



THE NOTEBOOKS OF THE CHAIR #3

« Social Business to change the world »



UNIVERSITÉ PARIS 1 PANTHÉON SORBONNE
CHAIRE ETI
ENTREPRENEURIAT TERRITOIRE INNOVATION
IAE PARIS SORBONNE BUSINESS SCHOOL



Centre Yunus
PARIS

THE STEERING COMMITTEE OF THE ETI CHAIR



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Formerly held the position of International Executive of the Steelcase Group for many years. In particular, she led the Action Research projects on Labor Prospective until 2018. She then directed "thecamp", a unique campus of the future dedicated to positive inter-company innovation located in Aix en Provence. She is now passionate about creating programs and experiences that foster creative thinking, encourage collective intelligence and accelerate the experimentation of new ideas at the scale of a company, a city or a territory.



EDITO

Muhammad Yunus

Nobel Peace Prize 2006

The world has become a giant party in a burning house. We keep celebrating our economical system, denying that it is the reason the fire began. Whether you are in France or in Bangladesh, it doesn't matter. It is our house that is burning, and we are in different rooms. We are keeping ourselves busy having a big party inside this house. When the coronavirus started, it has forced us to stop and to face the fire. Human beings have become one of the most endangered species on the planet.

Now that the economy has stopped, we can reorientate it in a completely different direction. We can take action in order to solve our issues. Our policy should be one of « No going back ». Old roads always lead to old destinations. We must build new roads to go to a new destination. This new destination is a world of three zeros: zero net carbon emission, zero wealth concentration to lead to zero poverty, and zero unemployment. Wealth concentration is a great challenge, as those who produce the wealth don't benefit it.

I truly believe that human beings are driven partly by self-interest but mostly by collective interest. The opposite assumption led economists to the creation of business driven by profit maximization. It led to social and environmental issues. An appropriate format for collective interest driven business is what I called 'social business': business to solve collective problems without making any personal profit. Profit is ploughed back into the business. Solving human issues, maximization of profit is replaced by maximization of happiness.

Since its creation, the idea of social business has spread all over the world. Entrepreneurs, business men and women, searchers, teachers, students got inspired by this new way of creating a business. Everywhere, initiatives have rose up. From my work in Bangladesh, projects have sprouted in France, in USA, in Uganda, in United Kingdom, in Colombia... Collaborations have led to build a network that communicate, share ideas and inspire.

The pandemic has created an opportunity to lead to a new world. One of our biggest strength is young people's awareness. In all countries, teenagers are trying to disengage themselves from the party. They are marching on the street with the message a new future. They are accusing their parents for stealing their future. Education is the keystone of building a new world and cutting with our old habits. Education system should tell the students that nothing is impossible for human beings if they collectively make firm decision to achieve it. Young people should be told that they have the choice in designing the world they want. They are not passengers on this planet. They are the architects of this planet.

This new world, the Yunus Social Business Centre of the Panthéon-Sorbonne Chaire ETI (Entrepreneurship, Territory, Innovation) participates in building it. It is the place for in-depth reflection by researchers, experts and students from a variety of backgrounds. Juliette Fevre wrote this book during a pandemic that forced our allies all over the world to adapt and change quickly in order to keep on working. Some have been strengthened, some others

have been weakened. But all of them showed and are still showing a remarkable agility. Supported by interviews with social business actors, these nine chapters are an overview of companies and initiatives founded by entrepreneurs around the world.

I'm glad that this book can show what social business brings as a positive impact also in times of crisis. Social business is showing its efficiency. It is a long-term solution that demonstrates its effectiveness in times of disruption. This book marks an important step in the partnership between the Panthéon-Sorbonne Chaire ETI and the Centre Yunus Paris, and augurs future collaborations. May this reading inspire you to build a better world. Humans' abilities are limitless.

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INTRODUCTION

My first introduction to micro credit and the work of Professor Yunus was in Madagascar. A law student at the time, I was there doing photo reports for a micro credit company. Off the beaten path and away from the tourist traps, I met the local craftspeople and entrepreneurs whose businesses were supported by our funds. One day Josh, a young employee at an idyllic hotel on Toliara beach, said to me: "I don't know what else I can do". At first I didn't understand. It was in reading Professor Yunus' work that these words began to make sense. Without resources or opportunities, these driven, energetic young people found themselves profoundly apathetic. There was no way for him to express his potential.

