government of Cyprus. As part of these efforts, in 2016, the Unit for Administrative Reform took over the responsibility of developing the social business sector. In the same year, with the support of the European Commission, experts were commissioned to prepare a "Policy Document for the Development of the Social Enterprise Ecosystem in Cyprus" with specific recommendations to the state for the development of the sector. Based on this document, the Cypriot government proceeded in January 2018 with the "Action Plan for the Development of the Social Enterprise Ecosystem", which, among other things, includes a series of measures and incentives for the activation and / or expansion of social enterprises.

At the same time, the Administrative Reform Unit prepared a relevant bill for the creation of a "Register for the Creation and Preservation of Social Enterprises", which was approved by the Council of Ministers in January 2018. The Cypriot state, considering the manifold aids that both the society in general and a country's economy can reap from the development of social businesses, has prepared a draft bill entitled 'Law for the creation and keeping of a Registry for Social Enterprises', which was adopted in 2020. Within the newly established law in Cyprus, a business can be defined as social if it falls into one of the following two categories:

(a) **a general purpose social enterprise**: the main characteristics of such an enterprise are, inter alia, that its **primary purpose is social mission** through the promotion of positive social and / or environmental actions in the interest of society, and **it invests at least 70 % of its profits to promote its social mission**,

(b) **social integration enterprise**: the main characteristics of such an enterprise are, inter alia, that its primary purpose is social mission, through the **employment of persons belonging to vulnerable groups of the population, who constitute at least 40% of the working-class potential of this business**.

Beyond the aforementioned, law, an authority was established for the functioning and keeping of the Registry for Social Enterprises entitled 'Directorate General for European Programmes, Coordination and Development (DG EPCD - Social Entrepreneurship, 2020)'.

Prior to 2014 there were no national public support schemes that explicitly or specifically target social enterprises in Cyprus. ERDF/ESF funds were only used to a limited extent to target the promotion of social enterprises or support their start-up, operation or growth. However, for the 2014-2020 programming period, ESF is planned to promote social economy and social entrepreneurship further.

Although not specifically tailored to social enterprises, some support measures also currently exist that can benefit social enterprises, including grants, a Cyprus Entrepreneurship Fund, a facility for Advice for Small Business and the Restart 2016-2020 programme. Furthermore, the NAP (National Action Policy) envisages certain measures that will be tailored to social enterprises such as funding schemes, incubators and a favourable public procurement framework. Additionally, the sector has access to research, education and skills development (European Commission, 2019, Report on SE in Cyprus, p.35).

Some more specific policies in Cyprus relevant with the European Community (beyond the local boards and national legislations) are; the participation in the European Social Economy Regions (ESER), an initiative of the European Commission which is aiming to help create effective partnerships and networks among local and regional social economy stakeholders in endorsing the extra value and benefits of the social economy. It also provides stakeholders an exclusive opportunity to have their voice heard at a European level.

Also, in 2017 the European Commission (EC), following a suggestion by the Ministry of Finance in Cyprus, contracted external experts to develop a policy paper on the development of Cyprus' social enterprise ecosystem (Synthesis 2017).

Policies promoting Social Entrepreneurship in Spain

Spain has shown much devotion in promoting entrepreneurship to young people through several actions, both local and European and several associations and foundations. It started this promotion as early as twenty years ago, earlier than Cyprus and Greece.

The National Strategy for Entrepreneurship and Youth Employment 2013-16 was created. It aims at supporting young people under 30, and its main objective is to promote measures that encourage the integration of youth into the job market or encourage self-employment and entrepreneurship. Following the same path, the strategy aims to fulfill four main objectives: to improve employability of young people, to increase the quality and stability of youth employment, to promote equal opportunities for access to the labor market; and to foster entrepreneurship.

In 2013, the Spanish National Youth Guarantee Implementation Plan was established, which proposed *“to offer young people aged under 25 who are not in employment or training and who apply, by the means provided, for attention under the Youth Guarantee, a good quality job offer or a training or educational action, continued vocational training, apprenticeship or traineeship”* (Ministry of Work and Social Welfare, 2013, p.10).

These two events performed as the base for governmental initiatives and actions. However, there are many associations, organizations, foundations and non-governmental organizations that work for the promotion of entrepreneurship and social initiatives at the local or national level such as the following ones:

- Social Innovation Strategy for the Basque Country, the region where social innovation and social entrepreneurship is most supported by the regional government. Together with this strategy they have undertaken Innobasque or Innovation Basque Agency, which is a non-profit private association created to boost and coordinate the Strategy for Social innovation in the Basque Country. The strategy is focused on social transformation in which social innovation addresses systemic vision and private-public collaboration (Innobasque, 2018).
- Junior Achievement Spain is an international NGO that provides entrepreneurial and financial training to students. These programmes use volunteer entrepreneurs and business professionals to deliver the Junior Achievement curriculum, which aims at developing entrepreneurial values, attitudes and spirit

among youth. The programmes also aim to motivate students for self-employment (Junior Achievement, 2020).

