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COMPENDIUM OF
GOOD PRACTICES
IN **SOCIAL**
ENTREPRENEURSHIP

ARMENIA

MOLDOVA

GEORGIA

DISCLAIMER

This compendium was prepared within the framework of the “SKYE Net – Skills and Knowledge for Youth Empowerment Network Project” project co-funded by the European Union under its EU4Youth Programme implemented by World Vision Armenia, IRIS Business Incubator, World Vision Georgia, and “MilleniuM” Training and Development Institute. Its contents are the sole responsibility of the „MilleniuM” Training and Development Institute and do not necessarily reflect the views of the European Union.

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INTRODUCTION

The Compendium of Social Entrepreneurship Good Practices was developed in the context of the SKYE Net – Skills and Knowledge for Youth Empowerment Network Project (hereafter SKYE Net project), funded by the European Union and implemented by World Vision Deutschland, together with its implementing partners World Vision Armenia Child Protection Foundation, IRIS Business Incubator Foundation (based in Armenia), World Vision Georgia Foundation, and „Millenium” Training and Development Institute (Moldova).

The current project aimed in the region to contribute to fostering active participation of youth in both democratic and economic life by enhancing entrepreneurial and career management skills among youth, with a focus on disadvantaged youth, as well as supporting youth-led social enterprises that address community-level problems and focus on digital and green transition in Armenia, Georgia, and Republic of Moldova.

The SKYE Net project pursued two main objectives:



Supporting youth-led social entrepreneurship start-ups, especially in green and digital sectors, and improving access to existing business support mechanisms.



Establishing a transnational platform ("SKYE Net") for experience-sharing and knowledge exchange among young entrepreneurs in Armenia, Georgia, and Moldova.

This compendium reflects the results obtained mainly within the first specific objective, namely presenting positive examples of social entrepreneurship development in the region. The goal pursued through this compendium is to present positive practices and development trends of social entrepreneurship in the 3 beneficiary countries of the project, as well as to stimulate learning and exchange of experience in this field between entrepreneurs, non-governmental organizations, young people and public authorities.

Through this project, 36 social businesses from the three countries were selected through a pitching competition to receive sub-grants (up to €5,000) along with three months of coaching.

Considering the large number of social businesses financed within the project, the Compendium aims to present the most relevant and innovative social businesses in the region, both those financed within the project, as well as good practices already operating and recognized in the project's member states.

The Compendium features both enterprises funded under the project and other long-established successful social businesses that underline the growing interest and development potential of social entrepreneurship in the region in this field, as well as emphasize the positive experiences and development prospects of social entrepreneurship.

Each practice was structured according to the same model: a brief description of the enterprise, its beneficiaries, business relevance, sustainability approach, and lessons learned. At the same time, we note that each company, following the social business presentation structure, chose the method of description and formulated the content of its presentation.

The collection of best practices in each country was managed by local SKYE Net partners, while the compilation, content development, and final editing of the Compendium were coordinated by the "MilleniUM" Training and Development Institute in Moldova.

It is important to note that this Compendium does not aim to make an in-depth analysis of the regulatory framework, programs, funding schemes, grants, etc. available in these countries and in the region. In this context, we specify that within the framework of the SKYE Net project, a Gap analysis concerning current social entrepreneurship support schemes in the 3 project countries was carried out (which includes the schemes and practices of promotion and visibility raising, availability of financial support programmes, educational and mentoring support programmes, online courses, tools and methods, educational materials and other opportunities and characteristics from the social entrepreneurship ecosystem).

“ The Compendium highlights the vibrant potential of social entrepreneurship in Armenia, Georgia, and Moldova, emphasizing the urgent need to continue investing in youth-led, socially-driven businesses that foster community and economic development.

It is important to highlight that social entrepreneurship in Moldova, Georgia, and Armenia is still in an early stage of development.

Progress is being made both in terms of establishing legal frameworks and creating support tools, programs, and promotional platforms aimed at fostering recognition and growth.

However, significant challenges remain. Social entrepreneurship in these three countries requires further interventions and stronger involvement to ensure:

- A more favorable and less restrictive regulatory environment;
- Increased financial incentives and support programs, including grant schemes, for social business development;
- Expanded awareness and recognition of the added value that social enterprises bring to communities, and to broader social and economic development.

Ultimately, the goal is to create an ecosystem where social entrepreneurship can thrive as a key driver for inclusive growth and community resilience.

Based on the development objectives of the Compendium, the document is structured into three main chapters: **Introduction, Good Practices in Social Entrepreneurship**, and **Conclusions**. It presents the general context of social entrepreneurship in the region and outlines the main objectives of the project.

The compendium highlights 15 functional social enterprises from the three beneficiary countries and concludes with a general assessment of the sector, summarizing key lessons learned and offering recommendations for the future development of social entrepreneurship in the target countries.

The collection of best practices in each country was managed by local SKYE Net partners, while the compilation, content development, and final editing of the Compendium were coordinated by the "MilleniuM" Training and Development Institute in Moldova.

○ **Note.** We would like to point out that the social businesses included in the Compendium are in line with the recognition practice, the regulatory framework, and the approach to social entrepreneurship in each country. Therefore, not all social businesses presented in the Compendium represent classic social businesses, in terms of legal registration and economic activity carried out by them. For example, some social businesses included in this collection of good practices are recognized at the community level as social businesses, based on the business mission, the type of services provided, the target social categories, etc. (Georgia's case).

REGIONS REPRESENTED BY SOCIAL ENTREPRISES IN THE COMPENDIUM



SOCIAL
ENTREPRENEURSHIP
BEST PRACTICES
IN **ARMENIA**



ARDOOK

SOCIAL ENTERPRISE

📍 Yerevan, Armenia



"Ardook" is a social enterprise operating in the Service Industry in Yerevan, Armenia. The team plans to expand to Gyumri in Q4 2025 and to Tbilisi, Georgia in 2026.

Orders are managed through a courier system: items are picked up, cleaned by trained mothers at home, and returned to customers, ensuring both flexibility for the mothers and high service standards.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

Ardook was founded with **the mission** of providing sustainable employment opportunities for mothers of children with disabilities, ensuring they can earn a stable income without leaving their children's side.

In Armenia, 34% of mothers who care for children with disabilities face a very low quality of life due to significant challenges in securing stable employment and income, primarily because of the demands of caregiving. Most families depend only on small pensions, which are lower than the minimum wage, making financial stability nearly impossible.

The social benefits (about 55 EUR) they receive are 68% below the minimum wage (about 170 EUR). Ardook was created to break this cycle of economic hardship and dependency.

The enterprise offers professional washing and pressing services for individuals and businesses such as hotels, restaurants, and preschools.



IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

Ardook measures its impact through internal assessments and external validations to ensure sustainable growth.

This helps the enterprise stay true to its mission and grow in a sustainable way. The enterprise evaluates its impact through a combination of qualitative and quantitative methods, using both internal assessments and external validations.

● Social Impact:

- Sustainable employment for mothers of children with disabilities.
- Indicators: number of mothers employed, income growth vs. minimum wage, quality of life improvements, transition from government support to taxpayers.

● Economic Impact:

- Financial benefits for beneficiaries and the local economy.
- Indicators: total earnings distributed, enterprise revenue growth, profitability, and cost savings for outsourcing businesses.

● Environmental Impact:

- Eco-friendly practices: recycled plastic hangers, woven bags instead of plastic covers, and use of sustainable detergents. They optimize water and energy use compared to traditional laundry services and use eco-friendly detergents and sustainable washing methods.
- Indicators: reductions in water and electricity usage, minimized packaging waste.

● Monitoring and Improvement:

- Monthly financial reports, surveys, data analytics, and external evaluations ensure accountability.

In the future, Ardook plans:

- to implement a digital tracking system for real-time monitoring of income growth and employment rates;
- to strengthen partnerships with academic institutions for independent evaluations and expand data collection to assess the long-term career development of employed mothers.

Through these improvements, Ardook ensures transparency and continuous growth in creating meaningful social change.



BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

Ardook operates as a revenue-generating social enterprise, balancing financial sustainability with strong social impact.

The business provides laundry, washing, and pressing services. Revenue is generated through service fees, with competitive pricing that balances affordability and operational needs.

The enterprise was initially supported by a combination of **personal investment**, **grants**, and **impact-driven funding**. Grants played a key role in covering start-up costs, including professional equipment, staff training, and logistics setup.

Ardook's model is designed to reduce donor dependency by scaling B2B services, creating stable and recurring income streams. Future plans include reinvesting profits to expand operations, hire more mothers, and diversify service offerings, ensuring long-term financial sustainability.



CHALLENGES



Transitioning from donation-based support to sustainable employment models.



Convincing B2B clients (hotels, restaurants) of the quality delivered by a home-based model.



Balancing affordable prices with fair wages.



Core lesson: Integrating strong social impact with a viable business model ensures long-term sustainability, proving that social enterprises can thrive without relying solely on donations.

LESSONS LEARNED



Organizing strong awareness campaigns and strategic partnerships helped change perceptions and showcase Ardook's impact.



Ensuring rigorous quality control, transparent communication, and solid logistics built client confidence.



Expanding B2B partnerships, testing subscription models, and leveraging technology are key to sustainable growth.

SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

Sustainability and future business development plans Ardook ensures sustainability through a self-sufficient business model that balances social impact with financial stability.

Strategic partnerships with hotels, restaurants, and other businesses provide a steady income stream, while collaborations with like-minded organizations open new opportunities for growth and greater impact.

Innovation is a key driver of sustainability. Ardook continually improves logistics, adopts eco-friendly washing techniques, reduces waste, and invests in staff training to ensure consistent service quality and long-term employment for mothers.

The Ardook model — based on remote, home-based laundry work supported by a centralized logistics system — is highly adaptable and replicable in regions facing similar socio-economic challenges. Expansion plans include entering new cities, scaling B2B operations, and integrating new technologies to improve efficiency and customer experience.