Juliette Fevre

Social Business Project Manager

I began working on this book in March 2020. In lockdown, I began to take a digital journey through the most fascinating initiatives. I conducted one interview after another on my screen, calling Cambodia and the US, gathering piles of research and eventually discovering the scope of Professor Yunus' work. Mr Yunus had undertaken field research. By freeing himself from economic theory, he managed to fully understand what was at stake in Bangladeshi villages.

This is what led him to present micro credit and social business as solutions. These two tools take into account the reality and the profound powerlessness of populations in the poorest areas. What are their modes of action? What obstacles are encountered by different projects and businesses? How can we move past the notion that entrepreneurship must always generate profit? Is "empathetic capitalism" a viable path towards what we call "the new normal"?


During the pandemic year, I wrote what would be come to be the ETI Chair Guide to Social Business. These nine chapters provide an introduction to this world, full of so many initiatives, projects and passionate and dynamic actors. Each chapter focuses on a different aspect of social business: sport, environment, culture, etc. Certain chapters open with a description of a key organisation or project. All of them contain a section describing the current state of affairs, trends, an interview with an actor, a researcher, the CEO of a social enterprise, as well as two or three projects, what we call "gems", showing the theory in practice.

Today, Madagascar is the first country to experience a famine directly due to climate change (UN). Forty years of continuous deforestation have led to a drought unlike any the island has ever experienced. This threatens some 400,000 people, who have been forced to eat crickets, cactuses and mud. As Christina Jaeger says in the following pages: "It's time." Time to act, time to react, but also time to erase the divide that is holding back our progress towards the new normal. The two causes, environmental and human, are in reality one and the same. Melting ice caps, droughts, and deforestation are human causes. What's really at stake here is the survival of our species. Environmental challenges are human challenges.

This entanglement of causes is at the heart of Professor Yunus' work. You will quickly notice that the chapters of this work are not clean divisions: one project may appear in multiple chapters. This world suggested by Mr Yunus, the triple-zero world - Zero Poverty, Zero Unemployment, and Zero Net Carbon Emissions - is also a 360-degree world. This full-circle world makes no concessions. Which inequalities? All of them. Which issues? All of them. When? Now. The struggles support each other and it's no longer the time to be choosing which cause is more urgent. As Martin Luther King once said: "Injustice anywhere is a threat to justice everywhere".

In this world, everyone can find their cause, their angle of attack. But denying the urgency of someone else's cause holds back our own struggles. To this end and as part of his approach, Mr Yunus encourages collaboration, interactive work and breaking down walls between fields and specialisations. It is in this context that I've had the honour of speaking with people, entrepreneurs who are as passionate as they are inspiring, forward looking and eager to share. It's time.

We wanted to make this Guide an interactive document. It is presented as a door into to the world of social business, which you can access via clickable links. Throughout the text, these icons will point you to videos and websides, and help you expand your understanding of the various themes. Explore, get lost in projects, and discover social business in all its guises.

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1.

FINANCING **SOCIAL BUSINESS** IN DEVELOPING COUNTRIES

TREND NOTES

The world's 8 richest people hold more wealth than the 3.6 billion poorest individuals. When this information was published by Oxfam in January 2017, it sent a shock wave across the world. The extent of global economic inequality was thrown into sharp relief. The concentration of wealth had reached a fever pitch and its face was that of a handful of billionaires.

Muhammad Yunus was born in Bangladesh. In 1974, as Professor of Economics at the University of Chittagong, he was witness to the devastating famine that would go on to kill nearly a million people across the country. After a field study with his students, he came to see in the loans granted at extortionate rates by village loan sharks, a system of exploitation to keep the populations, especially the women, in extreme poverty. Traditional banks refused to lend to the poorest, who were unable to provide any collateral and were deemed unreliable for repayment. In 1983, Mr. Yunus founded Grameen Bank - the "village bank", in Bangali - the first microcredit bank intended specially for the poor, solely based on a trust, "without collateral or lawyers", primarily to the benefit of women. It has 9 million borrowers, more than 95% of whom are women, and posts a repayment rate of 98.96%.