- Fundación Instituto Cámara de Creación y Desarrollo de Empresas (INCYDE) was created in 1999 to promote entrepreneurship and business creation. INCYDE has developed training and mentoring programmes for young people. Training is offered for up to 1.5 years on business creation and management and mentoring is available for up to 2 years following the training (Incyde, 2020).
- INJUVE (Instituto de la Juventud), or the Youth Institute, is a public body under the auspices of the Ministry of Health, Social Services and Equality. This body does not directly identify entrepreneurship as part of its mission however, INJUVE is active in supporting actions that foster it (INJUVE, 2020).
- Social Entrepreneurs' Spanish Association boosts the entrepreneurs activity at the first stage by means of training and networking. It provides a network of contacts, support and motivation (Spanish Observatory on the Social Economy, 2012).
- Social Emprende promotes the ecosystem of social entrepreneurship promoting projects, disseminating ideas, recognizing trends and connecting the best talent.
- Social Innovation Basque Centre, DENOKINN, is an “innovation factory” which manages and works with innovative theories and techniques in order to foster social progress. It supports the existence of a “Social Innovation Park” where the transfer of ideas and technologies to new business takes place (Denokinn, 2020).

SOCIAL START-UPS

DEFINITION OF SOCIAL START-UPS AND SIGNIFICANT EU EXAMPLES

Social start-ups basically have a social orientation and by social orientation it is implied that they are the opposite of *'for profit'*. Like any other start-ups as we have defined them above, they are Younger than 10 years, featuring the most innovative technologies and/ or business models that strive for significant employee growth.

Here we are giving a few of European examples of successful social start-ups; ['Kiron'](#) is one of them. Simply explained, Kiron is a Germany initiative which provides an open online education platform dedicated exclusively to refugee education. It strives to provide refugees with the same opportunities as the rest of the world. This start-up has developed a unique vision that is unprecedented in both its academic and pedagogical approach. It also has connections with many universities, which in some cases are partners. The idea to found Kiron was born in the summer of 2014, when Vincent Zimmer and Markus Kressler shared their vision for a 2.0 university at the German Freedom Foundation refugee conference. Involved in different projects at that moment, they feel their paths could be shared and they decided to create Kiron in 2015.

Secondly, another valuable example is ['Second Home'](#). As mentioned earlier Second Home is a social start-up company dedicated to boosting social entrepreneurship through fashion and art. Personalities and experts from various disciplines such as fashion, technology, cinema, artistic production and design are part of Second Home. Since its opening in 2014, the place has hosted talks by fashion designer Stella McCartney and Harvard evolutionary biologist EO Wilson, art events with the Gagosian Gallery and the Institute of Contemporary Art, film screenings with Secret Cinema's Future Shorts, and live music concerts with Dazed & Confused magazine.

Last but not least, another successful example is ['AID:Tech'](#); an Irish start-up that aims to help international NGOs, governments, charities and businesses to address some of the deep-seated problems in their fields. Some of the issues they seek to address are legal identity, financial inclusion and corruption. Born in 2016, AID:Tech's platform is

committed to using Blockchain technology and digital identity to help clients create key performance indicators (KPIs) and provide them with reporting tools.

EXAMPLES OF SOCIAL START-UPS IN PARTNER COUNTRIES

Examples of social start-ups in Greece

[Givemed](#) is focusing on solving the problem of lack of organized collection and management systems of domestic medicine. 2.300.300 people in Greece live below the poverty line facing extremely difficulty to cover their needs in medicines. On the other hand 34.000.000 packs of medicines expire and are thrown away each year. Givemed has created an application where people can register their packs of medicines that they won't use and the application manages to give them to specific people in need.

[HUMANE](#) is focusing on advocacy of people with health problems and disabilities through three actions: design products with the help of target groups, explain to society and other people the problems those target groups are facing, sell the products that initiate an amount of money for the target groups' needs.

Examples of social start-ups in Cyprus

[AKTI](#) Project and Research Centre is a non-governmental, non-profit organisation based in Nicosia, Cyprus. It was established in 2000 by a group of experts in environmental issues. Today it is considered as a successful social start-up which has created a rather widespread network of collaborators and volunteers for raising environmental awareness and promoting sustainable development.

The [Conscious Trolley](#) (Controlley) might not be a start-up per se but it is a collaborative social change platform, bringing together and incentivizing people, NGOs and companies to join forces to crowdsource, crowdfund and implement common benefit social projects and campaigns. Its overall scope is to help people solve pressing social problems by transforming socially responsible behaviour into value. Social enterprise, giving emphasis on the social purpose with the intention to reinvest possible profit for

social good. Its mission is to encourage social responsibility both at the personal and organizational level, with a desire to address the “crisis in consciousness” of our times, which has resulted in economic, environmental, political and social crises. Main goal is to encourage new ways of thinking and interacting with one another that are more people-centric and have proven to be of more lasting value to society and the planet we live in (<https://cyprusinno.com/places/startups/controlley/>)

[Cyprus Seeds](#) is a non-profit organisation with the mission to help commercialize innovative academic research in Cypriot universities and research institutions. The aim is to fund research in Cyprus, from any area/field, with market potential and with the goal to reduce uncertainty so that an external party would invest in the technology. In addition to grants, Cyprus Seeds offers mentoring, business skills training and networking with the business community and possible investors outside Cyprus. Cyprus Seeds is therefore more than just a grant program. It is a rather exceptional initiative to create a hub of excellence in which academic research teams will get top-rated business education and mentor support to create successful businesses. In July 2018, it was registered as a non-profit company in Cyprus, independent of universities and research institutions. Cyprus Seeds is the first but necessary step of a long path towards building a sustainable entrepreneurial ecosystem around the universities of Cyprus – an ecosystem leveraging the research work being carried out in the universities and research institutions of Cyprus. Cyprus Seeds will run a 12-month program for a second year. The second cycle will run from November 2020 to November 2021.