CONTACT INFORMATION

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Social Media (links are active in the digital version)

- 🌐 Website: www.ardook.org
- 📷 Instagram: [Ardook on Instagram](#)
- 📘 Facebook: [Ardook on Facebook](#)
- 🌐 LinkedIn (Company): [Ardook on LinkedIn](#)
LinkedIn (Shogher Atanesyan): [Profile](#)



AREGAK BAKERY & CAFÉ

SOCIAL ENTERPRISE

📍 Gyumri, Shirak Province, Armenia



"Aregak Bakery & Café" is a social enterprise founded in 2018 by the Caritas Aregak Charity Foundation. It operates in the HoReCa sector, running a bakery and café located in Gyumri.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

Aregak Bakery & Café was founded in 2018 by the Caritas Aregak Charity Foundation as Armenia's **first inclusive café**, with the goal of **creating meaningful employment opportunities for individuals with disabilities and mothers of children with disabilities.**

Located in Gyumri, Shirak Province — a city still recovering from the devastating 1988 Spitak earthquake — the enterprise addresses high unemployment rates and social exclusion by promoting inclusion, dignity, and economic empowerment.

The initiative was inspired by the Emili Aregak Center, which supports young people with disabilities. As these young individuals transitioned into adulthood, it became clear that they had few job opportunities, largely due to widespread discrimination and a lack of inclusive workplaces. Their mothers, often primary caregivers, faced similar employment barriers.

Recognizing this urgent need, Aregak Bakery & Café was established as a safe and supportive work environment where employees could acquire professional skills, earn a stable income, and fully participate in community life.

Operating under the principles of social entrepreneurship, the café balances financial sustainability with its strong social mission, providing training in baking, customer service, and hospitality, and demonstrating the power of inclusive business models.



IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

Aregak Bakery & Café generates revenue through its bakery and café, offering a wide variety of European-style bread, pastries, sandwiches, and high-quality coffee and tea.

It has become a favorite spot in Gyumri, welcoming both locals and tourists who appreciate its friendly and welcoming atmosphere and its strong social mission.

Beyond its daily operations, Aregak expands its reach through catering services and wholesale baking, helping sustain financial viability while promoting inclusive employment opportunities.

All profits are reinvested into the social mission, supporting employee development and strengthening Aregak Bakery & Café's commitment to building an inclusive and empowering workplace.

Through its model, Aregak demonstrates that businesses can thrive while advancing social change, proving that individuals of all abilities can actively contribute to economic and community life.

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

Aregak Bakery & Café operates as a social enterprise, balancing financial sustainability with a strong social mission. The business uses multiple income streams to support inclusive employment and training programs. The revenue sources are:

Café and bakery sales:

- European-style bread, pastries, sandwiches, coffee, and tea, attracting both local customers and tourists. Freshly baked goods are a core focus, using quality ingredients and artisanal methods.

Wholesale distribution & catering services::

- Supplying baked goods to local businesses, hotels, and restaurants, as well as providing catering services for private and corporate events.

Specialty and seasonal products:

- Offering limited-edition products during holidays and customized bakery orders, boosting revenue during the festive seasons.

Community support:

- Fundraising initiatives, donations, and partnerships with socially responsible organizations further strengthen financial sustainability.

Launching Aregak Bakery & Café required an **initial investment of approximately €290,000.**

Grant Support: about 70% of the budget was secured through a grant from the European Union Delegation in Armenia in 2017.

Donor Contributions: the remaining 30% was funded by Caritas Austria, the Austrian Development Agency, and through community fundraising efforts.



CHALLENGES



Initially, inclusion was viewed as charity rather than recognizing the real skills of employees with disabilities.



Balancing business success with a strong social mission requires continuous effort.



Many employees lacked previous work experience, requiring extensive time and resources for training and adaptation.



Competing with established bakeries in Gyumri was difficult when entering the market.



By addressing challenges and learning from experiences, Aregak Bakery & Café continues to grow as a sustainable and replicable model of inclusive social entrepreneurship.

LESSONS LEARNED



Advocacy campaigns and public engagement shifted mindsets, showing the true value of inclusive employment.



Diversifying revenue streams—through wholesale, catering, and seasonal products—ensures greater financial stability.



Flexible, individualized training programs lead to better employee success and long-term retention.



Building strong community support and emphasizing social impact storytelling helped differentiate the brand and attract loyal customers.



SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

Aregak Bakery & Café builds long-term sustainability through:

- Expanding wholesale distribution, catering services, and developing new products.
- In 2022, a grant and loan from the VIA Fund enabled the expansion of the outdoor patio, increasing customer capacity.
- Collaborations with local businesses and international donors grow the customer base and provide technical support and funding opportunities.
- Diversifying offerings with packaged goods, online sales, and adopting environmentally sustainable practices.
- Hosting events, workshops, and awareness campaigns to promote inclusive employment and foster local support.

The Aregak model can be replicated in other regions by adapting to local contexts. Its success relies on community-driven approaches, strong partnerships, and local demand for quality products.



📍 WHERE CAN YOU FIND US?

Aregak Bakery & Café

📍 Gyumri, Shirak Province, Armenia

👤 Contact Person: Tigranuhi Akopyan, Director, Caritas Aregak Charity Foundation

Social Media (links are active in the digital version)

🌐 Website: <https://aregakbakeryandcafe.weebly.com/>

📷 Instagram: Aregak Bakery & Café on Instagram

📘 Facebook: Aregak Bakery & Café on Facebook

HERBS & HONEY

SOCIAL ENTERPRISE

📍 Ashotsk, Shirak region of Armenia



The company produces healthy consumer goods such as herbal tea blends, honey and honey-based products, dried fruits and berries, and natural cosmetics, as well as selling these products within a Tea-shop restaurant and a small Boutique hotel in North-West Armenia.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

Herbs & Honey began in 2012 in Switzerland, when a group of friends united to protect Armenia's environment.

They wanted to help protect 500 hectares of forest threatened by a mining project that risked destroying local flora, fauna, and harming communities.

To support local families affected by the mining plans, they created small projects, by producing and selling honey. They worked voluntarily, organized honey fairs, and helped people find new ways to earn a living.

In 2018, a Swiss-Armenian repatriate opened Herbs & Honey in Gyumri, Armenia. Herbs & Honey opened a tea-shop restaurant that serves healthy food and sells in its little shop honey, spices, home-made crafted embroideries and ceramics, more than 50 types of herbal teas, all natural lemonades and detox cocktails, coffee and cake

The goal was **to contribute to Armenia's development by creating sustainable jobs and supporting local families.**

The café became a platform for local producers, helping over 20 employees and supporting around 10 families with stable incomes.

The company helps family businesses to produce and bring their goods to the market thus ensuring self-sufficiency.

In 2024, the company expanded by opening a small boutique hotel at 2000 meters altitude in the Shirak region — a poor but beautiful area with great potential.

The hotel brings tourists to explore nature, hiking trails, yoga retreats, and local gastronomy, helping to revitalize the community.



HERBS & HONEY

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

Today, Herbs & Honey is a well-known brand with its tea-shop restaurant, boutique hotel, and line of consumer goods.

- The company has a healthy financial situation and provides daily jobs for about 30 people, while around 10 families benefit seasonally from its activities.
- Herbs & Honey chooses to support small businesses instead of hiring producers directly. They work only with small family businesses or help families create legal businesses.
- They do not cooperate with big companies or corporations. In Ashotsk, where the boutique hotel is located, all food products are bought from local farmers.
- To strengthen the community, Herbs & Honey plans to create a local marketplace and brand for goods made by farmers in the region.

They see a major problem in the area:

- Farmers sell raw milk to large factories for very low prices (30 cents per liter), which keeps families in poverty and causes young people to leave the villages.

Herbs & Honey wants to change this cycle by creating better opportunities:

- Setting up a small dairy production facility owned and managed by local families.
- Creating a marketplace platform where farmers can sell their products directly to consumers at fair prices.

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

Herbs & Honey has three main sources of income:

- A **tea-shop restaurant** located in Gyumri.
- **Production and sales** of healthy consumer goods like honey, herbal teas, and crafts.
- A **small boutique hotel** in the Ashotsk region, Shirak Province.

The company has invested about €600,000 across these three activities.

Until now, grant support has only been received for the boutique hotel. The funding was provided through an innovative tourism development project in Armenia.

The most important lesson learned is the importance of thoroughly researching the target market before making investments and carefully understanding the needs and preferences of local consumers.



HERBS & HONEY

SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

In 2025, Herbs & Honey plans to expand and diversify its activities with several exciting new projects:

- Next to the boutique hotel, they plan **to open a small SPA** offering a hammam, sauna, herbal and oil-based baths, and massages — creating a strong commercial advantage for the enterprise.
- After the success of Swiss fondue and raclette at the restaurant in Gyumri, the company is exploring the possibility of **starting a small-scale cheese production** facility, with support from the Swiss Embassy in Armenia.
- Recognizing the high demand for quality bread in the region, Herbs & Honey plans **to establish a boulangerie** to produce artisanal bread, possibly located at their farm.
- They aim **to use waste from animal breeding** and crop production to manufacture eco-friendly fuel briquettes.
- With 16 hectares of rich arable land and a favorable climate, the company plans **to start growing cereals for local beer production.**
- Herbs & Honey also plans to use its land **to produce herbs for bulk sales**, expanding its agricultural activities.
- The company **will create an agro-center hosting expositions, seminars, and festivals** focused on agriculture and tourism. This will bring together businesses, NGOs, and government actors to foster regional development.