Through Grameen Bank, Yunus was able to pick up on the problems of precariousness and exclusion faced by the poorest populations. To each problem encountered, he offered an entrepreneurial response: housing, sanitation, health, energy, food, drinking water, etc. To each issue, he responded by creating a "social business", defined as "entrepreneurship that does not generate dividends and focuses on solving human problems".



The OECD defines social entrepreneurship as "any private activity conducted in the public interest, organised with an entrepreneurial strategy, whose main purpose is not the maximisation of profit but the attainment of certain economic and social goals, and which has the capacity for bringing innovative solutions to the problems of social exclusion and unemployment". (OECD, 1999¹)

As social business projects began to multiply around the world, some countries decided to develop an appropriate legal framework for hosting them. While social enterprise can take on many legal forms - cooperatives, associations, mission-driven organisations, impact enterprises, etc. - all social enterprises meet a certain number of requirements. A social enterprise is defined as "an economic or entrepreneurial project, a social or societal purpose, no or limited profitability and democratic or participatory governance"².

1. *Synthèse sur l'entrepreneuriat social, L'activité entrepreneuriale en Europe, Commission Européenne, OCDE.*
 2. *Amandine BARTHÉLÉMY et Romain SLITINE, "Entrepreneuriat social, Innover au service de l'intérêt général", Vuibert, 2014.*

TREND NOTES

According to Professor Yunus, **there are seven "principles of social business"**:

1. The business' objective will be to overcome poverty, or one or more problems (such as education, health, technology access, and environment) which threaten people and society. Its purpose must not be profit maximisation.
2. The enterprise must guarantee its own financial and economic sustainability.
3. Investors get back their investment amount only. No dividend is given beyond investment money
4. When investment amount is paid back, company profit stays with the company for expansion and improvement.
5. The enterprise must be environmentally conscious
6. Workforce gets market wage with better working conditions.
7. ...do it with joy.

Six Principles of Grameen Social Business

1. Business objective ^{will be} to overcome poverty, or one or more problems (such as, education, health, technology access, environment, etc) which threaten people and society; not profit maximization.
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6. Workforce get market wage with better working condition.
7. do it with joy

CLOSE-UP

“Yunus Social Business” (YSB), spreading the social business model beyond the borders of Bangladesh

“Yunus Social Business” (YSB) is a non-profit organisation whose objective is to spread the theory and practice of social business throughout the world. It does this through multiple forms of action. YSB is both a business incubator and a venture capital fund. YSB does not make any profit; its management fees alone enable it to cover costs. The

team provides training and support to social entrepreneurs and works with companies or entrepreneurs interested in creating structures dedicated to social business. Today, YSB is at the centre of a vast network of players intent on helping change the world, based on Prof. Yunus’ vision.



YSB helps its business partners develop sustainable and scalable business models. This includes setting up sourcing partnerships with social entrepreneurs in the relevant countries, raising capital that will supplement the investment of the company championing the initiative, and validating regulatory requirements. For the past 10 years, this engaged business model has been developing internationally.

In the context of the ongoing health crisis, YSB has coped well. An emergency fund has been created to compensate for the lack of government aid for companies in danger in the developing countries. Working in collaboration with the World Economic Forum, YSB has created an alliance of 50 organisations to support the social business sector. The alliance was launched in early June 2020, and since that time, its members have raised US\$75 million for the survival of social enterprises around the world. The platform is also a place of interaction and information to help social enterprises survive the crisis.

The financing tools used are specifically designed to meet the needs of early-stage social enterprises and fill gaps identified on the market. YSB offers these entrepreneurs long-term loans at accessible rates. The loans are granted on flexible repayment terms and can be rescheduled in the event of drought, political instability, etc.

YSB leverages its network to give social enterprises access to strategic or operational partners. It provides intrapreneurial and circular economy expertise through external partners. Then sourcing partnerships are mobilised on the ground with social entrepreneurs. The recruitment of reliable staff on the ground is furthermore the result of the activation of the YSB network.