Examples of social start-ups in Spain

[Apadrinaunolivo.org](#) is an innovative project within the rural environment to raise awareness and involve society and businesses in the transformation of one of the great challenges of the 21st century: the abandonment of rural areas. The project creates jobs and restores thousands of olive trees in a region of Spain (Social Enterprise, 2020).

[Huertos de Soria](#) is a social enterprise founded in November 2012 by the NGO Cives Mundi, with the aim of creating jobs for people at risk of exclusion from the labour market. In a first phase, in collaboration with FADES, it focused on the group of mentally ill people and is currently open to all those social sectors with the most difficulties in finding

work: young people, long-term unemployed, women victims of violence (Social Enterprise, 2020).

[Nice to Eat You](#) is a start-up created by three young Spaniards with the purpose of serving as a tool to substantially reduce food waste from hotels and food stores and promote responsible consumption. The start-up, in the form of a webapp for both mobile and PC devices, brings together professionals from the food sector and end consumers in order to dispose of the surplus food generated by the former (Social Enterprise, 2020).

THE ROLE OF TEAMS IN START-UPS

The map of social enterprises and their eco-systems in Europe (2015) highlights the main constraints of starting and scaling up a social enterprise; lack of entrepreneurial spirit, managerial skills, lack of viable business models, difficulties in accessing markets. ESM (Europe Startup Monitor) reveals that young people try to overcome all the above challenges by forming teams (over 79% of founders started as a team). That is why in this project the Intellectual Output to follow will focus on how people will create strong TEAMS. Here only an introduction and research basis will be given on the composition of TEAMS in the partner countries.

"The strength of the team is each individual member. The strength of each member is the team." Phil Jackson (American Former Professional Basketball player)

Composition of Teams in Social Start-ups in Greece

The research SSE in Greece (Foreis KALO) reveals that 68% of the social initiatives have been founded in the last five years and 40% the last three years. Moreover 41% of the founders have received University education. Most of the social initiatives addresses targets relevant to people (eg. education and culture 17%, food 17%, welfare 8%, tourism 7%, environment 6% etc).

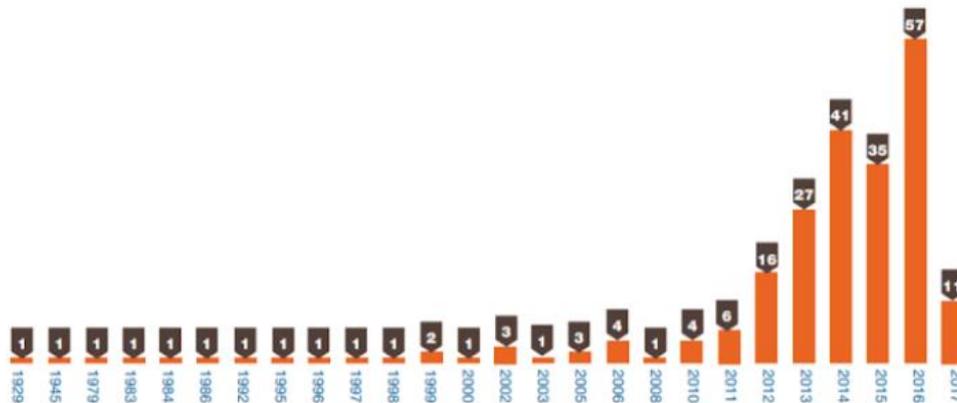


Table 6 Year that the parties responded to the research

(Source: https://foreis-kalo.gr/sites/files/SSE_in_Greece_GR.pdf)

The same research reveals that the members of social initiatives are most of the times 5-10 while the employees are 2-4 (30%), 1 (28%) and 5-9 (20%).

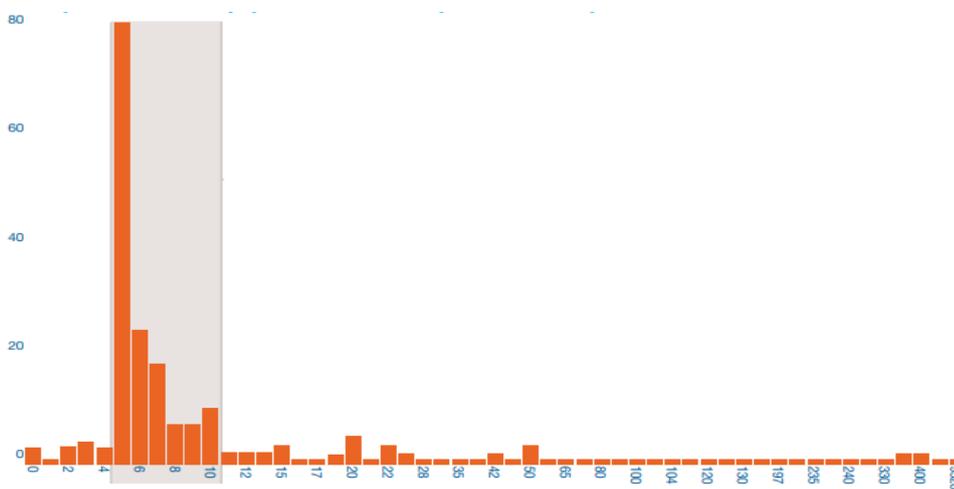


Table 7 Number of members in start-ups

(Source: https://foreis-kalo.gr/sites/files/SSE_in_Greece_GR.pdf)

While in the start-up ecosystem there is approximately only 1 woman in 10 individuals, in social initiatives women have a stronger position. In 27% of the initiatives

more than 60% of the employees and founders are women. This is a great distinction between commercial start-ups and social initiative start-ups and underlines the opportunities arising for combating unemployment in young women (SSE in Greece, 2018).

