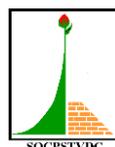




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SESAME NEEDS ANALYSIS INTELLECTUAL OUTPUT IO1

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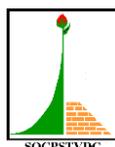
KSM College

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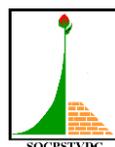
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1. INTRODUCTION

This report is Intellectual Output 1 of project SESAME

In the preparation of the project proposal, the regional, national and European situation in the field of social entrepreneurship and mentoring already had been analysed to a certain extent. Due to the expertise of each partner the SESAME consortium was formed. This needs analyses is more like a summary of input given by the participating partners.

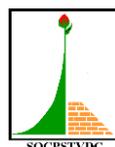
This analysis focuses on creating an image of the status quo in the partner countries. The output aims at creating synergy within the strategic partnership, and further to find the regional and national actors that complement each other on a European level.

The resulting analysis offers an image of the situation in the participating 6 countries in Europe.

We, as a Bursa Provincial Directorate, collected the information from all participating partners about the situation of social enterprise and mentoring in their countries and prepared this summery report. All data have been collected and presented within the Transnational Meeting in Bursa and was shared with the project network and with external regional partners during the Multiplier events.

This report is a concrete product that remains of value after the project period, for all players in the field in Europe to gain ideas.

Due to the different situation in each participating country this needs analysis can be fallen back on to either gain insight in each other's situation and also to look up information to gain ideas from.



2. DEFINING SOCIAL ENTREPRENEURSHIP

There are a lot of definitions for social entrepreneurship or social enterprises but there is not accepted and certain definition. Everyone looks at the various different options so biggest dilemma regarding the definition of social enterprise is that although the key theme is always the same, there is no one 'golden' definition and no single unique answer.

Definitions;

- According to Wikipedia, a Social Enterprise is “an organization that applies commercial strategies to maximize improvements in human and environmental well-being, rather than maximizing profits for external shareholders.”
- Social enterprises are businesses that trade to help resolve social or environmental problems and improve communities. (the UK government)
- Social enterprises are revenue-generating businesses with a twist. Whether operated by a non-profit organization or by a for-profit company, a social enterprise has two goals: to achieve social, cultural, community economic or environmental outcomes; and, to earn revenue.
- “A social economy enterprise operates like a business, produces goods and services for the market, but manages its operations and redirects its surpluses in pursuit of social and environmental goals.”

A social enterprise:

1. Has a social mission as its primary goal: impact first!
2. Realizes its goal as an independent enterprise which provides a service or product;
3. Is financially self-sustaining based upon trade or other forms of value-exchange and therefore (totally) independent of gifts or grants
4. Is social in the way the enterprise is governed:
 - Limited profit distribution, financial goals are always serving the social mission and bonuses are reasonable
 - Policy and management are based on equal shares of all stakeholders
 - The company is fair towards everybody
 - The company is aware of its ecological footprint
 - The company is transparent

KEYWORDS;

- having a social mission
- producing services, goods and products for the market
- trade to tackle social problems
- innovative methods
- use business to fulfil social purposes
- meet a social need.”
- social impact rather than make a profit

3. DEFINING SPECIFIC ENTREPRENEURIAL QUALITIES,, ATTITUDES EXPERINECES, SKILLS AND POTENTIAL

While defining these qualities and attitudes ,we can use various classifications but from the need analysis ,the most mentioned one is David Bornstein's