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MEET

Saskia Bruysten

Co-fondatrice et CEO, Yunus Social Business

Our aim is to replicate the social business success stories of Bangladesh in other countries.

How did you create YSB (Yunus Social Business) - avec Muhammad Yunus - and what were your aims?

"I co-founded Yunus Social Business with Muhammad Yunus over nine years ago. To clarify, YSB focuses on project implementation: first of all, we invest in social enterprises located in developing countries. Secondly, we assist in the creation of social enterprises with large companies. We work with practitioners and although we do research, we are not an academic institution. YSB differs from the academic Yunus Social Business Centres which, like the one at Panthéon Sorbonne, are housed inside universities. YSB existed before those academic centres were created, and is dedicated more to implementing initiatives.

Our aim is to replicate the social business success stories of Bangladesh in other countries. We do this in two ways. Our finance arm provides long-term loans to social enterprises in the countries of operation; in Latin America, where we are active in Colombia and Brazil; in East Africa, in particular Uganda and Kenya; and in India, where we have offices in Mumbai and Bangalore. We also have associated offices elsewhere. We provide early stage social business enterprises with funding that can range from US\$100,000 to US\$500,000. We have invested in over 60 social enterprises and supported over 1,800 entrepreneurs. We currently have an active portfolio of over 30 businesses that we lend to and help grow.

The second arm of our work is that in which we are a social enterprise ourselves: we provide advisory and implementation services to large companies so that they can create social enterprises themselves, run accelerator programmes, create dedicated investment funds, etc."

What kinds of challenges do you face when implementing and financing projects in developing countries?

"When we got started in Uganda or Haiti, the people were not familiar with the concept of social business. Even when there were entrepreneurs who were using their businesses to solve social or environmental problems, they did not identify themselves as social enterprises, because the concept was not known. This is a challenge still today, even though the notion of social business is becoming more and more widespread.



There is this notion of social enterprise or impact investment that everyone defines a little differently, more broadly or more narrowly depending on whom you ask. We had to clarify that we were talking about "business", that the enterprises had to be economically self-sufficient, but that the profits would be reinvested. It was a challenge to explain this and to find companies interested in working in line with this approach.

Any start-up is a challenge, wherever you are. Creating new, near break-even businesses is no easy task, and can

be even more difficult in developing countries where the infrastructure is less conducive to initiatives of this kind. It was a challenge for YSB, too, to find a positioning that would create enough value while helping these businesses grow, and building a self-sustaining business model, as we want to be a social enterprise ourselves. I think we have now found that balance, but it has been a challenge."

Any start-up is a challenge,

Sustainable development and human rights are not quite the same thing - have you noticed any particular difficulties in this respect when setting up a social enterprise?

"I think Mr Yunus is trying to make the message very simple: social business is about getting everyone to work. However, the conditions for achieving this depend on the country's context. The starting point in Haiti, for example, was very difficult. In a country that is not in peace, or experiencing natural disasters, creating sustainable businesses is more difficult than in a more stable economic and political environment.

The vision and understanding of entrepreneurship as such in a given country also needs to be taken into account. At one point, we had an office in the Balkans where, because of the communist past, entrepreneurship



was seen as the exclusive pursuit of profit. When you talk about social business, people are even more confused and wonder if you are talking about socialism. We have come to realise that our model works best when certain conditions are met. First of all, YSB focuses on poor countries. Secondly, a relatively stable political system is a pre-requisite, not necessarily a democracy, but a climate of war is not conducive to business. Lastly, a developing country rather than a stagnant one and an existing level of entrepreneurship. These are the four dimensions that we review when deciding where to next implement the social business model."

About 50% of our portfolio in developing countries was significantly affected.

You referred to social entrepreneurs, but you also work with very large companies. How do you select the partners with which you work, and what are your specific objectives?