📍 CONTACT INFORMATION

Herbs & Honey

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Social Media (links are active in the digital version)

- 🌐 Website: [Hotel herbshoney](http://Hotel.herbshoney).
- 📘 Facebook: [HERBS & HONEY boutique hotel](https://www.facebook.com/HERBS%20%26%20HONEY%20boutique%20hotel)
- 📷 Instagram: [herbsandhoney_](https://www.instagram.com/herbsandhoney_)

ART THERAPY

CHILD DEVELOPMENT CENTER

GRANT SUPPORT PROVIDED UNDER THE SKYE NET PROJECT

♥ Syunik Region, Goris City



Transformative educational and therapeutic organization dedicated to children's development and emotional well-being through innovative art therapy methods.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

Since student years, the founders came up with the idea of creating a child development center, but something was missing: a clear plan to turn that dream into reality. Everything changed when they joined the IRIS Business Incubator program. There, they learned how to turn their dream into a sustainable social business model, combining education, therapy, and entrepreneurship.

Their mission is simple but strong: to support and empower children, especially those with special needs, by providing a nurturing space where they can explore, heal, and grow through the transformative power of art therapy.

The "Art Academy" Child Development Center, located in Goris, is designed to be a safe and inspiring environment where children can unlock their creative potential while receiving therapeutic support.

Through **sand therapy**, **ceramic therapy**, **fairy tale therapy**, and other innovative **art-based techniques**, the enterprise aim to:

- Enhance emotional expression and self-confidence;
- Develop fine motor skills and cognitive abilities;
- Strengthen social interaction and communication;
- Provide a holistic, engaging, and inclusive learning experience.

By combining therapy with creativity, "Art Therapy" works to strive to make a lasting impact on children's lives, empower families, and contribute to a more inclusive society.



ART THERAPY CHILD DEVELOPMENT CENTER

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

Every month, 3-4 children will be eligible for free or 50% discounted support, depending on their health and financial situation, which must be verified with medical or social documents.

- Each year, 120-180 children will have the opportunity to receive therapeutic services. This will help families save money and time, because they will not need to travel to Yerevan for therapy services.
- Parenting culture will improve as parents will participate in parenting skills training.
- Children will improve their social skills by working together in group sessions.
- New job opportunities will be created for specialists.

The center will conduct psychological assessments, parent interviews, focus groups, and gather user feedback to improve services.

CHALLENGES



Many people and parents are unfamiliar with art therapy and its benefits, making it difficult to promote the center's services.



Ensuring the long-term financial sustainability of the center remains a significant challenge.



Finding qualified art therapy professionals remains a major challenge. The lack of specialized personnel limits the center's ability to expand its services and meet growing community needs.



Creating an inclusive environment for children with special needs requires significant resources and careful planning.

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

The main source of funding for the establishment was a **€3,500 grant from the SKYE Net project** and **own funds**. The grant covered 70% of the total budget.

Today, the services at "Art Therapy" are paid, with a fixed monthly fee for each type of therapy. Additionally, children's handmade items made from ceramic or beads will be available for sale, serving as an additional revenue stream.



LESSONS LEARNED



It is important to organize awareness campaigns and open house doors for events to show families the value of art therapy.



Continuous investments and reliable external support are crucial to maintain operations and foster future growth.



The center must develop training programs to ensure that all children benefit from high-quality art therapy services.



Careful investments are essential to build a space where every child feels safe and supported.

ART THERAPY

CHILD DEVELOPMENT CENTER

SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

To ensure the long-term sustainability and growth, the team developed a strategic approach to balance financial stability, expand impact, and foster innovation.

PLAN FOR FUTURE BUSINESS DEVELOPMENT INCLUDES SEVERAL IMPORTANT STEPS

- The "Art Academy" team plans to expand services to reach more children, strengthen partnerships with local and international organizations, and collaborate with governmental bodies.
- To ensure financial sustainability by reinvesting profits into business development and actively using marketing strategies to attract new clients.

The "Art Academy" model is adaptable and scalable, making it replicable in other Armenian regions.

It successfully combines social impact with profit-driven activities without compromising its mission.



CONTACT INFORMATION

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Social Media (links are active in the digital version)

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- 📘 Facebook: [Art Academy Facebook](#)
- 📺 LinkedIn: [Kristine Aghabekyan](#)

GHALUMS HOME

FURNITURE MANUFACTURING SOCIAL ENTERPRISE

GRANT SUPPORT PROVIDED UNDER THE SKYE NET PROJECT

♥ Dilijan City, Shamakhyan District



"Ghalums Home" is a social enterprise founded in 2024 by Haykaram Ghalumyan under Arazi LTD (Limited Liability Company). It operates in the field of woodworking handicrafts, specializing in the restoration and upcycling of old furniture items, giving them new life.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

Ghalums Home was founded to address the decline of traditional woodworking skills in rural communities, where younger generations face limited employment opportunities and often migrate abroad for work.

Its mission is to preserve and revitalize traditional woodworking by integrating modern techniques, creating local employment, empowering youth through hands-on craft training, and promoting sustainability through furniture restoration.

To meet these needs and ensure financial viability, the team opened a furniture manufacturing business in Dilijan, focusing on upcycling old, forgotten items instead of discarding them.

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

- Providing craft training and paid internships for 3–4 teenagers (aged 15–18) from underprivileged families, along with free preparation for university entrance exams in arts and vocational fields.
- Reducing unemployment in Dilijan, with future plans to expand into other cities and rural areas.
- Combining traditional craftsmanship with modern technologies enhances productivity, preserves local cultural heritage, and promotes environmental responsibility by restoring old furniture.

CHALLENGE



Entering the market without an established brand presence made it difficult to attract customers and gain recognition.

LESSON LEARNED



Leveraging social media and showcasing the craftsmanship process built trust, increased visibility, and helped establish the brand's credibility.



GHALUMS HOME

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

Ghalums Home operates as a social enterprise focused on woodworking and furniture restoration, combining traditional craftsmanship with modern techniques.

Initial Investment:

The enterprise invested approximately €1,000 in essential tools to start operations.

Grant support through the SKYE Net project,:

- €3,150 for purchasing new equipment and machinery,
- €370 for renovation work.

SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

To expand the business, the company collaborates with various local individuals and organizations. In particular, the social enterprise works with beekeepers by producing the necessary equipment for them, which constitutes a large proportion of sales.

They also buy old, neglected items from communities, restore them, and sell them as decorative pieces for hotels and restaurants.



📍 CONTACT INFORMATION

Ghalums Home

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Social Media (links are active in the digital version)

- 📷 Instagram: [ghalums_home](#)
- 📘 Facebook: [Ghalum's home](#)

SOCIAL
ENTREPRENEURSHIP
BEST PRACTICES
IN **MOLDOVA**



EDUJOC WORK INTEGRATION

SOCIAL ENTERPRISE

📍 Floreni, Anenii Noi



EDUJOC is a social enterprise founded in 2012 in Floreni village, Anenii Noi district. Its activities also extend to Chisinau municipality.

EDUJOC offers a wide range of products and services that combine creativity, education, and social impact, including:

- Handicrafts and artisanal production;
- Educational toys and games for people of all ages, from 1 to 99 years old;
- Guided tour visits for groups and families to the Toy Museum and Toy Workshop.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

The idea behind EDUJOC was born out of a deep concern for how modern life's fast pace and technology overuse have changed childhood.

Today, many children spend more time in front of screens, growing up with fear, pressure, and comparison instead of freedom, creativity, and play. At the same time, parents and educators struggle to offer healthier and more engaging alternatives.

Motivated by this reality, Victoria and Igor launched EDUJOC in 2012, with a simple but powerful mission:

● **to (re)teach the world to play by offering creative, sustainable, and educational toys that spark joy and learning for people aged 1 to 99.**

They believe that play is a vital tool for learning, creativity, and building strong human connections.

What started as a small pilot project has grown into Moldova's first work integration social enterprise producing handmade, eco-friendly wooden toys and educational games.

Beyond toy production, EDUJOC also offers:

- Creative workshops;
- Factory visits;
- Inclusive play spaces for families and school groups, where visitors can craft their own toys and experience learning through play.

Their **target groups** include **children, parents, teachers,** and **communities** who seek sustainable and meaningful alternatives to screen time.

Every product and experience created by EDUJOC promotes active learning, environmental responsibility, and human connection.

Over the past 12 years, the enterprise has evolved into a national brand, reaching customers across Moldova and beyond, combining production, services, and e-commerce to spread one clear message: learning through play can transform lives.

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

EDUJOC creates a strong and lasting impact across three key areas: environment, education, and community.

- Using 100% natural materials and reusing 99% of production scraps, EDUJOC promotes sustainability through toy production and creative recycling workshops.

Their "Save the Planet through Play" initiative encourages families to bring cardboard waste and transform it into playful creations, making environmental responsibility fun and accessible.

- In education, EDUJOC reconnects children and adults with traditional play and craftsmanship. Through factory tours and workshops, they promote creativity, critical thinking, and hands-on learning, welcoming over 2,400 visitors each year.
- The social and community impact is equally powerful. EDUJOC has reintegrated family members who returned from abroad, offering them stable jobs and building a multi-generational team. During the COVID-19 pandemic, the enterprise produced and donated over 10,000 protective visors for frontline workers and delivered 3,200 peace toys to Ukrainian refugee children, with support from global ambassadors.

While there is no formal impact measurement system yet, EDUJOC tracks progress through visitor numbers, toy sales, customer feedback, and participation in recycling campaigns.

Future plans include introducing structured feedback tools to better capture their educational and environmental outcomes.

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

EDUJOC generates revenue through a diversified model combining product sales, services, and educational experiences:

- Wooden toys and educational games are **sold in our physical store** in Chişinău and via our e-commerce platform, making our products accessible nationally and internationally.
- Families and school groups can participate in **hands-on workshops, experience the toy-making process**, and leave with toys they have crafted themselves, creating a deeper emotional connection to the brand.
- EDUJOC **provides safe, inclusive play areas** during visits and events.

Approximately **90%** of EDUJOC's **revenue is self-generated** through sales and services, while around **10%** comes **from grants** and sponsorships supporting specific initiatives, such as recycling campaigns and refugee aid programs. For example, a recent €5,000 grant helped launch the cardboard eco-builder toy series.