Composition of Teams in Social Start-ups in Cyprus

The lack of research and the statistics thereafter show how much behind Cyprus is in this sector; the importance given in Social Start-ups and the composition of their TEAMS. On the other hand, it shows the necessity of this project and its value especially for this country.

Composition of Teams in Social Start-ups in Spain

According to the data provided in the research conducted by Spain Startup in their “*Entrepreneurship Map*” in 2019, those who became entrepreneurs are usually men (81%), in their thirties and with a university background on technical or STEAM degrees (Spain Startup, 2019).

What is interesting to highlight from this report is that there are two types of entrepreneurs in Spain; the one who is starting a business for the first time, which represents a 46%, and the one who has created more than one business, a 56% (Spain Startup, 2019). This data clearly reflects a growing trend among Spanish youth which is that more and more people choose to develop one idea and to transform it into a viable business.

Regarding the role of women, it is true that even if the percentage of Spanish women that decide to start up a business is above the European average, it only represents a 19% (Spain Startup, 2019). This figure reveals a burning issue in Spanish society which is that there is still a gap between men and women in the labour market, and that the male figure as the one who rules the business is still present.

NETWORKS SUPPORTING SOCIAL START-UPS IN PARTNERS COUNTRIES

Networks supporting of social entrepreneurship in Greece

In Greece there is the [Network of Social enterprises](https://koinsep.org/) (https://koinsep.org/) which is specialized in the 3 legal forms of Social enterprises after the law of 2011 and 2016 (not NGOs, Associations etc) and which provides help to its members through training, networking events, information and other activities. Moreover, there is in Karditsa the SES Net: [Social Entrepreneurship Supporting Network](#)

Some broader networks promoting entrepreneurs in general amongst youth are:

- [OESYNE](#)- Association of young entrepreneurs in Greece
- [Corinthian Cluster](#)
- [Corallia Cluster](#)
- [Praxinetwork](#)

Regarding social entrepreneurship there are some organizations such as incubators, training centres, EU and local programs that support youth. More specifically:

- [HIGGS](#) (Athens): Incubator and Accelerator of social initiatives only. It offers education, support to legal, logistic and other issues, fundraising education, networking.
- [Social Dynamo](#) (Athens): Incubator and educational services
- [Solidarity mission](#) (Athens): It emphasizes in Social enterprises.
- [Impact Hub Athens](#) (Athens): Incubator
- [Innovathens](#) (Athens): The target group is initiatives in the field of cultural industry.
- [Ashoka Greece](#) (Athens): It helps people who want to start a social initiative to organize their business plan and ask for founding
- [ACEin](#) (Athens): Incubator. It helps organizations to design their products, create a business plan, manage their teams, contact founders, analyze the market and support them in legal issues.

- [Orange Groove](#) (Athens) : It offers education and services as well as funds through competitions.
- [Attica Business innovation center](#) (Laurio)
- [Ergani](#) center (Thessaloniki)

There are also many incubators and accelerators for start-ups that sometimes support social initiatives eg. EGG- enter grow go, OK! Thess, Reload young Greek entrepreneurs, Venture Garden, ThEA, The Cube etc.

Networks supporting of social entrepreneurship in Cyprus

There is a well-established network in Cyprus called '[Cyprus network for Social Entrepreneur](#)', which aims to promote social entrepreneurship in Cyprus and connect the people who are interested in bringing positive social and environmental change

Also, "[Hub Nicosia](#)" is a pioneering social innovation hub (managed by Synthesis centre) which houses and supports organizations, entrepreneurs and enterprises with a social mission

[CyprusInno](#), the successful island wide entrepreneurial network also co-organizes various events and conferences which are well known by the youth.