"We find them through multiple channels: myself or Mr Yunus, when we speak at a conference or a meeting. We try to discuss at the highest level to get the CEO on board from the very outset. When it comes to the way we select large companies, it's really based on individual initiative, on the people within those companies and their determination to change. We see in the companies we work with that social business is closely intertwined with the company's strategy. This creates a significant impact over time, because it also changes the way the company operates as a whole. I think Danone's commitment to social business has been a very good starting point that has led Danone to become a more social company, with

its transformation into a mission-driven company in France, a very interesting new legal form. (Danone AGM, on 26 June 2020)"

What are the different economic and legal formats which social business projects can take on?

"We work with companies in different ways. First of all, we hold workshops and laboratories of sorts to find out what we might be able to do with a given company, what their core competencies are and how they can be matched with social or environmental issues. After that, there are three options available. The company can create a new social enterprise on its own or with us. It can also manage an acceleration programme with us to help social enterprises in its sector develop. The third option involves helping the company create a kind of impact investment fund for social business. Those are the three different ways of working that have been very effective with large companies over the years."

Why do companies invest in social business? What benefits do they see in it?

"We have carried out a large-scale study focusing on what we call social intrapreneurship, i.e. the creation of social enterprises by employees of large companies, with case studies on more than 50 companies. The study shows why these companies decide to get involved. There are a variety of reasons. First of all, companies see in social business a source of innovation. Secondly, it improves employee motivation and, interestingly, employee skills. The employees involved in these intrapreneurship initiatives learn to be more entrepreneurial and holistic in their thinking, rather than staying in small silos. These

are some of the key reasons why companies decide to engage, in addition to the social and branding aspects. Innovation and employee motivation are key. More than 50% of respondents said that this was the starting point for transforming their business, i.e. a means for them to change the way their business can have an impact on the planet and people as a whole."

Companies see in social business a source of innovation.

The COVID has set off significant upheaval around the world: what challenges did social entrepreneurs and large companies face? What impact has it had on environmental issues?

"Of course, the crisis had a major impact. About 50% of our portfolio in developing countries was significantly affected. Revenues have dropped by 50% to 100%, and some of these companies will most likely go bankrupt. The US and European governments have created bailouts to secure the survival of small, medium and large companies. As there were few to no rescue packages of this kind in developing countries, we created a small emergency fund to finance some of the social enterprises in our own portfolio. This assistance is being provided through a degree of payroll relief during these difficult months. I am sure that hundreds of millions of people will end up in deeper poverty because of what is happening with COVID.

As to how the crisis is influencing the discussion around the reform of capitalism, the effects have been major. People are working from home, spending more time with their families, taking time to think about what they want to live for, and being grateful that they are still in good health. I think it has set off a wave of empathy that is changing the way people think. I see a lot of discussion around this topic and I hope it will have a significant effect. As Mr Yunus says, we cannot go back to the old system.”

GEM

VISHUDDH RECYCLE (INDE) : A European company sources plastic from Indian landfills.

The German family-owned business Melitta specialises in the manufacture and distribution of small household appliances (coffee makers, kettles), and accessories for household products (coffee filters, Hoover bags, etc.) Aware of the unsustainability of plastic, and wanting to do things differently, but not knowing how, the founders approached YSB to find a solution. YSB advised Melitta to set up a social business collecting plastic waste from the streets in India.

Across the country, the huge amount of plastic waste runs up against its low recycling capacity. The population known as Kachrawalas, the rag-pickers, make a living from collecting and reselling the waste found on the streets or in dumps. They then sell the metal, plastic or paper collected to Kabaddishops. These informal collectors earn less than US\$1.90 per day. This activity is one of the lowest-paid on the social ladder in India and keeps the families who depend on it below the poverty line.

Vishuddh Recycle, the result of a collaboration between YSB and Melitta, provides a framework for these collectors. “Vishuddh” means “pure” in Hindi. It is also a play on words, alluding to «we should» in English. The collectors gather plastic from the streets of India to supply the social business, which then sorts it and processes it into granules. The resulting plastic pellets are then channelled towards the production of new plastic bags in Europe.

This process makes it possible for Melitta to increase the amount of recycled plastic in its supply chain. YSB helped Melitta with the inspiration, ideation and development for the business plan, determining the needs of the plastic collectors and how this could be a sustainable business model, all the way to hiring the general manager of the local plant.