Over the past decade, **EDUJOC has invested more than €100,000** in equipment and business development.



CHALLENGES



Educating the market about the value of handmade, eco-friendly toys was difficult, as many customers perceived them as more expensive than mass-produced alternatives.



Limited access to funding and investment opportunities, especially in the early years when social enterprises were not recognized in Moldova's legal framework.



The COVID-19 pandemic forced EDUJOC to pause in-person workshops and events, affecting both revenue and community-building activities.



Maintaining resilience while balancing growth, innovation, and social impact in a challenging economic environment.



LESSONS LEARNED



It is essential to consistently communicate the added value of sustainable, educational products and build customer trust through education and storytelling.



Strong community relationships and a clear social mission can help compensate for lack of early financial support, attracting loyal partners and customers over time.



Adaptability is key. Quickly pivoting to new needs — such as producing protective visors — allowed the enterprise to survive and continue serving the community during a crisis.



Staying true to core values of sustainability, education, and inclusion builds long-term resilience and drives organic growth, even in difficult times.



EDUJOC

SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

EDUJOC builds its sustainability through diversified revenue streams, environmental innovation, and strong community ties.

Currently, 90% of its revenue comes from product and service sales, supported by a loyal customer base. The enterprise continues to expand its e-commerce platform to reach new national and international markets.

Partnerships play a key role in EDUJOC's development. The enterprise collaborates with schools, NGOs, and international partners, including support from EU programs and organizations working with refugee communities, helping to extend its impact.

Looking to the future, EDUJOC plans several exciting initiatives.

- They aim to launch a new line of eco-friendly cardboard construction toys and expand their educational reach through online workshops and virtual tours.
- The enterprise also plans to replicate its inclusive play space model in other regions of Moldova and to open the country's first Toy Museum, further promoting creative, sustainable education.

EDUJOC's model of combining eco-friendly production with educational services is easily adaptable to other contexts where communities value sustainability, education, and family-centred activities.



CONTACT INFORMATION

Work Integration Social Enterprise EDUJOC

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Social Media (links are active in the digital version)

- 🌐 Website: www.edujoc.md
- 🌐 Website: [Toy Museum](#)
- 📘 Facebook: [EduJoc](#)
- 📷 Instagram: [edujocmd](#)

FLOARE DE CIREȘ CATERING

SOCIAL ENTERPRISE

📍 Răzeni village, Ialoveni district, Moldova



The enterprise focuses on providing catering services and serves clients across almost the entire country, depending on the location and size of the orders.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

In December 2012, the Eco-Răzeni Association founded the first catering work integration social enterprise in the Republic of Moldova — ÎSI “Floare de Cireș” LTD.

The enterprise was created **to provide training and employment opportunities for young people from disadvantaged backgrounds, especially those with disabilities** living in rural areas.

Floare de Cireș Catering officially launched its services in September 2013, combining professional training with social inclusion, and offering meaningful employment pathways for vulnerable youth.

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

Today, **Floare de Cireș employs 51 people** — 30 women and 21 men — with more than half of them being young people with disabilities or from disadvantaged backgrounds.

Between 2017 and 2019, every 1 EUR invested by foreign donors generated 2 EUR in taxes for the Moldovan state budget, highlighting the enterprise’s strong economic contribution.

Beyond employment, Floare de Cireș supports the local community by delivering **free lunches to over 160 lonely elderly and poor people** in Răzeni and neighboring villages, four times a week. From 2013 to 2024, the social enterprise provided over **265,000 free meals** through its social canteen program.

During the refugee crisis (March 2022 – March 2024), Floare de Cireș played a vital humanitarian role by **preparing and delivering about 145,000 meals to Ukrainian refugees** hosted in 16 temporary placement centers across the Ialoveni district and Chișinău municipality.



FLOARE DE CIREȘ CATERING

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

In addition to food services, Floare de Cireș offers a comprehensive **vocational training program** in the catering sector, empowering young men and women with disabilities.

Participants gain hands-on skills in food preparation and customer service, build self-confidence, teamwork abilities, and enhance their CVs, preparing for independent lives and leadership roles within their communities.

Through its on-the-job training program, **over 250 young people** with disabilities and vulnerable backgrounds across Moldova **improved their professional skills** by an average of 21% and their independent living skills by 9% over just four months.

Floare de Cireș offers hope, training, and real change — proving that social entrepreneurship can transform lives and communities.

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

Floare de Cireș provides catering services for organizations across Moldova, with a strong focus on clients in Chișinău.

Their services cater to corporate events, product launches, seminars, trainings, and conferences, offering not only food but also full event support, including equipment, cutlery, and furniture rental.

Currently, the team manages around **120 events per month**, serving a diverse client base:

- 48% non-commercial organizations,
- 20% state institutions and embassies,
- 32% private companies.

The catering menu blends traditional Moldovan dishes with European cuisine, meeting the varied tastes of clients from different sectors.

Financially, Floare de Cireș has demonstrated strong sustainability. Since January 2015, the enterprise has achieved 89% financial self-sufficiency, successfully covering its administrative expenses, raw materials, and equipment investments.

The **annual turnover grew** impressively from €50,000 in 2015 to €280,000 in 2019, reaching approximately €589,000 in 2022, and stabilizing around **€1.2 million in both 2023 and 2024.**



FLOARE DE CIREȘ CATERING

In February 2023, the enterprise expanded operations to a new production facility — a modern kitchen covering about 500 square meters, built on the company's own 30-acre land.

This major investment, completed between May 2021 and December 2022, totaled approximately 12 million Moldovan lei (around €600,000).

About 60% of the costs were covered from Floare de Cireș's own income, while the remaining 40% came from grants and state subsidies.

Through continuous growth, investment in infrastructure, and service quality improvement, Floare de Cireș has built a strong, sustainable business model, rooted in social impact and financial resilience.



One of **the biggest challenges** currently facing our social enterprise is the increase in energy resource prices, which negatively affects the enterprise's operational costs to a large extent.



FLOARE DE CIREȘ CATERING

SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

Floare de Cireș is recognized as a model of good practice for the socio-professional inclusion of disadvantaged youth. For more than 12 years, the enterprise has shown that community-level social problems can be reduced — and even solved — through sustainable business practices.

Despite the challenges of the pandemic and economic instability, Floare de Cireș has remained a profitable and successful catering business.

Today, **one-third of its employees are people with disabilities** or from vulnerable backgrounds, proving the strength of its inclusive model.

The enterprise continues to serve as an inspiration for others, receiving on average one visit per month from groups representing various organizations and actors in the social inclusion sector.

The Floare de Cireș model demonstrates that inclusive, sustainable social enterprises can be successfully replicated in other communities, offering a practical solution to employment and social integration challenges.



📍 CONTACT INFORMATION

Floare de Cireș Catering

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Social Media (links are active in the digital version)

- 🌐 Website: [Floare de Cireș Social Enterprise Page](#)
- 🌐 Website: ecorazeni.md

VIBE ACADEMY

SOCIAL ENTERPRISE

📍 Chişinău, Cahul, Hînceşti, Orhei, and Edineţ



Vibe Academy is a social enterprise from Moldova that offers innovative educational programs for children and teenagers, focusing on IT, robotics, arts, and foreign languages.

With branches in several cities, it aims to develop children's and teenagers digital and creative skills, preparing them for the professions of the future.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

Vibe Academy was founded to bridge the gap between traditional education and the evolving needs of the digital world.

The idea came from a growing concern among parents, educators, and students about the lack of practical, future-oriented skills in formal education.

As technology, robotics, and digital arts advance rapidly, many children and teenagers still lack access to structured, hands-on learning experiences that prepare them for these fields.

The academy's **main goal** is **to equip children and teenagers with essential skills in IT, robotics, and digital arts**, empowering them to become creators, problem-solvers, and innovators.

Through interactive, project-based learning, Vibe Academy ensures that students develop not only technical knowledge but also critical thinking, teamwork, and creativity.

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

Through its innovative programs in IT, robotics, arts, and foreign languages, the academy **develops essential 21st-century skills**, preparing young generations for future careers in technology and creative industries.

As a social enterprise, Vibe Academy ensures that education is accessible to vulnerable groups. For example, the Orhei branch offers **free courses for 50 children** and teenagers from socially disadvantaged families.

By establishing learning centers in the center, Vibe Academy extends its **reach to both urban and rural communities**, reducing educational inequality and helping to build a more inclusive society.



VIBE ACADEMY

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

This strategy supports the expansion of educational access for underprivileged children, the development of new courses, the improvement of digital learning tools, and the continuous training of educators.

By focusing on reinvestment and scaling impact-driven initiatives, Vibe Academy strengthens both its financial sustainability and its mission to provide innovative, inclusive education for children.

CHALLENGES



Many parents and educators initially did not understand the importance of digital skills, which led to slower enrolment.



The education sector is highly competitive, making it difficult to stand out.



Expanding into rural areas was limited by infrastructure challenges and high delivery costs.



Balancing financial sustainability with social impact goals.

LESSONS LEARNED



Investing in market education and awareness campaigns is crucial to increase enrolment and highlight the value of digital learning from an early age.