- 1) **Willingness to Self-Correct** that 90% of successful ventures start out with the wrong business plan. The ones that succeed, therefore, must alter course. "It takes a combination of hard-headedness, humility, and courage to stop and say, 'This isn't working' or 'Our assumptions were wrong,' particularly when your funding is contingent on carrying out a preauthorized plan. However, the entrepreneur's inclination to self-correct stems from the attachment to a goal rather than to a particular approach or plan"
- 2) **Willingness to Share Credit** *There is no limit to what you can achieve if you don't care who gets the credit," explains Bornstein.*
- 3) **Willingness to Break Free of Established Structure** *The word "entrepreneur" comes from French, originally meaning "to take into one's own hands." Excellent social entrepreneurs, therefore, do not depend on traditional avenues for creating social impact (e.g. government, religious institutions) and blaze their own paths for creating impact.*
- 4) **Willingness to Cross Disciplinary Boundaries.** Highly successful social entrepreneurs not only escape established structures, they also combine thinking and resources from different disciplines to achieve their intended goal. "Indeed," explains Bornstein, "one of the primary functions of the social entrepreneur is to serve as a kind of social alchemist: to create new social compounds; to gather people's ideas, experiences, skills, and resources in configurations that society is not naturally aligned to produce"
- 5) **Willingness to Work Quietly.** Many social entrepreneurs are recognized only after working for years on their ideas in relative obscurity. Bornstein cites a a thought from Jean Monnet, who orchestrated the European Unification: there are those who want to "do something" and those who want to "be someone." Those few who create deep impact more often fall into the former category
- 6) **Strong Ethical Impetus.** Highly-successful Social entrepreneurs aren't fueled by a drive to become famous or build a fortune, but a desire to restore justice in society, to address social problems. And this motivation comes down to a clear sense of what is right and what is wrong. This "ethical impetus" is not only evident in the work of successful social entrepreneurs, but also in how they live their lives.

Attitude: According to topuniversities.com, the two key attitudes are:

"Knowing how to find out how to turn a problem into opportunities"

"Learn from the failures of other entrepreneurs"

'Dream big but start small'

'Not lose sight of your mission'

'Not be deterred by constant change'

Classification according to the Netherlands;

Social skills:

- Knowledge of human nature and self-knowledge
- Empathy
- Cooperation and communication
- Commitment

Professional skills:

- Investigative attitude
- (commercial) strength
- Problem-solving

Entrepreneurial skills:

- Creativity
- Adaptive capacity: flexibility and be aware of complexity
- Perseverance
- Self-reflection
- Responsibility
- Courage

4. CURRENT STATUS ON SOCIAL ENTREPRENEURSHIP_COUNTRY / REGION / LOCAL LEVEL)

A brief summary list that provides examples of initiatives and actions that are undertaken by countries in the field of social entrepreneurship from which Each partner country can learn. After that some information is provided about the partner countries' situation of social entrepreneurship. With this way , we are going to mention about and learn from country models.

Great Britain is the leading country. It has successfully established a legal entity for the social enterprise: the Community Interest Company (CIC). Legally, a CIC has to reinvest at least 70% of its income in the company, so that its profit is allocated towards increasing its social impact. Also, in January 2013 Great Britain introduced the Social Value Act. Under the Social Value Act, local authorities and other commissioners of public services are obliged to consider how their services benefit people living in the local community.

According to SocialEnterprise.org.uk (http://www.socialenterprise.org.uk/about/about-social-enterprise/faqs#what_history); "there are approximately 70,000 social enterprises in the UK contributing £18.5 billion to the UK economy (based upon 2012 Small Business Survey, 2013) and employing almost a million people."

In contrast, according to the UK government ([https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/205291/Social Enterprises Market Trends - report v1.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/205291/Social_Enterprises_Market_Trends_report_v1.pdf)), it is estimated that there were "283,500 social enterprises in the UK in 2012. Allowing for sample error, there were between 217,400 and 349,500."

Types of business in the sector:

According to the UK government ([https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/205291/Social Enterprises Market Trends - report v1.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/205291/Social_Enterprises_Market_Trends_report_v1.pdf)), the main sectors for Social Enterprise in 2012 were as follows:

1. Membership organisations (50.2%)
2. Accommodation (21.3%)
3. Sports & Leisure (21.0%)
4. Social Work (19.6%)
5. Food Service (15.3%)
6. Food manufacturing (15.1%)
7. Creative arts (14.5%)
8. Residential Care (12.8%)
9. Human Health (10.8%)
10. Computer manufacturing (10.6%)

According to Matthew Cain (<http://www.theguardian.com/social-enterprise-network/2013/jun/28/five-reasons-social-enterprises-fail-business>), the 5 reasons a Social Enterprise may fail are:

- lovestruck founder – don't be blinded by innovation
- Wrong sort of founder – having an idea is not always enough
- Perfecting the business plan – good plan does not necessarily mean good business
- Waiting to make money – make sure you scale the business
- Working too hard – don't reduce creativity