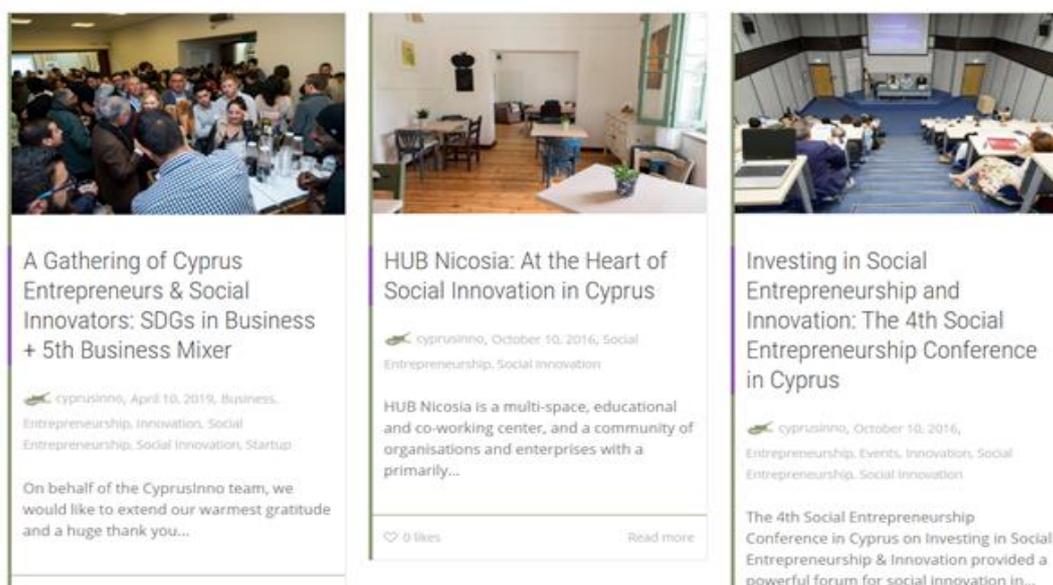


Figure 7 Some of the events hosted by Cyprus Inno from 2016-2019

(Source: https://cyprusinno.com/?post_type%5B%5D=&s=social)

C.I.P is being the proud representative of the Erasmus For Young Entrepreneurs (EYE) project (under the umbrella of COSME) in the whole island. Thus C.I.P is acting as a network to bring together people from Cyprus and all other EU members and not alone of EYE project. Erasmus for Young Entrepreneurs is a cross-border exchange programme which gives new or aspiring entrepreneurs the chance to learn from experienced entrepreneurs running small businesses or social enterprises in other Participating Countries.

Networks supporting of social entrepreneurship in Spain

Youth entrepreneurs in Spain can benefit from many youth entrepreneurship networks and associations, including large national networks such as the Emprende XL Social Network and the Spanish Confederation of Young Entrepreneurs (CEAJE). These networks are important for connecting young entrepreneurs with each other and with other business support organisations.

- One of the main networks in Spain for young people regarding the promotion of social entrepreneurship is the project [Social Enterprise España](#). On the one hand,

it is a reference web for social entrepreneurship and impact investment in Spain to promote the company and the market as valuable tools to address major social challenges. On the other hand, they are consultants concerning social impact projects and companies (Social Enterprise, 2020).

- [Social Nest](#): is a pioneer incubator in Spain which supports entrepreneurs for social and environmental business projects in order to perform a high social impact and in order to be self-sustainable (Social Nest, 2020).
- [Movimiento Idun](#): it helps to set up start-ups and organizations promoting social innovation and sustainable solutions in Ecuador, Spain and the United Kingdom (Haro Pastor, n.d).
- [Fundación INNOVES](#): located in Málaga (Andalusia), it promotes the development of projects related to social economy through innovation, intercooperation and internationalization projects (Triodos Investment Management, 2020).
- Fundación [Ship2B](#): drives high social impact companies to solve social and environmental challenges (Ship2B, 2020).
- [Ashoka](#): one of the most recognised international entrepreneurs' networks, which supports around 29 initiatives in Spain (Ashoka Spain, 2020).
- [Creadores por el Mundo](#): it was born as a live radio program and a blog where the podcasts were uploaded covering topics such as Innovation, Creativity and Entrepreneurship.
- [Think Big](#): project of Fundación Telefónica which helps young social entrepreneurs from all over Spain to transform their ideas into social projects over six months with the help of mentors (Blog Think Big, 2020).
- [Impact Hub Madrid](#): born in 2010, with a community composed of professional freelance social enterprises, entrepreneurs, start-ups, social investors, or artists working on challenges locally and globally. In this ecosystem there are 10 resources, inspiration and collaborations to grow their project and promote their ideas in each of the phases in which they find themselves (Impact Hub Madrid, 2020).

EDUCATIONAL PROJECTS THAT PROMOTE SOCIAL ENTREPRENEURSHIP

Educational projects that promote Social Entrepreneurship in Greece

There are many examples of educational projects, especially Erasmus+ projects promoting social entrepreneurship in Greece.

A first example to be given is the [‘Unit for Social Entrepreneurship \(USE\)’](#). Athens University of Economics and Business (AUEB) has developed the first Unit for Social entrepreneurship. USE focuses on research and education on Social entrepreneurship in Greece and Europe. AUEB has developed many courses dedicated to Social entrepreneurship, building a viable business model for a social enterprise, leading a social enterprise, Learning best practices from Greece and Europe. The scope of the courses are young people to understand the difference between a social and commercial enterprise and acquire the skills for developing one.

Another example is the interreg V-A Greece-Bulgaria 2014-2020 program [“Growing Social”](#). The project is focused in Priority Axis 4, Specific Objective 9: To expand social entrepreneurship in the cross-border area. It aims at promoting social entrepreneurship through raising awareness in the CB area and establishing support mechanisms for interested parties and new social entrepreneurs. The partners in Greece and Bulgaria will establish Local Offices for Social Entrepreneurship and an Incubator for start-up social enterprises in Greece for two Social Enterprises, while they will develop an interactive helpdesk which will be available online.

[‘Solidarity Mission’](#) organization has the mission to contribute to the development of the Social and Solidarity economy in Greece. The main aim of the organization is to offer empowerment and acquisition of skills to young social entrepreneurs. The organization has developed 2 educational programs: Incubator and Social Academy. The incubator supports groups of people that start a social enterprise while the Social Academy offers training programs about social entrepreneurship. .