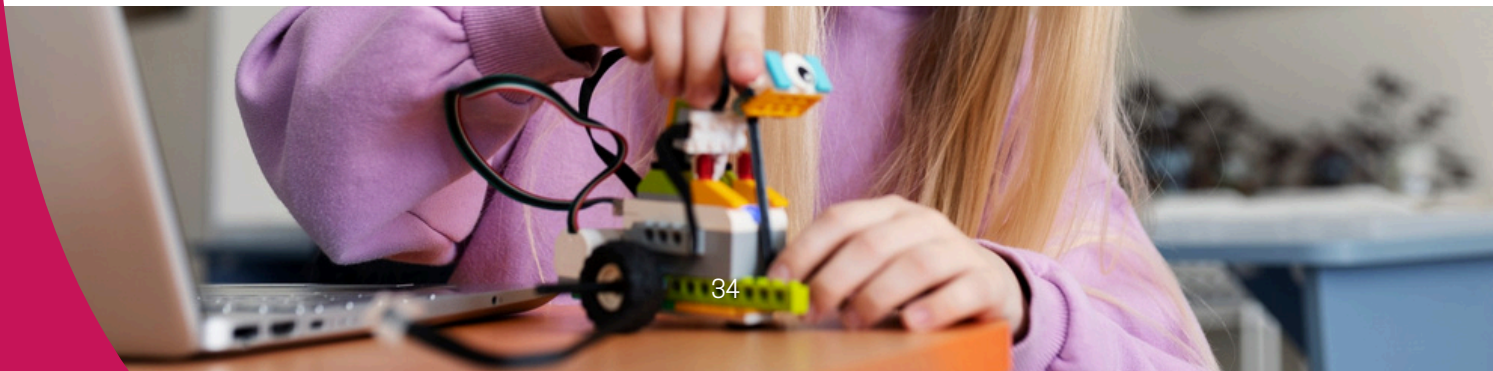
Continuous innovation in programs and a strong focus on quality and student outcomes help Vibe Academy differentiate itself from competitors.



Building partnerships with local schools and organizations increases reach and impact, while adapting delivery methods — such as online learning — helps overcome physical barriers.



Reinvesting 90% of revenue into program development and accessibility maintains both financial health and the enterprise's social mission.



VIBE ACADEMY

SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

Vibe Academy generates consistent revenue through educational programs, workshops, and a subscription-based platform. The academy **maintains a stable income** stream from educational programs, workshops, and a subscription-based platform, allowing it to fund continuous growth.

By reinvesting **90%** of its revenue into business growth and social impact, the academy ensures long-term sustainability while keeping programs affordable.

Collaborations with schools, local communities, and businesses help Vibe Academy's expand their mission and impact. These partnerships provide access to resources, funding, and increased visibility.

Continuously **updating the curriculum** and leveraging digital tools, Vibe Academy stays relevant and adapts to changing educational needs. The academy also explores new educational models, such as online learning, to reach a broader audience.

The Vibe Academy model is highly replicable thanks to its flexibility and focus on digital education, which requires minimal infrastructure.

Its balanced revenue strategy — combining paid services with reinvestment into social initiatives — can be adapted to other countries with similar needs.



CONTACT INFORMATION

Vibe Academy

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Social Media (links are active in the digital version)

- 🌐 Website: www.vibe.md
- 📘 Facebook: Centrul Educațional „Vibe Academy”
- 📷 Instagram: [vibe.md](https://www.instagram.com/vibe.md)

GUGA GAGA

SUSTAINABLE WOODEN TOYS FOR CHILD DEVELOPMENT

GRANT SUPPORT PROVIDED UNDER THE SKYE NET PROJECT

📍 Chişinău, Moldova



GUGA GAGA is a social enterprise founded in 2024, operating in the fields of handicrafts and artisanal production, early childhood education, social inclusion, and cultural heritage preservation.

The enterprise is based in Chişinău municipality, but its goods and services are promoted and available throughout Moldova.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

GUGA GAGA was born from a simple but powerful idea: to create sustainable wooden toys that inspire creativity, nurture child development, and honour local craftsmanship.

The journey began in 2019, driven by a growing need for high-quality alternatives to plastic toys.

GUGA GAGA's designs focus on **sensory-rich, hands-on play** that **supports early cognitive and motor skills**, drawing inspiration from Friedrich Froebel's educational principles and the Bauhaus movement. Their toys embrace geometric simplicity, open-ended play, and weave Moldovan traditions and storytelling into every piece created.

The mission of GUGA GAGA goes far beyond play.

The enterprise **donates toys** to therapy centres, kindergartens, and nurseries, aiming to create lasting social impact. In the near future, GUGA GAGA plans to expand its mission by offering inclusive job opportunities, employing individuals with special needs in toy finishing and painting — creating a supportive, empowering work environment.

The enterprise **fosters meaningful play, reduces dependence on plastic** and low-quality mass production, promotes cultural heritage, and contributes to building a greener, more inclusive world.

Through education, sustainability, and social responsibility, GUGA GAGA is committed to shaping a future where play has purpose, design has meaning, and every child has access to toys that inspire growth, imagination, and joy.



GUGA GAGA

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

GUGA GAGA generates impact across three key dimensions: social, economic, and environmental.

- **Socially**, the enterprise fosters child development through hands-on, sensory play, supporting cognitive and motor skills in children aged 0 to 5, while helping counter the negative effects of excessive screen time.
- By donating toys to therapy centres, kindergartens, and hospitals, GUGA GAGA ensures that meaningful play is accessible to children in need.
- **Economically**, GUGA GAGA strengthens the local economy by sourcing materials from Moldovan suppliers and maintaining a fully in-house production model.
- **Environmentally**, GUGA GAGA reduces plastic waste by producing durable, eco-friendly wooden toys finished with certified water-based treatments.

Unlike mass-produced plastic toys, GUGA GAGA's products are biodegradable, non-toxic, and encourage families to make more environmentally responsible choices.

GUGA GAGA monitors its social, economic, and environmental impact through several key methods.

- Financial reports for monitoring the reinvestments into social initiatives.
- Tracking the number of educational centres, hospitals, and kindergartens receiving toys.
- Collecting surveys and case studies to assess user experience and developmental impact on children.
- Measuring market demand and business growth.

Future plans for impact assessment:

- Pre- and post-use surveys in educational centers to evaluate the developmental benefits of toys.
- External evaluations and partnerships with child development specialists to analyze learning outcomes.
- Annual sustainability reports to measure plastic waste reduction and environmental benefits.



GUGA GAGA

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

GUGA GAGA operates under a hybrid business model that combines direct sales revenue, strategic reinvestment, and external funding to ensure long-term sustainability and social impact.

The enterprise generates income primarily through the sale of sustainable wooden toys and furniture, reaching customers via online platforms, direct orders, and partnerships with educational institutions. Its clients include parents seeking eco-friendly, educational toys, as well as kindergartens and therapy centres.

The total operational budget is approximately €125,000, covering production, marketing, operations, and social initiatives.

Of this, **€5,000** (about 4%) was came from a **grant awarded through the SKYE Net project**, while the remaining funding comes from business revenue, reinvested profits (95% of annual earnings), own resources, family support, and small debts.

CHALLENGES



Raising awareness among parents about the risks of plastic toys and the developmental benefits of open-ended wooden play, in a market unfamiliar with Montessori and Waldorf principles.



Maintaining high-quality craftsmanship while scaling production to meet increasing demand, and sourcing locally harvested wood in line with environmental principles.



LESSONS LEARNED



Consistent storytelling, customer education, and transparent communication are essential to build trust, increase awareness, and drive long-term market adoption.



Sustainable growth requires careful selection of ethical suppliers and investments in production efficiency without compromising core environmental values.



The biggest takeaway from the challenges faced was that an impact business must be adaptable, committed, and innovative. Market education, sustainable sourcing, financial discipline, and long-term impact planning remain key pillars of GUGA GAGA's success.

GUGA GAGA

SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

GUGA GAGA ensures its long-term sustainability through a self-sustaining business model that balances financial stability, social impact, and environmental responsibility.

- The enterprise **reinvests 95%** of its profits into business growth, production efficiency, and social initiatives such as toy donations and inclusive employment for individuals with special needs.
- Revenue streams include direct sales, partnerships with educational institutions, and online platforms, providing a strong financial base.
- Expansion into complementary product categories, such as furniture, is set to further support growth and market diversification.
- By **integrating Montessori-inspired designs**, sustainable materials, and local craftsmanship, GUGA GAGA strengthens its brand identity while promoting eco-conscious values.

Thanks to its focus on local sourcing, simple production methods, and modular design, the GUGA GAGA business model is highly adaptable and can be replicated in other regions aiming to promote sustainable play and inclusive employment.



CONTACT INFORMATION

GUGA GAGA

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Social Media (links are active in the digital version)

- 🌐 Website: www.gugagaga.md
- 📘 Facebook: [Gugagaga Toys](#)
- 📷 Instagram: [gugagaga.md](#)

SIRIUS.EXPERT

SOCIAL ENTERPRISE

GRANT SUPPORT PROVIDED UNDER THE SKYE NET PROJECT

📍 Chişinău, Moldova



It is a social entrepreneurship initiative launched in 2024 by Sirius Software LTD, operating in Software development sector, located in Chisinau municipality.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

Sirius was founded to solve a common problem faced by small businesses: **managing finances**.

Many entrepreneurs struggle with too many invoices, late payments, and time wasted on paperwork.

The mission of Sirius is to make financial management simple and automatic.

By using smart technology, Sirius handles invoicing, payments, and money tracking, helping business owners save time and reduce stress.

Sirius supports entrepreneurs, freelancers, and small businesses who want their finances to work efficiently — offering not just a tool, but a digital financial assistant that keeps everything on track.

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

By helping users save time, accelerate payment collection, and maintain financial health, Sirius indirectly supports the growth and stability of local economies.

Impact is monitored through key metrics such as time saved, faster payment rates, user growth, customer feedback, financial reports, and user data analysis.

Future plans include expanding impact assessment through additional surveys and case studies to better understand how Sirius.expert contributes to business development.

As part of its social mission, Sirius offers **free access** to its platform for NGOs and newly established enterprises, supporting the development of early-stage organizations and promoting financial inclusion.



SIRIUS.EXPERT

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

Sirius generates revenue through **subscription fees** paid by businesses, entrepreneurs, and freelancers using its financial management platform.

During its early development stage, the enterprise received a **€5,000 grant through the SKYE Net project**, which supported initial office setup and marketing activities.

Today, Sirius has achieved financial sustainability through its subscription-based model, ensuring stable growth while continuing to support small businesses in managing their finances more efficiently.

