Our resources

272 participants from 40 nations

1373 years of experience

€ 2.8 bn of capital investments
Percentage of investments directly linked to public sector

Nordic countries: 43.4%
Non-Nordic countries: 21.4%
WICKED PROBLEM

#1

Unemployment
- How to create more sustainable jobs?
Consider what you just heard from stage: discuss obstacles you face as VP/SI when fighting this specific problem!

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

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

Above the surface:
- SPOs need more than capital
- Social environment
- Commitment and partnership se’s and biz
- Sustainable people
- Financial sustainability for intervention
- Job matching

Below the surface:
- Education teaches skills of yesterday
- Economic development - not including all
- Trackability
- Target group seen as patients
- Desire to work & work ethic
- Lack of first-time job opportunities
- Mentalities towards inclusion
Which social entrepreneurs do you think your VP/SI colleagues should know about?

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

- Finding the right products
- Regulation meets corporate culture including the disabled and excluded.
- Blind people special abilities (not focus on disability) scalable as global problem – Germany, Columbia, Austria solid biz model (service for patients is better & cost effective)
- Local labour laws, employer responsibilities, assuring proper matching between needs on the labour market and skills of people in program, working closely with employers to fit needs
- Patient, strategic partners for scaling, lots of work, consolidate systems
- Hospitality and tourism is a relevant sector soft skills opportunity bright side of having a job part of team led by demand
- Partnership with intermediary who will train workforce to a minimum skill level. Offer a trial period to make sure the fit is right. Part time or full time roles then offered.
- Scalable in developing country contexts add information
- Solve businesses’ problems social entrepreneurs “give up control”
- Areas with economic difficulties
- Locally embedded, public and private support
- How to find people to build the concept regulation resilience and confidence building as key to intervention convincing government of the value of this
Opportunities for young people
- How can we support youngsters in creating a more inclusive society?
Above the surface:
- Trust
- Financial problems
- Lack of opportunities
- Finding the activity attractive to youth
- Engaging right partners
- Multi problems
- Mistrust
- Identify the ones in most need
- Good basic education
- Lack of life skills training
- Economic
- Social
- Educational
- Collaboration
- Community culture
- Absence of hope
- Lack of cross org working
- Lack cross sectoral working
- Financial sustainable business model
- Difficulties scaling up
- School educational methods not inclusive
- Cultural differences eg re gender roles
- Difficult to find a finance model to inv
- Solutions are served-kids don’t co-create
- Viable organisations
- Hard to change system
- Not a lot of evidence base (high risk)
- Geographic spread of funding opportunity
- Peer engagement of beneficiaries
- Gov short circle invest. model
- Convincing the board, this is important
- Multidimensional approach needed
- Limited career pathways
- Qualification barriers
- Parents not in work
- Imp businesses fragmented
- Identifying preventative interventions
- Measuring and managing impact well
- Unfit organizations to invest in
- Org readiness - unsound model
- Financial sustainability insufficient
- Impact figures insufficient

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

Consider what you just heard from stage: discuss obstacles you face as VP/SI when fighting this specific problem!
If resolved, which obstacle will have the biggest impact on this problem?

