

SOCIAL ENTERPRISES IN VIETNAM AND IRELAND



Source: Ethos

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NHÀ XUẤT BẢN LAO ĐỘNG



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FOREWORD

Within this book, you will find inspiring stories from Viet Nam and Ireland of inspiring individuals, who undertook amazing initiatives to provide positive solutions to challenges that they faced. While the contexts are very different, these social entrepreneurs and social enterprises show a common commitment to improving quality of life, especially of the disadvantaged, empowerment and sustainable development. These stories need to be celebrated and shared, which is precisely what this book achieves.

We welcome this volume that is the culmination of a two-year collaboration between the National Economic University in Hanoi and Trinity College Dublin. The value of such collaborations is not only in the end result, but also in the relationships formed along the way that open up new ideas and new connections between researchers.

The two research centres involved: The Centre for Social Innovation and Enterprise (CSIE) at the National Economics University in Hanoi, and the Trinity Centre for Social Innovation (TCSI) in Trinity Business School, Trinity College Dublin, both play the important role of advancing research and teaching of social innovation and engagement with social enterprise, and have shared ideas and knowledge on how to advance their work. These Innovation Centres, in both Hanoi and Dublin, ensure that social enterprise and innovation are embedded in the curricula of their respective universities, and is advanced nationally and internationally.

The National Economics University is Viet Nam's first and leading university in business and economics. Established in 1956 National Economics University chairs a network of more than 40 universities in economics and business administration and is a leading research center. CSIE was established in 2017 under the Direction of Founder, Associate Professor Truong Thi Nam Thang. CSIE conducts research, policy advocacy, incubates and provides support to the ecosystem for social innovation and entrepreneurship in Viet Nam.

Trinity College Dublin is Ireland's leading university, ranked first in the country, and founded in 1592 by Royal Charter. Trinity Business School has EQUIS and AMBA accreditations putting it in the top 1% of business schools worldwide. The Centre for Social Innovation (CSI) is co-Directed and co-Founded by Professors Gemma Donnelly-Cox and Mary Lee Rhodes in 2017, and grew out of the former Centre for Nonprofit Management. The CSI brings together over a dozen professors who research, teach and engage with social innovation and social enterprise.

On behalf of the National Economic University and Trinity College Dublin, we congratulate all those involved in this initiative: the authors, the contributions made by students at the two research Centres, and the social enterprises themselves, which contributed time and effort to be part of this book.

Finally, this book is an example of the excellent and worthwhile initiatives funded and supported by the Irish Department of Foreign Affairs and Trade, through Irish Aid.



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Above all, we would not have a casebook without the involvement of our 22 social impact organizations whose story we tell; 12 from Viet Nam and 10 from Ireland. We thank each of them and appreciate the trust they have placed in us to tell their story; the struggle of startup and the obstacles most have had to overcome to be able to create a sustainable social impact business changing the lives of many as they work towards assisting Viet Nam and Ireland to achieve the United Nations Sustainable Development Goals.

In Viet Nam: Nguyen Thi Le Na, Cam Vinh Ky Yen; Duong Phuong Hanh & Tran Tri Thanh, CED; Phil & Hoa Hoolihan, Ethos; Ngo Mai Anh & Nguyen Minh Quang, Dao's Care ; Thao Vu, Kilomet109; Mark Barnes & Leanne Dowler, REACH; Thành Nguyễn và Hiền, Salon Thanh Nguyen; Ly Lao Lo, Sapanapro; Kim Đức, Think Playgrounds; Rafael Masters & Ella Trinh, Vulcan Augmentics; Nguyen Viet Cuong, Vun's Art; Nguyễn Thị Vân, Imagtor.

In Ireland: Alan Boardman at Blackwater; Rachel Grant at CRANN; Alex Cooney at CyberSafeIreland; Aaron Jewell at Dublin Food Coop; Naoimh McNamee at Glenree; Gordon Randles at Letterkenny Credit Union; Krystian Fikret at MyMind; Clodagh O'Reilly at ReCreate; Kevin Maughan and Edel Kennedy at UrbanVolt; and Comac Moloney at Vantastic. We are also grateful for expertise and input from Chris Gordon at the Irish Social Enterprise Network. Our work was also assisted by two Trinity MBA teams who worked with Crann and Blackwater Eco Tours.

The book is made under the project "Social Innovation and Enterprise Accelerator" between the Center for Social Innovation and Entrepreneurship (CSIE), National Economics University and the Centre for Social Innovation, Trinity College Dublin, funded by the Embassy of Ireland through the Viet Nam Ireland Bilateral Education Exchange (VIBE) programme.

This book would not have been possible without the input and assistance from a talented and dedicated team of young social impact interns working with CSIE. We would like to acknowledge their important contribution and thank them all Vy, Sơn, Đạo, Phương and others.

While we are indebted to all those mentioned above for the creation of this book, we take full responsibility for the contents and any errors are our own.

We hope you enjoy the outcome of this collaboration, which presents the similarities and differences between social enterprises in Viet Nam and Ireland. We remain inspired by the efforts and dedication of so many, who show through these cases unwavering commitment to contributing to the wider public good. We are grateful for all that they do and are honored to tell their stories.

The Authors

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INTRODUCTION

Social entrepreneurship is the simple idea that businesses can and should have a positive social impact. How that idea manifests in different places varies greatly and is more complex. The corresponding organisations, the social enterprises, are influenced by history, culture, geography, social needs, and the legal and political frameworks. This book is an exploration of social enterprise in Viet Nam and Ireland, containing illustrative examples of social enterprises, twelve in Viet Nam and ten in Ireland.

We begin by drawing out differences and similarities between social entrepreneurship in two different geographical locations. Following this introduction, overviews of social enterprise (SE) in each country provide more detail on the specific features and contexts. As can be seen from the overviews, Viet Nam, located in Asia with a population of 97 million, and Ireland, in Europe with a population of 4.8 million, have some interesting similarities and some obvious key differences. Size, location and economy are the most obvious starting points regarding differences, with Viet Nam having over 20 times the population size of Ireland.

This book is a collaboration between The Centre for Social Innovation and Entrepreneurship (CSIE) at the National Economics University (NEU) in Hanoi, and the Trinity Centre for Social Innovation (TCSI) in Trinity Business School, Trinity College Dublin. Researchers, students and volunteers have been working at both institutions on VIBE: Viet Nam Ireland Bi-Lateral Exchange programme. This collaborative work has been funded by Irish Aid and the National Economics University and aims to:

- Showcase and highlight the important work undertaken by Social Enterprises in both countries
- Provide a comparative and interesting view of the sector
- Encourage funding and support for the sector through telling the stories of the extraordinary challenges faced by these businesses and the success they achieve through sheer persistence to make a difference
- Encourage others to look for the social impact they too could achieve and start their own Social Enterprises
- The book is for social innovation but it is a social innovation

Authors from CSIE wrote the Vietnamese cases, and authors from TCSI wrote the Irish cases. Through this collaboration we have become more aware of the unique and shared features of SE in our own countries. These similarities and differences are outlined below.

ECONOMY: SIMILARITIES AND DIFFERENCES

Ireland and Viet Nam have both experienced recent and rapid economic development, but their economies differ in significant ways. The International Monetary Fund ranks Ireland's Gross Domestic Product (GDP) at 31 (381k USD), and Viet Nam at 44 (260k USD), which seems close, but when considered per capita, the rankings change to Ireland (5th) and Viet Nam (121st). The Human Capital Index, which measures health, education and productivity, ranks Viet Nam 48th and Ireland 6th. Viet Nam is a developing country, and has received foreign development aid, which is reducing as the country's economy grows. Ireland is a developed country, and gives development aid, via Irish Aid, which is supporting the creation of this book. Therefore, social enterprise in Viet Nam is supported by development aid, external sources of funding adding to the main self-financing scheme by Vietnamese social entrepreneurs, while Irish social enterprises, are supported by internal sources of funding, mostly public and some private.

While economic growth has been significant in both places, it has not been experienced equally by all citizens. In other words, some, as in many societies, have been left behind by this growth, in both rural and urban areas. Often, these are the beneficiaries of the SEs. For example, in this volume, ETHOS supports eco-tourism in the Sapa region, a rural area in North Viet Nam with ethnic minority groups and high poverty. The income from the sustainable tourism initiatives go directly to improving the quality of life of the residents. Similarly in Ireland, Blackwater Ecotours is funded by the government to provide employment opportunities to those who have been long-term unemployed for various reasons. In other words, SEs in both Viet Nam and Ireland address social and economic inequality. We can also see from this example, that the area of activity and content of the SEs is similar in many cases.

SUSTAINABLE DEVELOPMENT GOALS

In 2015, the United Nations member states, including Ireland and Viet Nam, signed up to the 2030 Agenda for Sustainable Development, which included 17 Sustainable Development Goals (SDGs). These goals provide a path to sustainable development for all countries and include elements such as ending poverty, access to healthcare, gender equality, peaceful societies, protection of the environment, and human rights. While the SDGs are important to both Viet Nam and Ireland, SEs in Viet Nam engage more obviously with these goals than do Irish SEs.

Ireland published its National Implementation Plan 2018-2020, against which it reports progress annually. In other words, the SDGs shape public policy, including the community and voluntary sector in Ireland, which social enterprise is a part. Ireland's priorities in its National Implementation Plan are to raise awareness of the SDGs and increase participation and policy alignment. The low awareness of SDGs can be found in this book, where the social enterprises do not actively connect their work to the SDGs. The goals are only beginning to filter down from the top policy making world, to the participants in social enterprises.

In 2017 the Vietnamese government nationalized 17 Sustainable Development Goals (SDGs) in the "National Action Plan for Implementation of the 2030 Agenda for Sustainable Development" as part of their commitment to social development in Viet Nam. This Agenda is aimed at ensuring a better and safer life for all Vietnamese, now and into the future. It includes policies aimed at promoting social equality especially for disadvantaged groups such as the poor, people with disabilities, women, children and ethnic minorities. Results achieved to date are promising with a reduction in poverty from 9.9% (2017) to 7%, almost all Vietnamese children enrolled in primary school, 99%, with 99.7% completing primary school and 93.4% of families having access to safe water. To assist business to work with the Government in achieving the SDG's, the Viet Nam Business Council for Sustainable Development has been established. In this book, all of the SEs relate their work and activities to the SDGs, in contrast to Irish SEs.

THE ORIGIN OF SOCIAL ENTERPRISE

SE has quite different origins in Viet Nam and Ireland. One of Viet Nam's first social enterprises, REACH, was established in 2008, and is featured in this book. REACH runs four SEs and has trained over 16,000 youth from disadvantaged backgrounds and placed them into jobs. SEs were first officially recognised in Viet Nam in 2014 when legislation enabling business to register as a social enterprise was introduced. Since then 80 social enterprises have been registered but the growth in social impact businesses is increasing exponentially. As a hub for social impact business in Viet Nam, CSIE continues to work with and research the needs of these businesses providing valuable feedback to Government so better policies supporting the growth of this important 3rd sector can continue.

In Ireland, SEs are building on a long history of voluntary sector organizing, with early charity law

dating back to 1634. The church in Ireland was the source of much early voluntary organizing, with Catholic order and Protestant parishes setting up hospitals, schools, and development organisations. There is a noticeable influence from Europe in the Irish history of democratically run organizations (credit unions and cooperatives); and there is also influence from the United States of America, with individual social entrepreneurs leading many of the SEs (the Innovative Individual model). Many community groups became formal organisations with charitable status. Most of these groups get at least some if not most of their funding from public sources, thus distinguishing the Irish model from the American, where such groups rely more heavily on private philanthropy. This model is called ‘welfare partnership.’ In July 2019, the Irish Government launched its first policy for social enterprises.

FUNDING CHANGES: FROM GRANTS TO LOANS

In Viet Nam, development funding is not only decreasing, but is evolving from grant funding for poverty relief to sustainable giving that supports economic development. Muhammad Yunus is considered the originator of this concept through his work in Grameen Bank¹ that began the microfinancing movement in the developing world. As Viet Nam’s economy grows, development aid reduces, leaving a gap or growing need for social supports. Donors turn to ‘sustainable giving’, that is, a focus on donating to equipment, managerial training, and other supports that will enable the social enterprise to generate its own income, rather than depend on continuing donations. For example, Thriive² is a donor that supports Cam Vinh Kỳ Yến Organic Orange Farm, Thanh Nguyen Hair Salon, and The Will to Live Centre, all featured in this volume. Thriive’s tag line is: “Building shared prosperity in vulnerable global communities.” They call their donations ‘loans,’ but instead of returning the funds, Thriive asks the organisations to ‘Pay it Forward.’ The SEs as part of their ‘loan’ agreement, must have a social impact, or help others in some way through their business.

In Ireland we have a similar idea: empower organisations rather than make them grant dependent. Following the economic recession in 2007, state funding for many programmes was reduced, including in nonprofit sector. The Social Innovation Fund of Ireland (SIFI)³, like Thriive, calls their donations ‘loans,’ even though they do not look for the funds to be returned. What they do look for in return is evidence of impact. SIFI supports their grantees to measure and report on impact, and release the funds based on impact, rather than reporting on a grant. In this volume, SIFI supports ReCreate and MyMind. While the practice of grant giving is the same as traditional giving, the concept represents a shift in mindset, away from dependency and towards empowerment and self-sustainability.

LEGAL AND POLICY FRAMEWORKS

The legal and policy frameworks in both countries differ in that Social Enterprise is a legal form in Viet Nam, but not in Ireland. The interesting similarity is that there are recent public policy frameworks for SEs in both countries, but these frameworks only include part of the SE sector. Only 80 organisations are registered as SEs in Viet Nam, but a recent mapping of the sector includes 22 thousand SEs. In Ireland, the recent government policy includes two of the five types of social enterprises: Public Sector SEs (PSEs), and some Commercialised Non Profits (CNPs). Thus, we can conclude for both countries that there are public attempts to provide stronger SE policy frameworks, which are challenged by the fact that it is hard to draw clear boundaries around the SE sector.

¹ <http://www.grameen.com/>

² www.thriive.org

³ <http://www.socialinnovation.ie/>

DIFFERENT TYPES OF SES

In Ireland we have identified five different types of SEs: Innovative Individuals (IIs), Commercialised Non Profits, Public Sector SEs, Emergence of SE in Europe, and Social Businesses. The last type, social business is not included in the Public Policy on SE. In contrast in Viet Nam, most of the SEs in this volume are Social Impact Businesses, which are central to the SE sector in Viet Nam. In terms of the Innovative Individual type, most of the Vietnamese examples are IIs, whereas only three of the Irish cases fit this model (ReCreate, MyMind, and CyberSafeIreland). Instead, the Irish SEs relied on groups that formalised into organisations (Vantastic, Blackwater, CRANN, Letterkenny Credit Union, Dublin Food Cooperative).

While there are differences in types of SE, the areas of work and activity that they cover overlap and differ. The similar areas are: sustainable tourism, disability support, rights and empowerment, employment for the long-term unemployed, food services, training, and education programmes. In Viet Nam income generation for social purpose includes textile production, massage parlours and nail salons, reflecting local culture and traditions. In Ireland income generation relies on coffee shops, accommodation, mental health services, membership fees, and on-line training.

CONCLUSION

In this introduction chapter we have reflected and elaborated on the differences and similarities between SEs in Viet Nam and Ireland. The two national contexts differ significantly in terms of language, culture, geographic location, size, economic development, and history. Nevertheless, the areas of similarity are significant: types of organisations, unclear boundaries around the sector, areas of activity, trends in funding, and beneficiaries. Finally, the individuals involved in SE in Viet Nam and Ireland are equally as inspiring, sharing a passion for making their world a better place by improving the quality of life for those around them.



OVERVIEW OF SOCIAL ENTERPRISE SECTOR IN VIET NAM



INTRODUCTION OF VIET NAM

Viet Nam is located in South-East Asia and is a member State of ASEAN (the Association of South East Asia Nations). Historically, the country experienced French colonization from the mid-19th century to 1954. In 1954, the country was divided into the North and the South and became a unified country once more in 1975, following the American war. Viet Nam has been a socialist-oriented market economy since the opening of the economy in 1986 and the introduction of a series of economic and political reforms known as *Đổi Mới*. The *Đổi Mới* reforms shifted Viet Nam from a highly centralized command economy and one of the world’s poorest nations, transforming Viet Nam to a lower middle income economy by 2010. The economic growth has averaged 7% for several years.

Viet Nam is experiencing rapid demographic and social change. The population reached 97 million in 2018 (up from about 60 million in 1986) and is expected to increase to 120 million in 2050. 70

percent of the population is under 35 years of age and the life expectancy is 73 years. There is an emerging middle class, currently accounting for 13 percent of the population and expected to reach 26 percent by 2026.

Viet Nam is ranked 48 out of 157 countries and territories in terms of the Human Capital Index (HCI). 99 percent of the population use electricity as their main source of lighting, 70 percent of rural areas have access to clean water, 95 percent of urban areas and the gender gap is narrowing. Equal numbers of boys and girls attend primary school and more girls than boys go on to upper secondary and tertiary education. The infant mortality rate has dropped from 44 deaths per 1000 live births in 1990 to a current rate of 15 deaths per 1000 live births. The number of women working is within 10 percent of the number of men working but gaps still exist particularly in regards to women being able to access high level leadership positions⁴. Viet Nam is facing some social and environmental challenges listed in the Table 1.

Table 1. Social and environmental challenges ⁵

Priorities	SDG	Gap
Poverty Reduction	1, 2	8.23% of households in Viet Nam were classified as poor, and 5.41% are at the poverty threshold. Recent disasters have pushed certain marginalised households closer to the poverty threshold. Poverty rate among ethnic minority groups remains high.
Agriculture and Food	2, 8	Ensuring food safety in the fruit/vegetable and meat industry is an important issue, with high levels of residues of plant protection products (i.e. pesticides) and antibiotics found in food. 42.5% of the labour force work in the agriculture sector.
Environment and Climate Change	13	Climate Risk Index (CRI) 2015: Viet Nam was the 8 th most affected country by climate change (out of 187 countries).
Healthcare, Water, Sanitation	3, 6, 10	14% of the population do not have medical insurance. Only 24% of ethnic minority households have access to clean water. Hospital overload affects service quality.
Energy	7	Fossil-based energy is still the main source of electricity production. Viet Nam now imports 3% of its primary energy, and this is forecasted to rise to 58.5% by 2035.
Education	4	70% of ethnic minority children start school at the age of 6. Only 6.2% of the ethnic minorities are trained labourers. Education quality and curricula does not meet the market’s needs. Enrolment rate for the poor reaches approximately 90% at primary level and 70% at secondary level.

⁴ <https://www.worldbank.org/en/country/Viet Nam/overview>

⁵ further reading at page 3 at Thang Truong & al (2018), *Fostering the growth of the social impact business sector in Viet Nam*, accessible at <http://www.vn.undp.org/content/Viet Nam/en/home/library/SIB.html>

Gender equality	5	Women are under-represented in leadership positions. Women are disproportionately negatively affected by economic inequality, with ethnic minority women among the most marginalised. These create barriers to women's economic empowerment.
Productivity, employability	8	Unemployment rate among the working age is 2.2%. 7.25% of youth (15-24 years old) and 4.5% university graduates are unemployed. Lowest productivity in the region.
Micro, Small and Medium Enterprise (MSME) Development	8, 9, 11	74% is MSME, contributing 45% to Vietnamese GDP, whilst creating 65% of all employment. However, MSMEs only contribute 23% to the value of exports.
Inequality	10	Marginalised groups account for 20% of the population. Ethnic minorities account for 14.6% of the population. They experience significant gaps in income, education, healthcare and access to infrastructure. People with disabilities (PwDs) account for 7.8% of the population (15.3% according to the WHO). 76.3% of PwDs can read and write, and 70% live in rural areas depending on support from their relatives and the social allowance.

THE DEVELOPMENT OF SOCIAL ENTERPRISE SECTOR

The concept of social enterprise was introduced for the first time in Viet Nam in 2008 by the Center for Social Initiatives Promotion (CSIP). In 2009-2010, the British Council entered the scene, supporting CSIP in building capacity, providing funding for social entrepreneurs training, conducting sector mapping research and offering a support fund for social enterprises. During this time the focus was on converting civil society organisations including NGOs, NPOs and charities into more self-sustaining models. This was important because as Viet Nam moved towards a middle income economy, Official Development Assistance (ODA) and other international funding, grants and aid started to reduce, threatening the sustainability of this valuable social impact sector. From 2012-2013, the Central Institute of Economic Management (CIEM) became involved in the social enterprise sector with research activities and to advocate for supporting policies for the sector. During 2012-2015, the focus was on the creation of a social enterprise law for Viet Nam. In 2014, the amended Enterprise Law of Viet Nam introduced Article 10, defining social enterprise and the rights of this new type of business. At the time it was estimated there were less than 200 SEs in Viet Nam.

In 2011, the 2nd intermediary for SEs in Viet Nam was founded, Spark Center for Social Entrepreneurship Development. While CSIP focused on inspiring, raising awareness and building capacity for new SEs, Spark Center concentrates on investing

and capacity building to accelerate and scale up established social enterprises.

From 2015 onwards, Oxfam Viet Nam has been running the SME Development Program. The SME Development Program works with social impact businesses who are creating positive impacts for vulnerable groups engaged in their value chain. The Program focuses on enhancing the enterprises' management and business development capacity, through in-depth training courses and business coaching packages tailor-made for impact-driven SMEs. Developing these social impact businesses assists Oxfam in their goal of supporting the vulnerable communities, especially small-scale farmers, poor women and youth, to gain employment, to increase their incomes and have more access to relevant products and services for a better standard of living.

From 2015 onwards, with the basic legal framework for social enterprise now in place, the British Council has been working with the National Economics University to embed social enterprise into research and education in higher education institutions in the country. In 2017, the National Economics University established the first ever Center for Social Innovation and Entrepreneurship (CSIE) in Viet Nam, one of only a few Centers in the South East Asia Region. CSIE envisions being the leading hub of knowledge sharing and fostering social innovation and social entrepreneurship in the region. In 2018, CSIE introduced the British Council to Viet Nam's Ministry of Education and Training. This resulted in a signed MOU between

the Ministry and the British Council. The MOU runs for 3 years and provides a program to train 200 university lecturers in social entrepreneurship and innovation, which in turn will cascade to the training of 2000 university students. Further, it allows for the embedding of an active citizen social enterprise course into universities in Viet Nam.

UNDP (United Nations Development Programme) entered the scene in 2017 with the SDG Challenge competition, incubation and seed funding for impact startups. While the SDG Challenge focuses on impact startups with marketable products, UNDP Youth Co:lab, an Asia Pacific region initiative since 2018, seeks to create the next generation of social entrepreneurs by providing initial training and helping teams to turn their ideas into business models.

Embassies and their development agencies such as Irish Aid, USAID, JICA and KOICA also provide different funding schemes for activities with a social innovation and social entrepreneurship focus. Examples include higher education partnerships, research, youth network development, competitions and social enterprise grants for infrastructure improvements.

The SE sector in Viet Nam in 2018 is estimated by CSIE and UNDP to include around 22 thousand social impact businesses. Only 80 are registered under the Enterprise Law as a social enterprise.

Table 2. Major enablers in the ecosystem⁶

Name	Raising awareness	Competitions	Education	Incubation/Acceleration	Research	Finance	Co-working space	Description
The Government								
Decree 69/2008			x	x		x		Supporting policies for socialization in education and training, vocational training, medical, culture, sports, and environment
Decree 26/2015	x					x		Implementation Guidelines of the Viet Nam Enterprise Law 2015, specifically SEs
Project 844 - MOST	x	x	x	x	x	x		Development of innovation and entrepreneurship ecosystem
Project 1665 - MOET	x	x	x					Support for student-led startups
Financial Institutions, Investors and Development Organisations								
SMEDF						x		Focus on innovative SMEs
Abilis Fund						x		Provide grants to improve capacity, and create jobs for PwDs
Thrive Fund				x		x		Non-interest loan program for SMEs, settled by repayment through products or services
Oxfam			x	x		x		Implement a supporting program for inclusive businesses
Lotus Impact	x			x		x		Impact investment fund dedicated to Vietnamese market
Patamar	x			x		x		Venture capital

⁶ page 14, Thang Truong & al (2018), Fostering the growth of the social impact business sector in Viet Nam, accessible at <http://www.vn.undp.org/content/Viet Nam/en/home/library/SIB.html>

Dedicated intermediary, incubator							
British Council	x	x	x	x	x		Development programs for creative business and SEs
CSIP	x	x	x	x	x	x	Intermediary in incubating and supporting SEs
SPARK	x		x	x	x	x	Supporting organisation in taking off / accelerating SEs
Evergreen Labs			x	x		x	A centre for incubation and investment in SIB in the Central region
IBA Viet Nam	X		X	X		x	Supporting programs for inclusive businesses
UNDP SDG Challenge and Youth Co:Lab	x	x	x	x	x	x	Innovation program for impact startups and promoting social impact, or SDG Entrepreneurship among youth
HATCH! Ventures	x	x	x	x		x	Co-working space and SIB incubation and acceleration
WISE	x	x	x	x	x	x	Women's initiatives for startups and entrepreneurship
SiHUB		x		x		x	Incubator of HCMC enterprises
DNES	x	x	x	x	x	x	Incubator of Da Nang enterprises
VCCI	x	x	x		x		Business Forum for sustainable development
Universities, Research organisations							
CIEM	x		x		x		Think tank, embedded SE concept into the Viet Nam Enterprise Law 2015
NEU CSIE	x	x	x	x	x		The first university-based research, education and incubation centre in Viet Nam
FISS		x	x	x			Centre of innovation and startup of Foreign Trade University
Initiatives from Commercial enterprise sector							
Eko Center Coca Cola	x		x	x		x	Development project for small business and community centre owned by women
Minh Phu Fish				x		x	The first large seafood enterprise to set up a clean shrimp farming, co-owned by farmers
VinGroup				x		x	The two largest private health and education businesses in Viet Nam registered as SEs
Media							
Green Swallow Award	x	x					CSIP and VCCI's Award for Business Initiatives for the Community
Sustainable Business Rating	x	x					Ranking of the top 100 sustainable enterprises by VCCI, following the Social Responsibility Award since 2005
Forbes Viet Nam	x						Honour the most influential people of the year. Many of whom are social impact entrepreneurs
VTV1	x						Weekly Corporate Social Responsibility (CSR) Program

LEGAL AND POLICY FRAMEWORKS

Viet Nam is one of the few countries with legal recognition for social enterprises. Article 10 of the Viet Nam Enterprise Law 2014 states that SEs should meet three conditions: (i) Registering as an enterprise under the Enterprise Law; (ii) Having clear social and environmental objectives; (iii) Committing to reinvest at least 51% of profits to serve the registered social and environmental objectives. In addition, SE's must fulfill the following:

- Strictly use funding raised for purposes of covering managerial and operational expenses to implement their registered social or environmental objectives;
- Comply with the reporting regime applicable to SEs; and
- Meet the other obligations of normal enterprises.

Further to the Enterprise Law 2014, in October 2015, Degree 96/2015/NĐ-CP came into effect, providing guidelines and policies to encourage the development of SE. These include: (i) Government encourages and assists organisations and individuals to set up SEs with the purpose of solving social and environmental problems for the benefit of the community; (ii) SEs are entitled to preferential and investment support in accordance with the Law; (iii) SEs can receive foreign aid to achieve the objectives of solving social and environmental issues in accordance with the Law on the reception of foreign non-governmental aid. However, there has been limited efforts to develop specific policies or initiatives to foster the growth of the SE sector to date.

In order to set up a social enterprise, founders need to register an enterprise/company under the Enterprise Law which can be a limited liability company (LLC), joint stock company (JSC), partnership company (PC) or private enterprise. And then, submit a file to apply for the status of social enterprise clearly stating social objectives and reinvestment commitment from 51% to 100% of profit. Table 3 explains the structure of each company type.

Table 3. Different structures of company type under Enterprise Law

Structure	Member	Responsible for debt/ liabilities	Right to issue shares	Capital transfer
Limited liability company (LLC)	From 1 to 50 members	Yes, to amount of capital contributed by member	No	
Joint Stock Company (JSC)	Shares held by 3 or more organisations or individuals	Yes, to amount of capital contributed by shareholders	Yes Can issue securities to raise capital. Can list on stock exchange	For the 1 st three years, founding members can only transfer among themselves. After 3 years, they can transfer to outsiders
Partnership Company (PC))	Set up by minimum 2 general partners. May also have limited partners	General partners: liable for all debt & liabilities Limited partners: liable to amount of capital contributed	No	General partners cannot transfer capital, except with agreement from other general partners Limited partners can transfer to outsiders
Private enterprise	1 individual who is owner of the business Each individual may only establish one private enterprise.	Owner liable for all debt & liabilities	No	Owner can lease or sell the enterprise

In terms of governance, financial reports and tax, there is currently no significant difference between registered or non-registered SE’s under the Enterprise Law. In reality, many social enterprises decided to keep their current status as a company/enterprise without registering as a social enterprise. This is mainly due to the incentives offered by the Government, not being seen as attractive enough by the SE sector. For example, amongst 12 SEs in this book, only one - Vulcan Augmentics registered as social enterprise under joint stock company Legal Structure.

There are a range of business incentives available to registered businesses in Viet Nam including SE’s. For instance, incentives for those operating in specific areas such as providing public services in the field of education, training, vocational training, health, culture, sport and entertainment. Preferential treatment

is also offered from the new Small and Medium Sized Enterprise Development Fund (SMEDF) if operating in the agriculture, forestry, fisheries, processing, water supply and waste treatment sectors or being a technology startup. Additionally, businesses employing persons with disabilities, accounting for 30% of their workforce, are exempt from corporate income tax⁷.

The social enterprises in this book include four main types of organisations: (i) registered as a SE under the Enterprise Law; (ii) companies under the Enterprise Law, not registered as SE but meet the definition of SE; (iii) cooperatives under the Cooperative Law, and (iv) civil society organisations including non-profit organizations, non-government organisations registered locally or operating in Viet Nam with some trading activities.

Cooperative is defined by Cooperative Law 2012 as a collective economic organization, co-ownership with legal entity, and is established voluntarily by at least 7 members who mutually cooperate and assist in the production, sales and job creation to meet the general needs of all members, on the basis of self- control, self-responsibility, equality and democracy in management of the cooperative.

In 2019, there are more than 21 thousand cooperatives in Viet Nam, of which 13.4 thousand are agricultural cooperatives.

There is no comprehensive definition of the terms “not for profit organization” or “not for profit purposes” under Vietnamese law. Government decrees from 2012 and 2013 state that:

- “NPOs” are defined as corporate bodies or organizations mainly operating to raise funds or finances for charitable, religious, cultural, educational, social, or similar purposes.
- “Not-for-profit purposes” are defined as the non-pursuit of profits for sharing, and the use of all profits earned in the course of operations for particular and recognized activities.

Based on the regulations for the establishment and operation of organizations with not-for-profit

purposes it is possible to conclude that Vietnamese law recognizes five types of NPOs:

- Social relief establishments (“SREs”)
- Social funds and charitable funds (“funds”)
- Associations. A voluntary organization of Vietnamese citizens or organizations conducting the same business, having the same interests, or united by a common goal.
- Scientific and technological organizations (“STOs”)
- International non-governmental organizations (“INGOs”)

There are also several informal types of NPOs in Viet Nam which perform charitable and not-for-profit functions, including voluntary groups, clubs, and political and religious organizations. Although not necessarily recognized by law, these NPOs gather contributions from their members and give direct support to beneficiaries, which may include SREs, funds, associations, STOs, and INGOs. There are currently about 1,000 NPOs in Viet Nam.