FIGURES

IMPACT WATER (UGANDA) :
The world's largest avoided emissions forestry project.



FIGURES


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Each year, 3.4 million people die of diseases caused by drinking unsafe water. In countries where not everyone has access to drinking water, water is boiled in schools and homes to make it safe. This process is time-consuming, costly and energy-intensive. One Ugandan entrepreneur, who sells water purification systems that can operate without electricity or drinking water, approached YSB. Thanks to an initial loan of US\$250,000 he was able to launch “Impact Water”, a social enterprise offering the installation of water purification systems. YSB helped the entrepreneur look for other forms of financing and co-investors. YSB also supported him locally, by putting him in contact with schools, advising him on his strategy, recruitment policy, etc.

In Uganda, small social enterprises do not have access to affordable financing. The risk is so high that traditional lenders often charge far too high an interest rate.

YSB solved the problem by offering a three-way agreement between the social enterprise, an investor wishing to make a profit and a third-party payer, interested in the social impact, which can be a foundation or the government. The investor makes up the difference between the low and high interest rates in cases where a certain social return has been achieved. Through this arrangement, the investor makes money and guarantees affordable financing.

In 2013, Impact Water installed its first-ever water purification system. From chlorine tablets to ultraviolet light or ceramic, there exists a variety of purification processes. Meeting YSB enabled this entrepreneur to develop his original endeavour. In Uganda, 6.4 million young people now have access to drinking water thanks to Impact Water.


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SOURCE

GOLDEN BEES (KAMPALA, UGANDA) : “To be the spearhead in providing top quality beekeeping products and services based on small commercial beekeepers.”

In Uganda and in Africa, honey is a very popular commercial product. Its derivatives and uses are numerous: sweetener, staple food, cosmetic beeswax, bee venom used for medical purposes, propolis, etc. «Golden Bees is a social business, the chosen purpose of which is putting beekeeping within the reach of thousands of small-scale Ugandan farmers by providing them with training and equipment. The enterprise trains participants in beekeeping techniques, then collects, packages and markets the resulting products. The founder of Golden Bees approached the team at YSB for advice, support and funding. YSB put him in contact with local business experts, providing free training and advice on various aspects of financing and market analysis. YSB then invested funds for the start-up period.

Today, Golden Bees has built a network of 2128 farmers. The smallest beekeeper maintains three hives, while the largest has five hundred. The company operates small shops in farming areas and many supermarkets sell Golden Bees products. In addition, orders are starting to come in from all over the world: China, Japan, Denmark, and beyond. Today, the team at YSB monitors the growth of Golden Bees, ready to provide further assistance if needed.



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2.

SOCIAL-BUSINESS & HUMAN HEALTH

TREND NOTES

We are not all equal in the face of Covid-19. In June 2020, Professor Yunus, along with twenty-five other Nobel Laureates, launched an appeal to make the Covid-19 vaccine a Global Common Good. The petition's backers urge all governments and international organisations to enact legislation to ensure universal, equitable and transparent access to Covid vaccines and treatments. The 135 signatories include actor George Clooney, who has been involved in advocating for the right of every human to access the Coronavirus vaccine.

The public health crisis is an opportunity to reflect on health policies and their financing. In France and the UK, a health system supported by public institutions makes it possible to meet citizens' basic medical needs. In contrast, some countries do not have a public health system, leaving citizens in a precarious health situation. Even when a public system has been set up, certain gaps still remain. In France, for example, the reimbursement system demands that the person being reimbursed be able to advance the cost of care, which is not always possible.

Social business is an innovative alternative making it possible to offer low-cost solutions to the most disadvantaged. Entrepreneurs motivated by a desire for social utility offer innovative solutions based on technology and business practices borrowed from large corporations. In addition, some local initiatives are developing to make up for the deficiencies in healthcare systems, offering more democratic solutions, closer to the citizens and their needs.

Social business moreover an opportunity to reflect on our conception of health. Traditional views focus on the body and its functioning, distinguishing body and mind. A new perspective proposes a holistic view of human well-being. According to this idea, happiness and personal thriving are factors that influence health, just like the proper functioning of the body's organs.