[“Social change makers”](#) is a long-term European Volunteer (EVS) program that aimed at young people 20-30 who had fewer opportunities to participate in learning and mobility projects. The volunteers supported the Solidarity Mission’s team in the everyday

work of the organization and thus they had the chance to acquire a certain set of soft skills valuable for their future employability and social entrepreneurship.

[Erasmus for Social Entrepreneurs](#) is a program developed through Erasmus for young entrepreneurs and supports aspiring social entrepreneurs to connect and learn through the exchange of experiences. University of Thessaly is one of the partners of the project and implements the training activities of it in Greece.

[Sharing good practices for social innovation](#) is an Erasmus+ project aiming to endorse young people to boost their creativity and competitiveness, thus contributing to the objectives and targets of Europe 2020 about Social Innovation. It focuses on the development of entrepreneurial skills, the implementation and validation of social entrepreneurial projects, the exchange and experiences on Social Innovation, as well as the support of establishment of new partnerships. Interalia is the Greek organization of the consortium which involves 6 countries.

Educational projects that promote Social Entrepreneurship in Cyprus

The 2018/2019 NES results conclude that education about entrepreneurship after school education within Cyprus has improved. Experts remark that business and management instruction provided after the completion of the school years is satisfactory for preparing its audience for start-ups and growing organisations and companies. Particularly, their perception concerning education throughout the schools years is improving (6.1 out of 9 in 2018/2019, 5.0 out of 9 in 2017/2018). Along the same lines, experts see that universities – and colleges- are preparing students to a satisfactory level for starting up and growing new firms (5.2 out of 9 in 2018/2019, 4.5 out of 9 in 2017/2018) (GEM report, 2019, p.40)

Cyprus has some University educational programs e.g [Centre for Entrepreneurship](#) (C4E) of the University of Cyprus. The mission of the Centre for Entrepreneurship (C4E) of the University of Cyprus is threefold:

a) to adopt a culture of pioneering entrepreneurship within the University and to advance in-house knowhow;

b) to offer to the whole University community high-quality services and the network required to bring scientific innovations and original ideas born from inside the University and delivered to other, even global marketplaces, and

c) to contribute to the creation of a sustainable innovation ecosystem in Cyprus.

C4E seeks to deliver the training, expertise, mentorship, support and connections that UCY's students and young scientists need to become successful entrepreneurs.

Also, the [INNOVENTER](#) project developed is aiming toward a vocational training curriculum composed of 15 exhaustive modules, specifically designed for Social Entrepreneurs advancing their skills, in an effort to allow SMEs to bring about innovativeness as well as hiring people from deprived groups of the society. All the modules can be found in the Greek language (DG EPCD - Social Entrepreneurship, 2020).

Educational projects that promote Social Entrepreneurship in Spain

There are several educational projects that promote social entrepreneurship in Spain, as found in the Erasmus+ results platform.

For instance, [Aktive Kosmos](#), [Backslash](#) and [Mas Franch](#) in Spain, all of them are organizations focused on youth, promoting peace, tolerance and solidarity by helping young people to acquire knowledge and develop their skills and competences.

Besides, [Open up Entrepreneurship \(OpEn\)](#) is a project that aims to exploit innovative practices and technological tools to design and develop multi-disciplinary reusable Open Educational Resources for cultivating entrepreneurial mindset and economic thinking in the digital world (Open up Entrepreneurship, 2020).

Another initiative that is worth mentioning is [Social Innovation for Youth Social Entrepreneurship](#). This project aims to improve the work of several organizations from different countries in the field of social entrepreneurship and youth participation through learning methodologies for social innovation, the generation of spaces for the promotion and the dissemination of learning tools free access methods aimed at young people and youth technicians on social entrepreneurship (Red Creativa, 2020).

[SME and Higher Education Institutes in Innovation Partnerships](#) project aims to strengthen the knowledge triangle by building sustainable collaborative relationships between universities as well as SMEs and innovation support organizations. They aim to break down barriers so that SMEs of all shapes and sizes can actively apply academically based innovation to boost their own competitiveness and that of the economy in general. To achieve its objectives, the project includes the development, piloting, publication and promotion of an open access e-learning resource for European SMEs, empowering them with the specific skills needed to participate in innovation transfer with higher education institutions and Horizon 2020 projects, as well as the development, piloting, publication and promotion of a multimedia comparative study and case study guide for innovation transfer, presenting efficient and cost-effective solutions to transfer research from higher education institutions to the SME context (Universitat Politècnica de València, 2016).

FACTORS DRIVING YOUNG PEOPLE TO TURN INTO THE FIELD OF SOCIAL ENTREPRENEURSHIP

By no, the statistics shown for each partner country and not alone, evidence from scientific and not so scientific articles, we can safely conclude to that social entrepreneurship can contribute not only in the creation but also in sustaining vacancies. When the conditions are right, social entrepreneurship can give youth a path to explore in pursuing sustainable employment.

Also, social entrepreneurship can advance young people's skills, talents and capacities, it can also support their own personal and professional continuous development. Ultimately, it can also enhance their efforts to be effective representatives of change. Whilst in some countries youth are often excluded from policy and political verdicts, social entrepreneurship has the capacity to work as an alternative avenue to freely show their views and actually change some things within society.