Most Not for Profit Organisations (NPOs) and SEs enjoy special income tax treatment and do not pay tax on income received from the government or from local or foreign contributions that is “used for educational, scientific research, cultural, artistic, charitable, humanitarian and other social activities in Viet Nam” (Enterprise Income Tax Law (2009) Article 4). NPOs and SEs also benefit from deductible expenses when calculating taxable income, including allowable deductions on expenses for education and health sponsorships, expenses incurred as part of disaster recovery or to bring resources into extremely disadvantaged areas and for scientific research. However, Vietnamese regulations do not grant tax exemptions for income originating from activities carried out by the NPO or SE for charitable, social purposes or other not for profit purposes.

SOCIAL ENTERPRISE SECTOR MAPPING

The recent study by Thang Truong & al (2018) estimated around 22 thousand social enterprises in Viet Nam, accounting for 4% of the business sector in Viet Nam. However as mentioned previously

⁷detailed policies can be found at Thang Truong & al (2018), Fostering the growth of the social impact business sector in Viet Nam, accessible at <http://www.vn.undp.org/content/Viet Nam/en/home/library/SIB.html>

only 80 social enterprises are registered under the Enterprise Law. It is also estimated that as many as 50 thousand organizations could be in the SE sector including 1,000 NGO's, 20,000 cooperatives and 20,000 SME's with social, environmental goals.

The five major business sectors of SEs in Viet Nam are Agriculture-fisheries-dairy, Education & Skill training, Non farm livelihood, Business support/consultancy, Handicraft, traditional works.

The main legal status of SEs in Viet Nam are enterprises (84% of the sector) operating under the Enterprise Law. SE concentrate mainly in big cities. Only 5% of SEs solely serve the rural market, 21% only the urban market and 74% serve both markets.

The top five social issues that SE focus on are (i) improve health and wellbeing; (ii) creating employment opportunities; (iii) protecting the environment; (iv) promoting education and literacy; (v) supporting agriculture and related activities.

30% of SEs are micro companies with less than 10 staff and 39% are small sized businesses. Amongst the 12 SEs in this book, 2 of the largest include REACH, a NPO with 100 staff, 4 SEs in its structure and training activities across the country. The other is Imagtor with 70 staff and international clients.

The SE sector is highly inclusive, 99% of SEs employ women, 74% of SEs employ workers from disadvantaged groups and 90% of SEs employ local workers.

SEs are diverse in leadership. Whilst 25% of commercial businesses have female leadership, in the SE sector, 41% of SE's have women as their leaders and 49% have women in senior

management positions. 4/12 SEs showcased in this book have only male founders, 4/12 have female founders and the remaining 1/3 of SE have a mix of male and female founders.

The main source of income for SEs comes from commercial activities with 92% of SEs generating over 50% of their revenue from trading activities.

SEs are also micro scaled in terms of revenue. 72% of SEs report a revenue of less than 3 billion VND (130,000 USD/year).

Despite their small scale, 70% of SEs made a profit and 18% reached break even point. Loss making SEs are usually the newly established ones.

The main source of funding for SEs comes from individuals (34% of SEs) and shareholders equity (40% of SEs). However, grants and donations from foundations are the next top 3 and 4 sources of funding for SEs. The other market based mechanisms such as loans, impact investments or microcredit are not yet common in the Vietnamese SE sector.

Clearly, SEs in Viet Nam pursue the double bottom line. 59% of SEs report a balance between social and economic objectives, 23% said they pursue a social mission and the remaining 18% prioritized profit.

In terms of management, SEs identify three main weaknesses. These are social impact measurement, marketing and branding and the barriers to financial and human capital. It is difficult for SEs to attract talent because of the small size of many organisations, the inability to pay a wage equal to the commercial sector, career development and matching the values between employees and the business. Table 4 lists the Vietnamese Social Enterprises featured in this book.

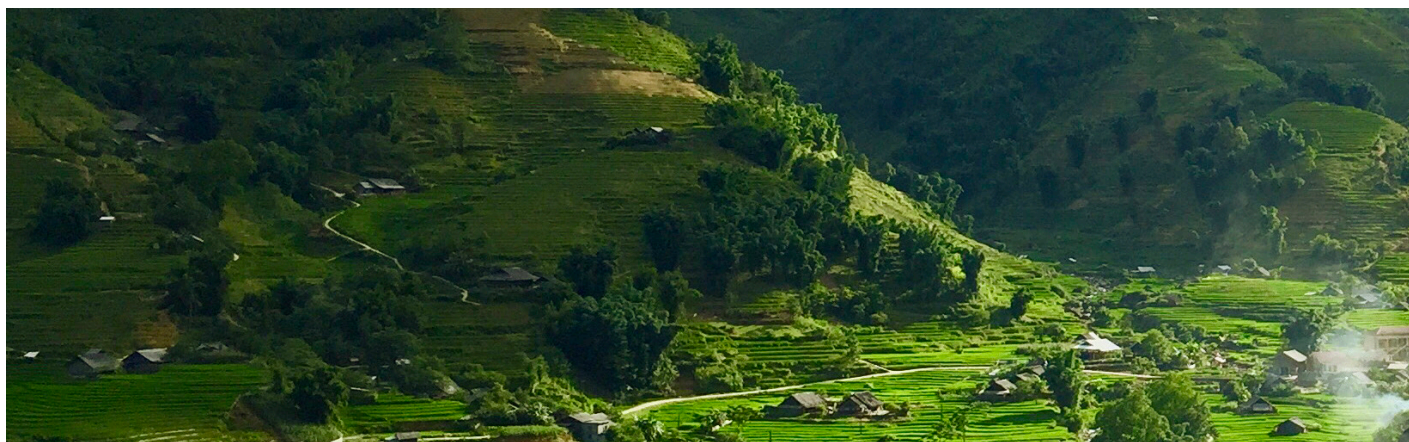
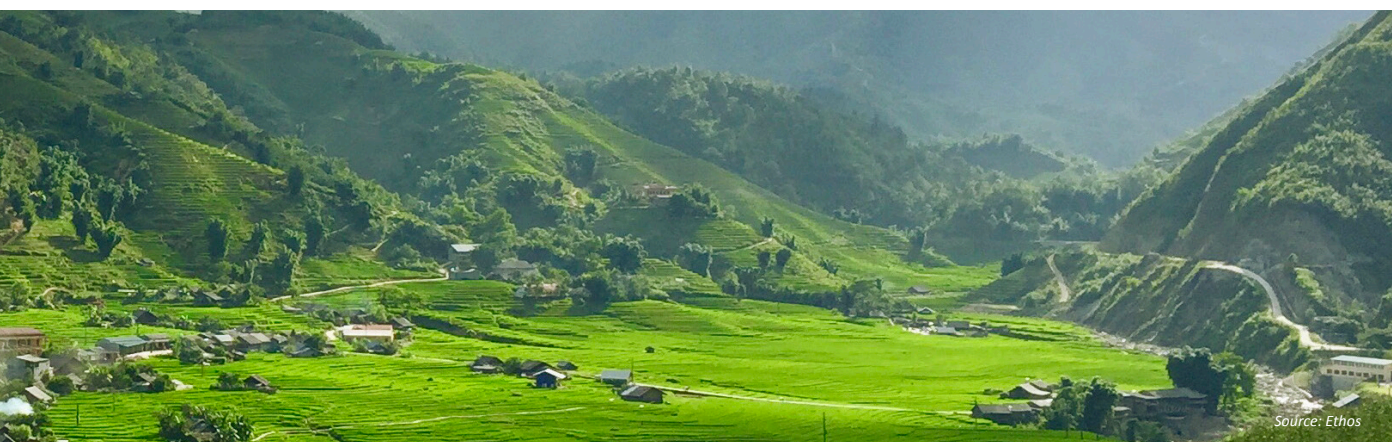
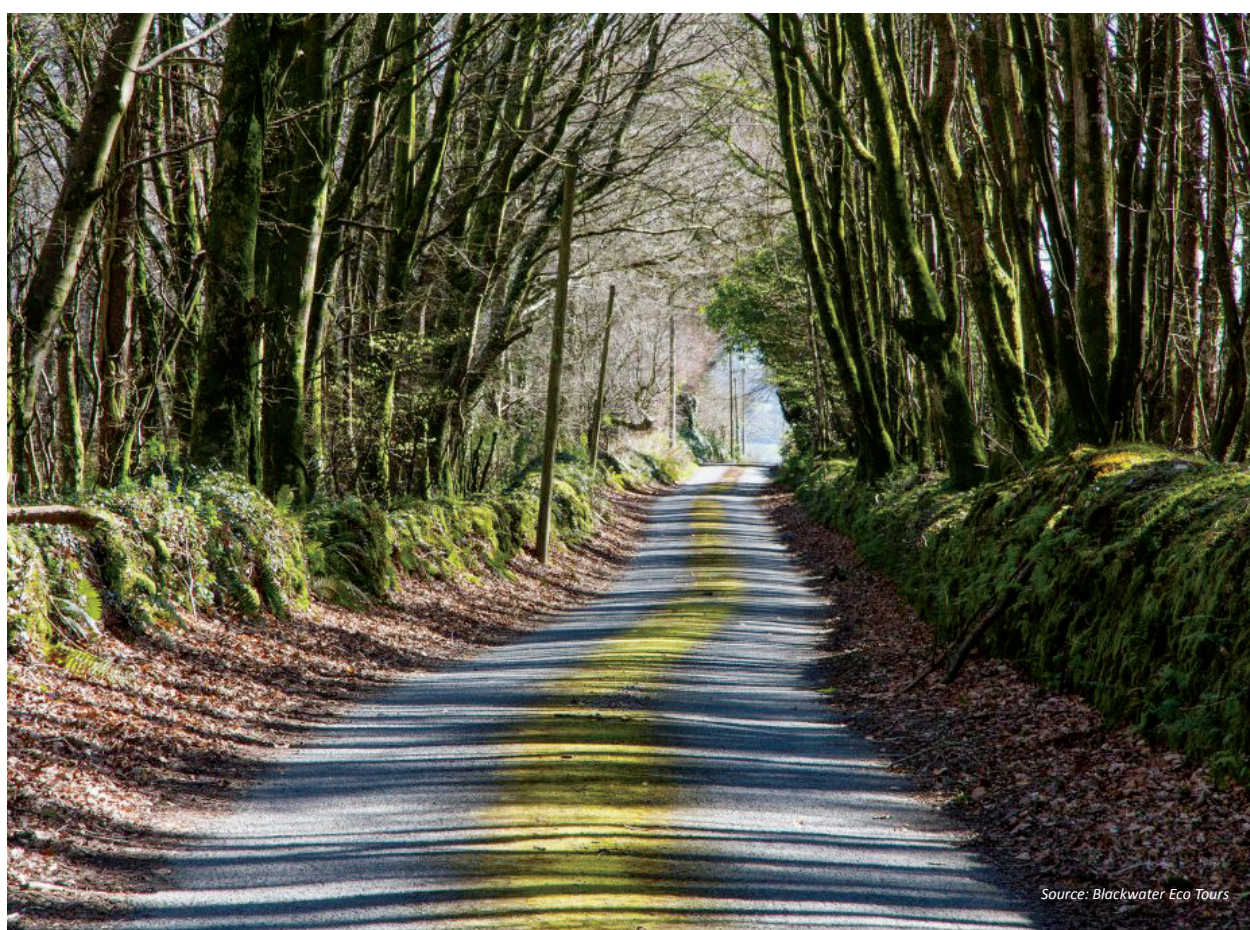


Table 4. List of Vietnamese social enterprises featured in the book

	Founding Year	Legal status	Founder	Size	Sector	SDG
Cam Vinh Kỳ Yến	2013	JSC	Male & Female	11	Agriculture	1, 2, 8, 11, 12, 15
CED	2011	CSO	Female	13	Disability, Education	1, 4, 5, 8, 10
Ethos	1998 2016	LLC	Male & Female	3 in the office, 22 guides	Tourism Human rights Child protection	1, 5, 8, 10, 11
Dao's Care	2016	Household business	Female	17	Disability, Employment, Health	1, 5, 9, 10
Kilomet109	2012	LLC	Female	5 staff design team of 37	Textile & fashion industry	1, 2, 3, 8, 12
Reach	2008	NGO with 4 SEs	Female	100	Disability, education	1, 2, 3, 4, 5, 8, 10
Salon Thanh Nguyen	2011	JSC	Male	3 staff 6 trainees	Disability, employment, Fashion	1, 8, 10
Sapanapro	2007	JSC	Male	12 employees 150 local shareholders	Agriculture, community development, Health	1, 5, 8, 10, 11, 12, 15
Think Playgrounds	2014	LLC	Male & Female	15 staff	Health, Community Development	3, 5, 10, 11
Vulcan Augmentics	2017	SE JSC	Male	11 staff	Disability, health, robotics	1, 2
Vun Art	2017	Cooperative	Male	12 staff	Disability, training, employment	1, 5, 8, 10
Will to Live & Imagtor	2003 2016	CSO & JSC	Male & Female	8 81	Disability, Education, Employment, Technology	1, 4, 5, 8, 10



OVERVIEW OF SOCIAL ENTERPRISE SECTOR IN IRELAND



Source: Blackwater Eco Tours

Ireland has a long history of community and social-purpose organising that precedes and influences the current social economy in Ireland today and its diverse range of organisations. In this short overview of social enterprise in Ireland, we provide a brief history of voluntary organizing culminating in the National Social Enterprise Policy for Ireland 2019-2022, published in July 2019 by the Department of Rural and Community Development. We will describe the current ecosystem that supports a wide range and variety of different actors that have evolved from that history. Ten cases of Irish SEs provide specific examples of the different types and sizes of SEs and the issues they address.

To set the context, the Republic of Ireland is a small, independent European country, with an increasing population, measured at 4.8 million in 2018. Ireland's population is aging, but still younger than other European countries, with a higher birth rate (1.91 children per woman), as well as slight overall inward immigration (0.86 migrants/1,000 population). Life expectancy is 80 years, and infant mortality is 3.85 deaths per 1,000 live births. Ireland's economy has had a boom and bust cycle over the past 20 years. In the 1990s Ireland was one of Europe's poorest countries. From the mid-1990s until 2007, Ireland's economy expanded by 6-9% each year during the famous Celtic Tiger. The recession that began in 2007 due to a property bubble resulted in a contraction of 4.5%. Employment figures have fluctuated during that time; currently there is almost full employment. The current GDP per capita is ranked 4th in the world by the International Monetary Fund. Much of Ireland's strong economy is attributed to Multinational Corporations based in Ireland due to the country's favourable tax rates compared to other European countries.

HISTORY OF SOCIAL ENTERPRISE

Social Enterprise in Ireland reflects external influences, which over time became internal characteristics of voluntary organising. These influences include Ireland's shared history with Britain, being part of Europe and a European Union member state, the role of the Catholic and Protestant churches in delivering public services, as well as extensive flows of emigration to and from the United States of America. Throughout

much of this history, agricultural communities organised locally, had community and voluntary traditions and rituals that shaped the way people organised for social purpose in communities. Social enterprise in Ireland has evolved from this "Community and Voluntary sector."

The first charity law was set out by the Irish Parliament in 1634, which governed voluntary organising until the 1800 Act of Union between Great Britain and Ireland. A book on the history of voluntary action in Ireland places the origin of modern voluntary organisations in the eighteenth century, when Catholic and Protestant orders set up philanthropic social-purpose organizations in parallel, mostly in Dublin, but also in other towns in Ireland (Acheson, Harvey, Kearney, & Williamson, 2004). These organisations focussed on providing medical care, helping the sick and disabled, and education, and were often funded and named after wealthy donors, many of whom were women. For example, Mercer's Hospital, set up by the Church of Ireland in 1734 and funded by Mary Mercer, is still the site of a clinical centre today. Following the creation of the Irish Free State (1922), the new government lacked capacity to provide or support public services. The religious based services, both Catholic and Protestant, which were already established, continued to provide social-purpose organisations, such as schools and hospitals. Thus, many nonprofits in Ireland today have religious origins.

Ireland joined the European Economic Community in 1972, which was mostly concerned with economic development and alignment. In the 1990s, social policy started to play a more significant role in European level policy, with the Essen guidelines, recognising the importance of social economy organisations in 1993. The European Commission launched a "third sector and employment initiative" in 1997, and budget lines for social economy projects became a standard part of the EC budget. Furthermore, the concepts of credit unions and cooperative businesses originated in Europe in the 19th Century and spread to Ireland in the next century. In the recent past, legislation for Charity regulation was passed in 2009 and implemented in 2015 and has resulted in new governance and reporting requirements for all registered charities, but not specifically social enterprises.

Famines in Ireland (1740-41 and 1845-49) resulted in massive loss of life, but also to mass emigration, ultimately resulting in a large Irish diaspora. Irish emigrants who are financially successful, give back to their country of origin, through philanthropy, returning home, and in other ways. For example, the Ireland Funds is a philanthropic organisation for the Irish diaspora to fund community work in Ireland, and recently started funded social enterprise as well.

LEGAL AND POLICY FRAMEWORKS

Social enterprise has developed and evolved in Ireland without one overarching legal or policy framework. As a result, there is a wide range of different organisations that call themselves social enterprises: social businesses, community membership organizations, companies limited by guarantee, some of which are charities, cooperatives and credit unions. Therefore, it has been difficult, if not impossible to draw a boundary around which organisations should be considered SEs or not. For example, Deloitte Ireland's 2018 report on Global Human Capital Trends was entitled: "The Rise of the Social Enterprise." Based on industry research, the most significant trend in global business is becoming a social enterprise, meaning taking care of the work force, and being aware of the company's social impact (Deloitte, 2018). This refers to social businesses and is not part of the community and voluntary sector.

In 2019, for the first time, there is a national policy for social enterprise, along with a definition. This policy emerged to support and advance the work of social enterprises in Ireland that address many important social and environmental issues. The national policy reflects the Irish government's focus on SEs as employment generating initiatives (Work Integration Social Enterprises - WISE), non-profits that are not significant contributors to the economy. The policy does not cover cooperatives and credit unions, while several other European countries do, and many of these organisations would call themselves social enterprises. Ireland's policy also does not include social businesses, a common form of SE in the USA; these are companies with an overt and prominent social purpose, as discussed in the Deloitte report above, and specifically distinct from non-profits.

Because this publication has an international focus, and because this new policy is a very recent development, we have chosen a more international and broader approach to social enterprise than is included in the recent Irish policy document.

Social enterprise is not a legal form in Ireland, but many are established as Companies Limited by Guarantee (CLG - not having a share capital), with charitable status. A social enterprise which is registered as a charity, meaning it has a charity number from the Revenue Commissioners (tax authority in Ireland) and is able to benefit from tax exemptions. In order to maintain that charitable tax status, the organisation must direct all of its funds and activities towards its charitable purpose that is set out in its constitution. A social enterprise can also be a Company Limited by Shares (Ltd), a Friendly Society, and an Unincorporated Association.

Social enterprises can also take the following legal forms:

Industrial and Provident Societies (IPS) Mutuals- These are essentially 'co-operatives'. They are organizations that are set up and owned by the members, which operate for the benefit of the members and the community in which they operate. Credit Unions also fall under this category. The biggest and best-known are in the agriculture and food areas in Ireland.

Designated Activity Company (DAC) - This company form was part of the Companies Act 2014 and therefore is a fairly new form. A DAC is different to a limited company because it has a constitution outlining its specific area of activity, can have Share Capital, and must have a minimum of two directors.

B Corp - is not a legal form but a designation that any company can apply for. This is an international standard that assures consumers that the B Corp, or Benefit Corporation, is committed to its stated social or environmental goals and values.

Because it is not clear which organisations are social enterprises and which are not, there is no reliable mapping of SEs in Ireland, thus we do not know the size of the sector. According to Benefacts, a public database of nonprofits, there are 29,300 nonprofits in Ireland in 2019,

with 13.8 billion Euro annual turnover, and with 5.9 billion Euro support in 2018. 9,800 of these organizations were registered charities. Benefacts lists 11 different types of organisations: Company, Company Limited by Guarantee, Friendly Society, Political Party, Primary School, Secondary School, Sports Body, Statutory or Charter Body, Third-level Education Institution, Trade Union, and Unincorporated Association. Thus, SE is not a ‘type’. Benefacts also lists ‘Classifications’, which is the area of activity, including Advocacy, Law, Arts, Culture, Media, Health, Religion, Vocational, etc. Social Enterprise is listed under the ‘Classification’ “Local Development, Housing”, which also includes areas of activity such as job creation, local development, and social housing. This categorisation reflects the public policy approach that considers social enterprises as employment generating organisations. This classification contains 184 organisations as social enterprises. Of these, 160 are CLGs, 18 are Friendly Societies, 3 are Unincorporated Associations, and 3 are listed as ‘other.’ However, there are a wider range of organisations in Ireland that consider themselves to be social enterprises.

THE ECOSYSTEM

The following is a non-exhaustive list of public and private actors in the ecosystem in Ireland that support social enterprise either through policy frameworks, funding, offering incubator space, running competitions, and a range of other different ways.

Public sector

Department of Rural and Community Development was established in July 2017 with the mission “to promote rural and community development and to support vibrant, inclusive and sustainable communities throughout Ireland.” A cross-departmental ‘Minister for Social Enterprise’ was appointed to drive forward the social enterprise agenda. This Department launched a National SE Policy for Ireland in 2019. The Department of Justice also has a social enterprise policy to help former prisoners re-integrate into society through employment.

Pobal is an independent (but publicly funded)

organization that administers and manages Government and EU funding to address disadvantage and support social inclusion. The Pobal Community Services Programme supports social enterprises by creating employment opportunities for people from disadvantaged groups.

Local authorities in Ireland are comprised of elected councilors and appointed executive and administrative staff. They are responsible for the provision of public services and facilities, supporting economic development and maintaining the electoral register.⁸ Local authorities play a major role in supporting social enterprises by providing information and funding. City and County Councils are responsible for housing and community, roads and transportation, urban planning and development, amenity and culture and environment.

Local Development Committees— These are local agencies and part of county councils, of which there are about 50 across Ireland. LDCs play a very important role in supporting and promoting social enterprises in their communities, in addition to supporting self-employment and other routes out of unemployment.

Local Enterprise Offices— Local Enterprise Offices are staffed with professionals trained to assist budding entrepreneurs and existing businesses in every county in Ireland.

Social Innovation Fund Ireland (SIFI) was created by Government to fund innovation in the non-profit sector. SIFI is funded through a matched funding approach in which the government matches every Euro raised through private donors. Since its first year of operations in 2015, they have launched 24 different funding schemes, including youth, women, and community development.

Social Finance Foundation: Social Finance Foundation was established in 2007 by the Government to address needs of community organizations and social enterprises for loan funding. It was originally funded through levies on Irish banks following the Financial Crisis in Ireland and their subsequent bail-out by the Irish government. Funds are loaned to social

⁸ From Local Government Information Unit website: <https://www.lgiuireland.ie/>

enterprises through its lending partners Clann Credo and Community Finance Ireland.

Private funders and support organisations of SE:

There are numerous organisations that provide supports to the community and voluntary sector. There are also shared work spaces for start-ups, incubators, and competitions with cash prizes for new SE ideas. Some of the key players in the SE Ecosystem are listed alphabetically below. The list is not exhaustive, but does represent the range of agents in the Social Enterprise Ecosystem in Ireland.

Ashoka is an international organization that promotes social entrepreneurs and originated in the USA, founded by Bill Drayton. Individuals become Ashoka Fellows and provide monetary and other supports.

Centre for Co-Operative Studies, University College Cork: Research, consultancy and educational activities to support the continued growth of co-operatives. Developing new distance learning programmes to meet the needs of people involved in a broad range of co-operatives, social enterprises and local development initiatives, including an MBS Co-operative and Social Enterprises.

Centre for Social Innovation (CSI), Trinity Business School, Trinity College Dublin: Through research, teaching and engaging with the third sector the CSI supports social enterprises by providing consultancy, MBA company projects and develops and shares knowledge about SEs.

Clann Credo provides loans to community organisations with the aim of building stronger communities.

Community Finance Ireland: Offer loans to Community, Sports and Social Enterprises. All its profits are restructured into the third sector.

Dogpatch Labs is a start-up hub to accelerate the development of Ireland's start-up ecosystem by providing a valuable community. They are guided by a set of

community values, and they provide free membership to several social enterprises.

Enactus is an international student society with local chapters in Irish Universities. They organize an annual global competition for social enterprise for students to make the world a better place.

Irish League of Credit Unions: There are 339 credit unions in Ireland as of 2019 - down from 521 in 2008. Credit unions are membership organisations whose members save together and lend to each other at agreed rates of interest. Larger credit unions may lend to social enterprises.

Irish Social Enterprise Network - an umbrella body for social enterprises in Ireland.

Partas provides support to community organisations that are engaged in economic activities in order to meet social objectives and tackle disadvantage and social exclusion. Their mission is "to build an inclusive and thriving community by being a leading source of excellence in development of local enterprise and of social economy."

SEDCo (Social Enterprise Development Company) provides incubation, start-up advice and support for brand new social enterprises, on a one project per annum basis.

Social Entrepreneurs Ireland provides awards for social enterprises each year, and runs a competitive Academy for early stage SEs to help them develop.

Ulster Community Investment Trust Ireland (UCIT) is a charity that provides loans exclusively to other third sector organisations such as community groups, charities, sports clubs and social enterprises in Northern Ireland.

FIVE TYPES OF SOCIAL ENTERPRISES

Until the policy launched in 2019, there was no agreed definition in Ireland as to what constituted a Social Enterprise and, indeed, even after the policy, the definition remains contested. Until

such time as there is some consensus as to the nature of the sector, description must remain somewhat anecdotal. Having recognised this, we have nevertheless selected the social enterprises for this volume based on a typology developed by the authors drawn from international research. The ten cases of Irish SEs reflect the following five types from the SE literature:

1. The commercialization of non-profit organizations, **CNP** (Defourny & Nyssens, 2010; e.g. Maier, Meyer, & Steinbereithner, 2014). This includes Irish Charities that have become entrepreneurial, often trying to generate unrestricted funding to complement the grant funding that they receive to deliver programme work. This phenomenon has increased following the financial recession in 2007. 'Earned income' is the revenue generated from the organisation's activities, as opposed to grants received from private or public sources. Within the non-profit sector, a distinction is often made between charities and SEs: SEs generate at least some of their own income, while charities depend on donations and grants.
2. The innovative individual/ 'start-up' approach (**II**), focuses on innovative individuals, social entrepreneurs, who bring new and different ideas to social challenges. (Bornstein, 2005; Drayton, 2006; Hoogendoorn, Pennings, & Thurik, 2010; Sharir & Lerner, 2006). Two key funders in Ireland support this approach: Ashoka Ireland and Social Entrepreneurs Ireland. It is often referred to as the American approach, as it was advanced by businessman Bill Drayton who founded Ashoka, and David Bornstein with his 2003 book, "How to Change the World: Social Entrepreneurs and the Power of New Ideas."
3. Public Sector Social Enterprises (**PSE**) deliver public services and often take the form of employment schemes (Defourny & Nyssens, 2010, 2017). Public policy as well as academic literature on social enterprise in Ireland has focussed largely

on this approach (O'Shaughnessy & O'Hara, 2016). The Benefacts database also reflects this approach.

4. The Social Cooperative Model (**SC**) (Defourny & Nyssens, 2017), or The Emergence of Social Enterprise in Europe (EMES) refers to democratically run businesses, such as cooperatives and credit unions. (Defourny & Nyssens, 2012; Hoogendoorn et al., 2010). This is an older form of organising in Europe.
5. The Social Business Model (SB) refers to businesses with a social mission (Defourny & Nyssens, 2017). Following the famous advice of Porter and Kramer, many business aim to have 'shared value' beyond concern for profit alone (2011). Some of these businesses register as B Corps, indicating the importance of balancing their social or environmental mission with profit making.

THE TEN CASES

The ten organisations that we have selected for this publication in order to reflect the range of different types of SEs in Ireland is below.

Three of the organisations fit into the type, 'Innovative Individual,' at least when they were founded. In 2016, the founders of ReCreate and CyberSafe Ireland won awards from Social Entrepreneurs Ireland as individuals leading innovative social change organisations. The founder and CEO of MyMind, Krystian Fikert, became an Ashoka Fellow, acknowledging his role as an individual in bringing about changing awareness of the need for new services in mental health. While Innovative Individuals founded these organisations, they have evolved into wider organisations that receive state funding for employment programmes, like Public Sector Social Enterprises PSE (ReCreate); or that receive public funding as well as charge fees for their programme work, like Commercialised Nonprofits (CNPs); My Mind receives Health Department state funding and generates 84% of its own income; and CyberSafe received funding from the Department of Education but generates 43% of its own income.

Two of the cases fit into the type: Social Cooperative model: the Dublin Food Co-op and the Letterkenny Credit Union. These are not included in the new Public Policy for Social Enterprises, and connect with older traditions of democratic organisations in Europe. These two organisations represent the rural-urban divide, with Letterkenny in County Donegal and Dublin Food Co-op in the nation's capital. One of the above cases is a social business: Urban Volt. There are several registered B Corps in Ireland, as well as many businesses with prominent social purposes, but operating as for-profit companies, the focus of the 2018 Deloitte report.

CRANN Support Group and Blackwater Ecotours were founded as Public Sector Social Enterprises (PSE), meaning their purpose was to support local development and employment in rural areas. These organisations are central to the government policy on Social Enterprise. They were both set up by community organisations: Ballivor Community Childcare in County Meath, and Villierstown Education and Cultural Project in County Waterford.

Glencree and Vantastic were founded by a group of citizens who were deeply affected by the issue and purpose of the organisation: violent conflict on the island of Ireland and lack of services for wheelchair users. Glencree is an example of a hybrid organisation, because there are two legal entities under the umbrella of Glencree. The Peace Centre is the charity founded in 1974, while the coffee shop is a separate organisation set up to generate revenue to support the peace centre. There are many examples of this in Ireland, notably 'charity shops' set up by nonprofits to generate funds to support their work. Vantastic provides a good example of a charity set up by people with disabilities, that has evolved to include employment generation (the drivers are on employment schemes, PSE), and that generates a substantial amount of its own revenue, 62% (CNP).

Glencree, Letterkenny Credit Union, and the Dublin Food Coop, are older organisations, reflecting historical issues: British-Irish conflict, independent and democratic financial services, and sustainable living.

CONCLUSION

This report on Irish SE demonstrates the wide range of scope and size in the field. SEs deliver a wide range of public services and conduct many different programmes for social and environmental benefit. In the ten organisations in this study, activities include: providing mobility services, on-line counselling services in multiple languages, peacebuilding training, wholesale foods, financial services, environmentally conscious creative craft supplies, childcare, employment, eco-tourism, environmentally-conscious lighting as a service, and on-line safety training for children and parents. There is a large range when it comes to size of SEs; annual income ranges from 163k to 2.2 million Euro in our sample; and earned income ranges from 30-100%.

Irish Social Enterprises, as reflected in the 10 cases included in this report, demonstrate the support and legitimacy of Social Enterprises operating in Ireland, as actors successful in providing important and valuable services. There is a wide range of both public and private actors supporting social enterprises, and an uncounted number of beneficiaries participating in their services. This report shows that while the founding influence of the community and voluntary sector was the church, the prevailing influence today is a combination of the free market and the welfare state. Professional business organisations, whether they are non-profits, B-Corps, charities, or social businesses, are expected to deliver social impact; and many of these organisations receive state funding to deliver their services.