Some necessary data from different countries;

- In 1991, Italy was the first European country that created a legal entity for social enterprises.
- Belgium offers fiscal advantages in the form of a 6% lower sales tax (V.A.T.) on products and services provided by social enterprises.
- France has even appointed a Minister of Social Economy.
- In the United States, the Social Enterprise Alliance is an active enforcer of social enterprises. Furthermore, in the United States, businesses with a specific minimum score on social and environmental performance, sustainability and transparency receive the certificate B-Corporation, or in short: B-Corp. Being certified as a B-Corp has several advantages. Among others, it contributes to the company's corporate identity in a positive sense, it gives the company financial advantages and it protects the company from short-term profit driven shareholders (www.bcorporation.net).
- In Canada, the Social Enterprise Council supports the social economy.¹

The Netherlands;

We see that there is no legal entity , no quality label , little (academic) education in social entrepreneurship, and even social entrepreneurship is not commonly known by the wide public. but it is believed that it's because of The Dutch welfare system , Public services, healthcare, insurances in the Netherlands are very well provided for by the government, which is why there is almost no incentive among the public to start providing solutions to social issues themselves. However, since a couple of years, there is movement on the subject. Social enterprises belong to the fastest growing businesses in the Netherlands. The employment rate of social enterprises increased with 25% and on top of that, 90% of the social enterprises expects to keep on growing in the coming years, a significantly higher percentage than small or medium enterprises experience. By far the most important development of social entrepreneurship in the Netherlands has been the establishment of the organization mentioned earlier: Social Enterprise NL. Since 2012, Social Enterprise NL serves as a platform that represents, connects and supports social enterprises in the Netherlands.²

Currently the number of social enterprises in the Netherlands is still limited with approximately 4,000 – 5,000 companies in place. Not all of these companies truly fit the definition regarding the ambition to scale up and drive system change.

¹ http://www.iedereenwinst.com/wp-content/uploads/2014/07/Scriptie_Femke.pdf, consulted: 03-03-2015

² http://www.iedereenwinst.com/wp-content/uploads/2014/07/Scriptie_Femke.pdf, consulted: 03-03-2015

The majority of Dutch Social Enterprises is active in six broad sectors: Biosystems, Cleantech, Economic Development, Civic Engagement, Health and Wellbeing, and Education.

Spain;

the social economy in Spain takes a lot of importance. As it is said in in the annual report of CEPES (Spanish Business Confederation of Social Economy) there were 44.563 organizations in 2013 in the country, and more than a half were cooperatives. Catalonia has the 21.5% of these organizations in its territory

in Catalonia there are quite some social initiatives. There is growing a good network of solidarity and social economy (enterprises of inclusion and cooperatives, among others). However, although there are some social enterprises, there are many others which are still to identify and recognize.

The key aspects of the current status of Social Entrepreneurship in Catalonia based on the conclusions of the SESAME multiplier event performed in Barcelona with experts in social entrepreneurship for this need analysis are:

- It is an emerging sector, in which coexists with different social projects, not yet identified.
- The introduction of CSR is increasingly in traditional for profit companies.
- The introduction of themes of social economy in some curricula of economic studies.

Lithuania;

In Lithuania there are about 200 companies registered in the database. And interest in social economy is increasing , Ministry of Economy and Ministry Social and Labour . Ministry of Economy preparing conception of social entrepreneurship ,However ,they think they have so many things to learn from Great Britain ,as a good model for other countries.

09 – 10 2015 British council are organizing second social entrepreneurship forum in Lithuania. Organizers are British council, NGO association, Ministry of Economics, Embassy of United Kingdom, [Investors' forum](#).

Finland;

Legal regulation: The Act on Social Enterprises (1351/2003) entered into force at the beginning of 2004. Social enterprises enjoy the same status as other companies as regards private and public financing. Pay subsidies and employment policy assistance for social enterprises may, however, be granted on exceptional terms and conditions. Employment policy assistance is applied for at a Centre for Economic Development, Transport and the Environment.

December 2009 there was 210 social enterprises registered and they were employing round 1500 people. On 20th of January 2015 there was only 89 registered social enterprises.