Sirius ensures its long-term sustainability through a subscription-based model, strategic partnerships, and continuous innovation. The enterprise focuses on integrating automation and AI to enhance services and deliver a seamless user experience.

Thanks to its flexible and scalable design, the SIRIUS model can be easily replicated in new regions, adapting through local integrations and maintaining a strong user-centered approach.

CONTACT INFORMATION

SIRIUS.EXPERT

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CHALLENGE



Slow user adoption, complex software integrations, and limited resources during the early development stages.



LESSON LEARNED



Simplicity is key — businesses prefer easy, fast, and intuitive solutions. Listening to users and adapting quickly to their feedback is essential for sustainable growth.



Social Media (links are active in the digital version)

- 🌐 Website: md.sirius.expert
- 📘 Facebook: [Sirius.expert](https://www.facebook.com/Sirius.expert)

SOCIAL
ENTREPRENEURSHIP
BEST PRACTICES
IN **GEORGIA**



AURA WEAR — RENEWED SECOND-HAND CLOTHING FOR SOCIAL IMPACT

📍 Gori Municipality, Shida Kartli Region, Georgia.



AURA Wear is a social entrepreneurship initiative launched in 2024 by sisters Lia and Ketevan Javakhishvili. Registered as an individual company, it operates in the fields of **handicrafts**, **circular fashion**, and **upcycled clothing** production.

The business is based in the Khurvaleti IDP (Internally Displaced Persons) Settlement, in Gori Municipality, Shida Kartli Region.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

AURA Wear was founded by sisters Lia and Keti Javakhishvili in 2024, in the Khurvaleti IDP settlement — a community deeply shaped by the consequences of the 2008 war in Georgia. The business is based in the Khurvaleti IDP (Internally Displaced Persons) Settlement, in Gori Municipality, Shida Kartli Region

The mission of AURA Wear is to **give new life to second-hand clothing** through artistic redesign, embroidery, and alteration.

- AURA Wear stands for both ecological and social impact by reducing textile waste.
- Creating job opportunities and developing skills for displaced women and youth.

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

- AURA Wear helps reduce textile waste by upcycling second-hand clothing and promoting sustainable fashion.
- **Socially**, the enterprise creates jobs and skill development opportunities for women and youth living in conflict-affected settlements.
- **Economically**, AURA Wear offers affordable, unique fashion pieces and provides branded products for businesses (B2B).

Currently, the impact is measured through customer satisfaction, repeat sales, and social engagement.

In the future, AURA Wear plans to introduce structured assessment tools like surveys and impact reports to better track results.



AURA WEAR

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

AURA Wear generates income through two main activities:

- Direct sales of renewed, upcycled clothing to individual customers.
- B2B production of customized branded apparel and accessories for businesses.

The start-up was initially self-financed by founders Lia and Keti Javakhishvili.

To grow further, AURA Wear plans to apply for external grants and attract investments to strengthen production capacity and expand into new markets.



CHALLENGES



Operating from an IDP settlement, AURA Wear faced early challenges such as limited resources, lack of access to modern equipment, and small local market.



LESSON LEARNED



These obstacles encouraged the founders to adopt resourceful, community-centered solutions, focusing on networking, building collaborations, and implementing creative marketing strategies to grow the enterprise beyond local limitations.



AURA WEAR

SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

- AURA Wear plans to build long-term **partnerships with local and international businesses** to support its growth.
- They aim to **expand their online presence** by launching an e-commerce platform and offering their products to a wider market.
- The company is also committed to **providing** more displaced women with **training in embroidery** and sustainable fashion design, helping them gain skills and employment.

In the future, AURA Wear will focus on measurable sustainability practices by:

- Reducing textile waste,
- Lowering their carbon footprint,
- Raising awareness about the importance of circular fashion in the community.

AURA Wear's upcycling and community-driven business model is easily replicable in other conflict-affected or rural areas, where local skills, creativity, and sustainable fashion can drive both social and economic impact.



CONTACT INFORMATION

AURA Wear

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Social Media (links are active in the digital version)

- 📘 Facebook: AURA Wear
- 📷 Instagram: [aura_wear.1](https://www.instagram.com/aura_wear.1)
- 📺 TikTok: [auraaa.wear](https://www.tiktok.com/@auraaa.wear)

KODALA

FOR SOCIAL IMPACT

♥ Tblisi, Georgia



Kodala is a social entrepreneurship initiative launched in 2016, operating as an LTD company.

The enterprise focuses on integrating young people with disabilities into the job market.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

Kodala was founded with a dual mission: to revive and popularize Georgian culture and to support the social integration of people with disabilities.

The enterprise **produces eco-friendly wooden toys** that reflect Georgia's rich ethnocultural heritage.

A key part of Kodala's mission is to create employment opportunities for individuals with disabilities by involving them in the production process.

Through this work, Kodala promotes both cultural preservation and social inclusion.

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

Kodala creates positive social, economic, and environmental impact through its work.

- **Socially**, the enterprise promotes Georgian culture among children and provides employment for individuals with disabilities, supporting inclusivity and skill development.
- **Economically**, the enterprise has established a presence in both local and foreign markets, including Germany and the United Kingdom, contributing to the local economy.
- **Environmentally**, Kodala's use of eco-friendly materials in their handmade products underscores their commitment to sustainability.



KODALA

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

Kodala generates income through the sale of its handcrafted wooden toys and children's furniture, which are available in both local and international markets, including Germany and the United Kingdom.

Demonstrating a strong commitment to social responsibility, the enterprise reinvests 100% of its income back into the business to create new job opportunities and further its social mission.

Initial investment was 20 000 Euro. 50% of the investment was grant from Children and Youth National Fund.

CHALLENGES



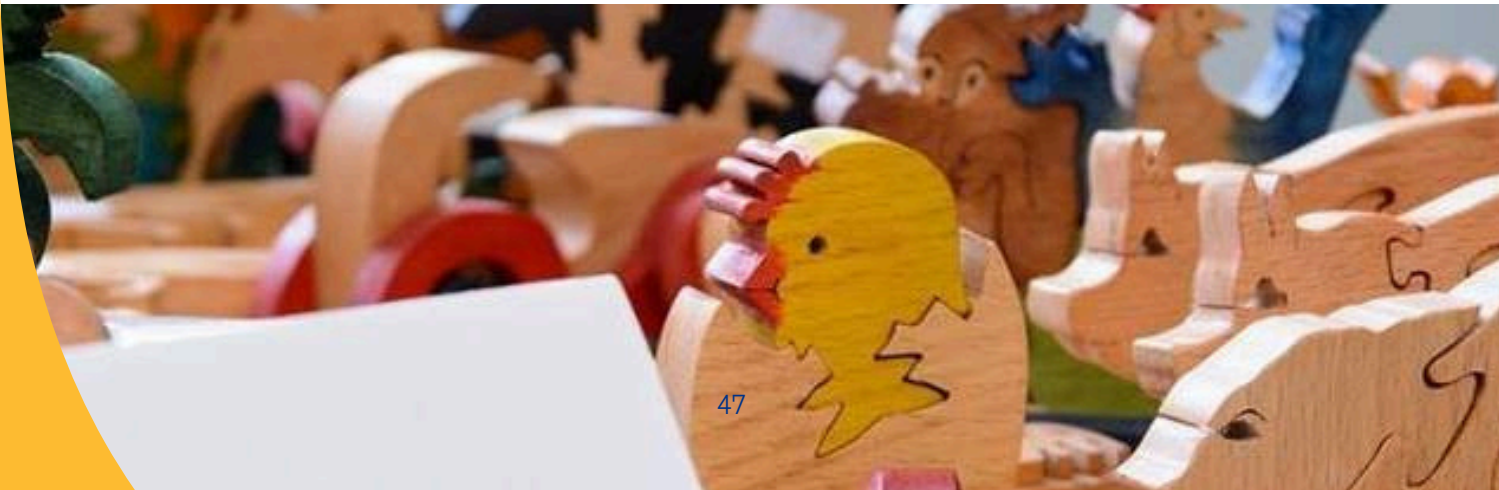
Building trust with potential customers took time



LESSON LEARNED



Initially, the team lacked business expertise, which posed challenges in scaling, marketing, and financial planning. Social entrepreneurship requires balancing impact with sustainability — a skill set that takes time and support to develop.



KODALA

SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

- Kodala ensures its sustainability through a diversified market strategy, aiming to export products to more countries.
- By using sustainable wood and eco-friendly practices, the enterprise attracts eco-conscious consumers.
- In addition, Kodala adapts its designs and product lines to meet market demands and tailor products to different cultures and themes, helping the business stay flexible and competitive.

The Kodala business model is highly replicable in other regions, especially in areas with access to natural resources and traditional craftsmanship. By combining sustainable production, social reinvestment, and international market outreach, Kodala demonstrates that small, locally rooted enterprises can successfully scale while maintaining strong social missions.



CONTACT INFORMATION

Kodala

Website: www.kodala.org

Facebook: [Kodala](https://www.facebook.com/Kodala)

YOUTH MEDIA CENTER

SOCIAL ENTERPRISE

GRANT SUPPORT PROVIDED UNDER THE SKYE NET PROJECT

📍 Samegrelo region, Georgia



The Youth Media Center is a social entrepreneurship initiative launched in 2024 by the Youth Media Center NGO.

Its main goal is to provide educational activities for vulnerable youth. The initiative is based in the Samegrelo region of Georgia.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

The Youth Media Center was established to address the lack of educational and development opportunities for vulnerable youth in the Samegrelo region.

Recognizing the importance of media literacy, civic participation, and digital skills, the Center **aims to create a supportive environment** where young people can thrive.

The Youth Media Center focuses on:

- Young people (ages 15–25) from socially and economically vulnerable backgrounds.
- Students, aspiring journalists, and activists with limited access to professional media education.