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Name	Founded	Geography	Activity	Type of org	# employees	Total Income (2018) €	Earned Income	Legal Form
Cybersafe Ireland	2015	Dublin, nationwide	Online safety	II, CNP	4	163,160	33%	CLG, CHY
Glencree Centre for Peace and Reconciliation	1974	Island of Ireland, with some international programme work.	Peace and reconciliation, conflict resolution	CNP, Hybrid	9	633,418 (2017)	40% (2017)	CLG, CHY, 2 legal entities.
Vantastic	2000	Dublin	Disability, employment, transportation.	CNP, PSE	50	2,274,198	62%	CLG, CHY
CRANN Support	2012	Meath	Employment, community development	PSE	17	515,638	33.4%	CLG
ReCreate	2013	Dublin & Cork	Environment, employment, art	II, CNP, PSE	7	407,310	43%	CLG, CHY
MyMind	2006	Nationwide	Mental health, digital platform	II, CNP	6	864,879 (2017)	84% (2017)	CLG, CHY
Blackwater Ecotours	2010	Waterford	Employment, rural development	PSE	5	183,759	31%	CLG, CHY
Dublin Food Coop	1983	Dublin	Food, sustainability	SC	Member owned	904,000	100%	Co-operative
Letterkenny Credit Union	1962	Letterkenny, Donegal	Banking, credit union	SC		2,452,827	100%	Credit Union
Urban Volt	2015	Dublin, Nationwide	Sustainability, energy	SB (BCorp)	25	1.18 million turnover (Irish Times article)	100%	LTD

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CASES OF SOCIAL ENTERPRISES IN VIET NAM



Cam Vinh Kỳ Yến⁹

Founding Year:	2013
Sector of Impact:	Agriculture
Size of Organisation:	11 staff
Legal Structure:	Joint Stock Company
SDG's impacted:	[1] No poverty, [3] Good health & wellbeing, [8] Decent work & economic growth, [11] Sustainable cities & communities, [12] Responsible consumption & production, [15] Life on land

⁹ <https://camvinh.net>

INTRODUCTION

Cam Vinh Kỳ Yến is a leading Vietnamese organic orange farm situated in Nghe An, a Central province of Viet Nam. Using only ecological farming techniques, owner Nguyen Thi Le Na has transformed the family farm from close to bankruptcy to a best practise eco farm. In doing so she has established a model of sustainable agriculture, re introduced a rare variety of much sought after oranges and is working with and training other farmers in the Nghe An province to adopt ecological farming and the associated land management systems. This has resulted in more sustainable and profitable farms and a increase in their incomes. Last year the company generated USD\$208,000 in revenue.

THE STORY OF

Nguyen Thi Le Na had a wonderful childhood growing up on the orange farm in Nghe An province. In later years the farm struggled; when export quotas to the Soviet Union were stopped, when orange prices peaked and hundreds of oranges had to be cut down, when soil exhaustion occurred and crops couldn't be supported and then the non-payment for large orders.

In 2013 Le Na decided it was time to resign from her job as a Communications Officer for a foreign company and return home to assist her family with orange sales in an endeavor to save the farm. Using money her husband had borrowed, she established Phu Quy Agricultural Farm Joint Stock Company as a distribution company through which to sell the oranges. Time spent on the farm made her realize that the ways her family cultivated oranges were not really effective so she purchased a small plot of land and conducted experiments on what would give a better quality orange. This led to a type of farming that mirrored how rainforests survive, syntropic farming, where an entire ecosystem is established that is self-sustaining. This type of farming can increase

“We prioritize the use of indigenous organic fertilizers and materials as well as grasses and trees, using indigenous microbiological systems to create fertilizer. We study and combine the use of fallen or damaged oranges to regenerate orange trees”, Le Na



production whilst improving soil quality. Syntropic farming works by planting species of plants that work together symbiotically to counter the problem of insects & pests and too little or too much light. When working well it eliminates the need for any chemical pesticides or fertilisers. The Xa Doai orange used to be a specialty of the Nghe An province and is considered one of the most delicious orange varieties in Viet Nam. Poems had even been written about this fruit.

Juicy Xa Doai oranges

Drops golden as honey,

Cut open in the front yard

The scent drifts inside. (Pham Tien Duat)

This rare variety of orange has now been resurrected and using syntropic farming methods from 2015 onwards, her orchard is now full of Xa Doai orange trees. The Cam Vinh Kỳ Yến brandname was Trademarked in 2015.

Faced with the decision about whether to keep the Xo Doai orange to further develop her farm or share this special orange to help other farmers and so benefit the whole community, Le Na joined Oxfam' Enterprising for Development Programme. Through this programme she understood the concept of social impact business - a business is not for charity but a sustainable model which benefits both farmers and the business itself. Le Na made the decision to partner with farmers, helping them to establish the same syntropic farming methods and guaranteeing orange sales through her company. In 2017, the Company received a grant of USD\$10,000 from Thriive Viet Nam to finance the purchase of processing machines. In return, the company provides training of organic farming practices to farmers in the region. 2018 marked several achievements and partnership development by signing distribution agreements with supermarkets and important international partners. Cam Vinh Kỳ Yến oranges were Certified to meet all standards of Vietnamese Good Agricultural Practices (VietGAP) and is under review for Japanese Organic Certificate. They received technical support from JICA (Japan International Development Agency) Viet Nam who provided Japanese advisors to develop technical expertise and supply chains with farmers. PUM from Holland also provided experienced experts to support in product conservation and work processes.

2018 also saw the development of a partnership between Viet Nam Silicon Valley (VSV) and Cam Vinh Kỳ Yến. Impressed with the passion and vision of Le Na, VSV offered an incubation programme for 1 year and started to invest in the company. VSV is a venture capital firm that invested into Cam Vinh to develop a business model that can scale social impact and increase farmer's income and quality of life. Today Cam Vinh Kỳ Yến has 50 hectares of oranges under cultivation and the orange production with the Viet Gap standard is more than 400 tonnes a year. They are working with 30 farms and the oranges are sold through more than 30 stores in Viet Nam's major cities.



STRUCTURE

Cam Vinh Kỳ Yến has 11 staff. 3 staff work in sales in Hanoi and 8 staff work on the farm or as factory workers. 10 seasonal workers are employed to pick fruit during the high season. Seasonal work provides much needed jobs and incomes of mainly women and single mums. The company is managed by Le Na who also looks after business development and her husband who is in charge of finance and operations.

PARTNERS

Partners are a key success factor for social impact businesses and have played a significant role in the success of Cam Vinh Kỳ Yến. Key partners are listed below.

The Viet Nam Silicon Valley partnership has resulted in a new business model and a new business plan. Whereas previously the focus was on eco orange farming and the selling of oranges, the current model revolves around creating eco villages where each village specialises in their own traditional agriculture. Tourism markets are built around the village which operates a circular economy where products needed for day to day life are created within the village and waste is eliminated through the reuse of products. For example banana trees



are planted to give shade to other plants, banana leaves are made into products such as paper, plates and used for wrapping food, then recycled back into the soil as compost for orange trees. Work is even under way to combine banana leaves with orange peel to make bags. Accommodation will be provided, markets will operate and tours through the orchards offered. Cam Vinh Kỳ Yến is now looking for investment to develop the first eco village.

PRODUCTS

The main product currently is the Xa Doai variety of orange. As well as the delicious taste, organically grown oranges have been found to contain up to 30% more vitamin C than those grown conventionally, giving a more nutritious and healthy fruit.

A range of products made from the 30% of oranges that would normally be discarded, includes jams, candied orange peel, orange cake, orange tea, essential oils and dried snack products.

A research and development team works constantly on new product development.

SOCIAL IMPACT

The beneficiaries

Beneficiaries include the orange farmers, their families and the community they live in. All benefit from the increased & more sustainable incomes that come from better farm yields. The region has also seen an increase in GDP.

The region has benefited from the creation of new jobs resulting from the development of new related businesses; instead of discarding bruised or damaged oranges, these products are now turned into jams, essential oils and snacks. More new products are under development. The community also preserves the local specialty of orange, maintains the competitive advantage and cultural values of a long tradition region of orange farming.

PARTNER	ASSISTANCE
Japan International Cooperation Agency (JICA)	Provided technical advice and consultancy on best practise farming methods
Oxfam	Supported Cam Vinh Kỳ Yến through Oxfams Enterprising for Development Programme. Supporting small scale farmers is an aim of the programme & it works to grow the management skills & business development capacity of the participants
Viet Nam Silicon Valley (VSV)	An initial investment to assist with R&D and business development turned into an ongoing partnership. Cam Vinh Kỳ Yến used as a pilot project & role model farm by VSV to establish the eco farming model throughout Viet Nam. Partnered with VSV to create a new investment company in Ho Chi Minh City.
Thrive	A small loan of USD\$10,000 was used to improve the factory. A major benefit was the significant press this generated that gave Le Na confidence in her eco farming model.

Inspirational Story – Dung’s story

Ever since he started farming Dung has used a wide range of chemical fertilizers and plant protection products on his oranges. Over the years this led to increased soil exhaustion and an increasing decline in the quality of his oranges. Unable to gain a decent price for his oranges he cut down half his orange trees. Soon after reducing his orange trees, Dung attended a training course run by Cam Vinh Kỳ Yến on growing organic oranges. Following Le Na’s methods and no longer using chemicals on his orange trees, after only 6 months his remaining orange orchid had recovered.

MILESTONES

YEAR	MILESTONE
2013	Phu Quy Agricultural Farm Joint Stock Company registered
2015	Cam Vinh Kỳ Yến orange variety Trademarked Cam Vinh Kỳ Yến orange receives Certification from Vietnamese Good Agricultural Practices
2016	Participating Enterprising for Development Programme of Oxfam
2017 & 2018	JICA provided technical advice and consultancy on farming & factory management PUM provided technical experts of food industry to help for shelf-life of products.
2018	Receiving support from Thrive (USA) and increased scale of co-working with farmers from 4 to 29 farmers.
2018	2 nd prize at Techfest brings interest of new partner Viet Nam Silicon Valley (VSV) \$10,000US received from Thrive to develop business.
2019	Starting new Business Model of Eco-Orange Village with Viet Nam Silicon Valley.



By applying syntropic farming, the environment benefits through improved soil quality and less soil erosion.

All benefit from the elimination of chemicals used in farming.

The Impact

30% of oranges considered damaged are no longer thrown away but used to create new income generating products, providing extra and sustainable incomes for these families.

Increased and sustainable incomes for farmers through increased yields. There has been a 60% reduction in spoiled stock as a result of eco farming.

Jobs created for persons with disabilities and the marginalised including ethnic minority women and single mums.

Better health for farmers and the community through the elimination or reduction in the use of chemical fertilisers and pesticides with decreases seen in cancer rates and the birth of healthier babies.

CHALLENGES

Le Na has had to overcome many challenges both as an eco farmer and as a woman. The long held belief in Viet Nam has been the attitude that “*no chemicals = no harvest*”. Even with soil erosion, soil depletion and crops that are losing their flavor, farmers remain reluctant to farm without the use of chemical pesticides and fertilisers. They simply don’t believe that traditional farming practises work. The 29 farm partners Le Na works with, from 2 communes, are the poorest in the area with huge debts on their farms as a result of decreased production due to soil exhaustion. No wealthier farmers have joined the group as they do not believe in what she is doing.

Finding staff with the right skills remains a problem. Whilst developing better agriculture practises is

The Eco Village

Each family will have jobs to supply different products depending on their family skills. The aim is for each to be self-sustaining. Each village will have its own market and cultural activities for tourists, which will also help to keep traditions alive. Tours could be walking or on boats down the streams past orange farms on both sides.

Farmers would be trained in tourism & hospitality as well as farming.

If households cannot manage their farm under the standards of the eco village, for example the farm is too small or the farmers too old, they can contribute land and still be in the co-operative & gain a share of profit.

VSV use Le Na’s example as a pilot project & role model for establishing this model throughout Viet Nam. Plans are to duplicate it in other provinces, who will develop their own speciality in the way they farm with their own crops.

a priority of the Vietnamese Government, universities are not teaching eco or traditional farming methods. Also agricultural courses rarely cover business management which is needed to run a sustainable farm. Further, young people raised in the city are reluctant to move to a country commune for work. For Le Na, living where her work is in the commune means lots of time spent



travelling for business and away from her young family.

Whilst attitudes are slowly changing, Viet Nam remains a patriarchal society and the husband is expected to be the main income earner. This has created family conflict in the past especially when her husband decided to give up his job as a civil engineer and work for his wife in her business. The family and society values were very against this, a husband “*feeding the dreams of his wife*” rather than “*feeding his family*” and significant pressure was exerted to stop this happening.

Having overcome all these challenges Le Na has one more significant battle to fight. The Vietnamese legal framework that threatens her dream of setting up the eco villages. Under current Viet Nam law, land is used either for farming or for housing. There is no allowance to use it for both which is what an eco village needs.

PROSPECTS

The future revolves around the establishment of eco villages with the establishment of a new investment company in Ho Chi Minh City and Le Na is working to help the local people see oranges not only as a product to grow and sell, but also as a way to build a sustainable life and profession. Currently the entire commune of 5700 hectares under orange cultivation gives a revenue of USD\$1,730,000 (480 billion VND). However with the new eco village, financial modelling shows the same income being achieved with only 500 hectares under cultivation. With accommodation, restaurants, tours and product sales the eco villages will employ up to 2000 people and indirectly impact another 2000. This is in communes where only 10,000 live.



Center for Research and Education of the Deaf and Hard of Hearing (CED)¹⁰

Founding Year:	2011
Sector of Impact:	Disability, education
Size of Organisation:	13 staff
Legal Structure:	Civil Society Organization
SDG's:	[1] No poverty, [4] Quality education, [5] Gender equality, [8] Decent work & economic growth, [10] Reduced inequalities

¹⁰ <http://www.ced.org.vn/>

INTRODUCTION

Ms. Duong Phuong Hanh, the founder of CED, is an extraordinary woman who lost her hearing at the age of 6. Despite this loss she showed everyone that “everything is possible” for people with hearing loss when they have the chance to study and work. That they would no longer be considered a social burden. In 2011, she established CED, the first social enterprise in Viet Nam operated by a person from the hearing loss community. With her effort and excellent management, CED has achieved outstanding impact for the hearing loss community and society.

THE STORY OF CED

CED is the first social enterprise in Viet Nam to be started by someone who was hearing impaired. Founder Hanh decided from the start that her students would be taught to lip read as this would enable them to always be able to communicate with people with and without hearing loss, whereas sign language only allowed communication with others who were deaf. Students would also be taught English as those in government run schools were taught. There are approximately 42,000 children under the age of 5 with hearing loss in Viet Nam and 20,000 of these children start school each year. However, the number of hearing impaired children progressing from primary to lower secondary level drops

CED Vision

To become the best Center for capacity development of people with hearing loss in Viet Nam.

CED Mission

CED is committed to helping people with hearing loss take their place in society as productive citizens and building a positive image of the hearing loss community to society.

CED Values

Beliefs – To encourage people with hearing loss to believe that if they have the opportunity to study and work, they can do anything

Respect - Respect ourselves, respect our colleagues. Respect the organization, respect our partners.

Compliance - Compliance with the law and ethical principles.

significantly due to the lack of teachers trained to teach children with hearing loss. By teaching her students to lip read, Hanh’s hopes were that like her, they could continue their education through to university level and gain a career. Lip reading skills would enable her students to avoid the lower grades of employment and income experienced

CED Personnel	
Managerial Board	M.Sc. Duong Phuong Hanh (Ms.) - <i>Director</i> M.Sc. Tran Chi Thanh (Mr.) - <i>Director Assistant</i> B.Sc. To Thi Bich Phuong (Ms.) - <i>Office Manager</i>
Administration & Teachers	B.Sc. To Thi Bich Ha (Ms.) - <i>Early intervention program teacher</i> B.Sc. Le Thi Khanh An - <i>Special program teacher</i> B.Sc. Truong Thach Thao - <i>Special program teacher</i> B.Sc. Le Thi Minh Tri - <i>Inclusive program teacher</i> B.Sc. Doan Hong Linh - <i>Officer / Admin</i>
Part-time staff & Volunteers	B.Sc. Tran Thi Canh (Chief Accountant) Mr. Pham Minh Ha (IT staff: network, installation) Mr. Pham Hong Phuc (English teacher) Mr. To Minh Thong (IT staff: printer, photo) Ms. Nguyen Thi Kim Ngoc (Sign language teacher)

by those who are hearing impaired and help to avoid the isolation and loneliness that comes from being excluded from communication.

International networks were also set up with organisations who collected, then donated, new or 2nd hand hearing aids to CED. With hearing aids costing between USD\$356 to USD\$7000 per item, beyond the reach of most, the donated aids are given to children from poor families.

CED SERVICES

Advocacy for society and government

Supporting Education:

CED is developing and testing new ways of teaching and learning, as well as providing input and feedback for education reform in Viet Nam. Specific activities include:

Applying new knowledge from throughout the world on education and training in the region and Viet Nam.

Developing and testing appropriate models to improve teaching and learning methodologies for both public and private institutions through active coordination and linkages.

Developing hands-on science and skill-training programs for school and university students.

Organizing exchanges and study tours for educators, school and university students at home and abroad.

Partnering with governmental and non-governmental organizations in Viet Nam and abroad to expand the use of successfully tested good educational practices.

Mobilizing resources and donations from different institutions, organizations and businesses for the development and implementation of programs to improve the quality of human resources in Viet Nam.

Increasing parental involvement and community support in school activities and programs.

The Story of CED Founder Duong Phuong Hanh

When first meeting Duong Phuong Hanh you would not know she was hearing impaired, totally deaf in both ears. She speaks both Vietnamese and English fluently. She lost her hearing at 6 years of age, a devastating experience for both her and her family. However, the family was struggling financially to survive so there was no option for Hanh but to move on as best she could. When asked how, as a child, she could possibly overcome this psychological trauma, her response was: "At that time, the economic situation was really difficult for everyone so nobody cared too much about my deafness and they just treated me normally. That was the reason why I still felt optimistic".

With a family and community that continued to treat Hanh as if her impaired hearing was not an obstacle, Hanh continued life as before her hearing loss but with some major differences. She taught herself lip reading by observing the movement of peoples lips and faces. Whilst being hearing impaired in a mainstream school was a great challenge, her lip-reading skills enabled her to complete all levels of her high school education and a degree from Ho Chi Minh University of Technologies (HCMUT). After graduating from HCMUT Hanh worked for an international consulting firm as a translator and lab engineer, then spent 5 years with the Disability Research and Capacity Development (DRD). She loved her time with DRD and the experience of working with people with disabilities, especially the deaf. "After more than five years working with hearing loss people, I realized the disadvantages of the deaf community in Viet Nam. There are not so many chances of accessing education or jobs. There are difficulties in finding or receiving information. There is a lack of sign language interpreters and children with hearing loss have no chance of accessing hearing aids. I always desired to do something to help them". The Center For Research and Education of The Deaf and Hard of Hearing (CED) was established in 2011.



MILESTONES

Period	Phase	Management/Finance	Achievement
2011 - 2013	Start up	<ul style="list-style-type: none"> - Civil Society Organization (CSO) - Small fund from partners, supportive fund from CSIP¹, SCC² 	<ul style="list-style-type: none"> - Certificate of CSO - Classes for children with hearing loss
2013 - 2015	Stabilisation	<ul style="list-style-type: none"> - New services of Education and Community Support. - Income from services covers around 80% CED's costs with 20% of funding from support from EFD³, CSIP, General Consulate of Australia 	<ul style="list-style-type: none"> - Three main academic & skill programs - Fund for poor children with hearing loss - Awarded "The Spirit of Viet Nam"
2016 - 2018	Growth	<ul style="list-style-type: none"> - New programs introduced: Lip-reading, skills to support people with hearing loss in hospitals; Hearing Test; "Combo" services (free courses in self-development for students who study at CED) - Income covers 100% of CED's costs. - Set up a fund for re-investment. Funding from General Consulate of Japan 	<ul style="list-style-type: none"> - Contracts to train students at special schools for the deaf, universities, hotels, hospitals - Guest speaker on talk shows regarding disability, inclusion education, social enterprises
2019	Further Development	<ul style="list-style-type: none"> - New CED founding board, administrative council develops new strategies for funding, vocational training and sales of products made by CED trainees/students. 	<ul style="list-style-type: none"> - Collaboration with international and local NGOs and government to apply CED model in other cities in Viet Nam

¹CSIP = Center for Social Initiatives Promotion; ²SCC = Saigon's Children Charity; ³EFD = Education For Development

Engaging and empowering families and communities to advocate for all children.

Development Initiatives:

CED designs and implements initiatives to help people deal with hearing loss. CED’s programs focus on local governance, policy advocacy, promoting civil society participation and sharing best practices to address issues such as disability rights for persons with disabilities, inclusive education and social enterprises. CED focuses on creating sustainable impacts through giving communities the knowledge and training to create positive change through close linkage with CED’s expertise in education. Many of the organization’s development programs include a strong education component. CED also leverages its network of experts to offer consultancy services in assessment, research and surveys for development initiatives led by other organizations.

Education and Training Programs

The education and training programs run by CED

for the public are one of the main sources of income.

For people with hearing loss (children and adults).

Early Intervention program.

Vietnamese language courses for the adults with hearing loss who have not gone to school before.

School support for students with hearing loss who are studying at mainstream schools. These are combined with behavior therapy, language therapy, lip-reading sessions.

English classes for the deaf & hard of hearing.

Lip-reading classes for the hard of hearing & late-deafened.

Vietnamese sign language classes for the hearing & sign language interpretation for visa interview.

For the Hearing (parents, teachers, social workers)

Training courses for parents and teachers to teach children with hearing loss (Theory/ Practice) covering content such as the World of People





with Hearing Loss; Special or Inclusive Education; Accessibilities; Empowerment.

Training courses to teach lip-reading, sign language & skills to support people with hearing loss in hospital.

Workshop talks on topics including inclusive education; job vocational training, finding jobs, the hearing impaired, inclusive education & social enterprise.

Community supporting services

CED established a Fund for hearing aids for children from poor families in 2012. Over the last few years CED has granted over 664 hearing aids to 399 children and adults with hearing loss (222 male, 177 female) from 42 cities and provinces in Viet Nam. CED also established a Hearing Test Service in 2017 and since then has conducted free hearing tests for 760 children and elders throughout Ho Chi Minh City.

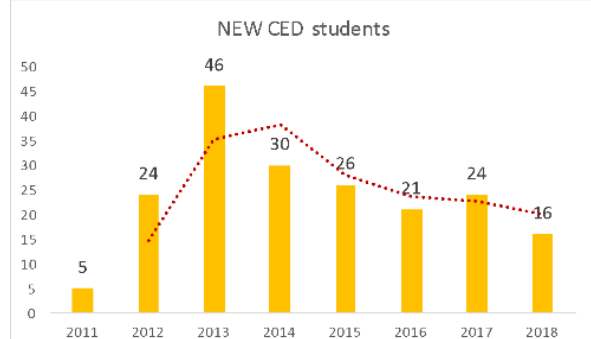
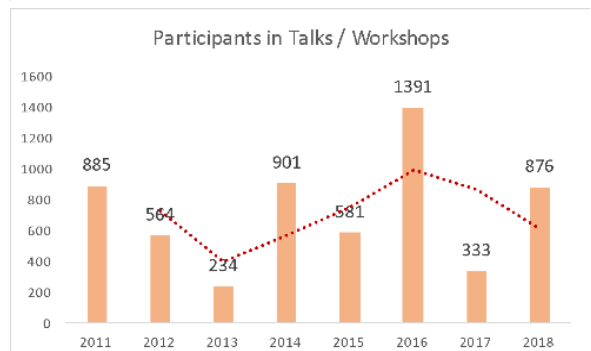
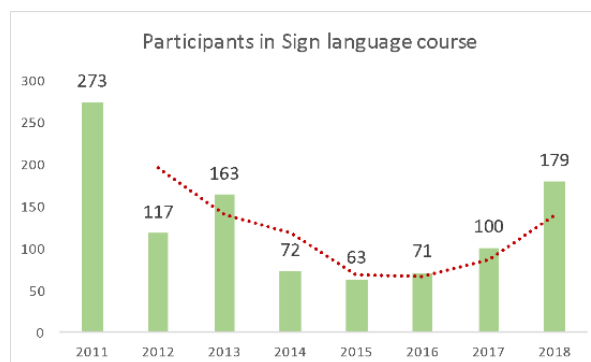
CED SOCIAL IMPACT

The beneficiaries

Children and adults with hearing loss.

Families of deaf students who benefit from their child being educated and able to gain employment.

Teachers teaching deaf children at specialist or mainstream schools who benefit from CED building skills of deaf children.



Social workers, organizations, teachers and individuals working with hearing impaired people who are able to gain training through CED to better equip them with skills to work with hearing impaired clients.

By ensuring people who are hearing impaired get an education, CED goes some way to tackling the unnecessary biases and misconceptions that put deaf people at a disadvantage when trying to find work. By enabling people who are deaf to find work, it contributes to building a more inclusive environment where society's attitudes toward the deaf gradually change as they come to be seen as valued members of society.

CHALLENGES FOR CED

When starting CED, the plan was to offer free education to all deaf students but this was simply not financially sustainable so fees for those who could afford to pay had to be introduced. The majority of students come from poor families and their education continues to be free or with reduced fees.

As a social enterprise in Viet Nam it is extremely difficult to get access to funds, grants or investors. Because of the lack of capital, CED often finds it difficult to plan for the future. This also limits CED from investing in facilities and human resources.

CED has outgrown their current facilities. They are not able to take on new students or grow the

business due to a lack of space and qualified staff.

Teachers are hard to find as despite having good qualifications, most have no experience in teaching those with disabilities and are often afraid to work with children with hearing loss. Recruiting and training teachers is a very costly and time-consuming activity that CED struggles with.

CED LOOKING AHEAD

The steady growth of Viet Nam's economy in recent years has opened up new opportunities for CED. There are more charity organizations, donor programs and Non-Governmental Organizations (NGOs). The social enterprise community and organizations concerned with social issues are growing and expanding rapidly. This creates new opportunities for CED to receive more support to grow their management capability, planning strategies, capability in accessing financial resources and knowing how to raise capital for their future projects.

During the next 2 years, CED plans to collaborate with several partners to expand the school outside of Ho Chi Minh City and to other cities on demand.

A school for all students. CED's long term goal is to establish a mainstream primary school where children with and without hearing loss can learn together. To achieve this goal, CED needs international and local organisational partners.



ETHOS¹¹

Founding Year:	1998 as INGO and relaunched in 2016 as a Social Impact Business.
Sector of Impact:	Tourism, human rights, child protection.
Size of Organisation:	Office team of three. 22 employed guides / community leaders.
Legal Structure:	Limited Liability Company Operating as a Social Impact Business
Governance:	Trustee members make business decisions at meetings held monthly
Office team:	Mai Thanh Hoa, Phil Hoolihan, Mai Phuong and Malene Olsen
SDG's:	[1] No poverty, [5] Gender equality, [8] Decent work & economic growth, [10] Reduced inequalities, [11] Sustainable cities & communities

¹¹ <http://www.ethosspirit.com/spirit-of-the-community.html>

OPENING

ETHOS is a 100% locally owned, ethical social impact business focusing on culture, eliminating extreme poverty, women's empowerment and environmental issues. Operating in North Viet Nam they offer immersive, experiential adventures for conscientious travelers. ETHOS creates unique adventures whilst empowering local minority tribal people in better providing for themselves. Through the tourists brought to the area as a result of ETHOS, opportunities now exist for the ethnic minorities to create micro businesses and generate more jobs. ETHOS also runs 24 different social initiatives in the region aimed at improving the quality of life of the ethnic minority.

THE STORY OF ETHOS

ETHOS was formed in the late 1990's to provide vocational training for ethnic minority children in the Sapa District. Sapa is located next to the highest mountain peak in South East Asia, Fansipan, and close to the border with China. Established by UK couple Diane and Peter Holdsworth, ETHOS eventually closed operations in Viet Nam due to challenges with partners that were difficult to overcome at the time.

As tourism grew in Viet Nam and international travellers started to look for adventure travel, a young UK man who had volunteered with the Holdsworths in Sapa, Phil Hoolihan and his Vietnamese wife Hoa saw an opportunity to showcase the unique culture and heritage of the Sapa region. With a keen understanding of the environmental risks that adventure travel often brings with it, the Hoolihan's created a unique ecotourism business that allows travelers to experience real life in a remote ethnic minority village whilst protecting the environment and culture.

Instead of asking villagers to meet the needs of tourists, tourists are offered experiences that help to meet the needs of the community, building their economy by providing sustainable incomes, the creation of small local businesses, increasing education of children and empowering women. Funds from travelers go directly to the community, funding a range of social development projects. ETHOS work with the Dao, Hmong, Lao, Lu, Xa Phor, Ha Nhi, La Hu, Tay, Thai, Giay, Nung, Pa Then and Cong ethnic minorities.

Vision

To be a responsible and creative leader in the Sapa tourism industry; designing and operating innovative, sustainable treks and tours that resoundingly demonstrate the positive impacts of ethical best practice.

Mission

ETHOS Spirit of the Community provides well-designed tours that connect to Sapa and its people, creating authentic, unforgettable travel experiences. ETHOS Adventures cares for the environment, its workers, and the local people, and we constantly strive to improve our operations and services through self-evaluation, innovation and creativity.

Values

Passion: Passion is at the heart of our social impact business. We are continuously moving forward, innovating, and improving.

Integrity: We are honest, open, ethical and fair. People trust us to adhere to our word.

Diversity: We know it takes people with different ideas, strengths, interests and cultural backgrounds to make our company succeed. We encourage healthy debate and differences of opinion and use this to empower individuals.

SUPPORT FOR THE ETHNIC MINORITIES

In only 25 years, Viet Nam has developed from one of the world's poorest nations to achieving middle-income status. The impact of this development however, has been very uneven. Many of the ethnic minorities, who account for one-eighth of the population, still live in poverty, especially those of the Hmong ethnic minority. As a result they have less access or understanding of health care, education and other services. ETHOS want to ensure that the minority groups of Sapa thrive as development and urbanisation threatens to engulf and further marginalise them.

GOVERNANCE

ETHOS is a Social Impact Business managed by a committee of 5 trustee members. Those members



are representative of the ethnic mix of the local area. People who support the work of ETHOS can apply to the members to become a trustee. Once accepted by the members, 5 trustees have a role for 3 years that may be renewed.

STAFF

Current team consists of 25 people. 68% are Hmong, 16% Red Dao, 8% Kinh Vietnamese and there is 1 British volunteer, Phil and a Danish volunteer, Malene. 92% of employees are female.

FUNDING

Approximately 53% of the cost of each tour is paid directly in wages to the guide, local host and homestay families. This also includes food. All food is well balanced nutritionally and all surplus is given to the host family.

MILESTONES

YEAR	MILESTONE
1998	Founded as a British based registered charity
2000	Challenges meant closure in Viet Nam but continued from the UK to raise funds for ethnic minority groups.
2012	Re-established in Viet Nam offering tours in collaboration with Hmong Sapa Hotel
2014	Independently registered as a social impact business
2015	Hosted first international volunteers
2017	100% of guide team internationally certified as first aid trained
2018	Hosted international designers to develop textiles brand
2019	Recognised as an award winning enterprise with international certification
2019	Hosted international human trafficking expert for one year

26% of the cost of each tour is spent on operational costs including driver wages, entrance tickets to local villages and taxation.

The remaining 21% pays for all other overheads, including rental of the ETHOS community centre, operational costs and additional staffing, the full-time wages of two members of administrative staff.

On occasion, ETHOS receives one off donations from guests. 100% of all donated monies goes directly to ongoing development projects.

PRODUCTS/SERVICES

Tourists can book treks, motorbike trips, homestays, cultural tours, camping trips and textiles workshops.

YEAR	REVENUE USD
2014	Nil
2015	\$14,442
2016	\$32,212
2017	\$48,626
2018	\$65,021

SOCIAL IMPACT

As well as providing tours ETHOS operates 24 social initiatives in Sapa. These include:

1. Waste recycling and composting
2. Book Bank and Literacy Classes
3. Linens for Life
4. Operation Smile Viet Nam
5. Aseso Cookstove and Chimney Initiative
6. Ethos Water Tanks
7. Refill my Bottle
8. Plant-for-the-Planet
9. Adopt A Spot
10. Composting Toilets
11. Human Trafficking Awareness and Prevention Workshops
12. Hot Showers with ASWA
13. Workshops and Traditional Cultural Skills
14. Accommodation for Cha
15. Leadership Training for Phenh
16. Textiles Social Enterprise
17. Small Business Start-ups and Consultancy
18. Documentation of Traditional Cultures and Practices
19. Health and Hygiene Seminars
20. Medical Projects
21. Winter Jackets
22. Building Citizenships
23. Culture in the News
24. Travelling and Learning for Ethos Team

The beneficiaries

The Sapa district has benefited as the whole community is now more sustainable, with an increase in the number of families who have a regular income.