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MEET

Cam Donaldson

Pro Vice-Chancellor for Research, Yunus Chair in Social Business and Health at Glasgow Caledonian University

We missed an opportunity with the economic crisis 10 years ago.

Does the concept of health in the context of social business differ from that of health in general?

"The over-arching idea of our centre is that any social business or social enterprise can have an impact on public health because these companies aim to have an impact on any form of vulnerability, be it poverty, isolation, old age, homelessness, etc. Our central thesis is that any social enterprise can be seen through the prism of public health. That is thus our central aim and what we have been trying to theorise and prove for the first 10 years of our existence.

It is thus a fundamental question for researchers: we need broader measures of people's quality of life and mental well-being as a function of health, rather than just measuring blood pressure, for instance. While these are difficult things to measure, we conduct a great deal of qualitative research that can be just as stringent.

I started working in this field when I arrived at Glasgow Caledonian University in 2010. The pathway through the various model is complicated. Across all of them, the aim is to determine how these approaches improve health and well-being; they are more sophisticated, though, involving intermediate steps, such as how these initiatives influence people's trust or participation. We look at topics such as the impact of inclusiveness and how this then has an influence on people's health and well-being."

The context is critical.

What do you see as the main issues in health, within the context of social business? Is it a lack of resources for treatment, the financial implications of treatment?

"The key is the context. In a country like Bangladesh, where the health system is little developed, running a hospital as a social business is a good thing, because you can then keep up the financial viability, with lower prices for those earning lower incomes. Consequently, it becomes a vehicle for social justice all the while being financially viable.

In well-developed and adequately funded health systems like those of the UK or France, the issues are different. There, the purpose of social business is to have an impact on certain aspects of public health, not as an alternative to the NHS (National Health Service), which, in my view, would not go very far. If you look at another advanced economy like the United States, it is somewhere between the two, with a system in place, yet many people without access to care. For those people, social business can help fill the gaps in health, but also have an effect on aspects of public health. The context is critical."

In France, the United Kingdom, the United States, etc., we have hybrid public/private national systems. Do you see hybridisation continuing in the future?

"I see a lot of potential in this, but it still depends on the context. If you separate our health systems according to how they are financed and provide their services, then you

can understand more about the role of social business in terms of services. People criticise the financing system in France or the United Kingdom, both of which are publicly financed according to people's ability to pay. The richer you are, the more you contribute, and most people are satisfied with that. In some cases, services might be better provided on a local basis by social enterprises, even if they are not necessarily part of the public system.

I know that Professor Yunus wouldn't like this, but let's imagine that the public service receives a budget to buy services from social enterprises that might be better connected to their local communities and better able to provide more effective services. I find this kind of supply-side hybridisation interesting."

[...] the young women often prefer to go back to their communities to try to solve the problems with which they grew up.

Does working in a social enterprise context really change the way medical staff operate in a healthcare system?

"It has enabled a degree of knowledge transfer. Grameen Caledonian College of Nursing is a good example. This nursing school was set up ten years ago in Dhaka, Bangladesh, and is managed in accordance with social business principles. It recruits nursing students from very poor families supported by the Grameen Bank. The selection process is very demanding, as hundreds of students apply to be trained as nurses in line with Western standards. The idea is to empower women, so that the

nurses who graduate from this college can become really very proactive nurses in their communities.

These nurses, once they graduate, can practice wherever they want. However, the young women often prefer to go back to their communities to try to solve the problems with which they grew up. They are much more proactive in this sense. This is a very good example of the knowledge transfer that has taken place through social business. Mr Yunus would like to see more training institutes of this kind come out in Bangladesh. We were talking about this very recently, and then COVID hit, so I don't know what will happen.



Covid has laid bare weaknesses throughout society.

On the subject of COVID, we are currently conducting research funded by the Scottish Government, on what they have called “Mutual Assistance Organisations in Dealing with the Implications of COVID”. It’s not just a matter of health, but also includes all the social implications it carries. The project will run for six months. Covid has laid bare weaknesses throughout society. The question is not only about a disease: the virus has brought to light aspects of social justice, such as the housing conditions of the elderly in cities, or in old people’s homes where the disease is spreading rapidly... This exposure is an opportunity for social business to address all of this.”