Above the surface:
- Cultural differences eg re gender roles
- Good basic education
- Solutions are served-kids don’t co-create
- Engaging right partners
- Peer engagement of beneficiaries
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<td>Work for youth, activities for elderly</td>
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<td>forandrinngsfabriken.no</td>
<td>Listening to youngsters to change systems</td>
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<tr>
<td>worldwidenarrative.no</td>
<td>Empowering storytelling</td>
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<tr>
<td><a href="http://www.vindskift.org">www.vindskift.org</a></td>
<td>Link between with boats and people who want to sail</td>
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<tr>
<td><a href="http://www.lovetannakademiet.no">www.lovetannakademiet.no</a></td>
<td>Helping youth acquire basic life and social skills</td>
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<tr>
<td><a href="http://www.fondazioneamiotti.org">www.fondazioneamiotti.org</a></td>
<td>Active and inclusive teaching methods in crime-ridden areas</td>
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<tr>
<td><a href="http://www.fondazione2ruote.org">www.fondazione2ruote.org</a></td>
<td>Convicted youth trained to repair motorcycles</td>
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<td><a href="http://www.generation.org">www.generation.org</a></td>
<td>Connecting young job seekers with employers</td>
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<td><a href="http://www.fryshuset.se">www.fryshuset.se</a></td>
<td>Youth center</td>
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<td><a href="http://www.fastromania.eu">www.fastromania.eu</a></td>
<td>Vocational training and micro-enterprises in Romania</td>
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<td><a href="http://www.afflatoun.org">www.afflatoun.org</a></td>
<td>Life skills/financial education for children and youth</td>
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<td><a href="http://www.techsoup.org">www.techsoup.org</a></td>
<td>Code for Youth program: fun,closing the gap,skills</td>
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<tr>
<td><a href="http://www.nikolto.org">www.nikolto.org</a></td>
<td>Opportunities for youth in rural areas in agriculture</td>
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<tr>
<td><a href="http://www.tvojbuddy.sk/en">www.tvojbuddy.sk/en</a></td>
<td>Helping children in orphanages</td>
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<tr>
<td><a href="http://www.manage-berlin.de">www.manage-berlin.de</a></td>
<td>Best practice approach for youth empowerment</td>
</tr>
<tr>
<td>cme.org.pl/ulica</td>
<td>Streetworking, young people volunteering</td>
</tr>
<tr>
<td><a href="http://www.punctomet.org">www.punctomet.org</a></td>
<td>student inclusion</td>
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<tr>
<td><a href="http://www.tvojbuddy.sk/en">www.tvojbuddy.sk/en</a></td>
<td>Evidence based, data driven intervention for gangs</td>
</tr>
<tr>
<td><a href="http://www.venturetrust.org.uk">www.venturetrust.org.uk</a></td>
<td>Wilderness based therapy for hard to reach groups</td>
</tr>
<tr>
<td>thuisopstraat.nl</td>
<td>Interventions for livability in public space</td>
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<tr>
<td><a href="http://www.braive.com">www.braive.com</a></td>
<td>Low threshold solution for mental training</td>
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<tr>
<td>barnrattsbyran.se</td>
<td>Children rights advocate</td>
</tr>
<tr>
<td>pl4y.international/en</td>
<td>Using sport to engage social problems</td>
</tr>
<tr>
<td>thefrontline.org.uk</td>
<td>Investing in training and quality of social workers</td>
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<tr>
<td>fightforpeace.net</td>
<td>Engaging gang and at risk youth through boxing</td>
</tr>
<tr>
<td>laerforlivet.dk</td>
<td>Learning programme for children placed in care</td>
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<tr>
<td><a href="http://www.lesforlivet.dk">www.lesforlivet.dk</a></td>
<td>Building libraries at institutions for young people</td>
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<tr>
<td><a href="http://www.stiglestrust.org.uk">www.stiglestrust.org.uk</a></td>
<td>Peer engagement / employability for ex offenders and gangs</td>
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<tr>
<td><a href="http://www.kivaprogram.net">www.kivaprogram.net</a></td>
<td>Anti bullying program from Finland</td>
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<td>fundacionexit.org</td>
<td>Coaching program for kids</td>
</tr>
<tr>
<td>vibro.no</td>
<td>Peer mentoring program</td>
</tr>
<tr>
<td><a href="http://www.iday.org">www.iday.org</a></td>
<td>Working for african youth to access quality basic education</td>
</tr>
<tr>
<td><a href="http://www.toekomstatelierdelavenir.com">www.toekomstatelierdelavenir.com</a></td>
<td>Provides supplementary, voluntary, motivational and society-oriented education to children</td>
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<tr>
<td><a href="http://www.konekt.be">www.konekt.be</a></td>
<td>Working for job opportunities for people with disabilities</td>
</tr>
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<td>laerforlivet.dk</td>
<td>Learning program for children in alternative care</td>
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<tr>
<td>paperarts.org.uk</td>
<td>Career paths into arts for excluded young people</td>
</tr>
<tr>
<td>reesfoundation.org</td>
<td>Supporting care leavers</td>
</tr>
<tr>
<td><a href="http://www.peelpioniers.nl">www.peelpioniers.nl</a></td>
<td>Youth-driven, bottom-up social enterprise</td>
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<tr>
<td><a href="http://www.rockyourlife.de">www.rockyourlife.de</a></td>
<td>connect students to pupils, mentorship</td>
</tr>
<tr>
<td><a href="http://www.karuna.de">www.karuna.de</a></td>
<td>Working with kids living on the street</td>
</tr>
<tr>
<td><a href="http://www.kjorforlivet.no">www.kjorforlivet.no</a></td>
<td>Empower youth trough motorsport</td>
</tr>
<tr>
<td><a href="http://www.ville-veier.com">www.ville-veier.com</a></td>
<td>Creativity training to prevent school dropout</td>
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Which social entrepreneurs do you think your VP/SI colleagues should know about?