This has resulted in increased access to education, to health care and a more varied and plentiful diet.

Heritage and culture is retained by encouraging the teaching of traditional arts and crafts as skills become more valued and appreciated.

The Impact

Better health. Supported 67 medical cases in 2018 and 44 cases in 2017. Nine health and hygiene seminars hosted in 2018 reaching 405 people who were provided with education and basic hygiene kits. This helped to reduce transmittable diseases by 65% in those communities in which ETHOS worked.

The elimination of extreme poverty - income support for 49 families across three provinces. Family income has increased by an average of 270% for those working as host families with ETHOS.

The empowerment of women through literacy and increased opportunity to participate in economic life by working as guides and establishing micro businesses. Average family income has increased by 440% for those working as employees with ETHOS.

Protection of the environment - Foundation of Project Sapa initiative that now works collaboratively with 14 local businesses to reduce waste and rebrand Sapa as a green, sustainable destination. Organised seven community clean-ups involving hundreds of people. Over 200 bags of plastic waste collected weighing over five metric tonnes.

A commitment to reusing, recycling and minimizing waste creation has seen ETHOS plastic waste footprint reduced by 87%.

Reduction in human trafficking - in 2016, one girl disappeared into China every 5 days. This reduced to one girl every 19 days in 2018. This is a reduction of 75% after ETHOS ongoing and very successful implementation of human trafficking awareness and prevention workshops.

Improved domestic conditions for 100% of the families ETHOS work with who now have access to clean drinking water, with 54% having access to hot water and sanitation.



14 chimney cookstoves built supporting 14 families and 84 individuals. Reduction in household air pollution has resulted in an 80% reduction in incidences of pneumonia and chronic bronchial illness.

90% of all food consumed on ETHOS tours is locally and ethically sourced creating revenue sources for a further 7 market retailers.

CHALLENGES & PROSPECTS

As ETHOS grows, they plan to continue their expansion into Yen Bai, Ha Giang, Tuyen Quang and Lai Provinces. ETHOS would like to replicate their successful training and empowerment model with the Lao, Lu, Tay and Nung ethnic groups.

Local and national government are discussing introducing new policies that will require further certification of all local trekking guides. This is unlikely to allow for equity primarily because of the existence of historical systematic barriers and a lack of access to tertiary education for most ethnic

minority inhabitants in the Sapa area. This means guiding certification is likely to be only available for university educated persons thus making the existing ETHOS guide team redundant.

The emergence of illegal and unlicensed guides has also seen bookings reduced by 45% over the past four months of 2019. Choosing to offer cut price tours that focus on price as opposed to experience, many tourists who book these trips feel short changed and as such, Sapa's reputation as a cultural hub and place of beauty is being jeopardised.

Poorly planned and unsustainable development of the town is also influencing the negative perception of the wider area. For example, a lack of suitable infrastructure means that plastic pollution is very visual, especially around shops and services. Negative reviews and a poor perception of Sapa is therefore impacting our ability to find new travelers.

LOOKING AHEAD

ETHOS is hoping to diversify into making and selling contemporary designs using traditional Dao and Hmong textiles and techniques. Their vision encompasses every detail of the production process, starting with the natural materials that go into the designs. In doing this, they plan on helping to preserve the rich textile heritage of Viet Nam.

Using organic fibers and traditional dyeing techniques, ETHOS would like to develop a team of local artisans to grow, spin, weave, color and

stitch a range of desirable contemporary items for sale around the world.

Working in collaboration with famed photographer, Rehahn, ETHOS would like to open a museum and handicraft workshop in Sapa town. This will allow visitors to better understand local culture and substantiate the area as a national hub for textiles and cultural learning.

The ultimate goal is for self-sustainability with capacity building allowing for the ETHOS model to be one hundred percent ethnic minority led.



Dao's Care¹²

Founding Year: 2016

Sector of Impact: Disability, employment

Size of Organisation: 17 staff

SDG's: [1] No poverty, [5] Gender equality, [8] Decent work & economic growth,
[10] Reduced inequalities

¹² <https://www.daoscare.com>



INTRODUCTION

Founded in 2016, Dao's Care (Dao's) is a social enterprise offering Red Dao's herbal baths and therapeutic massages. They employ visually impaired and marginalised people and train them to become skilled therapists. Dao's Care also support the Red Dao's social enterprise Sapanapro in Sapa by using Red Dao secret remedies in their herbal baths as well as selling Red Dao herbal products.

THE STORY OF DAO'S CARE

The idea of establishing Dao's Care stems from the journey to the Ta Phin village and the healing experience of a Red Dao's bath by one of the three founders Ms. Le Thuy Trang. After two years of experiencing the bath, its healing and invigorating properties and talking to the Red Dao's indigenous people, Ms Trang was impressed by the results she experienced and what the Red Dao's had been doing to preserve their traditional medicine and culture. The secret recipe for the remedy has been handed down from mother to daughter over the centuries. The Red Dao's women are not only keeping the esoteric medicine of their nation, but also preserving their national

identity. A meeting with Mr. Ly Lao Lo, Director of Sapanapro Social Enterprises inspired Ms Trang to do what she could to help the Red Dao's people and contribute to the preservation and promotion

Vision

Through the power of a social enterprise model, to help people in extremely difficult circumstances, especially the visually impaired, to become independent and gain self-control over their lives whilst contributing to the preservation and promotion of the national cultural identity.

Mission

Vocational training, career guidance and above all equipping visually impaired students with life skills and communication skills (Vietnamese and English). At the same time, trading in medicinal herbal products supplied by Sapanapro and the Red Dao's ethnic people thereby contributing to the stability and quality of life for ethnic minorities.

Values

Human, love, community and nature



of the village and their medicinal products. Following the meeting, Ms Trang and two friends, Ms. Do Thi Minh Huong and Mr. Nguyen Cuu Long, decided to establish Dao's Care. They travelled to Sapa to meet with Sapanapro's director to form a partnership. Whilst there the three founders also met one of Red Dao's most skillful technicians, Ms. Vang Thi Nao (Xiem)

All three were deeply moved by Xiem's story. She was blind from birth, her father died when she was 2, her mother remarried, gave birth to a son then died 2 years later. Orphaned, Xiem lived with her grandmother until she turned 16 and her grandma passed away. Xiem then moved to live with relatives until she met Dao's Care founders at the age of 38. The 3 Founders also discovered there were many people like Xiem in the village. They wanted to help Xiem and the others and came up with the idea of a business that combined bathing with Red Dao's herbal remedy's, a massage service delivered by blind people and sales of Red Dao's products. This combination not only retained the original goal of helping the Red Dao's people, preserving and promoting the national culture and identity, but also fulfilling the desire to help people with disabilities, especially those with visual

disabilities. When sight is lost, the sense of touch is often more developed and these sensitive hands are a gift for any professional massage technician.

The biggest challenge faced by the Founders in setting up this new social enterprise was how to be competitive in an already saturated market place. The massage industry in Viet Nam is very competitive with massage salons on almost every corner so Dao's Care needed to find a sustainable competitive advantage. Aware that many massage therapists had only basic training, they set out to ensure all their staff would be fully trained to the highest professional standards in Vietnamese massage. Vietnamese massage originated in China and over the centuries has been adapted to better meet Vietnamese needs. It is focused on kneading techniques that remove knots in the body, the aim being to de-stress the body. The combination of the Red Dao's medicinal herbal products and Dao's Care massage has resulted in a successful business that has been recognised by organisations such as Trip Advisor. Despite only operating for 3 years Dao's Care have already received Trip Advisor's 2nd highest award, the *Certificate of Excellence* on their website. Based on customer research, new services including other forms of massage continue

to be offered and this includes the recent addition of traditional medicine techniques, combining western and eastern massage techniques to provide high quality services.

Year	Revenue (VND)	Revenue (US\$)
2017	1,082,934,297	\$47,475
2018	1,951,675,212	\$85,561
2019 (projected)	3,100,000,000	\$134800

CHALLENGES

In Vietnamese society, there is still two misconceptions about “massage”. Firstly, people often connect massage with social evils due to the fact that many massage facilities are disguised for prostitution. Massage is also often confused with the concept of “tam quat” the traditional health care model that is provided in low-cost establishments at low prices. Many blind and marginalised people in Viet Nam work in these facilities because they have no other career options. Working conditions are poor, there is no training, wages are very low and tipping is encouraged. It’s the tipping that can lead the girls into “special - happy ending” massages to get money to meet their needs. All of which hurts the reputation of professional organisations such as Dao’s Care.

Because Dao’s Care is a massage business and not fully understood by Vietnamese society, when new premises were needed it was a struggle winning the support of the local authorities and community to allow Dao’s to set up within their community. The perception of Vietnamese society that to be a masseur is not an honorable occupation also impacts on the self-confidence, happiness

and well-being of staff. Management regularly communicate to staff the positive feedback from customers and reinforce the important work all are doing to help retain Viet Nams important traditions and culture.

SOCIAL IMPACT

Beneficiaries

- Red Dao’s families and community through the provision of training and jobs for the young community members with disabilities. Families of the students no longer having to support them as adults.
- For many Red Dao’s families, support from the income earned by their Dao’s Care trained family member is the main source of income for the family.
- Retention of historically & culturally important information supported by business growth in Red Dao’s communities through the use and sales of their products at Dao’s Care.





- Support for continued environmentally sustainable farming cultivation practices by purchasing and on selling only those products produced from this method.
- A mutually beneficial partnership between Sapanapro and Dao's Care that gives many synergies & benefits to both organisations, both of whom are more successful as the result of the other. The benefits of this partnership have flowed on to the Red Dao's communities.

Impact

- 30 people with disabilities fully trained as professional massage therapists
- 15 to 20 trained in 2019 with numbers expected to increase each year as Dao's Care grows
- Equal portion of women and men trained, giving marginalised women with disabilities equal access to work opportunities.

100% employment for Dao's Care trainees, after training. 30% find jobs at other establishments and 70% remain employed Dao's Care

LOOKING AHEAD

- Taking the Dao's Care business model and establishing partnerships to open new branches by expanding into other areas. This will enable Dao's to train more people in difficult circumstances
- Grow their partnerships with other social enterprises.

The story of Xiem - 38 years in the dark

Like many other therapists at Dao's Care, Xiem's life as a blind child was hard. She lost her parents at a very young age and was raised by her grandmother. Living in poverty and with no sight, Xiem's daily activities rarely extended very far beyond her house. She didn't get to experience new things or meet other people. When she joined the Dao's Care family, she had many struggles. She did not know how to deal with the busy life in a big city like Hanoi. Also, as she belongs to the Hmong minority, she spoke only very basic Vietnamese so she had to improve her language skills to be able to communicate with other staff and customers. Moreover, her hand malformation made it more difficult for her to massage; at the beginning, it was uncertain if she could become a massage therapist. Due to her strong will and hard work she officially became a Dao's Care massage therapist after four months of training. Xiem's excellent massage skills made her Dao's most highly booked massage therapist in 2017.

Her dream is to be able to open her own spa. She has a very strong will and at the same time a very sweet personality. Although she has been blind for over 30 years, she is always a very optimistic person. When being asked how she felt about living in Hanoi when she arrived, she simply answered: "It's fun". When asked how she feels about living in Hanoi now, she gave the same answer. She loves everything and everyone, she enjoys having friends and giving Dao's customers the best massage they will ever get. Asked if there was anything that she doesn't like, she said "nothing".

KILOMET109¹³

Founding Year:	2012
Sector of Impact:	Textile & fashion industry
Size of Organisation:	5 staff & a design team of 37
Legal Structure:	Limited Liability Company
SDG's:	1. No poverty 2. Zero hunger 3. Good health and wellbeing 8. Decent work & economic growth 12. Responsible production & consumption.

¹³ <https://kilomet109.com>



INTRODUCTION

KILOMET109 was founded by fashion designer Vu Thao in 2012. An eco-entrepreneur, Thao is a leader among the pioneering group of young designers who have made Hanoi an emerging creative hub of the fashion world. Thao creates a handmade, eco-friendly, organic brand of clothing dyed from natural plants such as indigo, dyeing yam, tree barks, roots and using cloth woven by the women from 4 ethnic groups in remote villages in the mountains of northern Viet Nam. Through retaining and using traditional methods Thao is adding the innovation in design needed to bring these clothes to today's market place. In doing so, Thao is improving the fair treatment of the women who make the cloth, creating jobs and helping to grow sustainable communities amongst the ethnic minorities.

THE STORY OF KILOMET109

Thao has been sewing since she was 10 years old and received her first sewing machine as a birthday present when 17. She studied fashion design in Hanoi then worked for designers in London and Berlin. Over the years she became increasingly aware of the potentially negative environmental effects of garment production, particularly fast fashion, where low cost garments are mass produced and often discarded by owners after just months of wear. Thao also saw that Viet Nam's garment industry was coming under tremendous cultural and economic pressure, as the Vietnamese people increasingly bought these mass produced items and the younger generation, designer brands. With many global brands now manufacturing in Viet Nam, over 1 billion items of clothing were produced in country in 2018.

Thao spotted a gap in this mass produced market, the lack of truly Vietnamese clothing made using the techniques, skills and materials passed down through the generations of Viet Nams 54 ethnic groups. Each of these 54 groups specialise in their own distinct artisanal traditions to produce organic dyes, detergents and fibers that are then spun and woven into cloth from which their clothes are made. This form of production creates clothing known as slow fashion. All the materials produced by these ethnic groups have a long history and a story behind them.

Thao selected the women from the Cao Bang province to partner with in the early days. Cao Bang is one of the poorest regions in Viet Nam but rich in the knowledge of the traditional craft of dyeing & weaving cloth. It is an agricultural, economically weak area where resources such as health services and schooling for children is limited.

Thao’s hopes for her new business were not only to create a beautiful and unique range of environmentally friendly clothing but to also promote and raise the profile and the value of the ethnic techniques and clothing designs. Traditional crafts are embodied in a nations cultural heritage and Thao is committed to preserving Viet Nam’s rich textile history.

At the same time, work and a regular income would be provided for ethnic women and the long traditions and skills held within their families, preserved.

Inspirational Story - The Nung sisters

When starting her business Thao connected early with 3 sisters in laws from the Nung ethnic group. Communication was difficult as the ethnic groups often don’t speak Vietnamese. One of the women, 51 year old Phung had a particularly hard life as her husband had been an alcoholic for many years. Phung had raised their 3 children by herself. The family could not afford education beyond basic schooling and the children all had to leave school early. After working with Thao to develop the first fashion line, Phung now had a permanent income and the family was lifted out of poverty. The children were able to return to school. 2 children have since finished college and the last child is currently working at a big company. Despite not sharing a common language Thao and the 3 women share the language of fashion design and that is all that is needed to make an impact.

KILOMET109 is named for the distance in kilometers between Hanoi and the village in Thai Binh province where Thao grew up during Viet Nam’s rocky postwar transition to a market economy.

MILESTONES

YEAR	MILESTONE
2009	Started research into a slow fashion business in Viet Nam
2010	Sold a test range of clothing in Berlin before opening KILOMET109
2012	Opening of KILOMET109
2015	Exhibited at Hanoi exhibition titled <i>Phieu</i>
2015	1st exhibition in London
2017	Articles in Harpers Bazaar & New York Times
2017	Online shop opens
2018	Participant in London Design Biennale held at Somerset House London
2018	Flag ship store opens in Hanoi, Viet Nam



SLOW FASHION

Slow fashion is based around 3 principles. Taking a local approach, having a transparent production system and making sustainable and sensorial products. Every part of the process of making a KILOMET109 item of clothing is done by hand. From planting the seeds with women from the ethnic communities, to returning 3 months later to harvest the plants. Once plants are harvested the ethnic women then spin the silk or spin and weave the cotton. The materials are then dyed with indigo or with dyes from other plants. Each part of the process is slow. For example to produce the indigo dyeing vat the artisans use local medicinal plant mugwort, lemongrass cooked in the cooking ashes water then mixed with indigo concentrate paste & alcohol. Spring water is brought from a mountain stream and filtered through the ashes basket. The mixture is stirred well and rested, until a pleasant smell exudes and the water is a clear bubbling yellowish green. After that it can then be used for dyeing for many days.

EARLY CHALLENGES

The new business did not start smoothly for Thao. Her first order of indigo cloth arrived with problems with the color shades and issues with the cloth. This made her realise that she needed to know and understand the culture of the

women who made the cloth and their processes more thoroughly, so she spent most of the next year with them, learning. Her learning included how to weave, spin the yarn, silk production and how to plant the indigo plants, water them and understand the soil. She also got to know and built close relationships with the women who would be working with her to grow the plants and create the materials used for her garments. She learnt many interesting things including that for the women in Cao Bang, each has her own vat at the front or back of her house. “It’s a symbol of feminism, of being a woman, and the one who dresses the whole family. There, indigo dye is an icon of beauty and control amongst a lot of other things.”

Not wanting to simply turn up at the villages and pay for raw materials, Thao now works with her suppliers to determine how much indigo and other crops should be planted, invests in them before they are in the ground, subsidizes fertilizer costs to sustain farmer profitability; and even works in the fields during the harvests. She also experiments with modifications to the fabric production and color fixing processes and works with the villagers to try new dyeing ingredients, such as yam root, green tea and tree bark.

PRODUCTS/SERVICES

KILOMET109 produces 1 range of clothing a year, consisting of around 750 to 1,000 handmade men’s

and women’s pieces of clothing that retail for between USD\$100 to USD\$500. KILOMET109 uses contemporary design to make each handmade piece a one of a kind luxury item. Every item is handmade by Thao and her partners, the women from Nung, Thai and H’mong ethnic minorities. Each year 1 or 2 new techniques or new artisans are added to the KILOMET109 family. This year it includes artisans from the Khmer ethnic group, the only people in Viet Nam making black dye produced from the ebony tree fruit.

3 months of the design process is spent planting, harvesting and weaving the cloth, then 3 months handmaking the clothes. All materials are made using traditional techniques that have been passed down through the generations within families. Beeswax is used to make the batik patterns, ancient royal embroidery added from Hoa Binh Province and other village artisans employed to make double-faced silks from their family mills and looms.

Kilomet109 customers are 20% Vietnamese and the remainder international.

SOCIAL IMPACT

The beneficiaries

The ethnic women who grow and produce the cloth & their families.

The economic development of Cao Bang, Lao Cai, Hoa Binh, three of the poorest provinces in Viet Nam and the Thai, Nung, Blue H’mong, Black H’mong ethnic communities.

Preservation of Viet Nams cultural heritage.

The environment through the use of eco friendly farming practices.

The Impact

Remote ethnic communities who become more sustainable as a result of permanent jobs, new business opportunities and a fair rate of pay.

Fair treatment of women who make the cloth, work and regular incomes created for women who previously had little. Income earned from KILOMET109 is up to 3 times higher than the Viet Nam average wage. Financial impact on the families who are able to send children to school and afford better health care.

An important part of Viet Nams culture and heritage is being promoted worldwide and retained.

CHALLENGES

Agriculture and the growing season for crops is changeable and subject to extreme weather conditions that can result in minimal crops available for harvest. Weather also impacts on the making of cloth. For example indigo cannot be used for dyeing in the wet season as the cloth needs many days to dry. This means that scalability of fabric production is a challenge for the brand.

Keeping young people in the ethnic communities continues to be a challenge and there is concern about who will take over these ancient techniques and retain the artisan skills.



LOOKING AHEAD

In the future Thao would like to extend her partners to include the ethnic minority groups in the south and centre of Viet Nam. Plans are also underway to further develop her online shop and to open a 2nd shop in the Old Quarter Hanoi and then Ho Chi Minh City. Thao is currently looking for grants to design a less expensive, more wearable local line of fashion that can be developed and owned by local ethnic groups. She will continue to build her international markets and will never stop lobbying for change in the garment industry that would see clothing manufacturers being more transparent about their supply chains.



REACH¹⁴

Founding Year:	2008
Sector of Impact:	Disability, education
Size of Organisation:	100 staff
Legal Structure:	NGO with 4 social enterprises
SDG'S:	[1] No Poverty, [2] Zero Hunger [3] Good health and well being, [4] Quality education, [5] Gender equality, [8] Decent work and economic growth [10] Reduced inequalities

¹⁴ <http://www.reach.org.vn>

REACH is a Vietnamese non-governmental and non-profit organization specializing in vocational training, career advice and job placement services for disadvantaged Vietnamese youth.

THE STORY OF REACH

REACH's story began with the Livelihood Advancement Business School (LABS) program in 2004. This program, administered by Plan International, was small in nature but big in impact and its success led to a restructure in 2008 that saw the establishment of REACH. Ms Tam, the founder of REACH, was previously a Sales & Marketing trainer for the LABS program but saw the potential to develop the program in its own right. Over the ten years since it's simple beginning, Ms Tam, as the Executive Director, has overseen the growth with ten more courses being added, over 16,000 youths having been trained, four social enterprises developed, the number of staff grown from 6 to over 100 and costs raised to over USD\$1,000,000 per year to run. REACH courses are designed exclusively for street and migrant youth, school dropouts, unemployed secondary school graduates and resettlement community members.

While Viet Nam has made huge gains economically in recent years, there are families who are not able to take part in this growth. REACH focus on these young people. This includes youth from poor families, living with HIV, with disabilities, at risk through their parents' situation, living on the streets, who have been victims of trafficking, who have migrated from the country to the city and have few skills and who are former drug users.

GOVERNANCE

As of January 2019, there are 3 Board members, 1 external and 2 internal.

- External Director Mr. Phan Quoc Viet. Mr. Viet is a founding REACH board member and brings years of experience in training delivery to the REACH board. Mr. Viet is the co-founder of the Tam Viet group. Mr. Viet holds a Doctorate of Mathematical Physics (University of Lomonoxop).

Vision

All young people in Viet Nam have the opportunities and support they need to reach their full potential.

Mission

To address the ongoing needs of the most disadvantaged youth across Viet Nam and empower them by:

Becoming a leading provider of innovative, practical and demand-driven skills training; Equipping our students with the confidence, belief and self-respect needed to grasp new opportunities;

Providing solid employment opportunities while also providing workforce solutions for our business networks;

Providing support and encouragement for our graduates' future development;

Contributing to the national strategy for social & economic development.

Values

Respect

We show compassion and uphold the principles of inclusion, equality and fairness in our work to empower disadvantaged youth.

Achievement

We are dedicated and focused, and challenge ourselves to achieve the greatest levels of effectiveness and efficiency.

Innovation

Our model is market-driven and flexible in helping to meet the ongoing needs of disadvantaged youth and business in Viet Nam.

Responsibility

We always try our best to perform uphold REACH's mission, acting with accountability, integrity and transparency.

Family

We are a caring and supportive family of passionate staff, students, alumni, businesses and program partners.

- Internal Director is REACH's Managing Director, Ms. Pham Thi Thanh Tam. Tam has been with REACH since 2008 and was its founder. She has an M.A. from Viet Nam - Netherlands Masters Program in Economics of



Development, National Economics University, Hanoi.

- Mr Dung Tuan Doan is the Chief Operating Officer and has a Master Degree in Business Administration (Paramount University, USA - Distance learning, 2005)

The Executive Team is led by the Executive Director. The Executive Team consists of the Executive Director, the Chief Operating Officer, Finance Manager, Head of Monitoring and Evaluation and the 5 Centre Managers from Hanoi, Hai Duong, Hue, Danang and Hoi An. ■

An Advisory board was introduced in April 2019 to support the work of the organisation. The advisory board consists of the following members.

Ms Joanna Wood who is the Advisory Board chair and also the Education and Science Counsellor at the Australian Embassy. She has a Master's Degree in Public Policy specializing in International Policy. Joanna has been involved in international education for many years and in particular vocational education training.

Ms Phuong Nguyen is the Head of Knowledge Management and Communication at Oxfam Viet Nam. She has a Masters in Communication for Social Change (University of Queensland, Australia). Phuong was previously a lecturer at RMIT University in Hanoi in Professional Communications but prior to that has many years of experience in work with not for profit organisations. The experience in marketing and communications will be her contribution.

Ms Nhu, Do Thu Huong (Ph.D.) is a Lecturer of Law in the School of Business and Management at RMIT University in Hanoi. She has a Ph.D. in Law (University Pantheon - Assas Paris II, France). Nhu has had a lot of experience in working and training others in law in Viet Nam. Her skillset as well as teaching is also in online education.

Mr Phan Quoc Viet, also a member of the general board at REACH is, as previously mentioned, the Executive Director and founder of TamViet Education Group. Viet is a well-known personality in the training field in Viet Nam, in particular his work with Autistic children.

STRUCTURE

REACH received a license as an NGO under VUSTA (Vietnamese Union of Scientific and Technology Associations) in 2008 which allows them to operate as Science and Technology organisation. It was identified that relying on Grants and donations was not a sustainable option and 4 social enterprises have been developed to supplement the revenue needed to continue operating the organisation.

The development of Social Enterprises has been identified as a major strategic objective of REACH. The goal is to enhance student learning outcomes through a business model that also delivers an income stream. It is the intention that this income will create financial sustainability for REACH in the future. REACH’s social enterprises include the following:

EM Hair Salon. Established in 2016 and named after a young girl called EM, 1 of the first students in the program who had suffered domestic violence. At EM Hair students are trained by a professional stylist teaching them the basic skills they need to work in a hair salon. This training includes English language skills which are useful to serve the varied client base, including a number of supportive Western clients, that they have at the salon. 100% of the salon’s profits are used to support additional trainees studying at REACH. A second Em Salon has recently been opened aiming at the Vietnamese customer market.



KOI Bento: Launched 2017, KOI Bento makes tasty bento boxes that are delivered to workplaces throughout metropolitan Hanoi. Operating out of the kitchen at REACH HQ it gives students the opportunity to train in Japanese cuisine and to get experience working in an industrial kitchen. It is a small operation with 5 staff and aims to sell around 100 boxes per day to maintain a good profit.

Tre Restaurant: In the heart of Hue City, the restaurant sits nestled among street vendors and ancient Vietnamese architecture.



Serving the finest Vietnamese dishes and offering top quality service, guests are treated to a fine dining experience while at the same time helping to support underprivileged Vietnamese youth get hands on experience in the hospitality industry. Tre restaurant is regularly supported by tour groups and has around 20 staff currently working there with many of the staff being alumni of the REACH program.

Revina.CO is a social enterprise specializing in graphic design and ICT services. Established in 2018, and having just celebrated it's first birthday, it brings together a core team of experienced social entrepreneurs and professional designers. 60% of it's staff are graduates of the REACH program and it delivers high quality digital outcomes to international companies from Australia, Europe, the United States and Canada. The highly skilled and creative team provides services ranging from 2D designing to VR post-production. Revina provides REACH students the opportunity of putting the skills they develop at REACH to work on a range of digital imaging products. There are currently 30 staff working at Revina, a number who are graduates from the REACH training programs.



Numbers of trainees

Centre	Enrolled	Trained
REACH - Hội An	144	131
REACH - Đà Nẵng	240	227
REACH - Huế	277	264
REACH - Hà Nội	395	359
REACH - Hải Dương	111	109
REACH - Tp Hồ Chí Minh	23	20
Total	1190	1110

FUNDING AND PARTNERS

Over a financial year 1,000,000 USD is needed to run the organisation. There are a number of ways this is accumulated.

International Funding. Current international donors include Accenture, Dutch Postcode Lottery Fund, Japanese firm Blythedol Company, Plan National offices in Japan and the Netherlands, and SNV Netherlands Development Organization. Hilton, Starbucks, Asia Foundation, WISE, US Embassy. REACH's parent organization, PLAN International has supported REACH from the start.

Vietnamese Donors. The future sustainability of REACH relies heavily on strong financial and in-kind support from Vietnamese companies,

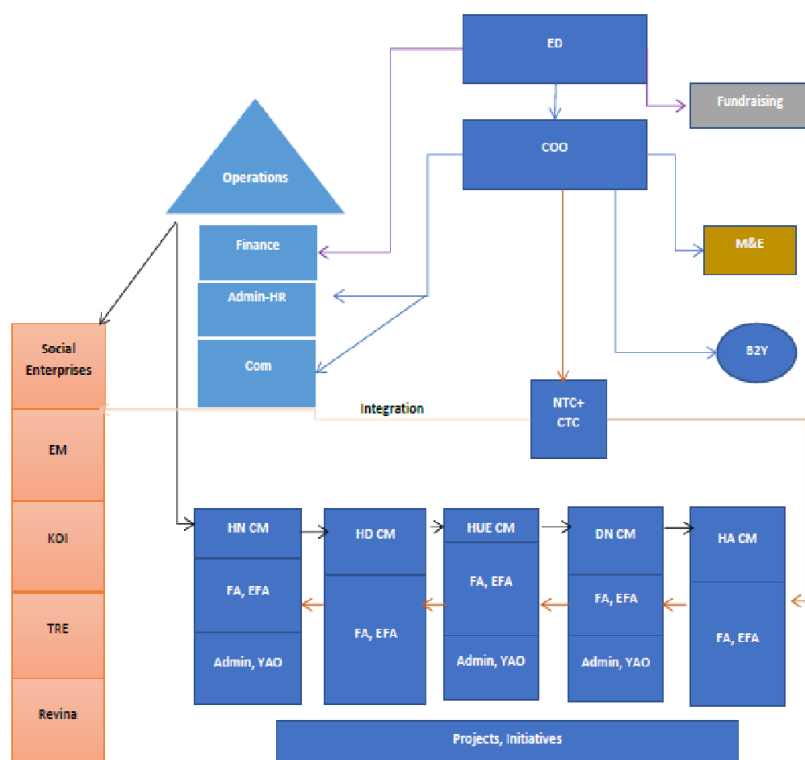
organizations and individuals, including Vicoland, Vietnet ICT, Motorola Viet Nam, Prudential Viet Nam, KPMG Viet Nam and ABN Amro Viet Nam.

Program Partners. REACH has more than 1000 partners including Peace House Shelter Project, HAGAR International, Blue Dragon Children's Foundation, Institute for Development & Community Health (LIGHT), UN Action for Cooperation against Trafficking in persons (UNACT), World Vision and New Horizons. Major partners include Microsoft who provided their Youth Spark program to train students in computer skills and Starbucks whose staff conducted training for REACH students, with students then given an opportunity to experience work in a Starbucks store. HSBC are another partner whose staff are

involved in training REACH students in sales & marketing.

Business Support Network. REACH has been able to establish a large number of partnerships that are key to their success with over 1,000 businesses supporting in various ways. These include Big C, Lavie, Blue Exchange, Frico, Best Carings, Pico Plaza, Esoftflows, Intercontinental, Sofitel Plaza, Highlands Coffee, Furama, Life Resort, PeaceSoft and the Doji group.

REACH ORGANISATIONAL STRUCTURE - 2019



Abroad organisation also provides volunteers to teach English and run a range of projects. All volunteer projects have the mandate to build capacity which has enabled REACH to grow to its current point.

TRAINING PROGRAMS

REACH’s model is to provide short-term vocational training which consists of a brief and intensive training program in technical skills, life skills, English language training followed by careful job placement and follow-up support. The program prides itself on being market driven, getting feedback from the community to inform their training practices. The process is shown below in this diagram from the website.