The main aim of the Youth Media Center is to empower young people from disadvantaged communities by:

- Teaching **media production** and digital communication skill;
- Promoting **critical thinking** and helping youth recognize misinformation;
- Providing a platform for youth to share their stories and **advocate for local issues**;
- **Encouraging social entrepreneurship** by linking media skills with sustainable projects.



YOUTH MEDIA CENTER

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

Although the Youth Media Center is still in its early stages, it has already empowered young people by providing skills in media production, journalism, and civic engagement.

Several participants have started careers in media or launched independent projects.

A formal impact measurement system is not yet in place. The organization plans to develop a structured evaluation framework to better assess its effects on youth and the wider community in the future.

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

The Youth Media Center operates as a hybrid social enterprise, ensuring financial sustainability by combining grant funding with revenue-generating activities.

Its three-pillar revenue model includes:

- Service-based Income (40%): providing media production services, branding, digital storytelling, and running paid courses on media literacy, journalism, and digital marketing.
- Grant funding and foundations (50%): securing financial support from foundations and donors to sustain free educational programs for vulnerable youth.
- Co-working and event space rental (10%): offering workspace for young creators and hosting events, seminars, and networking meetups for a membership fee.

Income from these activities is reinvested into free training programs aimed at empowering young people with media, digital, and civic engagement skills.

Looking ahead, the Youth Media Center plans to expand its programs, embrace digital innovation, and strengthen a national network of youth-led media initiatives, contributing to a more inclusive and democratic society.



YOUTH MEDIA CENTER

CHALLENGES



Financial sustainability and dependence on grants



Limited media literacy and digital skills among young participants.



Infrastructure and technological limitations in vulnerable regions.



Maintaining long-term youth engagement.



Limited local market for media services.



Bureaucratic and regulatory hurdles.



LESSONS LEARNED



Strategic planning focuses on paid services, co-working space rentals, and expanding service-based revenue to reduce reliance on grants.



The center introduced longer, modular training programs and personalized mentorship ensuring better long-term outcomes.



Gradual investment in upgrading equipment, expanding access to high-speed internet.



Developing youth-led micro-projects, offering flexible learning models, and creating visible career pathways.



Expanding service outreach beyond the immediate region by offering digital services online for NGOs and institutions with more consistent budgets.



Navigating government regulations, obtaining permits, and accessing funding opportunities can be time-consuming and complex, especially for a youth-driven initiative.

YOUTH MEDIA CENTER

SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

The Youth Media Center builds its sustainability through a multi-dimensional strategy that balances financial independence, partnerships, innovation, and scalability.

Financial sustainability:

- Expand revenue-generating services like media production, digital marketing, and training programs.
- Increasing self-sufficiency by reducing grant dependency from 50% to 30% within three years.
- Developing online courses and digital services will further diversify income streams and support long-term financial growth.

Partnerships and collaborations:

- Strengthening relationships with local businesses, NGOs, universities, and government agencies to ensure ongoing funding and support.
- Building partnerships with international media organizations to provide professional mentorship and career opportunities for youth.

Innovation and digital expansion

- Invest in AI-driven media tools, mobile journalism, and interactive storytelling to stay competitive.
- Expand remote learning options and offer virtual media internships to reach more young people.

The hybrid model (grants + revenue) allows easy adaptation in different contexts. Using digital tools, the center plans to replicate its model nationally and expand to two additional vulnerable regions within five years, building a cross-regional youth media network.

CONTACT INFORMATION

Youth Media Center

 Samegrelo region, Georgia

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INCLUSION CENTER

SOCIAL ENTERPRISE

GRANT SUPPORT PROVIDED UNDER THE SKYE NET PROJECT

📍 Dusheti Municipality, Georgia



The Inclusion Center is a social entrepreneurship initiative launched in 2023 by the Inclusion Center NGO.

Its main goal is to provide educational activities for children and youth with special educational needs.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

The Inclusion Center is a non-governmental organization dedicated to supporting children and youth with special educational needs (SEN) in Dusheti Municipality.

It was founded in response to the limited access to inclusive education, therapy, and community activities in rural areas of Georgia.

The mission of the Inclusion Center is to create equal opportunities for children and young people with disabilities.

They provide **educational**, **psychological**, and **social support** services while also promoting inclusive policies and raising community awareness.

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

- The center offers individualized support for children with special educational needs, promoting fuller participation in school life.
- Speech therapy, psychological counseling, and skill-building programs improve the daily lives of children and their families.
- Community workshops and awareness campaigns work to reduce stigma around disabilities.
- Training programs empower parents with skills to better support their children's development.



INCLUSION CENTER

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

The Inclusion Center operates primarily through service-based income, offering educational, therapeutic, and psychological support services for children and youth with special educational needs.

To strengthen financial sustainability, the center plans to:

- Expand its portfolio of paid services, including speech therapy, educational consultations, and skill development workshops.

CHALLENGES



Ensuring financial access to services remains difficult, as many families cannot afford educational and therapeutic programs.



Securing consistent support from central and local government institutions is a challenge, limiting the center's ability to expand and personalize services.

LESSON LEARNED



Financial sustainability must be built not only through service fees, but also by developing strong partnerships with government bodies, private donors, and community supporters.



INCLUSION CENTER

SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

For the Inclusion Center, diversifying funding is the key to long-term sustainability. Relying only on service fees is not enough, as many families cannot afford to pay for educational and therapeutic services.

To strengthen its sustainability, the center plans to:

- **Develop partnerships** with local businesses and private donors to sponsor services for low-income families.
- Apply for **national** and **international grants** focused on inclusive education and community development.
- Organize **fundraising events** and campaigns to raise awareness and gather community support,

By building a more diverse and stable funding base, the Inclusion Center will be able to expand its programs, reach more children and youth with special needs, and create lasting social impact in the Dusheti community and beyond.

The Inclusion Center's model — offering affordable, individualized support services in rural areas — is highly replicable in other underserved communities seeking to promote inclusive education and equal opportunities for children with special needs.



CONTACT INFORMATION

Inclusion Center

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KNOWLEDGE ODA

SOCIAL ENTERPRISE

GRANT SUPPORT PROVIDED UNDER THE SKYE NET PROJECT

📍 Baghdati, Imereti region, Georgia



Knowledge Oda is a social entrepreneurship initiative launched in 2023 by the NGO Knowledge Oda.

Located in Baghdati, in the Imereti region, the initiative focuses on education, youth empowerment, digital skills development, culture, and community strengthening. Through its diverse activities,

Knowledge Oda aims to create new opportunities for young people and foster sustainable growth within the local community.

THE HISTORY AND MISSION OF SOCIAL ENTERPRISE

Knowledge Oda was founded in response to the urgent need for **better educational** and **civic spaces** in Baghdati Municipality, where access to digital, cultural, and educational services remains very limited.

Created by Vazha Datuashvili and a team of experts in youth work, education, entrepreneurship, and civil society, the initiative focuses on empowering young people through digital skills development, non-formal education and civic engagement.

The mission of Knowledge Oda is to **build a multifunctional, inclusive space** where local youth (ages 15–23) and community members can learn, grow, and connect.

Located in a beautifully restored 70 sq. m building with a 400 sq. m green outdoor area, Knowledge Oda **offers a modern library, a conference room, creative and tech spaces**, and open-air event zones.

Their programs combine online and in-person learning to overcome accessibility barriers often faced in rural areas.

The core services include:

- Graphic design and digital literacy courses, combined with civic education modules;
- A modern library with flexible subscription options;
- A rentable space for civil society organizations and local businesses for events and trainings;
- Community-driven cultural and recreational activities such as film screenings, festivals, and TED-style talks.



KNOWLEDGE ODA

IMPACT: SOCIAL, ECONOMIC, AND ENVIRONMENTAL OUTCOMES

Knowledge Oda helps regional youth gain future-ready skills, encourages civic participation, and strengthens the local community.

During its pilot phase, the initiative plans to:

- Train over 40 young people in graphic design and civic skills;
- Host more than 30 community events;
- Attract over 300 library subscribers.

Beyond educational activities, Knowledge Oda **contributes economically** by employing six full-time and part-time staff and by supporting more than 50 local winemakers and civil society partners through **logistical assistance and event hosting**.

While a formal impact measurement system is not yet in place, the team collects feedback through surveys, course evaluations, and community consultation sessions.

Plans are underway to introduce a full monitoring and evaluation framework during the next development phase, ensuring that the initiative's social, educational, and economic impact is effectively captured and continuously improved.

BUSINESS MODEL: REVENUE GENERATION, FUNDING SOURCES

In its first year, Knowledge Oda operates with a total budget of approximately **€25,600**, of which **€6,500** was secured through grant funding.

In 2024, a **€5,000 grant from the SKYE Net project** was secured, primarily used for the interior renovation of the Oda space, creating a fully functional and welcoming environment for youth programs and community activities.

The enterprise combines multiple income streams to ensure financial sustainability and support its educational and community initiatives.

Revenue sources include:

- **Youth course fees**, generating between €3,000–3,700;
- **Event space rentals**, contributing approximately €3,000;
- **Public event ticket sales**, estimated between €3,000–3,700;
- **Library subscriptions**, bringing in around €4,500–5,400;
- **Merchandise sales**, adding €350–400;
- Additional **grant funding**, totaling €7,500–8,000.



KNOWLEDGE ODA

CHALLENGES



Reliable internet access and transportation for rural participants remain significant logistical challenges.



Building trust with schools and municipal authorities took time but was crucial for establishing credibility.

LESSONS LEARNED



Implementing hybrid learning models and building strong local partnerships helps overcome access barriers and ensures greater participation.



Investing early in strong relationships with educational institutions create a solid base for future collaborations and program expansion.

SUSTAINABILITY AND FUTURE BUSINESS DEVELOPMENT PLANS

Knowledge Oda ensures its sustainability through a diversified revenue model, **strong partnerships** with 21 schools, 50 wineries, and over 15 civil society organizations, and low-cost operations.

These partnerships and the initiative's blended learning approach help strengthen its financial and social foundation.