In Finland there is a certain attitude we should turn down. Social enterprises are imagined to be B-class enterprises enjoying subsidies and selling disability instead of producing quality and added social value in their business and services.

This means that marketing and reputation management needs to be trained on a field of social entrepreneurship.

This means that financial management and innovative leadership should be trained on a field of social entrepreneurship.

Turkey ;

Conceptual confusion between the concepts of social entrepreneurship, social enterprise, commercial enterprise, non-profit organization and civil society organization poses an obstacle to social enterprises in expressing themselves clearly and increasing their numbers. Hence, it is imperative that a common definition and understanding be formed among these entities that operate closely with the social enterprises. Social Enterprises in Turkey can be evaluated within the context of Foundations (Vakıf) , Associations (dernekler) and Cooperatives (Kooperatifler).

The number of active associations is 93494 , active foundations ;60 and cooperatives ; 84232.but According to TUSEV (Third sector foundation of Turkey)research , Among These associations, foundations and cooperatives, it is known that There are about 60 real (according to definitions) social enterprises .

Social Enterprises in Turkey; Weaknesses and Threats:

Inadequacy of legal structures is impediment to social entrepreneurship in Turkey. The lack of any regulation in the legislation corresponding to social enterprises causes the establishment of social enterprises as associations/foundations, cooperatives or companies, which leads to social enterprises operating in structures that do not fully suit their functions or methods. Current fiscal regulations also bring about unfavourable consequences in the operations of social enterprises. Non-profit economical entities that work for public benefit are treated the same as commercial ones by the tax regulations. As such, new tax regulations that treat organizations in accordance to their aims and social contributions are needed.

5. IDENTIFYING BEST PRACTISES ON SOCIAL ENTREPRENEURSHIP

Countires have their own dynamics and this shapes their field for social entrepreneurship ,however there are some social enterprises which Work internationally and their effect on society is beyond borders .with the light of the need analysis reports from each country ;best social enterprises models are mainly active in the fields of Social Work, Human Health, Food manufacturing, nature ...

for example:

“La Fageda” from Catalonia region; This organization has disabled workers that make yogurts, and it is the second brand in yogurts in Catalonia. It has been working since 1982 in Olot (Girona), even when the concept of social enterprise did not exist. So, it is one of the most consolidated social organization in Catalonia. La Fageda is making profit and using it for the disadvantaged group . which is a good example of social inclusion.

Specialisterren from Netherlands; This company offers young people with an autism spectrum disorder (ASD) a training, work placement and a job in the field of software testing. They are provided with the opportunity for social development and economic independence and get a labour contract for at least 24 hours. This is also a good model for social inclusion.

Vilnius from Lithuania; (social inclusion) a cafe, "My Guru", which aims not only to provide quality catering services, but also help people with addictions to integrate society, in their vocational rehabilitation, to educate the public about addiction persons with the promotion of healthy lifestyles. This idea has been repeatedly evaluated with the international scale. 2011. "My Guru" received the award organized by the European Commission Entrepreneurship Competition in the category "For responsible business."

Aaron Jones – Fikay, The UK

A lifestyle brand all about successful living and giving. It produces fashion accessories using recycled cement bags, employs co-operatives and members of fair-trade organisations and, for every purchase made, Fikay donates to educational building projects in South East Asia. Fikay has already helped to build one school in Cambodia with plans for many more to follow. "Why," says Aaron, "do some children have the right to an education while others don't? Fikay is my adventure and mission to change this."

Cop(m)adam (çöp adam) from Turkey; An organization that offers opportunities to women who have never worked for pay before, utilizing their hand-craft skills to make useful and stylish items out of throw-away materials. biggest impact is on raising the self-esteem of women; we are still working on transferring the concept of working to reduce environmental degradation to practice...business with a workshop; we produce goods in our workshop and are a 'safe place' for women to come and spend time while also being productive - a step out of the normal comfort zone for the women who work with us but they have created their own comfort zone in our workshop.