REACH offers 9 training courses for disadvantaged youth to prepare them to join the work force. In 2018, 25,140 hours of training were given to disadvantaged youth. Courses run include sales & marketing, food & beverage service, graphic design, cooking, Cosmetology services, 3D modelling & web coding, housekeeping and 5-star hospitality training. Full or part scholarships are available to students with 3 student intakes offered each year running from between 15 to 24 weeks. Training is offered at 6 centres in Viet Nam including Hanoi, Hai Duong, Danang, Hue, Hoi An and Ho Chi Minh City.

THE PEOPLE

REACH employs over 100 staff across 9 locations in Central and North Viet Nam. The percentage of women in the workforce at REACH is 55%. A large number of REACH employees are graduates of the program who have taken on roles in the organisation doing training and other functions to support the ongoing development of young people.

The REACH organisation has also been well supported by the Australian Government Initiative of the Australian Volunteers Program. 20 volunteers have played a big part in the development of the organisation and growing the capacity of the Social Enterprises. The Projects



Story of a Student

Le Thi Hang knows how hard her parents worked to raise her and her siblings. Not only was her Dad debilitated with a crippling illness but her brother also suffered from severe mental illness that could sometimes turn violent. This had a debilitating effect on her self-esteem. "Before REACH I only stayed home and didn't work," she says, "I lacked self-confidence and was always afraid to go out." Hang's mother was forced to work to support the whole family and Hang could see the toll this took. "I wanted to give back to my parents," she says, "and be independent." It was then that she found REACH on Facebook and enrolled in the graphic design class. It wasn't just the technical skills that Hang feels have helped her. REACH's soft skills training has provided some valuable tools that have helped her pursue her dreams.

"The advice I appreciated most was how to set goals for yourself and implement them". Hang, since leaving REACH, has found full-time work in graphic design but she hasn't forgotten the value of her REACH learning experience. "What I like most about REACH is the sincerity and enthusiasm of the teachers, and the friends who gave me confidence and warmth." Now that she has become a graphic designer, Hang has set a new goal. "My dream is to become a good high-income photo editor and be financially independent so I can help my mother."

Nguyen Thi Hang – Graphic Design batch 43 from REACH Hanoi.



Our Fearless Leader:

REACH Executive Director, Pham Thi Thanh Tam, is a graduate of Hanoi University of Foreign Trade with a **Masters in Economics**. She has been the head of REACH since its inception in 2008 and has vast experience with all facets of developing and running an NGO

Ms Hiep is currently the Sales and Marketing teacher and also coordinator of the Step Up project for the blind and is very much loved by her students. As her family had some difficulties in the past and she wanted to improve the situation, Hiep joined REACH and after 3 months graduated from the Sales and Marketing program. She got the job that she needed to support the family but felt she had more to give. She started at REACH as a trainer 3 years ago and has been able to make a difference to so many young people like herself. Ms Hiep was quoted saying that you should "Be persistent, hardworking and always help others if they need it."

MILESTONES

YEAR	MILESTONE
2004	The organization started in 2004 as the Livelihood Advancement Business School (LABS), a project of Plan in Viet Nam. The LABS vocational training model was originally conceived by the Dr. Reddy Foundation in India and LABS and REACH in Viet Nam have been supported by Plan in Viet Nam since 2004. The first centre opened in Hanoi in 2004.
2005	Opened centres in Hue and Da Nang.
2008	In 2008, Plan in Viet Nam supported LABS to become an independent, local, non-government and non-profit organization, and was named REACH. This was a significant step in the development of this form of short-term, market-oriented, large scale, relatively low-cost training. REACH received a license as an NGO under VUSTA (Vietnamese Union of Scientific and Technology Associations) in 2008.
2010	Took over the program management of the Central Region, with permanent centres in Da Nang and Hue. REACH entered into a partnership with PACT to include youth living with HIV/AIDS in the training programs.
2011	Took full management of the Central Region and REACH also received financial support to extend its program outside the permanent centres of Hanoi, Da Nang and Hue. REACH set up satellite centres in Bac Ninh, Hai Duong, and Thanh Hoa in the Northern Region and Hoi An, Tam Ky and Quang Binh in the Central Region. Selected as the only local partner working with SNV in Viet Nam to implement HITT project (High Impact Tourism Training) which is funded by the EU.
2012	In partnership with the British Council, standardized all English training programs for different courses at REACH. Developed online fundraising through the global giving platform.
2013	Implemented YCI in Viet Nam in partnership with Sheraton Hanoi, Intercontinental Westlake, Hilton Opera, JW Marriott. Implemented project for industrial sex workers. Supported DP to implement domestic helper training for disadvantaged women in Ho Chi Minh City (HCMC).
2014	REACH Social Enterprise Identity established for strategic long-term sustainability objectives. Grand Prize, Project Inspire competition by Singapore Committee for UN Women and MasterCard Foundation from 504 applications from 70 countries.
2015	Achieved 10,000 youth trained in 5 centres across Viet Nam. Green skill training module integrated into all training courses.
2016	Set up the first EM hair salon as a training social enterprise. Recognised as one of the 20 most impactful organizations out of 1400 organizations from 84 countries by Epic Foundation.
2017	Set up the Japanese food delivery training social enterprise KOI Bento Partnered with Microsoft in IT training program for disadvantaged youth Expand YCI to HCMC and work with 4 hotels: Sheraton Saigon, Intercontinental Saigon, Le Meridien Saigon, and Renaissance Saigon Implemented the Step up project for visually impaired people.
2018	10-year anniversary. 2 new social enterprises opened Tre restaurant in Hue, and Revina an IT services company in Hanoi.



SOCIAL IMPACT

The beneficiaries - Young people aged between 16 and 30 from disadvantaged backgrounds.

The impact

In the last ten years REACH has educated over 16,000 young people between the ages of 16 and 30. More than 80% of those graduates have been placed in stable employment, earning almost 20% more than the national minimum wage.

In 2018 1000 young people were trained with 93% successfully graduating. 87% of graduates got a job with an average salary of \$210 a month. 50% receive a promotion or salary increase in their first working year.

50% were girls.

81% reported an improvement in their life quality, reflecting REACH's goals of social impact by empowering youth and bringing positive changes to their lives.

4 social enterprises have been established to ensure sustainability.

CHALLENGES & PROSPECTS

There is a need to continue to ensure the training matches that of the skills required by Vietnamese business requiring constant adjustments to curriculum. Helping graduates find jobs with good working conditions in the workforce, and the negotiations this involves with employers by developing relations, is an ongoing challenge. These relationships are valuable to inform the curriculum to keep it relevant to business needs. The technology sector is growing rapidly and REACH needs to ensure they are training their graduates in the right focus areas to offer the best opportunities available.

There is also need to review and adjust training curriculum and styles to suit youth from the most marginalised and disadvantaged backgrounds, ensuring they have the support to be able to graduate from their chosen course. Recently REACH have introduced trafficked students from Blue Dragon to our International Hotel program, YCI, which affords additional support. Programs with the visually and hearing impaired are being explored and developed in 2019.

A new set of challenges have developed with the starting up of new social enterprise businesses. REACH is a training organisation and staff have minimal experience at these hopefully money-making entities. New skills and additional staff will be needed to ensure the sustainability and success of the Social Enterprises.

LOOKING AHEAD

In the coming years, REACH aims to become the best training and employment service provider in Viet Nam for disadvantaged youth accredited internationally and nationally.

In order to achieve this goal, there have been many priorities set. Strengthening management and governance to achieve sustainable growth, maintaining and improving on program quality, and having better policies to ensure stronger performance. As well as this, building more motivated, effective and qualified staff by reviewing HR policies and systems and conducting intensive capacity building activities.

Many opportunities still exist for REACH. A gap remains in Viet Nam between the number of skilled

workers available to work in growth sectors such as hospitality, sales & marketing and technology. Viet Nam is fast catching up with other modern technological societies and this presents further opportunities to develop new training programs to build skills in those areas.

Disadvantaged youth, including those with physical disabilities like vision and hearing impairment, need also be offered the chance to improve their lives and have the opportunity to work. This is not readily available currently in Viet Nam and REACH is working on addressing the provision of vocational training to these sectors in the next 12 months.

Certification for courses and trainers is part of the Strategic Plan for REACH into 2022. Partnerships are being brokered and there is positive development in this space in 2019.

REACH's work will never be completed. How this work looks going forward will develop over time but it will always support the vision that 'all young people in Viet Nam have the opportunities and support they need to reach their full potential' (REACH Vision).



Salon Thanh Nguyen¹⁵

Founding Year:	2011
Sector of Impact:	Disability, employment
Size of Organisation:	3 staff & 6 trainees
Legal Structure:	Joint Stock Company
SDG's:	[1] No poverty, [8] Decent work & economic growth, [10] Reduced inequalities

¹⁵ <http://www.facebook.com/thanhnguyendeaf>



INTRODUCTION

Thanh Nguyen Hair Salon was established in Hanoi in 2011 by Thanh Nguyen. The Salon and the training school are fully run and operated by people who are deaf.

Viet Nam has over 1 million citizens who are deaf and hearing impaired. To be deaf in Viet Nam means it is much more difficult to access education compared to hearing students and your chances of finding employment as an adult, limited. At Thanh Nguyen Hair Salon deaf youth are trained as hairdressers and at the end of their training all go on to find jobs in other salons or set up their own business, where they in turn train and employ others who are deaf.

Success to Thanh is that deaf students with limited schooling, most whom had never worked before, leave with a qualification that enables them to find a job or start their own business, have and be able to support their own family and enjoy a future as productive members of society.

THE STORY OF THANH NGUYEN HAIR SALON

Born deaf, with no schools for deaf children nearby, Thanh's parents who lived in Bac Giang, a neighboring province of Hanoi wanted him to attend a "normal" school and to have the same

opportunities every other child had. However the teachers weren't trained to teach deaf students and combined with the bullying of his school mates, Thanh's primary schooling was a time of great distress to him. The only subject he felt comfortable in was art and *"my only friend was a blank sheet of paper"*. Paper did not bully him and allowed him to create another world for himself.

At the age of 13 Thanh's life changed. He was enrolled at Nhan Chinh school in Hanoi, a school for the deaf. He learnt sign language and that opened a whole new world for him. For the first time ever, Thanh was able to speak his thoughts and emotions through a language that others understood. And others were able to understand him and communicate with him. Finally, after 13 years Thanh had friends who were the same as him. *"For me it was like a miracle. For years no one understood what I wanted and I could not understand what people needed. Now I had my own language, I had my first friends and for me life was like stepping into a new page"*.

After completing his schooling at Nhan Chinh school, Thanh saw a deaf man cut hair. He loved watching the way this man's hands worked with the scissors and decided this was the career for him. Through this man Thanh was introduced to another who specialised in teaching deaf



people to be hairdressers. Thanh was offered a scholarship and began his apprenticeship. For a deaf person the training was long and hard and to learn, Thanh had to rely on his sense of sight and touch. He spent 5 years learning the basic skills of hairdressing. Once his training was finished Thanh tried to find work in another salon but this proved difficult. Not prepared to give up, every day Thanh rode his bike around Hanoi stopping at each salon he passed, where he would write a note to the owner asking for a job. To ensure his skills stayed current, he offered free haircuts whenever he stopped for a rest during his job hunting. When it looked like no one would employ him, everything changed when the owner of a famous hair salon in Kham Thien Street agreed to take him on. Always keen to learn more, over the next 4 years Thanh added to his qualifications doing courses in makeup.

Thanh worked in this professional hair salon for 5 years learning skills in business, management and customer service and then in 2011 decided he was ready to branch out on his own. The Thanh Nguyen Hair Salon was opened.

EARLY CHALLENGES

The early days were hard. He lost customers and struggled financially trying to pay the business bills

and also provide financial support, accommodation and food for the trainees, all of whom were deaf. Worried he would lose everything he had worked so hard to establish, Thanh sought the advice of others in the same industry. He joined networks and learnt more about doing business. *“Over time, all the problems and conflicts were solved. Things started to look up. I believe that those steps backwards were just temporary, giving us an opportunity to stop, reflect on our own mistakes and learn. That’s why we had to try as much as we can.”*

Connecting with Thrive Viet Nam was another turning point for Thanh as through Thrive his knowledge of assistance available to small business, business management and models for social enterprises led to the development of his first business plan. Now Thanh Nguyen Hair Salon is a thriving business. Whilst customers and staff do not “talk”, communication is plentiful and is achieved between staff and customers by writing on small pieces of paper or via phone messages.

Today, when owner Thanh Nguyen picks up a pair of scissors he doesn’t see an ordinary household implement but rather a tool that enables him to create and be artistic as he helps his customers to look their best. Thanh has also used this simple



tool, an ordinary pair of scissors to change the lives of many young deaf people who had no future other than a life of dependence.

FUNDING

Thanh was able to save a small amount of money to self fund the business start-up.

In 2015 Thrive Viet Nam gave Thanh a small loan to expand the business. Thrive provides funding for small businesses in developing nations to help them grow and to create more jobs. Loans are repaid, not with money but by training and services that these small businesses are able to provide to others. For Thanh this meant the ability to take on more deaf trainees.

Today, the business funds itself.

PRODUCTS/ SERVICES

Thanh Nguyen Hair Salon provides the full range of hair dressing services including haircuts, coloring and perming. They serve between 10 to 50 customers a day. The salon is also a training school for and employer of, people who are deaf.

SOCIAL IMPACT

For those who are deaf who are able to find work, and the majority don't, it is usually in occupations at the lower grades of work with minimal wages. The feeling of isolation, loneliness and frustration that come from not working and not being able to communicate tends to increase as deaf people age. Thanh Nguyen Hair Salon gives deaf youth a new and better future.

The beneficiaries

The beneficiaries are the deaf youth trained at and employed by Thanh Nguyen Hair Salon.

Their families also benefit as they no longer have to financially support their deaf children throughout their lives as adults. Many of the deaf trained at Thanh Nguyen Hair Salon are now supporting their families financially, as many of these families live in poverty.

Beneficiaries also include the deaf community as having role models who are leading successful lives does much to change the perception that people who are deaf or have a disability are a burden on society.

The Impact

40 students trained as hairdressers all of whom went on to open their own salons or have stable jobs and now have the means to start their own family and live a happy life.

Having developed new skills, some graduates also start new training in related fields such as in the beauty and spa industry. This broadens the fields deaf people are employed in and as they employ and train more deaf workers, this will continue to open more and new opportunities for persons who are deaf in the future.

Story of a Student

Ha Tran was orphaned at an early age when both parents died of cancer. Life became very hard for him and his sister. He was eventually able to find some work sewing so he could support his sister and himself. After 3 years Ha Tran developed some confidence that he could financially look after himself and started to think about work he might enjoy more. When he heard through a friend about the scholarships available for deaf people at Thanh Nguyen Hair Salon to train as a hairdresser he immediately applied. *“In the past, I did not have friends, so there was no one to talk to. Coming to Thanh Nguyen Salon, I met many other deaf people and I feel very happy. In the future, I want to be like Thanh, able to help other deaf people find training and work they can enjoy and help them to be successful in life as Thanh has helped me”*

CHALLENGES

The greatest challenge is training students who do not have sign language skills. This makes communication of any kind extremely difficult. Some students actually don't have language skills, sign language or Viet language. They need to learn both, sign language first then Vietnamese for communication and integration with larger society.

LOOKING AHEAD

Thanh would like to extend the training students receive to include English lessons. Thanh's salon has many foreign customers, most of whom are deaf people who have either met Thanh online and are visiting Viet Nam, or who live and work in Hanoi. English helps Thanh and his staff in the salon to communicate and reach out to deaf clients and foreigners in general, bringing more opportunities to study and employment for deaf students.

A feasibility study is currently being undertaken, looking at adding additional services to the business such as makeup & beauty treatments, manicures and massage.

Plans are underway to expand the business by opening a 2nd salon. This will allow the training and employment of more deaf students.



Sapanapro¹⁶

Founding Year:	2007
Sector of Impact:	Agriculture, community development
Size of Organisation:	12 employees + 150 local shareholders
Legal Structure:	Joint Stock Company
SDG's:	[1] No poverty, [5] Gender equality, [8] Decent work & economic growth, [10] Reduced inequalities, [11] Sustainable communities, [12] Responsible production, [15] Life on land.

¹⁶ <http://sapanapro.com>

OPENING

Sapanapro (Sapa Native Products) was established in 2007 by the Red Dao people from Ta Phin village with the support of scientists from the University of Pharmacy, the Hanoi Agriculture University and the Centre for Research and Development of Ethno-medicinal Plants (CREDEP) in Viet Nam. Sapanapro's medicinal herbal products are made from recipes passed down through the generations, by women, within families. Sapanapro aims to improve the livelihoods of the marginalised Red Dao people through commercialisation of these traditional medicinal products and services whilst protecting and managing the rare medicinal plant species that grow in the area, in a sustainable manner.

THE STORY OF RED DAO HERBAL MEDICINE

Ta Phin village is located in the Lao Cai Province, in the mountainous north-western region of Viet Nam bordering the province of Yunnan in China. With a population of 88,379 people, the area consists of 17 villages, including Ta Phin and the Sapa town where 7,000 live. The population includes a great diversity of ethnic minority peoples. Most of the people work their land on sloping terraces given the mountainous terrain. Local communities have traditionally grown and used medicinal plants over many generations. Medicinal plants and herbs, consisting of seeds, bark, leaves, flowers roots and oils, make up a medicinal system (herbal medicine) that has been used for generations to cure disease. The World Health Organisation estimate herbal medicine is used by over 80% of the population in Asia and African countries.

In Ta Phin village, many people belong to the Red Dao group. The Ta Phin village has a total natural forest area covering 27 square km and a population of 2,937. Medicinal plants are cultivated in these forests. The village is one of four sub-alpine villages in the Sapa district. The Red Dao community has held traditional knowledge for natural medicinal plant products for many generations and use these products for skincare (cleansers & moisturizers), relaxation, relieving sore feet, general pain relief including headaches and for the treatment of rheumatism and arthritis. One of the most famous traditional medicine products of the Red Dao is a bathing mix made from many kinds of medical plants and used to help women recover after childbirth. It is said the Red Dao women usually bath with these leaves so that they can return to working on their farms just three days after giving birth. This bathing mix is also used for sick people and to build the bodies resilience to recover good health. The herbal bath mix is only passed on to the females in the family, by word of mouth.





A disturbing reality is that the Red Dao source of knowledge and resources is being exploited by lowland people who also want to profit from the “Red Dao medicinal bath”. The herbal plants are being taken from the forest with no regard to sustainability leaving the very real prospect that the supply of the herbal raw materials will be exhausted.

In 2003, the Botanical Department of Hanoi University of Pharmacy conducted a scientific study to determine the composition of these plants and by 2006 the pharmacists at the University identified all of the drug formulations of the Red Dao bath. The main ingredients of the bathing mix include thirteen medicinal plant species, plants that are also used as raw materials in the pharmaceutical industry. Working with the Botanical Department of the Hanoi University of Pharmacy, Certification was gained for the herbal

therapy products from Ta Phin.

Gaining Certification for their herbal products gave the villagers of Ta Phin the opportunity to establish a commercial business, as the Certification would allow these products to be marketed for their true medicinal herbal value.

SAPANAPRO HISTORY

Founded in 2006, Sapanapro was the collective idea of the researchers, village healers and the young man born in 1982 in Ta Chai village, Ly Lao Lo. Lao Lo wanted to preserve the secret of creating the medicine bath that has been handed down for thousands of years in the Ta Phin area. He also had the dream of bringing products to market and creating more financial and environmental sustainability for the area. In 2007 Sapa Local Products Trading Joint Stock Company known as Sapanapro, was officially registered with USD \$40,000 charter capital and 14 shareholders.

Vision

To ensure the quality of life and harmony with nature, for the sustainable development of the Sapa community.

Mission

To provide high quality products and services that are environmentally friendly whilst promoting the Sapa mountain ethnic minorities.

Values

Deliver the highest level of customer satisfaction

Maintain a competitor advantage as a result of the unique herbal medicinal properties of our products

People centered and community benefits drive our business

Protection of the environment is the source of our creativity

Co-operation and equity is key to our development

Before establishing the business many meetings were held within the Ta Phin community to define the purpose of the establishment of a business, which was to be structured as the social enterprise, Sapanapro, and to seek the consent and willingness of the community to participate in this company. All Red Dao families were invited to participate as shareholders of Sapanapro and to ensure everyone had a fair opportunity to be involved, villagers without money to purchase shares were able to donate labour, products or land etc.

Open meetings were held to elect representatives to the Board of the company and community representatives. The community representatives participate in decisions regarding products, production and benefit sharing arrangements, as well as evaluation of the performance of the company. Over 51% of the shares of the company are held by the Red Dao group with the remaining shareholders being local authorities from Ta Chai village and scientists. The Red Dao community, even though they may not be shareholders, participate in a range of activities related to Sapanapro, including

supply of raw materials, provision of information on collection techniques and harvest rates. As a major aim of Sapanapro is to protect the forest and ensure the conservation and sustainability of the precious medicinal plants, this information is used to monitor plant sustainability. If farmers do not harvest the plants sustainably Sapanapro does not buy from them.

Ly Lao Loi is a typical Red Dao man and his way of talking and thinking is simple and straight forward. When asked to explain the mechanism of Sapanapro's "stock" release his comment was "I just think simple:



the company has started to make a profit, so it should find ways to benefit the community". The capital structure of Sapanapro is non-cash equity contribution. Anyone in the community who contributed their working time, land or even bricks are entitled to own shares. Each year, the company selects 10 poor households in the locality, then divides 50 shares in the company between them. That stock, in addition to dividends, is a form of commitment to those households made when forming the company. The "shareholders" will jointly build the company.

It is an important feature of Sapanapro, benefiting the community. Right outside the company's gate, the company describes itself as a "Community Enterprise" with the text written under the name Sapanapro. It works almost like a cooperative, with the goal of benefiting people with their traditional remedies. Each house has a garden of medicinal plants. The garden was built in the form of a public exchange: the house that fenced the garden, the other households would come and work together. Whoever contributes to the work counts on the books.

PRODUCTS/SERVICES

Sapanapro products that have registered trademarks with the National Office of Intellectual Property include Dao'Spa Relax, Dao'Spa Aroma, Dao'Spa Lady, and Dao'Spa Mama, the later used by women to recover after giving birth.

Sapanapro also offer herbal bathing services for tourists and local people wanting to experience a herbal bath whilst in the village.

The distribution system includes:

- Retail products for sale in Ta Phin, mainly to tourists.
- Wholesale to businesses including to pharmacies, supermarkets and hotels in Ta Phin, Sapa and Lao Cai city.
- Wholesale through the chain of stores who have the exclusive rights to the Mama range of products.
- Sales of raw materials to a herbal company in Ho Chi Minh City.

PERFORMANCE AND IMPACT

When it was first established, the company only

offered medicinal bath services for tourists. The company's profits started to stabilize and grow when new products were introduced into the consumer market in Hanoi and Ho Chi Minh City.

During the first year of business, revenue was only USD\$4,300. By 2013, revenue had increased 30 times, to around USD\$130,000 year, bringing the company profit to USD\$34,000. In 2017, the total income reached USD\$302,000 and in 2019 the company has more than 150 "shareholders". This includes more than 100 households growing medicinal plants, preserving the plants and the culture and benefiting from Sapanapro's business.

The Red Dao people have benefited. Incomes have risen for about 400 Dao people locally with share dividends from USD\$130 to USD\$1300 per household in 2017 and from USD\$130 to USD\$3,000 per household in 2018. The shareholders also have additional income from the supply of raw materials which on average is between USD\$300 to USD\$518 per household, per year. About 500 others benefit indirectly



from Sapanapro through the supply of raw materials and participation in product distribution services. The company has also replicated satellite models in many different localities. Previously, only Dao people in the Ta Phin commune “contributed capital”, now the Dao from Hau Thao, Su Phan and Thanh Kim communes in the Sapa district also contribute.

12 local villagers are employed by the company and earn a salary of around USD\$216 month, higher than the average monthly salary in Viet Nam of USD\$148 month.

The conservation of 18 species of Vietnamese medicinal plants that are considered endangered, 54 plant species considered rare



Story of Beneficiaries

Lý Quầy Siêu's family currently has USD\$432 worth of shares in SAPANAPRO. This amount is due to his family donating land to build the premises of the company headquarters. At the end of each year, he will be given a share of the dividend. Although the amount is not large and depends on the profit of the enterprise, for the Dao people in Sin Chai village, it is a stable source of income. In addition, every day along with his wife and children he comes to the forest to harvest the medicinal leaves they then sell to the company for USD\$0.25 per kg. From this the family earns between USD\$9 and USD\$13 per day.

Another shareholder of SAPANAPRO is Ly Quay Phin who works at the company. Ly Quay Phins shares are worth USD\$560. He received these shares not from contributing capital but from giving some land and helping with building. From these shares Quay Phin is paid a dividend of USD\$130 each year. This accounts for 23% of his income each year. According to Quay Phin “this interest rate is much higher than the amount a bank pays”.

and 67 considered vulnerable is another major initiative of this social enterprise. This safeguards the supply and cultivation of these plants and the knowledge that has been passed on down through the generations for thousands of years.

In order to have a stable source of raw materials for the company to operate, Ly Lao Lo mobilized the people in the commune to plant, care and protect more than 14 hectares of precious medicinal plants mixed with protection forests. They also care for and protect 700 hectares of watershed protection forest.

CHALLENGES

With the Global Herbal Medicine market expected to be worth USD\$111billion by 2023, the potential for Sapanapro product sales is enormous. Consumers worldwide are increasingly turning to herbal medicine as a safer and more economical alternative to the modern medicinal system. Certification gives comfort that the products are safe to use and have been scientifically tested.

The biggest challenge for Sapanapro is the lack of funds. Although the demand for capital to expand production, quality improvement and product diversification is not large at around \$100,000, Sapanapro has difficulty accessing loans and investment. This is holding back expansion.

In addition, the laborers in the company are ethnic minorities with a low level of education. They lack production, management and marketing skills. Sapanapro needs skilled staff to operate their production facilities in Ta Phin, who have the ability to increase production and efficiency, therefore creating more jobs in the community.

The threat continues of over exploitation of the medicinal plants, mainly by people outside the commune who look to profit from the value of the plants and harvest them in unsustainable ways.

The issue of fair benefit-sharing between the minority groups and the other stakeholders, such as research institutions, private pharmaceutical companies and NGOs, who have access to this traditional knowledge and earn benefit from this knowledge, is impacted by the lack of a legal framework. Although the Biodiversity Law of Viet Nam (2008) provides the legal framework for bio-prospecting and Access and Benefit Sharing (ABS), the implementation of the Access and Benefit Sharing measures have not been enforced. The current legal framework also lacks detailed procedures for those wishing to gain access to these medicinal herbal resources.

LOOKING AHEAD

Other products expected to be developed in the future are a massage oil, children's spa and improved Dao' spa.

Ly Lao Lo intends to expand the size of the business including opening the factory so tourists can visit and see the production of Sapanapro's products. He would like to build a showroom to display and sell cultural products of the Red Dao ethnic group as well as providing meals and homestay services.



Think Playgrounds¹⁷

Founding Year:	2014
Sector of Impact:	Health & Community Development
Size of Organisation:	15 staff
Legal Structure:	Limited Company - Social Enterprise
SDG's:	[3] Good health & wellbeing, [5] Gender equality, [10] Reduced inequalities, [11] Sustainable cities & communities

¹⁷ <http://www.sanchoi.org>

INTRODUCTION

With a rapidly growing population, those who are born and grow up in Vietnamese cities are facing reduced space. Vietnamese adults have become so used to this that they have forgotten that children need space to move and to play. For many children there are no parks to play in or if there are their parents have to pay money for their children to play. The memories of the childhood games once played in the countryside and in the parks of Hanoi are being completely lost. Think Playgrounds was formed to help regain the use of space for parks in urban areas, in a “fight” to claim back the memories and protect the right of the next generation to play outdoors.

BACKGROUND

Whilst Viet Nam did have community playgrounds many years ago, as Viet Nam has undergone rapid growth, there is now very little spare land available on which to build playgrounds. So most of today’s children living in cities have never

seen a community playground. There were no playgrounds that encouraged children to exercise to build strong bones and better health, use their imagination and build their creative skills through play. Or to develop the real life social skills that come about as a result of interaction with a wide variety of other children outside of school. In addition, outdoor play and being in touch with nature helps children to grow up with a concern for the environment and the need to protect it.

HISTORY

Think Playgrounds was founded in 2014 and registered as a social enterprise in 2016. Founded

Mission

To be a pioneer social enterprise with a mission of working together with urban residents to build playgrounds, community gardens as well as renovate friendly and inclusive public spaces for people in Viet Nam.





by both Ms Chu Kim Duc (Duc) an architect and co-founder Mr Nguyen Tieu Quoc Dat, a journalist, they were inspired by 70-year-old American Judith Hansen, to think about building a wonderful community playground for children. Judith's hobby was to take photos of playgrounds around the world and she was surprised to see big empty spaces with no play equipment in Hanoi. Judith met Duc and Dat whilst in Hanoi and spoke to them about some of the amazing playgrounds she had seen around the world, inspiring them to dream about playgrounds for Vietnamese children. Judith's original plan was to put a slide for children to use by the Ho Hoan Kiem lake, a turtle sculpture slide given the legend of the turtle at this lake. But approval was not given for this as the site was listed as a heritage area. A café had been given approval to operate at the lake, so Duc & Dat kept asking for the slide to be approved. When after many months approval had still not been given, it all seemed too hard for them. But they remembered the legend of the turtle and the sword, that a turtle had given a magic sword to the King that helped him defeat his enemies, and this inspired them not to give up. In fact, the turtle became Think Playgrounds logo. By then Duc and Dat using their skills as an architect and a journalist,

initiated a campaign to be able to use space for playgrounds for children. Think Playgrounds is named after the title of an email from Judith when she wrote asking for support from the American Embassy in Hanoi. Think Playgrounds was chosen not only to get people thinking about playgrounds but to think about the inspiration and motivation that can come from helping to build and then play in a Think Playgrounds. The US Embassy later supported Think Playgrounds by allowing them to use the American Club to organise the first Playday in November 2014.

THE FIRST PLAYGROUND

The first Think Playground was eventually built in June 2014 under Long Bien bridge at the Red River. This was an interesting community as everyone lived on boats and no one was allowed to build on the land. So it was particularly important for these children to have an active play area. Due to the no building rule, this first playground was constructed using recycled tyres. The playground was a huge success with the children and their families who often gathered there to meet at the end of the day. Then the city kids started to come from Hanoi to visit this great playground. The media picked up the story and Think Playgrounds were on their



way to changing the lives of children and helping to build better communities through playgrounds.

From their first site in Hanoi, Think Playgrounds are now building playgrounds nationally. Their playgrounds are built after community consultation and with community assistance. All Think Playgrounds are built from sustainable materials such as recycled tyres and industrial grown wood.

BECOMING A SOCIAL ENTERPRISE

Think Playgrounds operate in the health & community development sector. They have 15 staff which includes 6 office staff & 9 workshop staff. Key staff include co-founder Duc (architect), co-founder Mr Nguyen Tieu Quoc Dat, (journalist) who loves design work and manages this process, the office manager Nguyen Hue Phuong and the workshop manager Vu Van Ky.

Despite only 2 other social enterprises in North Viet Nam at the time and the advice of friends not to become a social enterprise, Duc persisted and today they are 1 of 100 social enterprises operating in Viet Nam (Viet Nam has over 20,000 social impact businesses). They run part of their business as a not for profit, building the community playgrounds, with this work being funded by their for profit business, selling playground equipment. The business turned over USD\$173,000 in 2019 and expects to turnover up to USD\$260,000 next financial year. Think Playgrounds have one major competitor, Vifa, who import and install steel play equipment from overseas. There is also an indoor playground industry in Viet Nam with successful operators such as Vietopia and Tini World but unlike a free community outdoor playground, these centers charge an entry fee that is not affordable for many Vietnamese families.