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<td>Dropout kids back to education or work</td>
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<td><a href="http://www.childhelplineinternational.org">www.childhelplineinternational.org</a></td>
<td>Street children empowered</td>
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<tr>
<td><a href="http://www.frahagetilage.no">www.frahagetilage.no</a></td>
<td>Educate kids to cook healthy sustainable food</td>
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<tr>
<td>forandringsfabrikken.no</td>
<td>Listening to youngsters to change systems</td>
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<tr>
<td><a href="http://www.inspiringscotland.org.uk">www.inspiringscotland.org.uk</a></td>
<td>Working for a Scotland without poverty or disadvantage</td>
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<tr>
<td><a href="http://www.akienergy.com">www.akienergy.com</a></td>
<td>Indigenous social entrepreneur transforming local economies</td>
</tr>
<tr>
<td><a href="http://www.actiononviolence.org.uk">http://www.actiononviolence.org.uk</a></td>
<td>Significant decrease in gang membership &amp; violence</td>
</tr>
<tr>
<td>hopp.lv</td>
<td>Tailor made bycicles for disabled kids; SE from LV</td>
</tr>
<tr>
<td>intouniversity.org</td>
<td>Offers supports for young people from disadvantaged backgrounds</td>
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<td>unicus.no</td>
<td>software testing by people with autism</td>
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Discuss how this case could be applied in your countries or local areas. Feel free to share some findings from your discussion.

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

#3

Discrimination, segregation and polarization

- How can we secure equality and inclusion?
Consider what you just heard from stage: discuss obstacles you face as VP/SI when fighting this specific problem!

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

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

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

**Below the surface:**
- Impact defined and delivered bottom up
- Lack of adult support
- Decreasing sense of community
- Reaching real needs
- Disconnection
- Mismatch of needs and offers
- Complexity of need
Which social entrepreneurs do you think your VP/SI colleagues should know about?

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

- As this is a person centred approach it can be replicated. Across countries and communities.
- Very easy to scale - replicable skills create high employability 80% find a job all ages both online and physical actually go onto the streets market opportunity @ corporates
- Coordination in existing initiatives Expansion of initiatives that work Risk taking institutions supporting “better”
- Sports/ club (in general) models unite people from different walks of life; they can be relatively easily scaled and do not necessarily require heavy capital interventions.
- Online further education makes accessible, Some virtual some face to face Network of community partners to deliver, Requires internet access
- Find supporters and funders in other cities
- Problem address is very similar in different country
- Use public local infrastructure. Mix children from disadvantaged and privileged areas. Integrate it in the school curriculum. Take them out of their daily environment – Circs Camps
- Partnerships. local and national PPP Scalable to poor and remote areas
- 1. Peer mentoring 2. To reduce risk and cost 3. Drive spread to scale/replicate 4. Connect to an investment fund with M&E And 5 use 1-4 to increase traction/attraction
- We have an awesome solution for community incubators
- Disability is prevalent everywhere. Also has community in the centre so wider benefit
- Scalable, community-led (how do you ensure that?), Understanding needs (how?), Finding right partners
WICKED PROBLEM

#4

Food, health and sustainability
- How can we change the way we eat?
Consider what you just heard from stage: discuss obstacles you face as VP/SI when fighting this specific problem!

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

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

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

Below the surface:
- The sustainability of the food system
- Self sustainability for local community
- Lobbies
- Looking at silo (under nutrition)
- Supporting lesser meat consumption
- Customer food preference
- Conflicts of interest between stakeholders
Which social entrepreneurs do you think your VP/SI colleagues should know about?

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

- Easy to scale, easy to measure social impact, many stakeholders involved
- In Spain, tapping the niche market of Tapas. Validated customer problems, analysed it, and provided solutions.
- Wicked
- Technology for development and good innovative solutions, empowering individuals, improving outcomes for the poorest
- Nutritional value
- Need for holistic involvement in community and supply chain
- Facilitating a structured exchange of experiences of local people of different contexts across the world prototyping and experimenting and safe environment for learning
- Delivering a cheaper product + a way to educate local end customers on the worth/sustainability of food, good to eat even if they look ugly.
- Problem: healthy food (organic/bio food) not accessible to more deprived communities Solution: cooperative supermarket with time banking, members receive food discounts.
Social inclusion of migrants and refugees
- How to make it strengthen our societies
Consider what you just heard from stage: discuss obstacles you face as VP/SI when fighting this specific problem!