6. INVENTORY SOCIAL ENTERPRISE IN EDUCATION / VET

Models and examples for social enterprise are a lot in The UK ;

- Social Enterprise Academy ,
- Plymouth University – Truro and Penwith College partnership
- Ruskin College – Open University Approved

Also; ONLINE SERVICES/INFORMAL EDUCATION/SPRINGBOARDS

1. Social Enterprise UK (www.socialenterprise.org.uk)
 - a) SCHOOL FOR SOCIAL ENTREPRENEURS (SSE)
 - b) UNIVERSITY COURSES
 - c) COMPARATIVE ANALYSIS

2. University/HE Level

All these topics' explanation can be found in detail in the Need Analysis Report of the UK. So ,in the lights of these existing situation ,we understand that Social enterprise in education is highly developed.

The Netherlands;

There are Communities ;

- Social Enterprise NL
- Public Space
- The Makers of Rotterdam
- Epron

Also , Incubators / industry and Universities

- Social Impact Lab & SE lab
- Erasmus Social Entrepreneurship Centre
- Centres of Entrepreneurship
- Social Entrepreneurship Initiative

Spain;

There are some experiences nowadays about social enterprise in education/vet, for example Fundacio Taleia who contracts youth people studying in VET cooking courses to realize their professional practices.

Other Partner countries With regards to education in social entrepreneurship, the offer remains limited to an optional subject or (thesis) projects at a few universities and colleges.

7. EXISTING TRAINING METHODS FOR SOCIAL ENTERPRISE

Training methods are various ,such as ,

- University training programmes ,
- Training organizations ,
- High school trainings

When we look at the universities in Netherlands training programmes ; we see optional courses consisting of these parts;

- Academic optional course Social Entrepreneurship
- Academic course Social Dynamics in Entrepreneurship
- Academic Honours Course Social Entrepreneurship
- Academic Honours Course The Future Entrepreneur

Or The University of Northampton(the UK) may give service as free-to-access service for the Social Enterprise Sector providing information, specialist advice and support from start-up to initial growth and beyond'

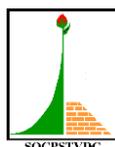
And University from Turkey (Okan University) ; In accordance to its aim, the center is;

- Conducting and directing national and international academic researches in the area of social entrepreneurship and social responsibility
- Giving lectures, seminars, classes and laboratory experiments to students for initiating the comprehension of social entrepreneurship and social responsibility concepts and providing physical space as well as assistance to students, allowing them to work on and develop social entrepreneurship and social responsibility ideas on practical applications.
- Developing, proposing and organizing projects –in the form of social responsibility, corporate social responsibility and social entrepreneurship – with an inclusion of third sector organizations, for-profit organizations, all academic units of university and students.

Training Organizations ;

Inspire to Enterprise offer fully-funded training in partnership with Examples:

- Workshops and Events programme: 'Our training workshops and programmes are aimed at those both new to the idea of setting up a social enterprise and those who are already operating an enterprise but need to grow and diversify. Each workshop and programme is designed to provide learning opportunities that supplement personal development (including leadership and management), enhance enterprise sustainability and facilitate enterprise growth.'
- Coaching and Mentoring
- Leadership and Management development: 'Inspire2Enterprise offers a range of training products and services aimed at developing social enterprise leadership and management. These include workshops on finance or growth planning; webinars on marketing or social impact measurement; or one-to-one leadership support'.



On-line Courses , KnowHowNonProfit (The UK):

- Online course - Setting up a social enterprise www.knowhownonprofit.org. Training through online training videos and downloadable resources. Covers the following:
 - Definition and types of social enterprise
 - Key elements to consider before your start: purpose, products, business model
 - Social purpose and social impact
 - Linking your products and services to your social purpose
 - Developing a sustainable business model
- **High school trainings ;**
High schools also have some optional lessons regarding social entrepreneurship but They are not really in the curriculum.

DEFINING MENTOR(ING)

Even if it doesn't have definition as many as social entrepreneurship, Mentoring have different definitions.

- a) **Mentorship** is a personal developmental relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person. The mentor may be older or younger, but have a certain area of expertise. It is a learning and development partnership between someone with vast experience and someone who wants to learn.^[1]

The person in receipt of mentorship may be referred to as a **protégé** (male), a **protégée** (female), an apprentice or, in recent years, a **mentee**.