A research about the factors that drive people to social entrepreneurship resulted that the seven main factors determining the decisions of individuals to involve in social enterprises are:

- social or personal advantages,
- public support,
- random events,
- norms and values,
- self-fulfilment,
- social and family models
- beliefs and ideas ([Pacut, 2020](#))

In addition to the above, caring and solidarity claim a respectable factor. A recent survey conducted by the European Commission (2013) of more than 4,000 employees in Italian social enterprises highlights that many factors influence their job selection. Overall, these people are strongly influenced by altruistic motivations (work with social reference and utility), while following certain external motivations (such as job stability) and internal motivations (such as having common ideals and values with the business and their colleagues). Employees surveyed asked for their salaries and allowances and other financial incentives just in the middle of their rankings, while other external factors were even lower in the rankings. The analysis shows that caring for others or altruistic and relational motivations appear to be the most decisive motivation for choosing a job in the social business sector, as most employees agree on the importance of taking on activities that help other people, such as and the need to work in an environment where relationships are good. Also, the search for variety and creativity, as well as common ones, holds a prominent place in values and goals. External aspects of work are also given great attention, but employees are particularly attracted to work stability and success by career and self-realization point of view.

| | Average (1-12) | Percent of scores 10 to 12 |
|---|-------------------|----------------------------|
| Altruistic motivations | | |
| Helping disadvantaged people | 9.48 | 62.3 |
| Relatedness on the job | 9.50 | 61.3 |
| Relatedness with people outside the job | 8.73 | 52.0 |
| Intrinsic motivations | | |
| Autonomy, variety and creativity of the job | 8.48 | 45.6 |
| Job coherent with individual training | 7.06 | 33.0 |
| Social visibility of the job | 7.20 | 32.5 |
| Physical working environment | 7.44 | 38.4 |
| Sharing common ideals and values | 8.77 | 52.5 |
| Extrinsic motivations | | |
| Flexibility of working hours | 8.00 | 37.4 |
| Wages and economic incentives | 8.63 | 49.2 |
| Self-realisation and career prospects | 8.38 | 44.8 |
| Job stability | 9.52 | 61.9 |

Table 8 Work and motives in the social economy

(Source: <https://op.europa.eu/en/publication-detail/-/publication/cc9e291c-517c-4c64-9f29-428b34aea56d>)

According to the report made by the Global Entrepreneurship Monitor (GEM) Spain 2018-2019, the main factors, on a personal level, that drive people in Spain to turn to the field of social entrepreneurship are (Red GEM España, 2019).

- The ability to recognize opportunities. It is important to have the perception opportunities that can be undertaken in the next 6 months.
- Motivation towards the opportunity.
- Self-confidence and educational level. Possession of knowledge, skills and experience to start a business.
- Being tolerant to take risks and unafraid of failure.
- Having reference models. Getting to know other people who have carried out entrepreneurial actions previously.

OBSTACLES YOUNG PEOPLE MIGHT FACE IN STARTING THEIR ENTERPRISE

While the European authorities, leading academics, policy experts, business people and activists agree that innovative social entrepreneurship is the key to a better future for Europe and the world, it is extremely difficult for young people to make the next step and start their Social company.

Obstacles in Greece

According to Sarris (2016), the legislative framework of Greece is a fundamental obstacle to the development of social economy in the country. A special institutional framework for social enterprises was missing for years until Law 4019/2011 was established. However, the sector of social economy in this law is still described superficially and it only allows certain forms of business to be registered in the Social Economy Register. The problem becomes more complex by the frequent differences between political parties on individual issues (e.g the abolition of tax exemptions). Other obstacles are bureaucracy, lack of knowledge and training, difficulties in networking, lack of experienced management, inability to form effective partnerships, limited utilization of development programs and exclusion from the banking system due to precarious viability and inability to secure guarantees.

Obstacles in Cyprus

The absence of funding and specialised support is regarded as barrier to social enterprise development in Cyprus along with the absence of a firm law. At a policy level, the lack of both a specific governmental unit that can implement social enterprise policies and trained public officials on procurement laws are considered to slow down the emergence of a supportive ecosystem. Conventional enterprises can also delay this emergence, especially the facilitation of social enterprise access to public procurement; the commercial sector has the lobbying power to impede implementation, inhibiting social enterprise development and sustainability. Stakeholders consider that social enterprises should be fundamentally homegrown, like all early-stage investment activity. On the one hand, the new social enterprise status, as envisaged in the draft law, is considered a potentially imbalanced system that may unintentionally favour well-educated entrepreneurs over aspiring social entrepreneurs.

The views of the national experts are aligned with the APS results, as NES results also showing that financial support is one of the main burdens of entrepreneurial activity in Cyprus.

Obstacles in Spain

According to a report developed by Global Entrepreneurship Motor (GEM) Spain named “Informe GEM España 2018-2019”, the major barriers or obstacles for social entrepreneurs in Spain were having access to finance (63.0%), government policies (44.4%), social and cultural standards (44.4%) and education and training (33.3%) (Red GEM España, 2019).

The report mentions financing as the main obstacle for entrepreneurship, especially because of the scarce number of public and private financing instruments, as well as the lack of alignment between the financial, legal and public aspects. As a matter of fact, the resources for the early stages of the entrepreneurial process come from the entrepreneur’s own funds, family or friends (Red GEM España, 2019).

Regarding government policies, the excessive bureaucracy, high taxes and regulatory dispersion according to the autonomous communities are argued to be the main obstacles in that area (Red GEM España, 2019).