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

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

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

If resolved, which obstacle will have the biggest impact on this problem?
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<td>SNTR.nl</td>
<td>Housing, language and career</td>
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<tr>
<td><a href="http://www.seema.no">www.seema.no</a></td>
<td>Increased diversity in work force</td>
</tr>
<tr>
<td>drapenhavet.no</td>
<td>Helping refugees entering Greece</td>
</tr>
<tr>
<td>dinewithus.strikingly.com</td>
<td>Connecting refugees and local families through food</td>
</tr>
<tr>
<td><a href="http://www.schlauschule.de">www.schlauschule.de</a></td>
<td>School for unaccompanied minor refugees</td>
</tr>
<tr>
<td><a href="http://www.iliaktida-amea.gr">www.iliaktida-amea.gr</a></td>
<td>Integrating refugees into the crisis response</td>
</tr>
<tr>
<td><a href="http://www.mtop.at">www.mtop.at</a></td>
<td>Training for refugees with an academic background</td>
</tr>
<tr>
<td><a href="http://www.social-bee.eu">www.social-bee.eu</a></td>
<td>Connecting refugees with companies</td>
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<td><a href="http://www.duoforajob.be">www.duoforajob.be</a></td>
<td>Connecting young immigrant job seekers with mentors</td>
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<tr>
<td><a href="http://www.singafrance.com">www.singafrance.com</a></td>
<td>Integration of refugees in France</td>
</tr>
<tr>
<td>ro.simplon.co</td>
<td>Coding programs for refugees</td>
</tr>
<tr>
<td><a href="http://www.kagider.org">www.kagider.org</a></td>
<td>Boosting female entrepreneurship</td>
</tr>
<tr>
<td><a href="http://www.thirdageireland.ie/failte-isteach">www.thirdageireland.ie/failte-isteach</a></td>
<td>Language classes in local communities</td>
</tr>
<tr>
<td><a href="http://www.mestringsguiden.no">www.mestringsguiden.no</a></td>
<td>Work and accommodation support for refugees</td>
</tr>
<tr>
<td><a href="http://www.joblinge.de">www.joblinge.de</a></td>
<td>Young refugees put into training</td>
</tr>
<tr>
<td>ocalenie.org/pl/en</td>
<td>Cultural integration and work visas</td>
</tr>
<tr>
<td>breaking-barriers.co.uk</td>
<td>Matching employment opportunities for refugees</td>
</tr>
<tr>
<td>humansonthemove.com</td>
<td>Connecting entrepreneurs, philanthropists and investors in USA</td>
</tr>
<tr>
<td><a href="http://www.deverrebergen.nl">www.deverrebergen.nl</a></td>
<td>Holistic approach to integrate refugees</td>
</tr>
<tr>
<td><a href="http://www.uaf.nl">www.uaf.nl</a></td>
<td>Grants for practical middle education for refugees</td>
</tr>
<tr>
<td><a href="http://www.dreamsindeed.org">www.dreamsindeed.org</a></td>
<td>Incubator entrep. in conflict zones</td>
</tr>
<tr>
<td><a href="http://www.schlauschule.de">http://www.schlauschule.de</a></td>
<td>School for teenage refugees</td>
</tr>
<tr>
<td><a href="http://www.integrify.fi">www.integrify.fi</a></td>
<td>Intensive coding school for refugees</td>
</tr>
<tr>
<td><a href="http://www.redi-school.org">www.redi-school.org</a></td>
<td>Coding bootcamp for refugees</td>
</tr>
<tr>
<td>rlc-berlin.org</td>
<td>Legal advise for refugees</td>
</tr>
<tr>
<td><a href="http://www.startuprefugees.com">www.startuprefugees.com</a></td>
<td>Network connecting refugees and jobs</td>
</tr>
<tr>
<td>jobkraftwerk.de</td>
<td>Plattform to help refugees with CVs</td>
</tr>
<tr>
<td><a href="http://www.sammenomenjobb.no">www.sammenomenjobb.no</a></td>
<td>mentorprogram</td>
</tr>
<tr>
<td><a href="http://www.coursera.org">www.coursera.org</a></td>
<td>Online courses</td>
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<tr>
<td><a href="http://www.mikrofinansnorge.no">www.mikrofinansnorge.no</a></td>
<td>Working to increase people’s possibilities to start their own business</td>
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<tr>
<td><a href="http://www.magas-hotel.at">www.magas-hotel.at</a></td>
<td>Employing refugees at the hotel</td>
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<tr>
<td><a href="http://www.atlaskompetanse.no">www.atlaskompetanse.no</a></td>
<td>Understanding the welfare system in new country</td>
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<tr>
<td>refugeeswork.at</td>
<td>Online job platform for refugees in Austria</td>
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<tr>
<td>refugeentrepreneursdenmark.dk</td>
<td>Workspace, network, support for refugees</td>
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<tr>
<td><a href="http://www.speak.social/en">www.speak.social/en</a></td>
<td>Connects newcomers and locals through lang exchang</td>
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<tr>
<td><a href="http://www.abuondritto.it">www.abuondritto.it</a></td>
<td>Platform for empowering refugees with beaurocracy</td>
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<tr>
<td>wefugees.de</td>
<td>Legal support for refugees.</td>
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<tr>
<td>relaio.de</td>
<td>Platform for sustainable entrepreneurship</td>
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<tr>
<td><a href="http://www.sntr.nl">www.sntr.nl</a></td>
<td>Housing and integration program for 200 syrian</td>
</tr>
<tr>
<td><a href="http://www.weexist.be">www.weexist.be</a></td>
<td>Integrate migrants to labour market</td>
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Discuss how this case could be applied in your countries or local areas. Feel free to share some findings from your discussion.

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