"Mentoring" is a process that always involves communication and is relationship based, but its precise definition is elusive. One definition of the many that have been proposed, is

Mentoring is a process for the informal transmission of knowledge, social capital , and the psychosocial support perceived by the recipient as relevant to work, career, or professional development; mentoring entails informal communication, usually face-to-face and during a sustained period of time, between a person who is perceived to have greater relevant knowledge, wisdom, or experience (the mentor) and a person who is perceived to have less

<http://en.wikipedia.org/wiki/Mentorship>

According to Collins English Dictionary, mentoring (in business) is: "the practice of assigning a junior member of staff to the care of a more experienced person who assists him in his career"

According to Eric Parsloe, The Oxford School of Coaching & Mentoring (<http://www.mentorset.org.uk/pages/mentoring.htm>); "Mentoring is to support and encourage people to manage their own learning in order that they may maximise their potential, develop their skills, improve their performance and become the person they want to be.

WHAT IS MENTORING COMPARED WITH COACHING, ADVICE AND GUIDANCE?

b) Coaching

According to Collins English Dictionary, coaching (in business) is: “the act of training staff in business or office practice” or “the act of giving a person special teaching in a particular subject, especially in order to prepare him or her for an examination”

Comparison: The main difference that can be seen between Coaching and Mentoring is that Mentoring is the act of ‘taking someone under your wing’ and teaching them that which you personally know, whereas Coaching is the act of teaching them the protocols of the company and the way the company works.

Advice: According to Collins English Dictionary, advice (in business) is: “recommendation as to appropriate choice of action; counsel”

Comparison: The main difference between Advice and Mentoring is that Mentoring is the act of ‘taking someone under your wing’ and teaching them that which you personally know, whereas Advice does not teach, it merely offers a personal opinion on the matter in question.

8. CURRENT STATUS ON MENTORING COUNTRY / REGION / LOCAL LEVEL

The Netherlands;

On the national level , we see The Oranje Fonds, maintaining a central role in stimulating mentoring and strategic partnerships regionally, for the benefit of youth and social cohesion.

The taskforce Youth unemployment has promoted mentoring and coaching as a powerful tool between young people and businesses. At the moment, her team of advisors are challenging the largest companies in the country to adopt mentoring in combating **youth unemployment**.

Mentoring is a well-known and common tool for Prevention of school dropouts for locally and nationally. some 100 school-based and community-based youth mentoring programmes are known. They are regionally organized. The average reach of the programmes is 100 matches per year (total national reach is approximately 10.000 matches per year)

School's Cool – a national programme matching elementary school kids with a mentor in the phase of change to secondary school.

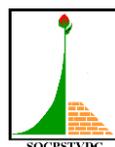
Master of Mentoring – a national network of 5 mentoring programmes that aim at sharing good practices and knowledge with others in the field.

Shell Cross-company mentoring –female leadership talent development programme. Ambitious female high potentials of Shell can apply for a cross company mentor in order to develop personally and professionally.

(regionally) Mentor Programma Friesland:

institutions Friesland College and ROC Friese Poort along with Stenden Hogeschool and NHL Hoge school have taken an important and challenging step. . They are soliciting the help of socially successful citizens, men and women who have personally experienced how to find their way in social life, in education and in career. People who know what they should know, who know how to behave and even (when necessary) how to dress. In other words, people who can be seen as role models. In this manner, Mentor Programme Friesland was started in 1997. Originally intended to increase opportunities for multi-ethnic students, it soon encompassed all students in the participating institutions who wished to be supported by a mentor, an experienced person willing to assist them in their search for answers to important life questions

Regionally, Mentor Programme Friesland had built up an extensive network around mentoring for youth. Government, business networks, schools and society (quadruple helix) largely support the concept and practice of mentoring. The programme has been building the mentoring network for 18 years, step-by-step.



Lithuania;

Mentoring in Lithuania depends on organization's individual needs and possibilities.

Mentoring is implemented with project's help (funded EU or other) or help from other organizations (NGO, private consulting companies, international consultancy)

Lithuanian Government does not have National strategy and policy for mentoring and don't exist organizations, which coordinates mentoring in National level.