FUNDING

Still in the start-up stage, income from sales of playground equipment is not yet large enough to support the full cost of all community playgrounds. So funding is sourced from NGO's, corporate CSR programs, donations and in the past, some crowd funding. Relationships have been built with local government which has resulted in some local government funding and Think Playgrounds have also been sought out by Government architects to give expert advice on the construction of community playgrounds. Think Playgrounds is seeking to develop new cooperation among clients, corporations and social enterprises.

IMPACT

With a lack of land for playgrounds and the pressure on Vietnamese children to study hard and do well academically, the opportunities for children to play are diminishing in Viet Nam. This means the opportunity to develop the problem solving skills, independence, fine motor skills and resilience that come from playing and free play time are potentially being lost. And children are

losing that one joyous part of childhood, being able to play freely. Think Playgrounds to seeking to change this by giving as many Vietnamese children as possible, the opportunity to play in their own community playground.

From 2014 until June 2019, Think Playgrounds has constructed over 120 community playgrounds. Built with a team including an architect and building experts the products used are safe, durable, environmentally friendly and include recycled and recyclable materials such as tyres, straw, bamboo, strings and wooden boxes. Not only do the community's children benefit from physical play but the community benefits as the playgrounds become meeting points for parents, grand parents and extended family members.

Think Playgrounds also set up community gardens and run community education programs on the benefits of play. To encourage children and their families outdoors, families attending the programs are able to design their own dream playground and give their feedback on the design of future playgrounds, ensuring the play grounds constructed are really what children want.



The benefits of increasing the number of children playing are on 6 levels; benefits to their physical health, creating a healthier generation (SDG 3) that comes from active play and the development of their emotional, social, cognitive, creative and communication skills. Further, the whole community is strengthened as a result of community members coming together to consult on and build the playground, then spending time together in the playground once constructed (SDG 11). Think Playgrounds are increasingly catering to persons with disabilities (SDG 10) and are accessible to all (SDG 5).

MOVING FORWARD

Moving forward, Think Playgrounds will continue to build playgrounds throughout Viet Nam, a playground in every community and more playgrounds catering for persons with disabilities. They will continue to build partnerships with different parties, including residents, local authorities, domestic and international organizations. In 2017, Think Playgrounds worked with the Climate Change Coordination Office (CCCO), Da Nang; Playground Ideas and Health Bridge, a non-governmental organization to develop efficient solutions for developing public spaces in Nai Hien Dong Ward. The project

consulted with local children, teachers and residents for designing and construction ideas for public areas.

In addition to new playground construction, Think Playgrounds will continue to organise its workshops named “Play Day”, “Play Street” and “Play Campaign” to raise awareness from society and government by providing mobile playgrounds on particular days of the month. In the future, Think Playgrounds will focus on developing more ideas for the playgrounds. For instance in 2019 they developed a new program for the Adventure Playground, part of the Play Campaign, targeted at children with anxiety to play adventurous and challenging games to help overcome their internal fears and wish to extend this.

Think Playgrounds also plan to expand its service into soft-skill classes for children and construction classes for residents. Classes have recently started teaching basic traditional carpentry techniques. Children now can come to a Think Playground not only to play for fun, but also to learn how it is built, by which materials and do some basic carpentry themselves. This kind of soft-skill training will also develop children’s creativity, cleverness and skill. Tuition fees from these activities also contribute to business revenue of Think Playgrounds.



Vulcan Augmentics¹⁸

Founding Year:	2017
Sector of Impact:	Disability, health, robotics
Size of Organisation:	11 staff
Legal Structure:	Social Enterprise Joint Stock Company
Governance:	Board of directors, 2 Co-Founders and investors representative
SDG's impacted:	[1] No poverty, [2] Decent work and economic growth

¹⁸ <http://www.wearevulcan.com>

INTRODUCTION

Vulcan Augmetics goal is to bring a cheaper version of high technology products to the more than 200,000 amputees in Viet Nam, making below elbow arm prosthetics available to all. Vulcan's below the elbow prostheses is not just a more affordable prosthetic, but a prosthetic that enables the amputee to do more in the workplace with their prosthetic arm than they could with their physical arm. Through these prosthetics enhancing a persons work ability in this way, Vulcan hopes that those with physical disabilities will change the long held belief that to have a disability means to be a burden on society.

THE STORY OF VULCAN AUGMETICS

The Founder and CEO of Vulcan Augmetics, Rafael Masters, grew up in England, next to a school for persons with disabilities. His experience with the day to day problems faced by people with a disability increased when he became the carer for a friend with disabilities whilst at university. After completing his degree he took a role in Viet Nam working in education management. Again his experience with persons with disabilities increased as he witnessed many students struggling with

Mission

To make human mounted technology (prosthetics) as intuitive and responsive as the human body.

disabilities, including those missing a limb. With an interest in design and mechanics he wondered if it would be possible to make a prosthetic limb that would be affordable for these students and the poor of Viet Nam. Co-Founder Akshay Sharma is from Jaipur, India. With Jaipur being the home to the largest and most successful free prosthetics project in the world, Jaipur Foot, Akshay grew up being aware of the life changing potential of prosthetics and the benefits they bring to their users. With a Bachelor of Science in Electronics and Communications Technology and being a passionate advocate of frugal innovation, founding Vulcan is a culmination of many passions. Both founders share a common vision of a future where disability is a momentary annoyance and where technology allows anyone to realize their full potential. With a cost of up to USD\$20,000 for a below elbow arm in Western nations, Vulcan's Viet Nam version costs just USD\$1000.

VULCAN ARMS

The number of amputees in Viet Nam is estimated to increase by 3 to 4% a year. From the 1960's onwards amputees were mainly the result of war and unexploded mines, but today vehicle accidents are the major cause and increasingly, diabetes. 70% of amputees in Viet Nam are unemployed and with the maximum government assistance of only USD\$100 for a prostheses, most are unable to pay the average cost for an arm. The lower cost solutions are usually poor quality, ugly, or low/non-functional. Adding to the cost is that prosthetics require maintenance, so in order to keep their arm functioning over its life, the user continues to pay.

To bring below elbow arms to those who need them, Vulcan set out with 3 goals. Firstly to make an arm affordable to the unemployed. Secondly to develop an arm that assisted the unemployed amputee gain employment. And thirdly to make an arm that would enable the amputee to do more in the workplace than able bodied employees.

Vulcan achieved all 3 goals. Vulcan arms are modular and click together like Lego which enables





standardization of size and mass manufacture which drives down costs. This also means they can create a large range of functional attachments. There are many jobs regular prosthetic arms cannot do so Vulcan design job-specific modules to do specialist tasks equipping amputees for jobs such as waiter, cashier, barista, bartender, call center & office worker (specifically designed to work on computers) and garment factory worker..

Components can be interchanged and upgraded, on the spot when the user requirements change, including in their day to day job. In effect Vulcan arms can help to create a super employee, able to do tasks able bodied staff cannot do. This should go some way to changing the long-held belief that to have a disability is to be a burden on society. Further it may even help to make a person with a Vulcan arm the *employee of choice* for certain types of work.

A cost advantage of the modular components is that they can be mailed to and fitted by the users themselves, meaning if there is a problem with the arm they will not need to come back to the clinic to fix it. The part can be mailed to them by next day delivery, saving them weeks of waiting and

the costs of attending appointments. The user can easily adapt and upgrade their arm with different components.

UPLIFT: ARMS FOR THE POOR

UpLift is Vulcan’s not for profit program for those living below the poverty line who cannot afford to buy an arm. UpLift works to source sponsorships to provide arms at no cost to the marginalised and through corporate partners such as Coffee House, provide training in hospitality then placement into jobs. In the past 3 years UpLift has received USD\$25,000 in sponsorships from local donors.

STRUCTURE

Key people: CEO Rafael Masters, Chief Technology Officer: Akshay Sharma, General Manager: Ella Trinh

YEAR	AWARD
2018	Viet Nam Women Pitching competition
2018	Scale-up Track Winner of Youth Co-Lab (UNDP)
2018	Top 10 Final Tech Fest Viet Nam
2019	Viet Nam Winner of Blue Venture Award

FUNDING

Vulcan make money from direct sales of their prosthetic arm and sales of upgrades, attachments and accessories. Sales are to users, clinics, NGOs for medical projects, such as the United Nations Development Programme mine-clearance projects and corporate donors who fund arms for the poor through UpLift.

SOCIAL IMPACT

The beneficiaries

The beneficiaries are 80% male, reflecting more males requiring arms from war injuries and motor bike accidents. A below elbow arm means an amputee is able to perform work tasks and so gain a job. This results in an increase in their perception of themselves as individuals full of potential, leading to a positive change in the attitude of the public who witness amputees achieving in the workplace.

The Impact

Still in startup stage, over 20 arms have been sold by Vulcan, giving amputees their physical and financial independence. Most are able to return to the workforce, or gain their first job, regain a sense of pride and for many, support their families. Beneficiaries also experience increased independence and quality of life that comes from being able to perform the everyday tasks that we all take for granted such as cleaning our teeth, bathing and dressing.

UpLift - 25 arms funded through UpLift. 21 in production, 4 arms fitted to marginalised clients, 1 of whom is starting his first job at Vulcan partner firm, Coffee House.

CHALLENGES

Like many startups, attracting investment continues to be a challenge.

PROSPECTS

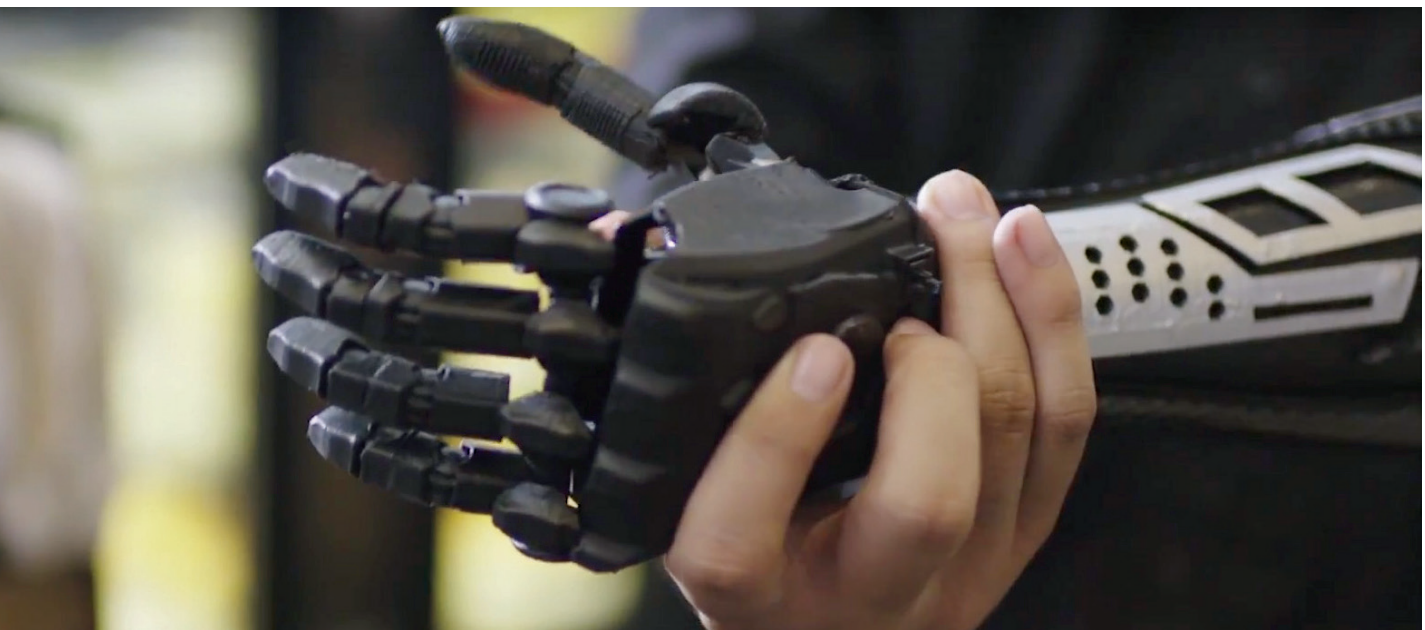
Plans for the near future include expansion throughout Viet Nam, then from 2022 onwards into other developing nations such as India and Indonesia.

Vulcan will be further developing their online support, sales and design platform where users will be able to order the products, maintain and upgrade them and submit requests and designs for new products and accessories. These will then be remotely manufactured and distributed using fab-labs around the world.

LOOKING AHEAD

Whilst Vulcan's initial plans are to focus on arms, in the future they will develop prosthetic legs and from there, move onto a full range of prosthetics until the whole body is covered.

Longer term the technology Vulcan use to create sensor systems, will be developed into wider applications such as virtual reality, augmented reality, mobility aids, remote control systems and industrial exo-suits.



Vun's Art¹⁹

Founding Year:	2017
Sector of Impact:	Disability, training, employment
Size of Organisation:	12 employees
Legal Structure:	Co-operative
SDG's:	[1] No poverty, [5] Gender equality, [8] Decent work & economic growth, [10] Reduced inequalities

¹⁹ <http://www.facebook.com/pages/category/Local-Business/VUN-Art-186692408895582/>

VUN Art, established in 2017, trains and employs persons with disabilities to create beautiful art and bags. The art is based around traditional Vietnamese folk painting themes, with values that embody the soul, people and culture of Viet Nam. The art work is environmentally friendly, made from silk scraps that would normally be discarded and end up in landfills. The silk scraps come from silk woven at the Van Phuc Silk Village, the home of VUN Art.

THE STORY OF VUN Art

The Founder and Director of VUN Art, Mr Le Viet Cuong (Cuong) was born with a disability. It wasn't until he had undergone more than 10 operations that he was finally able to walk. Unlike many persons with a disability in Viet Nam, Cuong had a good level of education and studied computer science. Unable to find a job in this area, he found work with Kym Viet, a social enterprise making fabric animals. Whilst working at Kym Viet he saw scraps of material left over from the production process and started to think creatively about how they might be used. At the silk village of Van Phuc on the outskirts of Hanoi, Cuong saw

an opportunity to combine everything he loved. Beautiful silk scraps, traditional culture, village products, handcraft products made by persons with disabilities and a production process that linked all of these. Cuong loved the creative side of his work and the sense of achievement and satisfaction that came from creating something beautiful, an experience not often shared by people with disabilities, the majority of whom never find work. So he established VUN Art under the legal form of a cooperative.

BUSINESS MODEL

VUN Art produces canvas paintings, bags and craft kits. All the products are made by persons with disabilities. Cuong works constantly to ensure the products are sophisticated, high-quality, loved by consumers and highly competitive in the market. All are made using silk scraps from silk that is woven in the village. "We name the cooperative VUN Art not to refer to the tiny size of fabric scraps - our major material. Honestly, I always think that the disabled individuals here are just like small jigsaw puzzles that can be assembled into invaluable artworks thanks to the tireless



support of the whole society. That's the underlying meaning of the word Vụn." *Le Viet Cuong, Founder & Director of VUN Art* (vun in Vietnamese means fragment) Wishing to preserve and spread Viet Nam's traditional cultural values to the world, VUN Art products are inspired by Vietnamese folk art, notably Dong Ho folk woodcut paintings, which has as themes, good luck, folk stories, historical figures and social commentary. Hang Trong painting and Sinh village paintings also feature prominently in the VUN artwork and products. Patterns from the monarchical period, 938 to 1858, such as dragons from the Ly Dynasty and people in sailing boats defeating invading forces are also used. Cuong's hope that this will not only prevent traditional cultural values from diminishing at a time of rapid globalization but also encourage Viet Nam youth to be aware of their history.

Craft classes mainly for students from primary schools and foreign tourists are also offered in the beautiful VUN Art glass house set amongst a grove of trees in the Van Phuc Silk Village. An additional source of income comes from conducting tours of the Silk Village.

Vision

To become a leading brand in the gift giving industry, using gift giving and experiences as the means to create jobs and raise funds for people with disabilities.

To become the leading social enterprise in Hanoi in the field of vocational training and job creation for people with disabilities; providing creative products and services to businesses and tourists.

Mission

VUN Art was established to address 3 issues of concern to society.

Protecting, preserving and developing traditional culture, an important goal of every nation in the world.

Ensuring social security & sustainable jobs for disadvantaged people including people with disabilities.

Reusing redundant materials in the production process to protect the environment





In common with many small social enterprise start-ups in developing nations, where finance is hard to attain, VUN Art was financed by Director Cuong, family and friends. VUN Art also received funding from Abilis Foundation from Finland. Abilis Foundation funds projects that promote Human Rights, independent living, education and employment of Persons with Disabilities in developing countries. Revenue generated from business activities together with the financial assistance from Abilis is not quite enough to offset the cost of training and functioning VUN Art, due to the number of persons with disabilities that need vocational training and have special needs. “Here, I attempt to cater for the staff as much as possible. Those who live far away are supported with accommodation, house rent, electricity and water and receive an amount of money of between USD\$43 and USD\$172 to ensure minimum living standards.”

CORE TEAM

VUN Art has 12 employees, all with disabilities, and is managed by a team of three people.

Mr. Le Viet Cuong - Founder & Director of VUN Art. Cuong is also the Chair of Ha Dong Disabled People & Association and Kym Viet social enterprise. Le Viet Cuong possesses strong networking skills, 15 years of work experience in the social impact sector and a deep understanding about disadvantaged people’s conditions and needs.

Mrs. Dang Thi Khue - Art Advisor, is one of the most prominent painters in Viet Nam. Graduating from

Dung is typical of the average employee at VUN Art. Dung is 18 years old, has a disability and is paralyzed on the left side of his body. Living with his family in Van Phuc village he came to VUN Art when the business was first established seeking training and employment. At the time he was suffering from severe depression and felt no hope for his future. Dung is one of VUN Arts most talented employees and over the last 2 years his level of confidence has grown enormously. Whereas before he would shy away from talking to people, now he loves to communicate with everyone who visits the workshop. He is an excellent support and role model for other persons with disabilities and all the staff and customers of VUN Art. Further he now proudly takes his place in society as a productive citizen, generating his own income and contributing to the success of the business.

Hanoi University of Fine Arts in 1976, she composed anti-war artworks and placards. She also held several important posts including as a member of Standing Committee of Arts in Viet Nam, Secretary of Viet Nam Committee of Visual Arts and as a member of the National Assembly VII. She has exhibited her art in the United States, Sweden and Italy. Mrs Khue was born and raised in a Confucian family in which children were educated from the age of 4. At the age of 4, Mrs. Khue were taught to make traditional Chinese medicine (herbal products) to sell, to raise money for charity, thus developing a great sense of community. Surviving the Viet Nam war, she has a thorough understanding of post-war social issues and health problems. As a socially-aware painter, with Cuong's encouragement, Mrs. Khue spends significant time working with the staff with disabilities, recognizing and building on the skills each person has to develop their artistic ability.

Mrs. Nguyen Thanh Nga - Finance & Accounting, Nga is a former accountant at the Viet Nam National Institute of Culture & Arts Studies with over 30 years experience in the finance, accounting industry.

THE IMPACT

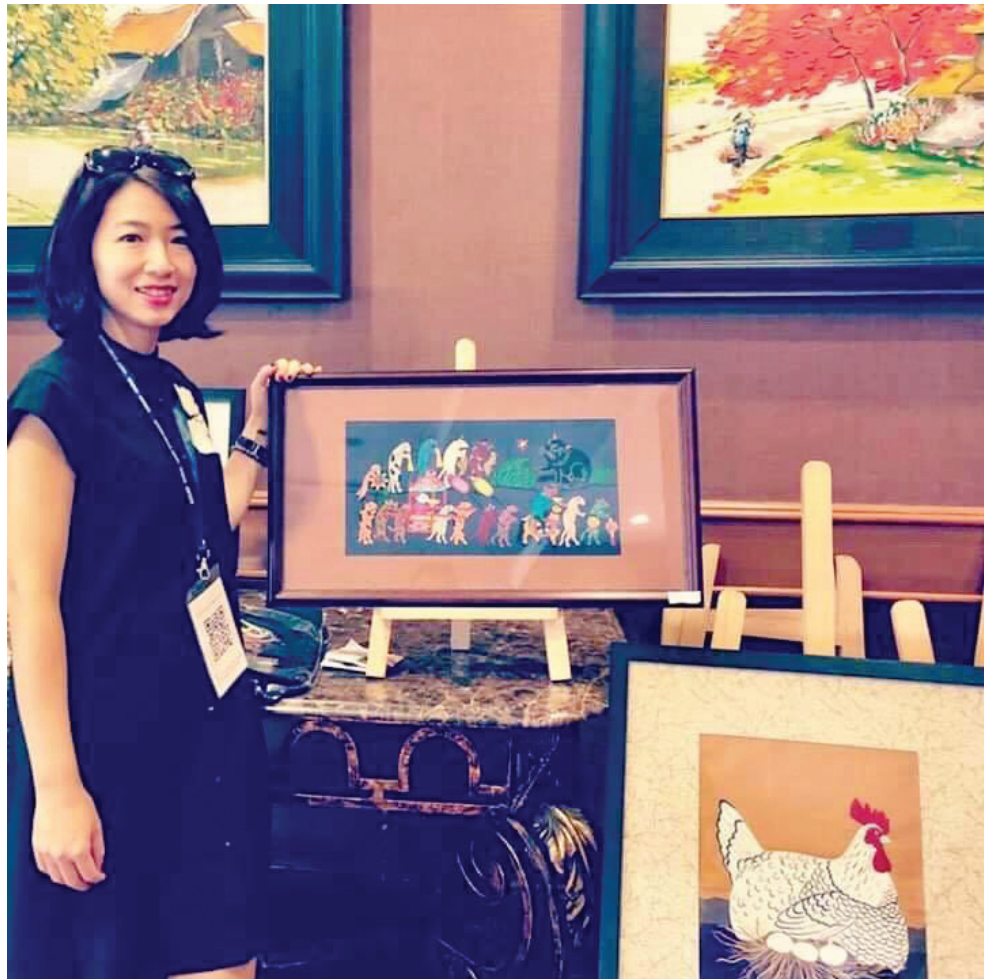
UNICEF reports that disability affects a significant portion of Viet Nam's population. A recent survey found that over 7 per cent of the population aged 2 years and older, around 6.2 million people, have a disability. Findings from the survey show that households having members with disabilities tend to be poorer than the national average, that children with disabilities attend school less and adults with disabilities are less employed than their peers without disabilities. Only 19.5 per cent of persons with disabilities have completed secondary school. Around 80% of persons with disabilities living in

urban areas such as Hanoi, are not able to find work, depending on their families for support.

“Social enterprises are not merely to make profit. At VUN Art, students are given opportunities to get exposed to meaningful experience and learn life skills like swimming. Those who distance themselves from the society are encouraged to improve their communication skill and be self-confident” *Dang Thi Khue, Artist*

VUN Art employs and trains individuals with all kinds of disabilities, almost all of whom have never worked before.

Employees include those who are hearing impaired, mute, paralyzed, down syndrome and autism. At VUN Art they are given jobs that are suitable for their capabilities and receive a stable source of income every month. For those to whom travelling and transport is an issue, once they are trained they are able to work from home.



12 people with disabilities are currently employed and 35 have been trained since startup in 2018. 2/3 of those who are employed and trained are women with disabilities, giving much needed opportunities to this marginalised section of society. By finding work and generating their own income, the families of persons with disabilities and the communities they live in also benefit. Gainful employment does much to change the view of society that those with a disability are a burden.

An element that sets VUN Art products apart from similar products on the market is that most of VUNs artworks take inspiration from Vietnamese traditional paintings, keeping this art form and the themes alive for future generations. Further the recycling of fabric scraps into useful products helps to reduce waste disposal and by recycling this waste, contributes to environmental protection.

CHALLENGES & PROSPECTS

Cuong believes that more needs to be done by Government to support social enterprises. “VUN Art has not registered as a social enterprise because the legal frame work is not clear, together with the paperwork and bureaucracy that I deem as excessive and unnecessary.” said Le Viet Cuong.

Despite not being registered as a social enterprise, VUN Arts is run along those lines. This creates challenges in raising enough income to cover business costs and leave enough for the business to grow, whilst also ensuring staff with disabilities are adequately trained and supported with a fair wage.

VUN Arts goal is to be fully self-sustaining financially whilst being able to employ and train more staff with disabilities.



Will to Live²⁰ & Imagtor²¹

Founding Year:	2003 Will To Live & 2016 Imagtor
Sector of Impact:	Disability, education, employment
Size of Organisation:	Will To Live 8 staff, Imagtor 81 staff
Legal Structure:	Will To Live Not For Profit, Imagtor Joint Stock Company
SDG's:	[1] No poverty, [4] Quality education, [5] Gender equality [8] Decent work & economic growth, [10] Reduced inequalities

²⁰ <http://www.nghilucsong.net>

²¹ <https://imagtor.com>

INTRODUCTION

The Will to Live Center was started by Nguyen Thi Van (Van) one of Viet Nam's most inspirational women and her brother, Nguyen Cong Hung in their village in 2003. The Center provided training for persons from disadvantaged backgrounds or with disabilities in the areas of IT, English language and importantly, independent living. From humble beginnings, the Center now operates in Hanoi and has provided training and assisted with job placement for over 1000 persons with disabilities. In 2016 Van established Imagtor, an organisation providing photo editing services. Employing over 81 staff, the majority with disabilities, Imagtor trains & employs people with disabilities. Funds also go to the The Will to Live Center.

THE STORY OF WILL TO LIVE & IMAGTOR

Nguyen Thi Van (Van) was born into an agricultural family in a small village in the poor rural area of Nghe An. She was born with spinal muscular atrophy (a genetic disease that affects the part of

the nervous system that controls voluntary muscle movement) and has been in a wheelchair since birth. Her older brother also had a disability having contracted polio when young. As a young girl she saw children with disabilities begging on the street so was very scared about what the future held for her. Even though her parents were simple farmers they wanted their children to have as normal a life and as many opportunities as other children and worked hard to provide this for them. Her parents encouraged both children to study and gave their children a voice to do what they wanted to do.

Both Van and her brother were smart and did well at school. When their father started volunteering with a Catholic Church, he saw his first computer owned by a priest and when telling the children about this, both became very excited and begged their father to allow them to see it. Whilst Van could never have dreamed this, this actually was the first step towards what would be an amazing life, and a life dedicated to helping others. Both children





were enthralled with the computer and spent as much time at the Church, on the computer, as they were allowed to. Seeing her children's passion, their mother sold her wedding ring so she could afford to buy a computer for her children. Van and her brother then bought a book on computers and between 2001 and 2003 they trained themselves to use it. Having the only computer in the village, people started asking them to do typing for them, copying and even sending emails. They became famous in their village for their computer skills and soon persons with disabilities were asking if they could study with them to also learn how to use a computer. Van's parents agreed and the first 3 children moved in with the family, went to school during the day and learnt computer skills from Van and her brother at night. This soon increased to 21 children and after TV stories about the family, families of children with disabilities from the cities also approached the family.

In 2003 when what was fast becoming a school outgrew the family home, Hung came up with an

idea that eventually motivated him and his sister to set up *Will to Live Center* in their village. The Center provided training for persons from disadvantaged backgrounds or with disabilities in IT, English and how to look after themselves.

Leaving her brother to run the Center and wanting to spread her wings and experience her own independent living, Van moved to Hanoi in 2006 and found work with Heartlink and then EsoftFlow, a video editing company. Once again Van had made a decision that would eventually help her change even more lives. In 2007 she and her brother started bringing students to Hanoi, trained them in interview techniques and independent living skills, then assisted them to get jobs. In 2008 the entire *Will to Live Center* was moved from Nghe An village to Hanoi. For the first 7 years, Van didn't draw a wage from the Center so needed to continue to work in another job during the day and work at the Center in the evening. It was her brother who managed the Center and inspired her to continue her job.

When Van's brother died unexpectedly in 2012, Van took over management of the Center. In 2014 she was selected by the Australian Government to attend a 10 week course at Flinders University in Australia, 'Enabling Women's Safety and Child Protection'. Inspired by the services available to persons with disabilities in Australia, Van returned to Viet Nam with many big dreams. Using the skills learnt during her work with EsoftFlow in 2016, Van and her friends started the Will to Live Service Joint Stock Company, with the brand name *Imagtor*. Imagtor provides 2D & 3D photo, video and IT services to the global real estate marketing industry, with 40% of its dividends used to fund the services provided by *Will To Live* and recently other disability services as well. Moreover, shareholders pledge to reserve up to 40% of the jobs in the company for employees with disabilities. Today after just 3 years in business, the company employs 81 staff including 40 females and 41 males. Over 50% of the staff have a disability.

OVERVIEW & STRUCTURE

Will to Live Center is a registered Not For Profit Charity and has 5 staff, including a CEO, teacher, Project Co- Ordinator and accountant. They work in the education and disability sector but also impact on gender equality and poverty reduction. **Imagtor** is legally registered as a Joint Stock company, under their official name "Will To Live" Joint Stock Company (Nghì Luc Song JSC). They have 3 shareholders and investment agreements with several Korean firms. While Imagtors headquarters are in Hanoi, they work with customers all over the world.

Mission

To create an equal environment for persons with disabilities in Viet Nam

To change society's view that persons with a disability are a burden on society

To provide career orientation training, career advice, technical training and specialised training for persons with disabilities so they can take their place as productive members of society.

PARTNERS

Partners include United Nations Development Program, KOICA (Korean International Cooperation Agency), Thrive, GO CAMPAIGN, CSIP (Center for Community Service Initiative) and the Merry Year Social Company (MYSC).

Inspirational Story

Vo Minh Thuong, born in 1991, lived in Nghe An village and was one of the first 3 students at Will to Live. His left arm was amputated at the elbow and he is missing 3 fingers on his right hand. Thuong is the oldest child of 5 children, in a poor family with an unstable income. His father worked as a builder and his mother sold homemade candies at the market. After school Thuong supported his parents by taking calves to rice paddy fields, thinking that would be the only job he would ever be able to do in the future that would give him an income. Living in the same village as Van's family, her parents were aware of Thuong's situation and having great empathy with his family given their situation was so similar to theirs, decided to offer help so that Thuong did not have to drop out of school. In 2001, Van's parents decided to adopt Thuong. Thus, Thuong was able to finish twelfth grade and had the same good education as Van and her brother. When Van moved to Hanoi Thuong came went with her. Thuong found work with a German company and also worked as a volunteer at the Will to Live Center. After 3 years working for the German company, he opened his own enterprise and is now the Director of Standard Photos - a photo editing company with more than 50 employees. Thuong has just bought a house in Hanoi and married a beautiful wife. No one could have ever imagined that a cow herder with disabilities could now have a life now that everyone dreams of. From a boy who was pitied, Thuong is now a strong role model not only for persons with disabilities but for all Vietnamese.

MILESTONES

YEAR	MILESTONE	NUMBER OF STUDENTS & STAFF
2003	Opens Will To Live Center with her brother Hung in Nghe An Province	25 students
2007	Started bringing students to Hanoi to assist them find work	100 students
2008	Moved Will To Live Center to Hanoi Found 1 st donor who donated food for students	40 students
2013	On death of her brother, took over CEO role at Will To Live Center	60 to 80 students
2016	Established Will to Live Joint Stock Company with brand name Imagtor . Monies generated from Imagtor also help fund Will to Live Center	Started with 13 staff, 80% were staff with disabilities
2017	Imagtor wins \$45,000us prize money from 2 startup competitions	
2018	Koica becomes major donor of Will to Live Center, covering 80% of business costs.	60 students
2019	Will to Live Center students	64 students studying free

AWARDS

AWARD	ORGANISER
2017 SDG Challenge Winner	UNDP Viet Nam and HATCH! VENTURE
2017 En Xanh Award	Viet Nam Chamber of Commerce and Industry & Centre for Social Initiatives Promotion
2017 Social Venture Challenge Asia Award	DBS Foundation & National University Singapore
2017 Dell Digital Award	DBS Foundation & National University Singapore
2017 Innovative Social Enterprise Award (Education)	The Head Foundation
2018 Viet Nam Digital Award	Viet Nam Digital Communications Association
One of Top 50 Influential Women in Viet Nam	Forbes magazine

SOCIAL IMPACT

The beneficiaries are persons with disabilities, especially girls and women with disabilities. 50% of the students at Will to Live Center are girls. According to the United Nations (UN), to be a female with a disability makes you amongst the most marginalised and vulnerable in society. UN research also shows a woman with a disability is only half as likely as a man with a disability to work and when they do work are subject to unequal pay for equal work and unequal access to training and

promotion. There are 8 million registered persons with disabilities in Viet Nam but the real number is expected to be considerably higher. Registration is at the whim of village officials so many persons with disabilities are simply not registered. For those with the most severe disability such as Van, the maximum government assistance is 540,000 VND a month, \$USD23. With an income of less than \$1us a day this places these persons with disabilities into the United Nations category of living in extreme poverty.