Future development plans include:

- expanding the training portfolio, launching youth-led micro-projects;
- establishing an innovation lab focused on rural digital entrepreneurship.

By combining underused rural spaces, strong community networks, and blended learning models, Knowledge Oda's modular approach is highly replicable and can be adapted to other underserved areas across the region.



CONTACT INFORMATION

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CONCLUSIONS

This compendium offered the three beneficiary countries of the SKYE Net project the opportunity to present good practices in the development of social entrepreneurship in their respective states, while also providing an overview of the current state of social business development across the region.

The process of collecting these practices required both a general analysis of the field and a focused examination of each country's specific context. Continuous communication between the project's partner organizations was essential to gather details, request additional information, and verify and clarify specific aspects.

However, before presenting our reflections, findings, and conclusions, it is important to acknowledge certain study limitations. First, all practices were collected using a structured and identical form for all businesses, despite the fact that the social enterprises operate in different economic sectors, target different groups, and are at various stages of development. It is also important to note that the presentation of these businesses depends on the authors' ability to highlight key elements, the style and method of narrative presentation, and the use of English, which in some cases may result in inaccurate translations of terms and expressions specific to each company's (or organization's) field of activity.

However, each social business individually reflects several key elements: its legal form;

the context in which the business idea emerged and its mission; its impact on the target group and the wider.

One of the criteria for selecting the businesses was the inclusion of three or at least two social businesses financed or co-financed within the SKYE Net project. Consequently, the selected social businesses cannot be fully compared to one another, especially those created within the last two years. Their social, economic, and environmental impact, revenue generation, funding sources, and overall investments cannot yet be fully assessed or measured.

Another important factor, both from a contextual and operational perspective, is the presence, absence, or functionality of the regulatory framework for social entrepreneurship. Although this study does not aim to analyze the legal framework in detail, we will make several important observations to provide a more comprehensive understanding of the typology, level of development, and legal status of social businesses in Armenia, Georgia, and the Republic of Moldova.

First, it should be noted that in all three countries, social entrepreneurship still requires legal development: it needs to be formally recognized, promoted, expanded, supported through tax incentives, and backed by various support programs.

While some progress has been made — particularly in Armenia and the Republic of Moldova — Georgia shows the least advancement in developing a regulatory framework and support mechanisms.

This gap hinders the growth and expansion of social entrepreneurship, and as a result, the practices presented from Georgia in this study do not represent classic forms of legally recognized social entrepreneurship.

This gap does not stimulate the development and expansion of social entrepreneurship, and implicitly, the practices presented from Georgia in this study do not represent classic forms of social entrepreneurship recognized from a legal point of view. Although social businesses are recognized at the community and societal level in Georgia, at the legal level, we do not observe the approval of any law or other normative act specific to social entrepreneurship. Additionally, there is no designated public authority responsible for the field of social entrepreneurship, and at the policy level, certain measures to stimulate and recognize social entrepreneurship are included in various documents, such as the Concept of Youth Policy 2030, the State Strategy for Youth (2023–2026), and Vision 2030 – Development Strategy of Georgia.

However, over the past 10 years, civil society organizations have promoted social entrepreneurship by contributing proposals for revising and developing the normative framework specific to the field, conducting various studies and analyses, and carrying out information campaigns. Nevertheless, the approval of specific legislation has not yet been achieved.

Although Armenia and Moldova's situation is somewhat

better in terms of the development of social entrepreneurship, further measures are still needed regarding the development of legislation specific to this field.

In Armenia, although there is no specific law in the field, several social businesses are operating, guided by legislation governing non-profit organizations and general entrepreneurial activities. In terms of support measures, central public authorities collaborate with various international programs (such as the EU4Youth Programme) and organizations and platforms in the field (such as IRIS BI and the Association of Social Enterprises of Armenia), which provide methodological and financial support for the development of social entrepreneurship initiatives.

In the Republic of Moldova, social entrepreneurship is recognized through the Law on Entrepreneurship and Enterprises, which includes a separate chapter on this topic. At the level of state recognition, the status of social enterprise and insertion enterprise is granted by the National Commission for Social Entrepreneurship under the Ministry of Economic Development and Digitalization.

Regarding support programs, at certain times, various programs financed by different donors have been available, and some state programs are also offered through the Organization for the Development of Entrepreneurship.

However, these support programs are limited, and the specific regulatory and fiscal framework needs to be reviewed to create a more favorable environment for the development and expansion of social entrepreneurship.

Considering the above-mentioned legal context and support measures in force in the three states, social entrepreneurship practices largely reflect the current situation in the field, as well as the trends in its development and promotion, particularly by civil society. Therefore, in the following sections, we will present several findings regarding the social entrepreneurship practices included in the Compendium.

As previously mentioned, the social businesses were selected both from those financed or co-financed through the SKYE Net project and from those already operational in the three countries. In this context, it is important to highlight that six social businesses were founded in 2024, while four have more than seven years of operational experience: one from Armenia was founded in 2018, one from Georgia has been operating for nine years, and two social businesses from the Republic of Moldova have been active for 13 years.

It is also worth noting that most of the social businesses were selected from regional areas.

Armenia and Georgia are at the top, with four practices from the regions and one from each capital city.

In the Republic of Moldova, there is a mix: although legally most of the enterprises were registered in the regions, many of them carry out their economic activities in the capital while striving to deliver services and goods throughout the country.

Taking into consideration the current regulatory frameworks regarding social entrepreneurship in the three countries, the organizations or initiative groups applied the available and/or most convenient registration procedures and options. Thus, almost all social businesses in Armenia and the Republic of Moldova have the status of social enterprises registered as Limited Liability Companies (LLCs or LTDs). In Georgia, three social businesses are operated by NGOs, while two others are registered as LTDs or private companies.

Analyzing the target groups of these businesses, we find that they are diverse, both in terms of direct beneficiaries (including employees within social enterprises) and recipients of their services or goods. However, the following social groups are particularly prominent: children; young people with disabilities (including their parents); socially and economically vulnerable families (including children and youth); isolated social groups (including ethnic minorities, internally displaced persons, and people from rural areas); small entrepreneurs; and, in many cases, the wider community itself, which benefits from services or opportunities for socio-economic integration provided by the presence of social businesses in their localities.

Concerning the profile and field of economic activity of social businesses, it is important to note that, by definition, their economic activities have a social focus — centered on socio-professional integration, the provision of services and employment opportunities, and the development and involvement of various social categories at the heart of each initiative. However, every social entrepreneurship business also displays characteristics of a classic business, specializing in one or more sectors of the economy.

Accordingly, the social businesses described in the Compendium operate across a variety of economic sectors, including:

- Services in education and therapy for children;
- Services for the education and social inclusion of young people and children with disabilities;
- Services aimed at increasing the involvement and empowerment of young people, including digital skills training;
- Service industries such as laundry, washing, hotel services, circular fashion, and upcycled clothing production;
- The HoReCa sector (cafés, bakeries, production of healthy consumer goods such as herbal tea blends, honey and honey-based products, dried fruits and berries, and natural cosmetics sold in hotels);
- Catering services through the training and employment of young people with disabilities and those from disadvantaged families;
- Woodworking and handicrafts (including the production of children's toys);

- Software development (particularly financial management solutions);
- And others.

The diversity of social businesses, their typology, and their growing number — including those supported through grants provided under the SKYE Net project — along with the results achieved and the benefits provided to target groups, as well as their contribution to the development of regional and local economies, confirm the need to continue offering methodological and financial support in the region (Armenia, Georgia, and the Republic of Moldova) to foster social entrepreneurship.

It is also necessary for social entrepreneurship initiatives in the region to continue receiving support from the European Union, as well as from other international programs and donors. Moreover, the governments of the region must develop mechanisms for the support, development, recognition, and promotion of social entrepreneurship.

Therefore, considering the challenges and lessons learned by social enterprises in the region — beyond the organizational, management, and planning challenges, the development of business plans, risk assessment, accurate identification of problems and target groups, and market analysis for goods and services — governments must take concrete measures to support the sector.

Next, will be presented several recommendations and urgent measures for governments in the region, given the similarity of the challenges encountered by social enterprises and LTDs operating in the field of social entrepreneurship.

- Developing and approving the regulatory framework and recognizing social entrepreneurship (Armenia, Georgia, and the Republic of Moldova to review it);
- Developing a strategy or at least a plan of measures (roadmap) for the development and support of social entrepreneurship;
- Providing differentiated tax incentives compared to classic entrepreneurship and revising the legislation on public procurement;
- Establishing clear criteria for recognizing the status of social enterprise;
- Supporting the creation of national platforms for the development and promotion of social entrepreneurship;
- Developing national programs for financing social entrepreneurship initiatives;
- Developing and offering training courses on launching and managing social businesses;
- Establishing partnerships with various donors and international organizations interested in the development of this sector;
- Initiating and launching national campaigns to promote and raise awareness of the idea and benefits offered within the framework of social entrepreneurship activity;
- etc.

In conclusion, this Compendium of Social Entrepreneurship Good Practices presents specific examples and experiences of social entrepreneurship development in three countries: Armenia, Georgia, and the Republic of Moldova. It provides the business environment, non-profit organizations, young entrepreneurs, experts and researchers, public authorities, international organizations, donors, and other interested stakeholders with examples, models, and success stories related to the development of social entrepreneurship initiatives in the region.

Additionally, the study contributes to the promotion of entrepreneurship by inspiring new businesses and young entrepreneurs to turn their ideas into practice, and serves as a useful reference for the development of national programs aimed at financially supporting social entrepreneurship initiatives. These practices also encourage mutual learning and the exchange of experiences between social businesses in the region, while stimulating cooperation and partnerships among public authorities, the business sector, and non-profit organizations.

Most importantly, the added value that social entrepreneurship brings is the establishment of a viable mechanism for the social and professional inclusion of the most vulnerable and discriminated groups, including social, ethnic, and minority groups, in each country.



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