Lastly, experts agree that greater efforts are required on the topic of entrepreneurial training and orientation towards an entrepreneurial culture that is aligned in the various stages of the education system.

The report also mentions several other obstacles such as entrepreneurial capacity, political, institutional and social context, performance of small, medium and large companies, state of the labor market, market opening, barriers, labor costs, access and regulation, internationalization, government programs, R&D transfer, access to physical infrastructure, access to information, economic climate, perceived population composition, corruption and economic crisis among others (Red GEM España, 2019).

BEST PRACTICES THAT PROMOTE ENTREPRENEURSHIP WITHIN YOUTH

Best practices of local projects and EU projects that promote social entrepreneurship within youth (18-24) in Greece

Network of social enterprises is an initiative that supports Social enterprises by disseminating information between its members and supporting them in legal, logistic and fundraising issues. It uploads all information relevant to Social entrepreneurship in the website of the network (koinsep.gr) while it also offers networking, educational seminars and supportive services.

[Green Bridge](#) is a social initiative in Greece that promotes the reduction of unemployment of youth through the participation in social entrepreneurship. It consists of a network of associations producing agricultural products supporting young people from vulnerable groups

[Aithikos](#) is an initiative funded by EEA Grants that aims to support and promote social entrepreneurship in rural areas in Greece (Trikala). It combines complementary actions: research, educational guides, networking, incubator, business plan development and support. It also supports entrepreneurs through a digital forum and news regarding social entrepreneurship in rural areas.

The [Nest is the Hellenic Centre on Social Entrepreneurship & Social Innovation](#) with official branches in Athens, Alexandroupoli (N.Greece) and small ‘nests’ in Lesbos (N.Aegean Islands) and Vytina (S.Greece). Its Vision is to transform entrepreneurial mindsets towards the social entrepreneurship paradigm; to empower people to achieve social change through the development of socially innovative business ventures

Best practices of local projects and EU projects that promote social entrepreneurship within youth (18-24) in Cyprus

The [ER-SE project](#) is promoting networking. Here less experienced educators and social entrepreneurs can raise questions that will be addressed by other well-experienced educators and social entrepreneurs. The above procedure supports

educators and social entrepreneurs to broaden their range of knowledge with tips and tricks regarding social entrepreneurship.

There are some bright examples of educational projects promoted in Cyprus as far as Social Entrepreneurship. One of them is the '[Society profits](#)' project. 'Society Profits' project primarily aims at the education of the next generation of entrepreneurs by influential multipliers such as youth organizations, equipped and trained through the project's on-line platform and on-line training course. Specifically, the first and the second output of the project consists of an on-line training course, focusing on the ways in which social entrepreneurs draw upon business techniques and private sector approaches in order to resolve social, cultural and environmental problems such as to end poverty, to improve the standard of living, to support vulnerable population etc. The on-line training course provides different definitions of social entrepreneurship, contemporary business structures falling under different applicable models and open source technological innovation.

Another example comes from ARIS (A Really Inspiring Space), funded by Bank of Cyprus and Deloitte. [ARIS](#) is aiming to provide aspiring entrepreneurs at their early stages, an innovative workspace where they can turn their ideas into businesses. They give assistance on how to present financial information in a coherent manner, help to bootstrap start-ups' cash flow and approach potential stakeholders/clients/investors, ARIS, can give the right footing. The acceleration programme has been specifically designed to enable start-ups to speed up their go-to-market strategy. As such, the programme is built on four pillars and provides entrepreneurs with a practical roadmap to design, test and launch their product and/or service offering. Depending on each start-ups' development stage, start-ups begin their acceleration journey by either pillar, whereas the duration of the ARIS residency is discussed and agreed upon with each start-up at the very beginning of their acceleration journey. Irrespective of the duration however, the progress, responsibilities and deliverables will remain the same for each resident. Founders that do not complete their assignments or meet a minimum rating from the Mentors may be asked to leave from the programme.

Best practices of local projects and EU projects that promote social entrepreneurship within youth (18-24) in Spain

When it comes to the selection of the best practices of Spanish projects that promote social entrepreneurship, for the purposes of this guide attention will be paid on the following three cases.

First, Spain is part of the European project named “[EROVET](#): Fostering youth employability through a European Research Group on VET” which has several practices to promote social entrepreneurship within the youth, such as (Erovet 2020):

- Improving professional competences by means of professional orientation and internationalization of the professional experience.
- Adapting profiles to the real demands of companies, by means of implementing and increasing the dual learning offer.
- Fostering the entrepreneurship initiative and self-employment.

Secondly, the foundation [Bertelsmann](#) has developed a series of good practices in Youth Social Entrepreneurship that provides aspects for reflection, learning and possible elements of replication by other youth organizations or groups. The objective is to promote Youth Social Entrepreneurship through the dissemination of these good practices, and the experiences selected (BFNA, 2020).

Finally, since 1991, the [Spanish Confederation of Young Entrepreneurs' Associations \(CEAJE\)](#) has been the employer's representative for all young entrepreneurs in Spain. They are a non-profit organization with an independent character, although integrated in different national and international institutions that make their claims have a stronger impact. As a matter of fact, they fight for the interests of young entrepreneurs with the aim of motivating, guiding, strengthening and channelling business initiatives, facilitating the promotion of entrepreneurial culture and development for Spain (CEAJE, 2016).

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