The impact

1000 students graduated from *Will to Live Center*. 80% of students in good jobs, earning an average of USD\$300/month.

Majority of students earn a higher salary after 1 year.

Contribution to their local communities through sending money home to families, helping to educate siblings and lifting families out of poverty.

Parents who had to previously give up work to look after a child with disabilities now able to work again and earn an income.

Change in community attitude towards persons with disabilities as they see people they regarded with pity now successful role models.

Reduced level of violence & sexual abuse against persons with disabilities as they are more visible in society and abusers seen and reported.

CHALLENGES

Will to Live Center is a not for profit so there is always the challenge of finding enough money to cover all costs. Whilst 80% of costs are covered by KOICA and 10% by RI Korea finding the additional 10% is hard. 64 students are studying free of charge with accommodation and living costs also covered. In addition, school staff are in effect the family students left behind so looking after the emotional needs of so many young people, with limited resources, is also a big challenge.

Imagtor continues to grow as a result of the quality work provided. A challenge for the future will be ensuring the business has the skilled staff to take it forward, especially finding staff with disabilities and the well developed business skills *Imagtor* will need. Whilst the business can professionally

develop staff to some extent, finding management with the same passion and vision to make a difference in the lives of persons with disabilities remains a challenge.

LOOKING AHEAD

A big opportunity exists for *Imagtor* to scale up with strong growth expected from US and European markets. The business is currently evaluating the addition of other services.

Van's dream for the *Will to Live Center* is to create a university for persons with disabilities, modelled on the University in Korea. With only 0.1% of persons with disabilities going to university in Viet Nam and 13% in Korea there is a big opportunity to lift the university education of Vietnamese students with disabilities.





CASES OF SOCIAL ENTERPRISES IN IRELAND



Blackwater Eco Tours²²

Founding Year:	2010
Sector of Impact:	Employment, Rural Development, Eco Tour Agency
Size of Organisation:	7 (average number of employees in 2018)
Legal Structure:	Company limited by guarantee with charitable status (Registered IE Charity CHY19183), Parent company: Villierstown Education & Culture Project CLG (VECP)
The Team:	VECP Team- John Lombard (Chairman), Vincent Mernin (Vice-Chairman), Kelly-Marie Kearns (Secretary), Colin Byrne (Marketing & Communications), Caroline Virtue (Handcrafts), George Horsom (Facilities & Amenities), Liam O'Brien, Carol Smith

²² <http://www.blackwaterecotours.ie>

COMPANY OVERVIEW

Blackwater Eco Tours is a community established ecotourism social enterprise based in Villierstown, a rural area in Country Waterford, in the south of Ireland. It was founded by the Villierstown Education and Cultural Project (VECP), with the aim to establish an ecotourism tourism business centred around the Blackwater River Special Area of Conservation. The goal was to help develop this rural area by providing much-needed employment opportunities, and by sustaining and enhancing the tourism potential of the area.

Blackwater Eco Tours is known for their daily trips and private tours on the River Blackwater, from May to September, to experience and learn, from a local perspective, about the unspoiled natural environment and unique historic heritage of the Blackwater Valley in Waterford, Ireland. The area has been designated a Special Area of Conservation to protect certain habitats and species.

THE CONTEXT

Blackwater Eco Tours is a non-profit company established by the Villierstown Education and Cultural Project (VECP). The purpose of VECP is to advance education and benefit the community of Villierstown including surrounding areas by providing quality, affordable and accessible preschool facility and providing educational and cultural activities to enhance the lives of the people of the community. To achieve these aims VECP set up *Blackwater Eco Tours* and *Villierstown Montessori School*.

Blackwater Eco Tours was established to create employment and promote awareness of the

natural beauty and unique historic heritage of the Blackwater River Valley in Waterford, by offering river tours, self-drive boats, woodland walking trails and Eco Pod accommodation. These tours provide an opportunity to see and learn about the Valley's economic history and diverse ecology and thus help advance the region in a sustainable way.

ACTIVITIES

River Tours: The river tours run from May until September from morning to evening. The 90-minute boat trip, which can take up to 11 people, is led by tour guides who have fantastic local knowledge ensuring that customer's time on the Blackwater is authentic, relaxing and majestic. There is an option of a self-driving boat, that can take up to 5 people, which allows freedom to explore the river both north or south from Villierstown.

Eco Pods: There are 4 Eco Pods located in the center of Villierstown. Each pod can accommodate 4 adults or a family of 5 and house a small kitchen, shower and toilet. The accommodation is in close proximity to Villierstown Quay, walking trails and local coffee shops and pubs.

Adventure Camp: In 2019, a pilot programme of Outdoor Adventure and Environmental Learning was started, for primary and secondary school students. This programme offers river and land based activities for students to get a better and deeper understanding of the environment. Students learn about Blackwater Valley, its biodiversity and Special Area status, the local challenges of climate change, the community based social enterprise model and Ireland as an ecotourism destination.

SOURCES OF FUNDING

VECP is reliant on funding from public schemes detailed below:

Source	Scheme	Frequency
Dept. of Environment, Community & Local Government	Rural Development Programme	2014 - 2020
Dept. of Children & Youth Affairs	Early Childhood Care & Education (ECCE) Program	Aug. 2018 to June 2019
	AIM Level 7	Annual
Dept. of Transport, Tourism & Sport	Sports Capital Program	Annual
Dept. of Rural & Community Development	Community Service Programme	March 2018 to December 2020

Table 1: Sources of funding (2018)

The year 2018 saw a total income of €183,759 with unrestricted funds €56,238 and restricted funds €127,521. This is an increase from the income of €90,016 earned in 2017 (VECP, 2018).

VECP received grants worth 69.4% of the total income. The biggest grant income donor being the ECCE/AIM Scheme, followed by CSP Scheme.

Blackwater Eco Tours generated €54,569 (30.6% of the total income of VECP in 2018) from fees,

glamping pods, eco tours and other contributions.

FUTURE PLANS

The aim for the future is to further develop the business with a focus on economic and environmental sustainability. In 2020-21 Blackwater Eco Tours will expand their Environmental Education Programme for schools as well as promoting a positive climate action message through all aspects of the business.



The Blackwater River Valley



Eco Pods



The Blackwater River Valley

Crann Support Group²³

Founding Year:	2012
Sector of Impact:	Childcare, Community, Employment
Size of Organisation:	17 (average number of employees in 2017)
Legal Structure:	Company limited by guarantee
The Team:	Marie Daly (CEO), Rachel Grant (HR Manager), Voluntary Board of Directors, Maintenance Team, Administration Team

²³ <http://www.crannsupportgroup.ie>

COMPANY OVERVIEW

In response to a need for both preschool and after-school services in the South Meath Area in the 1990s, the Ballivor Childcare Committee was established in late 1999 with the help of funding from the Government Strategy towards the development of Community Childcare. Subsequently, other childcare centres and communities grew in the area in response to demand from parents and families. One of the major challenges faced by these community organisations was the lack of professional expertise in human resources, accountancy, education and training.

Crann's mission is to:

Work in partnership through the sharing of knowledge, skills and expertise with local community organisations that provide crucial public services, such as pre-school and childcare.

Co-ordinate and access funding in order to support those organisations, and

Seek to build stronger charitable community and voluntary organisations to help develop the region.

Crann (through Ballivor Community Childcare) was launched as a 'shared platform' in 2007 to provide services for the day-to-day operations of these community organisations in a rural part of Meath, to the north-west of the capital city, Dublin. Finally, Crann Support Group became a company of its own right in 2012 as a social enterprise working to improve and enhance the governance and operations of community childcare organisations (CCOs) and community voluntary social inclusion projects (CVSIPs) through the provision of shared business services. The founders believed that by working together, they could achieve more. Crann reduces the administrative burden on local community organisations, which in turn can focus on their front line work and provide better services. Crann expanded its services to provide work placement for participants on the community employment scheme and ancillary services such as receptionist, cooks, cleaners, care takers, security and transport- all of which are crucial for the growth of sustainable community childcare services.

Marie Daly (CEO) and Rachel Grant (HR Manager) provide leadership for Crann, and for the local community service delivery organisations. They provide professional services that are sensitive to needs and unique traits of community organisations, but are also of a high professional standard.

THE CONTEXT

The Crann Support Group is an innovative model of management, born out of the need for community groups to be sustainable during difficult economic times. The unique organisational structure intends to assist the capacity concerns of small non-profits.

This model developed from the need identified by four Community Childcare Facilities in Co. Meath acknowledging that by working in partnership they could achieve their common aim which is the delivery of quality affordable childcare while remaining sustainable and keeping their own individual autonomy. Due to demand, the 4 facilities quickly expanded to 21 services availing of the entire management services of the Crann Group.

ACTIVITIES

Crann's members include a number of communities, namely, Children and Families (61%), Community Employment Participation (7%), Drug and Alcohol Support (4%), Job Seekers Support (26%) and Youth Justice Support (2%). A total of 20 CCOs & CVSIPs are members of Crann and utilise some or all of the services provided. These include:

- Management of community enterprise services including consultancy and program development
- Human Resource Management
- Finance Management preparation accounts to audit stage
- Education and Training
- Community Employment Scheme
- Catering
- Facilities Management including transport, maintenance, caretaking, and cleaning
- Procurement Management and Reception

HIGHLIGHTS OF CRANN'S MEMBERS AND SERVICES:

In 2018, Ronanstown Community Childcare committee contracted Crann to oversee their governance and to provide operational day to day support for their community childcare providing 80 childcare places.

Crann continues to get involved with social inclusion projects that support parenting, children and young people. Meath Community Drugs and Alcohol Project (MCDAR), a drugs project, and South Meath Area Response to Teenagers (SMART), a youth diversion project, in the South Meath Area were managed and operated by Crann from 2012 and Meath Job Club, an employment project from 2014.

Today Crann is responsible for providing directly 972 childcare places across its 10 member community childcare centres in Co. Meath and Co. Dublin. In addition six other centres availing the Crann services provide a further 440 childcare places. There are 201 staff members employed through the member CCOs and CVSIPs.

SOURCES OF FUNDING

Crann's total income in 2018 was €515,638, an increase from 2017's income of €407,176. 'Earned income' accounts for 33.4% of the total income in 2018. This comes from a variety of sources:

- Support Services Fees
- Training and Conference Fees
- Membership Fees

Grant income is funded by the following agencies:

- Department of Child and Youth Affairs (DCYA) administered by POBAL
- The Child and Family Agency TUSLA, (Previously HSE Child and Family Services)
- Department of Employment Affairs and Social Protection
- Lottery Funding (distributed by HSE)
- Department of Health - The Health Services Executive
- Meath County Council
- Department of Justice and Equality



FUTURE PLANS

Crann's strategic plan for 2019-2022 focuses on building organisational capacity of its members in areas of governance, standards, funding and workforce planning. It is guided by the following five key outcomes for children and adults using their services:

- Are active, healthy, with positive physical and mental wellbeing;
- Are achieving full potential in all areas of learning and development through education and training;
- Are safe and protected from harm, particularly for children with additional needs, welfare concerns and vulnerable adults;
- Have economic security and opportunity through employment and enterprise;
- Are connected, respected and contributing to their world by developing community capacity and engaging in networking and advocacy.

MILESTONES

- Crann has successfully developed innovative shared business services, raising the professionalism of the governance of community and voluntary organisation through the ability to employ skilled professional staff (i.e. Human Resource Management, Management Accounting).
- Crann has provided leadership, governance and management to 21 community organisations.

- Crann has engaged 46 Voluntary Directors to work across its Member organisation. The Directors have been carefully chosen through the skills and attributes that they can contribute to the organisation (66% Female and 34% Male). It is challenging to recruit to boards since the state agencies no longer assign staff members to the Boards. Networking has been the key to Crann's success.
- Crann has grown from an initial staff of 22 to a workforce of 301 and overcome challenges to retain good staff in CCOs and lack of funding to remunerate staff appropriately.
- Crann contributes to national policy, by, for example, helping to develop a national pay scale and competency document with the National Childhood Network.
- Crann has created an effective learning environment through supporting continuous professional development for staff and supporting the long-term employed in the community.
- Crann has implemented and achieved standards for better health and wellbeing of its service users by helping them to meet national standards and guidelines.
- Crann has representation on and actively contributes to the following national committees:
 - FOUNDER - National Forum for Community Childcare Services (NFCCS)
 - Children and Young People Services Committee (CYSPC)
 - Department of Education (DE)
 - National Collaborative Forum for the Early Years Care and Education Sector
 - Early Years Forum for the Professionalisation of the Early Years Sector
 - National Childhood Network (NCN)
 - County Childcare Committees (CCCs)



Children at play at the Crann pre-school in Navan. Photo: Séamus Farrelly

CyberSafeIreland²⁴

Founding Year:	2015
Sector of Impact:	Online safety and digital wellbeing for children
Size of Organisation:	8 directors, 4 staff, 6 trainers, 5 volunteers (2018)
Legal Structure:	Company limited by guarantee with charitable status (Registered IE Charity CHY21711)
The Team:	Alex Cooney (CEO), Cliona Curley (Programme Director), Aoife Keogh (Marketing & Administration Officer), Louise O'Hagan (Education Officer)

²⁴ <http://cybersafeireland.org>

COMPANY OVERVIEW

All three of CyberSafeIreland's founders (Alex Cooney, Cliona Curley and Maggie Brennan) are parents with young children and were acutely aware of the risks children face in the online world, and the challenges for teachers and parents in addressing them. Cliona Curley had volunteered in schools in her spare time in Dublin in 2014 for a small US-based foundation, whilst she was working as a Cybercrime investigator at the UCD Centre for Cybercrime Investigation and Analysis. Her experience was that schools were desperate for support on educating the kids on Internet safety and that children were accessing the Internet from a very young age. She also felt that the material she was presenting was outdated and that there could be more engaging ways to interact with the kids to get the messages across more effectively. CyberSafeIreland is here because there is a pressing need to address children's online safety and wellbeing in Ireland in an impactful and far-reaching way.

CyberSafeIreland's main objective is *"to advance, promote and provide education and training to children, parents and teachers in the community to ensure safe and responsible navigation of the online world."* CyberSafeIreland wants children to be able to embrace the opportunities for learning and enjoyment that technology can deliver, but also to equip them with the tools to stay safe and avoid harm. Education is a key part of the solution and both schools and parents have a vital role to play in supporting children to be safe online.

THE CONTEXT

CyberSafeIreland particularly focuses on supporting children aged 8 to 13, when they are first exploring the online world, using social media and online gaming. This is when children can be particularly vulnerable and so it is important to provide them with the skills and information they need from an early stage to safely navigate the web. "Early intervention, alongside supportive parental communication and involvement in children's digital lives, is fundamental in making technology an enabling and rewarding environment for Irish children." Understanding children and listening to their online experiences (the apps and games

that they use, the YouTubers they follow) allows to engage children at their level and to positively influence their online behaviour and wellbeing.

ACTIVITIES

CyberSafeIreland works in the following ways, with respect to the objective of online safety for children, which are enshrined in its Constitution:

- To engage in research and development and to organise, promote, and provide training and development through seminars, conferences, discussions and other meetings;
- To make, print, publish, computerise, distribute training materials or general information;
- Sharing safe and responsible online practice to enrich the education of children, parents and teachers;
- Work directly with parents, schools, children and other persons as may be required to build a strong framework for high standards.

CyberSafeIreland's core work is with children in primary schools. They are usually commissioned by principals, parents associations or home-school liaison coordinators.

CyberSafeIreland delivers informative and engaging workshops, tailored to be relevant to each group of children or parents. There are 3 categories of talks:

- *Schools*: Age-appropriate online safety sessions for 3rd to 6th class children as well as to teachers. Each tailored to a specific group and cover a range of topics such as online reputations, social media, gaming, and cyberbullying.
- *Parents*: Hugely informative and popular parents can be scheduled for school drop-off time or in the evening in order to suit as many parents as possible.
- *Workplaces*: A number of corporate packages to support parents in the workplace, providing practical advice on how to protect children online and

empower them to use technology in a stronger, smarter & safer way.

CyberSafeIreland also engages at a policy level, including presentations to three Joint Committees over the past two years and it currently holds a seat on the National Advisory Council on Online Safety. It is calling for a long-term (5-year) strategy that outlines how to address the issues that arise from children's use of smart devices and access to the online world. This strategy aims to set clear goals and measurable targets and must include robust education measures as well as measures that will hold the online service providers to account.

CyberSafeIreland has committed to producing a range of resources and helpful information for schools, starting in 2019, to help teachers introduce technology into the classroom and to educate children on a range of subjects such as digital literacy, online safety, and privacy. Resources include, 'Simple steps that parents can take- video', 'Information on anti-bullying interventions programme', 'Children's Rights: Lessons, Plans & Activities', and more.

CyberSafeIreland launched the new 3-year strategy in January 2018 with the following objectives:

- Provide online resources for at least 500 schools in the form of a 'Resource Toolkit' for teachers and our 'Simple Steps' content for parents.
- Mobilise at least 5,000 parents through direct delivery of online safety education sessions.
- Raise awareness of at least 500,000 parents through the National Awareness Campaign
- Educate at least 20,000 children with the knowledge to have safer, healthier and more positive online experiences
- Build strategic partnerships with other organisations in order to increase reach and impact.
- Advocate for greater leadership and for a national strategic plan for online safety in Ireland

SOURCES OF FUNDING

Income includes fees for training and education sessions, grants from funders, and donations. Total income for the year 2018 was €163,160, an increase from 2017's total income of €90,275. 33% of CyberSafe's income is generated by their activities:

- Donations: €36,199
- Grants: €73,000
- Revenue generated from activities: €53,961 (33% of total income)

Funders include *Social Entrepreneurs Ireland*, *The Ireland Funds*, *Trend Micro*, *The Community Foundation* and *CommSec*.

CyberSafeIreland works with, and is supported by, leading not-for-profit organisations in Ireland and across the world, sharing expertise and resources, such as the *US National Centre for Missing and Exploited Children (NCMEC)* and the *UCD Centre for Cybersecurity and Cybercrime Investigations*.

A couple of the major social media companies provide pro-bono support for charities, e.g. credit for Google Ads. This helps to reach a much wider audience of parents and teachers with important messages on how to protect children online.

CyberSafeIreland's new website, which was launched in November 2018, was designed and developed with generous support of Permanent TSB.

Two key partnerships have made a significant difference over the past 12 months because they have provided longer-term funding and support and enabled CyberSafeIreland to hire staff (two new staff since January 2019), which means bringing fresh energy, ideas and skills into the organisation and creating room for more sustainable growth.

- Social Entrepreneurs Ireland Impact Partnership - 2 years (to 2020)
- The Ireland Funds Flagship Grant - 2 years (to 2020)

FUTURE PLANS

CyberSafe plans to complete its current strategy in 2020 and is currently developing a new three-year strategic plan. Part of the plan is to deliver and evaluate behaviour change in partnership with the *Children and Young Person's Services Committee* and *UCD* in September 2019. In addition, in November 2019, CyberSafe will launch a National Parents Awareness Campaign, "Baffled", for online safety for children. They will continue to build the team and scale their work, reaching more children, parents and schools with their online educational programme.

MILESTONES:

- Registering as a charity in 2016
- Launching the Education Programme on Safer Internet Day 2016

- Launching their first 3-year strategy in January 2018
- Winning Social Entrepreneurs Ireland awards in 2016 and 2018 and the Ireland Funds Flagship Funding in 2018
- Recruiting and training first trainers in 2016 and expanding the team in 2018
- An official annual report launch for the first time in 2018 ('soft' launches were done up to this point)
- Developing a strong profile in the media as the experts on children's online safety
- Sustainable growth and scale remain key challenges for CyberSafeIreland and a focus on increasing traded revenue through sales is a key priority.



Board member Prof. Brian O'Neill, founders Alex Cooney and Cliona Curley and Deputy Alan Farrell at CyberSafeIreland's report launch in 2018

Dublin Food Co-operative²⁵

Founding Year:	1983
Sector of Impact:	Food, Sustainability, Education
Size of Organisation:	Member owned with 2000 members
Legal Structure:	Co-operative society registered under the Industrial and Provident Societies Act 1893-2014
The Team:	(Board of Directors/ Coordinating Body) Maureen O'Donnell, Filipa Ferraz, Aaron Jewell, Kevin O'Farrell, Grace Wilentz, Rose McCaul

²⁵ <http://dublinfood.coop>



Sam Toland with Aoife Hammond (General Manager)

COMPANY OVERVIEW

The Dublin Food Co-operative is the longest running wholesale Co-operative in Ireland. The Co-op started when a group of friends got involved in a campaign to stop the Government building a Nuclear Power Station at Carnsore Point, Co. Wexford. In 1983, they formed a buying group by bulk purchasing vegetarian wholefoods and other sustainable living products. Gradually, this co-operative moved from trading weekly to the Dublin Food Co-operative Society. This initiative pioneered organic and local food in Ireland much before the rise of farmers markets.

Dublin Food Co-op's core mission is to *"to provide our members and our wider community with the best organic options available in Dublin."* The Dublin Food Co-op is owned by the members, since 1983, and is run by a democratic process to make sure everyone's voice is heard. Anyone wishing to participate in ethical and conscious consumerism, is free to join the co-operative.

At the moment the Dublin Food Co-operative is in a secure place with a new business model, mortgage to a long term location without the short term leases that it had to deal with before. Dublin is not an easy place for a Community lead organisation to survive, yet the Dublin Food Co-operative as survived for over 36 years. It was firstly based in the neighbourhood of Temple Bar in the city centre. After a while it moved to St Andrews building on Pearse Street for a number of years. The co-operative had to move again to Newmarket Square until last October when we moved to Kilmainham area of Dublin after 11 years building community and local markets. The Dublin Flea Market originated from the Dublin Food Co-operative as did other markets such as the Green Door Market, Fusion Market and many more.

THE CONTEXT

Dublin Food Co-op is Ireland's leading location to buy organic, local, Fairtrade and sustainable products. Their co-operative principles and member ownership showcases a true food democracy in the heart of the city. Dublin Food Co-op aims to provide its members and people outside of their membership with access to high-quality organic sources of food, directly from their suppliers in Ireland, or buying other foods in bulk from Europe which reduces the amount of fossil fuel used to import. The main aims is to create a community for people to come together, learn more about food and health and become more conscious.

ACTIVITIES

Dublin Food Co-op specialises in:

- Organic wholefoods, dairy, and bakery;
- Organic Fruit and Vegetables;
- Wide selection of Fairtrade products;
- Local growers, bakers, and artisan makers;
- Environmentally-friendly and cruelty-free produce (100% vegetarian);
- Alcohol-free and family-friendly;



DFC, a participant in the Tús community employment scheme in 2019

- Free from Genetically Modified (GMO) ingredients.
- Zero Waste selection of dried goods

The Dublin Food Co-op community is ever-growing in terms of number and cultural diversity. They have been running and hosting some of the best markets in Dublin for over 30 years. Their current shop is open 7 days a week. The diverse community also runs successful social events and workshops.

Membership is at the heart of the Dublin Food Co-op. Members possess the true decision making power of the co-operative. They enjoy plenty of benefits, including special discounts and offers.

Individual Membership in the Dublin Food Co-operative gives people the right to vote, as well as receive a membership discount.

Household Membership is a family option which includes at least four people.

Concession Membership is ideally for students or unemployed to enjoy reduced rates.

SOURCES OF FUNDING

The Co-operative is not a closed community. Dublin Food Co-op's beneficiaries are mostly its members as they receive discounts to reduce the costs for products. The same service is offered in the shop to the wider community.

At the moment Dublin Food Co-op is in the process of developing a new business model to help with income generation and supporting both the retail aspects as well as supporting the co-operatives community projects. This includes working on some funding and grants to help further develop the organisation.

Income that is generated comes primarily from trading, with a small proportion generated from Annual Membership. However this year Dublin Food Co-op has seen a big increase in membership renewals and new members.

Dublin Food Co-op is currently looking for help with funding from Dublin City Council and other sources to support its education programmes, and help develop its E-commerce. Dublin Food Co-op received financial support from Community

Finance Ireland and Donore Credit Union to secure a mortgage to obtain the new shop space in Kilmainham.

FUTURE PLANS

- Opening up the Click and Collect online platform to allow the greater community to access bulk ordering and gain from the membership of the co-operative.
- Creating an Educational Programme at reduced or supported rates to allow people to learn more about resilient communities, skills, knowledge and support.
- Look to spread, support and showcase the co-operative model across Dublin and Ireland. Developing and supporting cooperatives is one of the principles of being a co-operative.
- Food Sovereignty is a key issue in Ireland so Dublin Food Co-op hopes to highlight and help showcase local solutions to retail, food systems and supporting local growers.
- To innovative and push the boundaries of what it means to consume ethical food and support sustainable and regenerative systems and practises.

- There have been many financial challenges as well as the location and access to a place to call home and allow the community to thrive and develop. Dublin Food Co-op was able to support many of its producer members in the old space of Newmarket square. One of the challenges is that Dublin Food Co-op has lost its community space, however the members are working on developing new opportunities.

MILESTONES

- 1983 - Founded
- 1991 - Founded as the Dublin Food Co-operative
- 2003 - Moved from St Andrews to New Market Square
- 2008 - Financial crisis and crash
- 2014 - Conflict with producer members brought several changes
- 2018 - Purchased premises in Kilmainham, Dublin.
- 2019 - Developing new business model, organisational strategies and outreach work



Niamh McCartan, the Fresh Produce Co-ordinator at the Co-op, is responsible for keeping the racks full of fresh, organic fruits and vegetables all year round

Letterkenny Credit Union²⁶

Founding Year:	1962
Sector of Impact:	Banking, Credit Union
Size of Organisation:	Total assets €91m
Legal Structure:	Credit Union
The Team:	Board of Directors- Paul Hume, Denis O'Donnell, Marie Carlin, Padraic Fingleton, Mary Forde, Mick Garry, James Gleeson, Liam Wiseman, Lisa McMonagle, Jim Toner, Ciaran Haran

²⁶ <http://www.letterkennycu.ie>

COMPANY OVERVIEW

Letterkenny Credit Union (LKCUC) is a community based credit union, focused on members and offering quality services to them in Letterkenny and its immediate surrounding areas. Their vision is to “*satisfy the social and economic needs of our Members, with dignity and integrity, by offering, in a co-operative manner and on a not-for-profit basis full financial services for everyone in the Letterkenny community.*”

The credit union organisational form can be traced back to Germany and to Friedrich Wilhelm Raiffeisen, the Mayor of a town in southern Germany, who in 1849 formed societies, which later evolved into Credit Unions. These societies served a purpose to help those in debt and poverty. The Credit Union movement was introduced into Ireland in 1958 by Nora Herilhy with the support of a number of other dedicated pioneers.

The Context

Credit unions are financial co-operatives formed to allow members to save and lend money to each other at reasonable rates of interest. They are not-for-profit organisations with a volunteer ethos and community focus. Like a co-operative, credit unions are governed by their members, each of whom has a say (a vote) in the electoral process to form the board of the credit union.

The first credit unions in Europe date all the way back to 1850s in Germany. They drew inspiration from co-operatives and functioned as a way to enable underserved and poor populations to help themselves in relieving debt and poverty. In Ireland, millions benefit from the value of credit unions. There are thousands employed in the sector and many more thousands are volunteers involved in the movement.

ACTIVITIES

LKCUC is a non-profit financial institution that is owned by the members for their benefit. One of the primary reasons to join LKCUC is to use their lending services.

Members enjoy a number of professional services and advantages.

- *Attractive Loans:* Members can take out flexible loans 3 months after joining at competitive rates.
- *Online Services:* Members benefit from easy account access through online banking and mobile apps, with the ease of checking online statements, transactions and the benefit of security features.
- *Savings Guarantee:* Member’s savings are a 100% secure, earning a dividend and helping the community. Savings are insured at no direct cost to members.
- *Borrowing Benefits:* The loan application is tailored to meet the needs of the particular member.

One of the defining features is the close relationship of the credit union with the community, which is unlike any other financial institution. Members enjoy an equal say in the decisions that affect the credit union. There are no transaction charges on saving (or loan) accounts. Members can also order currency online, in conjunction with *Fexco Foreign Exchange* who charge a small handling fee. LKCUC offers financial and budgeting advice to members, encouraging them to take control of their finances and save a little everyday. And finally, LKCUC supports the community by providing sponsorship to charities and their events. Thus, a credit union is really part of the community, much like a membership association that offers financial services.

SOURCES OF FUNDING

As per (2018), LKCUC’s source of income is as follows:

- *Interest on members’ loans:* Interest on loans to members is calculated using the effective interest method, and accrued on a daily basis;
- *Investment Income:* The credit union has investments that are valued at amortised

cost, and use the effective interest method to recognise investment income;

- *Other Income*: Other income such as commissions receivable on foreign exchange services and paypoint services related to specific transactions. Income relating to individual transactions is recognised when the transaction is complete.

2018 saw an income of €2,452,827, an increase from 2017's €2,409,462 total income. The breakdown is as follows:

- Net Interest Income of €2,370,724 amounts to 96.6% of the total income. It comprises of:
 - Interest on Members Loans (75.2%),
 - Other Interest Receivable and Similar Income- Investment Income (24.8%),
 - Interest Payable on Members' Deposits (-€981)
- Other Income (3.34%), a total of €82,103:
 - Membership fees (1.2%),
 - Commissions (95.8%),
 - Sundry (3%)

LKCU was the first choice for member's personal finance in 2018, with 3427 loans advanced. The average loan issued was €4505. This resulted in a €15.4 million injection of funds into the local economy over the last year to be spent in the homes and businesses of the community of Letterkenny (LKCU Annual Report and Accounts 2018).

FUTURE PLANS

Loan to savings growth: Many Credit Unions in the Republic of Ireland have implemented savings caps on their members to curtail the level of savings growth. This has become necessary given the extremely low interest rate environment that exists



Winner of Letterkenny Credit Union Car Draw

in relation to Credit Union investment portfolios. In addition, many Credit Union regulatory fees and Levies are based on Asset size which make it costly to hold high value savings if a satisfactory return cannot be achieved.

Longer Term Lending: Credit Unions, including Letterkenny Credit Union, are examining strategies to increase the level of Long Term Lending (including higher value unsecured and Mortgage lending) over 5 years to reduce reliance on small value repetitive lending.

Effect of Brexit: Many different opinions are being aired on the likely impact Brexit on the Irish economy. The proximity of Letterkenny Credit Union to Northern Ireland could impact on the financial stability of its members with a reduction in value of Sterling to the Euro with particular focus on the local retail and service and hospitality sector.

MILESTONES AND CHALLENGES

Letterkenny Credit Union has evolved from a purely Voluntary driven organisation over the last 50+ years to an organisation shaped by the 2012 Credit Union Act where a Voluntary

Board of Directors operates with a Credit Union Management Team. The 2012 Credit Union Act placed demands on Boards to become Governance orientated rather than involved in operations management.