1. *XL-Mentoring*: Positive futures for Young People (<http://xlm.org.uk/>)

They have projects across the UK and they work with churches and organisations to engage with young people who are struggling and on the fringes in your community by providing them with a mentor who will meet up with them for 2 hours a week for 12 months

2. *Mentoring + Befriending Foundation* (<http://www.mandbf.org/>)

A scheme that saw a programme at a school offer business mentoring:

<http://www.mandbf.org/resources/case-studies/work/the-kings-school-business-mentoring-pontefract>

For the year group in question, the results were as follows:

Of the 17 (Year 10 – aged 14/15) mentees that were mentored:

- 76% have improved their grades in at least one subject
- 47% have improved their grades in three or more subjects
- 94% have seen an increase in their effort grades and report feeling happier and more equipped for school and the future through having a mentor as it helps them to focus on their studies better and provides them with a 'sounding board' for any difficulties or issues they may be having
- 100% have gone on to further education or training

Also ; Available Mentoring Practises

- A learning mentor (job description provided)
- Lifeline project "VIP Mentoring":
- Joseph Rowntree Foundation mentoring for vulnerable young people:
- Young Lives Foundation mentoring scheme that goes into schools when necessary
- Mentoring Plus goes into schools and helps young people

Spain;

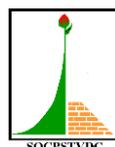
REFERENTS is a project fostered by the non-profit Organization Punt de Referència. Offers youth who have been in foster care a mentor who provides support in the day-to-day life, in reference to practical matters as well as emotional ones. A relationship of 1 youth + 1 adult is established.

- YOB Project, fostered by Fundació Èxit. In YOB Project, the Mentor is a figure accompanying the young while they are hunting a job. The mentor advises and supports, encouraging their autonomy and responsibility for the actions carried out to achieve your career goal. The meetings will be face to face and also online. Previously, the mentor receives training from an expert on mentoring and coaching techniques and professional team of Fundació Exit.
- Nightingale scheme in Girona University and Nightingale scheme Barcelona (Servei Solidari): It promotes the social inclusion of minors coming either from immigrant families and/or low social and income levels. In turn, it aims to make the young Catalan university students aware to involve them in a common social project. Mentors (students) regularly accompany a child in their leisure time in order to discover new and different areas of the city, places of entertainment and fun, fields of cultural production, etc.

Finland;

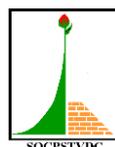
On social entrepreneurship mentoring is mainly organized via VATES –foundation and its networks and on business aims via public business advisory organizations like regional development offices and Jobs and Society network.

It's a conclusion from the need analysis that the UK and Netherland are Leading countries at mentoring and Spain comes after that Other countries have little to say about mentoring, but there are some local and international projects experiences .



9. WHAT WE HAVE LEARNED FROM THE PROCESS OF MAKING NEED ANALYSES

- This report gives us a good opportunity to understand deeply about Social enterprises
- In this process we notice each partners strengths and weaknesses, Existing state of social entrepreneurship relevant countries in this process
- We realise the status-quo of the countries about the needs of social entrepreneurship and our strengths for the other outcomes of the Project
- In our report we have written our international status on European dimension and our national dimension on regional and local context



10. SOME CONCLUSION NOTES

Successful social enterprises:

- Many of the techniques and methods for a successful social enterprise are by large the same one would apply to any business. There must be a strong emphasis on customer needs and happiness, a strong emphasis on branding and target markets, good negotiating skills, and a high standard of customer service amongst other things.
- Branding is especially crucial for the success of social enterprise. The brand will be synonymous with everything the business stands for – which, for a social enterprise, is of paramount importance, because their non-for-profit ethos and focus on community development comprises the very heart of the business.
- In this way, a strong social media presence is another key component of any social enterprises' composition – especially one with programmes dedicated to helping the lives of young people, as this is the main medium within which to reach the target audience. The use of Twitter, Facebook and other social media sites is crucial to the success of a social enterprise – the clue is in the name!
- Every country has to compose a social entrepreneur legislation, also European Union has to support this legislation and form a common, international legislation for the member countries.
- Developing and underdeveloped countries need social enterprises more than the others. So Social enterprise awareness should be increased .