Letterkenny Credit Union now has Loans to members portfolio of €30million which has grown by nearly 50% since 2016. This growth has been achieved by investing in particular the areas of Staff resouces , Marketing and Advertising making Letterkenny Credit Union the lender of choice to the makjority in their common bond.

In achieving this lending growth LKCU has maintained a remarkably low arrears ratio. This has been as result of encouraging active member engagement with the credit control officers and creating a member culture of compliance with the requirements of their credit agreements.

The traditional business models of all financial institutions are being challenged by changing consumer expectations, as consumers increasingly expect choice, ease of access along with efficient speedy decisions and service fulfilment across all delivery channels. Meeting these expectations requires business model and operational change, enhanced capabilities, new processes and investment in enabling technologies. The scale of investment and resources required to implement necessary change can be significant.

While business model challenges are affecting all financial service providers, credit unions are particularly affected due to their lack of scale, common bond profile, member demographics, as well as financial and operational capability. Their core savings and loan business model has remained largely unchanged for decades, and accordingly most credit unions have limited experience of material change implementation.



Gordon presenting sponsorship cheque to Aisling Ferry from Scoil Mhuire gan Smál for their Pedal Powered Cycle Cinema Fundraiser

MyMind²⁷

Founding Year:	2006
Sector of Impact:	Mental Health Services, Digital Platform
Size of Organisation:	6 (average number of employees in 2019)
Legal Structure:	Company limited by guarantee with charitable status (Registered IE Charity CHY 17600)
Office Team:	Krystian Fikert (CEO), Pauline Williamson (Head of Finance and Strategy), Cesar Sugita (Senior Operations Manager), Sue Carroll (HR Generalist), Kevin O'Connor (Senior Operations Specialist, Cork), Michaela Cross (Operations Specialist, Limerick)

²⁷ <http://mymind.org>

COMPANY OVERVIEW

MyMind was established by social entrepreneur Krystian Fikert in 2006 with the goal of building an accessible and affordable network of community based mental health services. Krystian Fikert left his home country of Poland for Ireland in 2004 after training as a clinical psychologist. Despite not having a formal background in tech, Krystian's first job was at Google's European headquarters in Dublin.

While he worked at Google, Krystian saw an opportunity to use his skills in psychology and technology to make mental health services more accessible. Krystian quickly realised the huge demand and the problems within the Irish health sector of long waiting times, high prices, over-reliance on drugs and a lack of early intervention.

Krystian began to design free online mental health services and offered free and client-led mental health consultations to initially address the psychological needs of Polish immigrants living in Ireland.

Due to a rapid growth in demand, Krystian started to expand the service to address the needs of other immigrant communities as well as the native Irish population, with the purpose and vision *"to pioneer a new and sustainable model of community based and online mental health services that are accessible and affordable to everyone."*

MyMind has centres in Dublin, Cork and Limerick providing a wide range of psychotherapy and counselling services, face to face, online and in the workplace. MyMind charges fees based on the client's employment status and so students and the unemployed can benefit from services at a lower cost.

THE CONTEXT

MyMind is nationwide, with centres and a network of Members across Ireland providing a wide range of clients with counselling and psychotherapy services. MyMind has a multidisciplinary, multicultural team including almost 80 mental health professionals providing services in more

than 15 languages through both online and face to face appointments.

MyMind's work addresses a huge social need, providing timely and affordable mental healthcare services, resulting in positive outcomes, impacting the lives of individuals, families and their communities. In 2017, 48% of MyMind's clients received counselling appointments at a reduced rate due to their financial need.

ACTIVITIES

MyMind has a team of more than 100 mental health professionals working to provide access to affordable mental health services for clients in more than 15 different languages including Polish, Spanish, Portuguese, Hungarian, Italian, French, German, among others.

MyMind provides the following services:

- *Face-to-face*: Delivered out of five centres nationally in Dublin, Cork city and Limerick city. Clients can book appointments over the phone or online and avail services delivered by qualified team of counsellors, psychologists and psychotherapists.
- *Online*: Clients can avail of online consultations via video conferencing platform integrated with each client's unique account.-
- *At Work*: The Employee Assistance Programme at work is a trusted counselling and psychotherapy service that provides support to staff in the workplace. MyMind also provides psychoeducational talks and workshops in the workplace on mental health topics such as stress management, mindfulness and building emotional resilience.

Appointments for any of the above can be booked online with an easily navigable platform and charged depending on the client's employment status.

In 2018, 9,704 clients came for an average of 6.8 face-to-face sessions, and MyMind provided a

total of 20,458 appointments. MyMind provided 623 online appointments, responded to 10,095 email queries, answered 7,108 calls, and 906 live chat queries. The average age of a client in 2018 was 33 years old; the majority of the disclosed genders were female; 59% of clients stated their nationality as Irish, 11% were Brazilian, and 7% Polish.

SOURCES OF FUNDING

The whole of the company's income is attributed to the principal activity of mental health awareness and consultation services in Ireland and is derived from grant and session income for the provision of these services.

In 2017, MyMind received a total income of €864,879 and had an expenditure of €839,799. Grant income was €134,442 (15.54% of the total income) in 2017. This includes public grants received from the Health Service Executive, as well as an award from the private philanthropic organisation, Social Entrepreneurs Ireland.

MyMind has also received grants from the following private philanthropic organisations: the Social Innovation Fund, The Community Foundation, and The Ireland Funds, as well as from public/national bodies: National Lottery Funding and TUSLA (Child and Family Agency).

FUTURE PLANS

Strategy Plan 2019-2022 (MyMind About Us):

- *Help clients:* Make a positive impact on more lives and communities by putting mental health support within everyone's reach.
- *Build the best team:* Continue to build a team of highly qualified professionals in a healthy, motivating work environment.
- *Strong organization:* MyMind utilizes full potential to grow organization with clear and attainable development strategies in place.

MyMind aims to have its presence in 20 counties

(aside from Dublin, Limerick and Cork) by the end of 2019.

MISCELLANEOUS

Company Developments

- In March 2018, MyMind opened its new centre in Cork city to cater to the growing demand for affordable mental healthcare. MyMind provided nearly 5,600 appointments to the people of Cork in 2018.
- In September 2018, MyMind launched its 'Tell Yourself Today' campaign to encourage everyone to talk to themselves like they would a loved one.
- September 2018 saw another major development- opening of the third Dublin centre, in Dublin 8. In its first three months, the Dublin 8 centre supported close to 600 clients.
- In 2018, MyMind launched a *MyMind Members* programme to reach those living in areas that are under-resourced of mental health services.

Awards

MyMind has been a recipient of a number of awards. A few of them are:

- All Ireland Community & Council Awards - Best Social Enterprise of the Year 2019
- In 2018, MyMind was named as a recipient of the Social Enterprise Development Fund through Social Innovation Fund Ireland which made the opening of the Dublin 8 centre a reality.
- European Business Awards, Social Enterprise Category 2017
- Ireland Business Awards, Social Enterprise Category 2017
- Eir Elevation Awards, Social Enterprise Category 2016
- GSK Ireland IMPACT Awards 2015

COLLABORATIONS

MyMind has made a point to spread awareness about mental health through various ways of participation and outreach. MyMind has a broad range of partners from the mental health, including public bodies, such as the Health Service Executive, the National Office for Suicide Prevention, Tusla - Child and Family Agency; other charities, such as Aware Suicide Prevention, and the Irish Youth Council; multinational companies, such as Deloitte, Goodbody, and Google; as well as private philanthropic organisations, such as the Social Innovation Fund Ireland, Ashoka, and Social Entrepreneurs Ireland.

MILESTONES

MyMind developed the technology for its own appointment system that makes clients experience and usage easy and straight forward. Currently,

MyMind provides around 2,500 counselling and psychotherapy sessions per month across its 5 centres and the network of MyMind members.

ABOUT THE FOUNDER

Krystian Fikert the founder of MyMind is passionate about making mental health services available to everyone by innovating the mental health space from within with a unique and scalable model of mental health care. Krystian is a qualified Clinical Psychologist and has certifications in CBT (cognitive behavioural therapy), CAT (cognitive analytic therapy) and EMDR (eye movement desensitization and reprocessing therapy). He has qualifications in Social Entrepreneurship, and Health Leadership, from INSEAD, and was elected an Ashoka fellow in 2011. Krystian counts on the collaboration of a management team with expertise in fields of finances, marketing, business, human resource.



Founder Krystian Fikert

ReCreate²⁸

Founding Year:	2013
Sector of Impact:	Environment, Education, Employment
Size of Organisation:	7 (average number of monthly employees in 2018)
Legal Structure:	Company limited by guarantee, with charitable status (Registered IE Charity CHY 20853)
The Team:	Clodagh O'Reilly (Chief Executive), Deirdre Rogers (Creative Director), Dieu Vey Kiabaka (Warehouse Coordinator), Kevin Mc Loughlin (Marketing & Membership Manager) Aisling Stuart Croasdell (Warehouse & Operations Manager), Fiona Harrington (Arts Officer), Folan (Membership Liaison Officer) Steve Soraghan (Warehouse Operator) Megan Mallon (Weekend Coordinator) Allan Stewart (Weekend Coordinator)

²⁸ <http://recreate.ie>

COMPANY OVERVIEW

ReCreate is an Irish social enterprise and registered charity that is set up as Ireland’s creative resource centre that makes art materials and educational supplies accessible and affordable to every sector of the community for all kinds of creative purposes. ReCreate collects unwanted, unused, surplus or end of line materials from businesses for free and redistributes around 250 tonnes a year locally for creative reuse.

ReCreate’s mission focusses on “*fostering creativity, valuing social inclusion and protecting the environment.*” ReCreate operates on a membership model with a variety of membership types available to various organisations in sectors namely, Early Childhood Sector, Education Sector, Youth & Community Sector and others (individuals, small groups or arts organisations).

ReCreate is unusual in that it was set up by four organisations rather than an individual social entrepreneur. The four organisations include: Early Childhood Ireland, South Dublin County Partnership, Tallaght Community Arts, Oakfield Trust and South Dublin County Council. Two organisations had similar ideas at the same time around setting up a creative reuse space in South County Dublin. It was decided it should be set up as an independent separate organisation, and with the support and backing of two other organisations, ReCreate was born.

THE CONTEXT

ReCreate salvages clean, reusable materials from businesses and distributes them to members, all over Ireland, in unlimited quantities. This project is based on the concept of *creative reuse*—encouraging the public to reuse materials, that would otherwise end up in landfills or incinerators, in all sorts of creative and inventive ways.



Dementia Activities



Primary School Workshop

ACTIVITIES

ReCreate has two primary programmes:

Creative Materials Programme: It is based on a membership model. ReCreate works with over 400 Irish suppliers to redistribute their excess surplus clean materials. This material is then made available to members for artistic and exciting projects. Members are made up of schools, early years and community groups.

Creative Workshop Programme: ReCreate delivers fun, engaging and educational workshops to all sectors of the community. They cover a wide variety of topics like Aistear, STEAM, Environmental, dementia, crafting etc, with the aim of inspiring a passion for creativity, understanding the benefits creativity brings and also educating groups on the environmental impact of behaviours and how to become better citizens of the planet.

There is a third programme, the *social inclusion programme* that provides valuable meaningful work experience to people with disabilities. ReCreate provides 17 work placements per year. Only 31% of adults with a disability are in employment compared to 71% of those without a disability. ReCreate believes it has an important role to play in helping adults with a disability become work ready and aims to expand diversity of the membership, focusing more on disadvantaged areas, communities and marginalised groups.

ReCreate is proud to have had an impact on tens of thousands of children nationwide, nurturing their inner creativity, resulting in improved outcomes for children across the social spectrum. Till the year 2016, 6 fulltime jobs have been filled, 20 artists part time have been employed and 36 long term unemployed people have been given relevant

and high quality work experience opportunities. ReCreate has become a genuine option for businesses to dispose of used, unwanted but clean goods and materials and in 2015, 200 tonnes of material was diverted from landfills.

SOURCES OF FUNDING

The year 2018 saw a total income of €407,310 which includes grants and donations, as well as earned income. Earned income made up 43% of total income, which mostly came from membership fees (30%), but also from shop sales and workshops (14%). Grants and donations made up 57% of the total income, totalling €232,000.

Grants for 2018 from public sources consisted of:

- Department of Rural and Community Development
- EU Commission Erasmus+ Programme
- Department of Communications, Climate Action and Environment

Private philanthropic foundations also contribute to ReCreate: Social Entrepreneurs Ireland, The Ireland Fund, and Cork Street Fund.

Total Income for 2017 was €409,910, and for 2016 was €383,078.

FUTURE PLANS

ReCreate is currently opening a new Warehouse in Mallow, County Cork, on the south coast of Ireland. This workshop will serve the whole Munster region. There are also plans to open a third location, in the West of Ireland. The aim is to have a ReCreate Warehouse within 90 minute drive of everyone in the Republic of Ireland to make it accessible to all.

MILESTONES AND CHALLENGES

ReCreate has completed two research projects in collaboration with Trinity College Dublin - *Heads Up* and *All Heads Together*. 'Heads Up' examined whether clean, excess, open ended materials salvaged from industry encouraged greater flexibility and creativity in classrooms.

ReCreate's vision of breaking down the barriers to creativity bring some of the greatest challenges including encouraging beneficiaries to see creativity outside the art room and as part of everyday life.

Due to the high volume of materials that are managed on an ongoing basis, logistics is a huge challenge; thus they ensure the highest level of health and safety practices at all times.



Creative Construction

The Glenree Centre for Peace and Reconciliation²⁹

Founding Year:	1974
Sector of Impact:	Peacebuilding, reconciliation, training and education
Size of Organisation:	11 employees of the peace centre. 11 employees of the Visitor Centre (2019)
Legal Structure:	Company limited by guarantee, with charitable status (Registered Charity CHY 5943). The Glenree Visitor's Centre is a separate legal entity, Company Limited by Guarantee.
Governance:	Barbara Walshe Chairs the 12-member Board of Directors. Ann Breslin Chairs the Board of the Glenree Visitor's Centre, which has four voluntary board members. There are 26 members who elect the Board and meet annually.
The Team:	Naoimh McNamee (CEO), Gerard Cahill (CFO), Eamon Rafter (Learning Co-ordinator), Val Kiernan (Event Manager & Programme Support) plus six programme staff and grounds caretaker. The Visitor Centre includes Aidan Power (Café Manager) who leads a staff of 11.

²⁹ <https://www.glenree.ie>

COMPANY OVERVIEW

Glencree Peace Centre was founded in 1974 in response to 'The Troubles' - the conflict in and about Northern Ireland. The organization was set up by a group of concerned citizens and peace activists, and the founding board members represented different Christian traditions, Catholic, Quaker, Evangelical, Presbyterian, Church of Ireland, and Methodist. Later in the 1980s Glencree moved away from its ecumenical origins to function as a secular non-profit organisation, delivering a range of programme work.

Glencree believes in a shared world; where human rights are protected; where diversity and different identities are cherished; where all can live free from the fear of violence and with dignity and respect; and where differences and conflicts are transformed peacefully. Participants in Glencree's programme work include former combatants and victims of violent conflict, politicians and political parties, community leaders and organizations, international groups and school children.

The Visitor's Centre was established at Glencree in 2008, under the same management as the Peace Centre, in order to run as a social enterprise that would support the Glencree programme work with accommodation and hospitality, provide employment in a rural area, as well as generate funds for the purpose of Peacebuilding. The Visitor's Centre provides accommodation, hospitality and conference facilities for Glencree's own programme work, but also to visiting groups from other community organizations. The Visitor's Centre also runs a gift shop, restaurant, coffee shop, and exhibition on the history of the Glencree site.

THE CONTEXT

Glencree was founded during the civil rights movement that started in Northern Ireland in 1969. The different phases of the conflict influenced different chapters of programme work at Glencree. The early days included offering

respite for community activists, politicians and even summer programmes for children. The 1990's when peace agreements were being negotiated saw the emergence of Glencree's political dialogue programme, where politicians could meet and talk safely and in private with their own parties, as well as with opponents.

The physical site and location of the Glencree Centre plays an important role in Glencree's history and identity as a peacebuilding organisation, as it reflects events and phases of Irish national history.

The Peace Centre is located in the Wicklow hills on the Military Road to Dublin, planned by Queen Elizabeth I in 1580, yet not constructed until the 19th Century. The building in which the peace centre is housed was built as a military barracks completed in 1806. The site was then used by the Oblate brothers, a Roman Catholic Order, that ran St Kevin's Reformatory School for Boys, from 1858 to 1940, following the Great Famine, when many children were left orphaned, homeless and destitute. Today, Glencree's mission reflects reconciliation with a difficult past, and its values represent the learning and evolution from suffering, oppression and violence.



ACTIVITIES

Programme work includes international and domestic peacebuilding, education and training, as well as integration. Glenree programme staff continue to offer educational events about peacebuilding and Glenree's experience to schools, universities, visiting groups and others. "Addressing the Legacy of Violence through Facilitated Dialogue" began in 2017 and brings together communities to reflect on the past and build a more positive future together. The "Refugee

Integration and Intercultural Work" involves facilitated dialogue with new and old communities in Ireland. "GAME" is a project designed to empower Muslim youth across Europe in the face of rising anti-Islam sentiment and xenophobia. The "Young Peacebuilder's Programme" and "The Women's Programme" continue to bring together young people and women respectively for dialog and empowerment work. "Southern Voice" is a series of public events to raise awareness of the continued need and importance of peacebuilding in Ireland.



The Glenree Visitor's Centre provides 32 beds in single, double and dormitory style rooms, with self-catering and catered options. There are conference rooms, as well as a restaurant on-site, making the location ideal for retreats or multi-day workshops. These facilities provide hospitality for Glenree's programme work, but also host other organizations' activities and workshops with themes related to or sympathetic with Glenree's values and mission.

SOURCES OF FUNDING

Glenree has been supported by public grants, private philanthropy as well as its own earned income, which includes fees for training sessions, as well as revenue from the Visitor's Centre. The Visitor's Centre is supported through a public employment scheme (via Pobal) to provide employment, work experience and training in a rural area with low employment. The Armory Café generates income that contributes to Glenree's mission.

In 2017, Glenree received grant funding from: Department of Foreign Affairs, the Office of Public Works, and the European Union "Peace IV" (Special European Union Programme Body, SEUPB), the Heritage Council, Pobal, the Tony Ryan Trust, and the Irish Human Rights and Equality Commission (IHREC).

In 2017, Glenree had a total income of €633,418, of which 60% was grants for programme work; 40% was earned income through services offered;

and 4% from donations and membership fees.

The Visitor's Centre contributed €11,737 earned income to Glenree's work, which is almost 2% of the total income.

PAST AND FUTURE

Glenree aims to be a leading global peace centre. In order to achieve this, the board and management are working towards developing the Glenree site to be able to expand the programmes and services offered there. The future plans and vision are guided by the following questions:

- "How is the prospect of a better future to be constructed against the background of a profoundly hurtful past, where trust between communities might best be characterised as deeply fractured?"
- "How do we create a sense of hope, coupled with a feeling of certainty that the violence that was experienced during the conflict will never be practised again, as an expression of political necessity, to defeat those with whom we must share the island of Ireland?"
- "The previous generation of political leaders (North and South; East and West) came to understand and value the importance of relationships across divides, despite how polarised our views might be, but who will be this generation's champions for Peace?"

Naoimh McNamee, Chief Executive Officer

UrbanVolt³⁰

Founding Year:	2015
Sector of Impact:	Sustainability, Energy
Size of Organisation:	30 (average number of employees in 2018)
Legal Structure:	Private Company, with B Corp status.
Leadership Team:	Kevin Maughan (CEO), Graham Deane (COO), Declan Barrett (CCO)

³⁰ <http://urbanvolt.com>

COMPANY OVERVIEW

UrbanVolt, the first Irish firm to join the international club of companies with a B Corporation status, helps large energy users to reduce their carbon footprint by replacing lights in commercial buildings with LED substitutes with no upfront costs to the client, and then maintaining them for up to 10 years.

Certified B Corps are businesses that meet highest standards of “*verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose*”. The B Corp community strives to solve societies’ challenges, that cannot be tackled by the non-profit sector and government alone. Their profits are used to strengthen their social mission and create positive impact for their employees, communities, and the environment.

Declan Barrett, before starting UrbanVolt, had a facilities management business and installed LED light solutions into properties for business clients. He found that, despite the environmental and cost benefits of LEDs, their installation process is prohibitively expensive, thus deterring many businesses from choosing this more environmentally friendly option. Having known Kevin Maughan and having worked with Graham Deane, the three of them discussed plausible ways to independently fund the installation cost of LED lighting for businesses. This is how UrbanVolt was born, with three simple overarching principles to accelerate the business world’s adoption of LED lighting— removing the need for any upfront investment, removing all the operational hassle and being fully off-balance sheet for the world’s largest energy users. UrbanVolt successfully built the award-winning “Light as a Service” platform and trademarked the acronym LaaS.

THE CONTEXT

Being a B Corp, UrbanVolt’s mission is to use business power to solve social and environmental issues. The scientific community and governments across the world are in agreement - the climate is changing. This global challenge is the defining issue of our time, which if not taken action against, will cause a drastic and lasting impact on our planet.

UrbanVolt is working towards making energy efficiency easy for the world’s largest energy users in the face of climate change.

ACTIVITIES

UrbanVolt has a unique “Light as a Service” (LaaS) business model, which means that clients get LED lighting upgrades for no immediate upfront cost. UrbanVolt installs LED lights resulting in clients reducing their impact on the environment (good for the planet) and saving up to 75% on their energy bills (good for their bottom line).

Potential clients go through a simple process where the extent and price of the lighting project is determined by specific lighting requirements (light levels, operating hours, industry). UrbanVolt bears responsibility for any light fixture fails and provide insurance cover for theft, fire, failure or damage to the lights.

SOURCES OF FUNDING

UrbanVolt is paid a fixed monthly subscription fee, calculated by factoring in the cost of the product, project management, installation, ongoing maintenance risk, and margin. They calculate what the electricity savings will be, so that the client can be assured that the savings will be greater or equal to the fee. In addition to cost-savings, important benefits of this service are reduced CO2 emissions, improved lighting for health and safety reasons, and out-sourcing any future maintenance issues. For a typical warehousing client, UrbanVolt’s fee would be half the savings. This means a win-win for clients and the environment.

All income is generated from Light as a Service (LaaS) upgrades. UrbanVolt’s monthly fee, which is fixed for 60 months, includes their margin.

UrbanVolt receives a small amount of energy credits from the *Sustainable Energy Authority of Ireland* (SEAI). These credits are available to any business who carries out an energy reduction program, and UrbanVolt used the credits to offset some of the cost of the project. Now, the vast majority of the work is outside of Ireland so UrbanVolt receives almost zero government funding (via the energy credits).

FUTURE PLAN

UrbanVolt plans to continue to expand globally. They aim to introduce new services that can be added to the business model.

MISCELLANEOUS

Milestones:

- Became the first BCorp member in Ireland.
- Launched an online calculator which generates a quote in minutes rather than the previous labour intensive process which took weeks.
- Received €30m funding from SUSI, 2016
- Recognised as Service Start-up of the Year in 2016 for its innovative Light as a Service, zero CapEx business model, making sustainability easy for businesses.
- Leinster Rugby Sponsor for a Day, 2016
- Various awards including being named one of the Top Finance Agreements of 2016 (Trade and Forfaiting Review), Deal of the Year (Environmental Finance) and named one of

Europe’s Fastest Growing Companies (Inc.com)

- Winning Google’s European Adopt a Start-up, 2018
- Achieving target in the UN’s Global Lighting Challenge and saving energy equivalent to permanently switching off 1 million lightbulbs, 2018
- In March 2018, UrbanVolt raised €2.5 million to fund a planned expansion outside of Europe, into the US in 2018. UrbanVolt intends to significantly ramp up operations there with plans to create 100 jobs over the next three years to aid its growth in the region. The company now has offices both in Chicago and Florida, where it intends to establish its US headquarters
- In July 2018, UrbanVolt signed a €55m funding deal with UK investment firm Low Carbon, to support UrbanVolt’s continued expansion into overseas markets



Founder Profiles:

KEVIN MAUGHAN, CEO



Kevin is a start up veteran. In 2010 he founded Novaerus, which became the fastest growing biotech company in Ireland. Prior to that, Kevin was the CEO of Caterpillar Ireland and Director of Merrill Lynch's Financial Advisory Centres in EMEA, with 26 offices and €8 billion in assets under management.

GRAHAM DEANE, COO



Graham was a co-founder of Novaerus, where he managed product development and the supply chain for a rapidly growing global business. Prior to that, Graham was Group Operations Director for Caterpillar Ireland and held a number of management positions with Fortune 500 companies such as Xilinx and Flextronics.

DECLAN BARRETT, CCO



Declan Barrett was most recently the founder of Complete Property Management, a company he founded in 2008 and successfully exited in 2014. Prior to that Declan held key management positions in the FMCG industry with Johnson Bros and United Biscuits where he was responsible for growth in Ireland.

Vantastic³¹

Founding Year:	2000
Sector of Impact:	Accessible Transportation, Employment, Disability
Size of Organisation:	Average employees 50 (2018)
Legal Structure:	Company limited by guarantee, with charitable status (Registered IE Charity CHY 13777)
The Team:	Cormac Moloney (CEO), Niamh Stafford (Chair of the Board)

³¹ <http://www.vantastic.ie>

COMPANY OVERVIEW

Vantastic is a Not for Profit Irish Charity that offers accessible transport services (Minibus & Wheelchair Accessible Rental Cars) for people with permanent or temporary mobility difficulties, physical & sensory disabilities. As well as providing services for individuals, they partner with other not for profit organisations, service providers and public bodies. Vantastic's mission is to work with existing and new transport providers and agencies to develop a comprehensive transport network that is inclusive of all their members. Through the delivery of their transport services, Vantastic creates employment opportunities for people from disadvantaged groups.

Vantastic originated from the total lack of accessible transport in the late 1990's and the efforts made by the *Centre for Independent Living Dublin* (established in 1992 by and for people with disabilities with the main aim of ensuring that people with disabilities achieved Independent living, choice and control over their lives and full participation in society as equal citizens) to establish a transport division (called Vantastic) with the twin aims of providing an accessible transport service for people with disabilities and also to act as a policy lobby group on government.

THE CONTEXT

Vantastic provides specialist, responsive and accessible transport services to enable members (people with disabilities, ageing & older persons (65 plus) with mobility difficulties), to actively participate in the wider community and to have an independent lifestyle. Vantastic is a member of, and is active within, several groups and organisations including The Wheel, Disability Federation of Ireland, Dublin Community Services Programme (CSP) Network.

ACTIVITIES

Vantastic operates on a membership-based model. The individual's needs must fit with the company's constitution and mission, to provide

accessible transportation services to people with mobility challenges. Vantastic currently has two core accessible transport services— Accessible Minibus service and a Wheelchair Accessible Rental Car service. These services enable members to make all sorts of journeys, making it easier to go shopping, to attend work, to attend school/college, to attend health appointments, to visit with family and to socialise.

Accessible Minibus Service: This is a door-to-door transport service catering to three service elements- Individual Transport, Group Transport, Older Persons Transport. Vantastic offers specific services like Health and Shop Route Service. The Minibus service took a total of 134,734 member trips had a total of 1,462 different people use the services in 2018.

Wheelchair Accessible Rental Car Service: The Wheelchair Accessible Rental Car service offers members an independent 24 hour a day transport solution, to be driven by their own nominated driver, available 365 days a year, which provides them with the freedom to go wherever they want, whenever they want. 2018 saw 3,513 number of days the service was rented, a 480 days increase from the year 2017. The Rental service had a total of 137 different people use rental cars in 2018 with majority of the renter's location being Dublin.

SOURCES OF FUNDING

Vantastic's business model is based on maintaining a balanced funding mix of core government support (Community Service Programme) and self-generated income. The sustainability of Vantastic's social enterprise and its ability to expand services is dependent on maintaining the identified core government support; this support is in the form of the Community Service Programme (CSP), which funds Vantastic to hire people who are unemployed, and provide them with training and work experience. The funding allows the delivery services where public and private sector services are otherwise unavailable. Without the

CSP funding, Vantastic would cease to exist, to be effective and to meet its service delivery goals.

The year 2018's income was a combination of self-generated income at 62% and core state funding (funded by the *Department of Rural and Community Development* and administered by Pobal through the CSP) at 36%. The total income was €2,274,198 with government funding at €818,726 and self-generated income at €1,455,472.

- Core State Funding (36%)
- Self-generated Income (62%)
 - Minibus Service (85%)
 - Rental Services (8%)
 - Joint Initiatives (4%)
 - Rebates (1.5%)

Additionally, Vantastic also receives some corporate support (2% of total income) Veolia Ireland helped purchase IT equipment under the *Veolia Connect Programme* in 2018. Vantastic started its corporate partnership with *Bluebird Care Ireland* in 2017. The partnership continued in 2018 with €20,000 funding and enabled Vantastic to complete 134,734 passenger trips on their low-cost minibus service and provided 3,513 days of wheelchair accessible car rental.

Since the years 2014, the total income has been primarily a combination of self-generated and core state funding. In 2016, however, there was a 2% increase of income from capital state funding.

In 2018, Vantastic successfully applied for public grant funding under the *Social Enterprise Measure 1 Dormant Accounts Fund*. This grant (€50,880) covered the cost of purchasing three second hand, wheelchair accessible vehicles to expand the Wheelchair Accessible Rental Car Service.

Joint Ventures:

Vantastic has benefitted from various joint ventures in 2018 (*Dublin City Council North Central, The North East Inner City Initiative,*

Health Service Executive Local Health Office North Dublin), to deliver discounted local services for older people. In 2018, Vantastic completed 5,007 member trips (2,034 Health Route & 2,973 Shop Route) directly related to their joint initiative partnerships. This resulted in users experiencing more independence, reduction in stress, improved savings on transportation and reduced feeling socially isolated.

FUTURE PLANS

Vantastic is currently expanding its Accessible Minibus service in the South County Dublin / North-East Wicklow area. Additional Community Service Programme funding will provide for an eight route (Monday-Friday) specialised accessible minibus services (multi-occupancy transport only) to the Voluntary and Community Sector under the Community Services programme in the area. The service will be delivered in accordance with the current Vantastic Community Service Programme model which is based on a social enterprise model, whereby Vantastic generates a traded income from the delivery of services, which in turn is used to co-fund the cost of employment, and cover other overheads associated with the delivery of services.

Under the current Vantastic operating model and current operating Business Plan, it is projected by 2022, Vantastic will be funded primarily by self-generated income of €3,177,627 (75% of all income).

MISCELLANEOUS

Challenges:

- The improving economic environment may present recruitment difficulties, particularly in line with meeting the CSP eligibility criteria as we face a full-employment economy.
- Additionally, the improving economy may present retention difficulties as wage levels and job opportunities continue to increase in the private sector.

- There are current supply difficulties concerning the sourcing of suitable vehicles for the Minibus services linked to manufacturer production and supply of the base vehicle and capacity within the specialist coachbuilders to meet market build requirements. They are actively working with both manufacturers and coachbuilders to address this challenge. However, continued difficulties will delay both the expansion of the existing minibus service and the implementation of the new minibus service.

Social Return On Investment:

Vantastic conducted a Social Return on Investment (SROI) evaluation of Vantastic Rental (Wheelchair Accessible Car Rental Service), with the following highlights:

- This service had generated added social value beyond its financial investment. The social return ratio for Vantastic Rental found that for every €1 invested into the service, a social value of €2.39, within a margin of €2.09 and €2.60 was generated for its stakeholders.
- Outcomes had a strong positive link with how Vantastic Rental removed barriers/challenges frequently experienced when sourcing wheelchair accessible transport or travelling with a disabled person.

The SROI was brilliant in providing a detailed and comprehensive analysis of the services provided by Vantastic, its outcomes and ultimately, to document the social value of non-profit activity.



Vantastic Rental

SOCIAL ENTERPRISES IN VIET NAM AND IRELAND

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