Muhammad Yunus spoke by video at the Chaire’s second anniversary. He invites us to learn and take advantage of the crisis we are going through to rebuild society and the economy on new foundations. What do you think about this? Does this apply to the field of health?

“I would like to reinforce what Mr Yunus says. We missed an opportunity with the economic crisis 10 years ago. We said that we needed to change things. In six to twelve months, we returned to economic growth as measured by gross domestic product, focusing on the financial markets – all those old ideas. This crisis extends far more broadly in economic and health terms, so I agree that it would be stupid not to come out of it different. If we don’t, we will have to ask ourselves what the future holds for the most vulnerable as inequality grows.

We need to have hope. Above all, we need to reduce disparities. The year I started working at the Yunus Chair, a study of male life expectancy was published in Glasgow. That was in the 1950s. There was a 28-year difference in life expectancy between the wealthiest and poorest people in one of the world’s most advanced economies. These statistics are probably the same in some areas, from Paris to Marseille, although I don’t think your disparities are as great as ours. We need to eliminate these disparities by building healthy cities through action on the social dimension of health.”



There was a 28-year difference in life expectancy between the wealthiest and poorest people in one of the world’s most advanced economies.

GEM

HEALTH AND SOCIAL CARE COOPERATIVE (WONJU, SOUTH KOREA): Addressing gaps in the health care system through local organization.

The Health and Social Care Cooperative in Wonju is a good example of the impact that a cooperative can have at the local level. In this particular case, the main purpose is to provide health services, and to work in parallel on disease prevention, taking a broader approach to the various factors of disease. In addition, the cooperative strives to employ local disadvantaged workers. In so doing, it contributes to the local employment of individuals from groups that may struggle to find work. It also belongs to a network of co-operatives and is integrated into the local community, such that has become a full-fledged economic player in the community.

The Wonju Health and Social Care Co-operative was founded in 2002. It aims to bring health and safety to the local community by working with people who are suffering from social exclusion, social vulnerability or housing exclusion, such as the elderly, the poor, the disabled and the low-income. The cooperative focuses not only on the provision of health services but also on wider health issues, including unsanitary housing and poor nutrition. Another priority is the employment of disadvantaged workers.

Supported financially by local credit unions, other co-operative support organisations and the small contributions of local residents, the Health and Social Care Co-operative is also enjoys the assistance of volunteers, as well as by local government agencies and non-profit organisations. The Co-Operative is a democratic organisation with a strong emphasis on the participation of local residents.

GRAMEEN CALEDONIAN COLLEGE OF NURSING (BANGLADESH) : Producing world-class nurses.

Bangladesh, like many developing countries, lacks health professionals. 87% of Bangladeshi mothers give birth without medical assistance. Grameen Healthcare Trust has signed an agreement with Glasgow Caledonian University to open a world-class school in Dhaka to train nurses and midwives. Within months, a modern training programme was developed, academic and administrative staff were recruited, and new premises, libraries and laboratories were built, as was accommodation for students. The programme started up in 2010 with the admission of 40 female students - all from Grameen Bank loan families. As at end-2020, the Grameen Caledonian College of Nursing would have almost 500 students. It is slated to take up quarters in a new building with capacity for 900 students in June 2021.

All the Institute's graduates find jobs in the country's major hospitals and are able to repay the loan they received for their studies. The college is almost self-sufficient, from the operational standpoint. Dr Barbara Parfitt, seconded from Glasgow Caledonian University to set up the Institute and run it in the first few years, says she has deliberately resisted financial pressure in her management practices. The programmes and policies adopted to ensure quality training are designed first; only afterwards are the means for funding them sustainably sought out. This is, in short, the whole philosophy underpinning the social business.

[WEBSITE](#)

AUROLAB (PROJECT IMPACT)

(INDIA, NEPAL, MALAWI, EGYPT, GUATEMALA, ETC.) :

“empathetic capitalism” to treat cataracts and deafness.

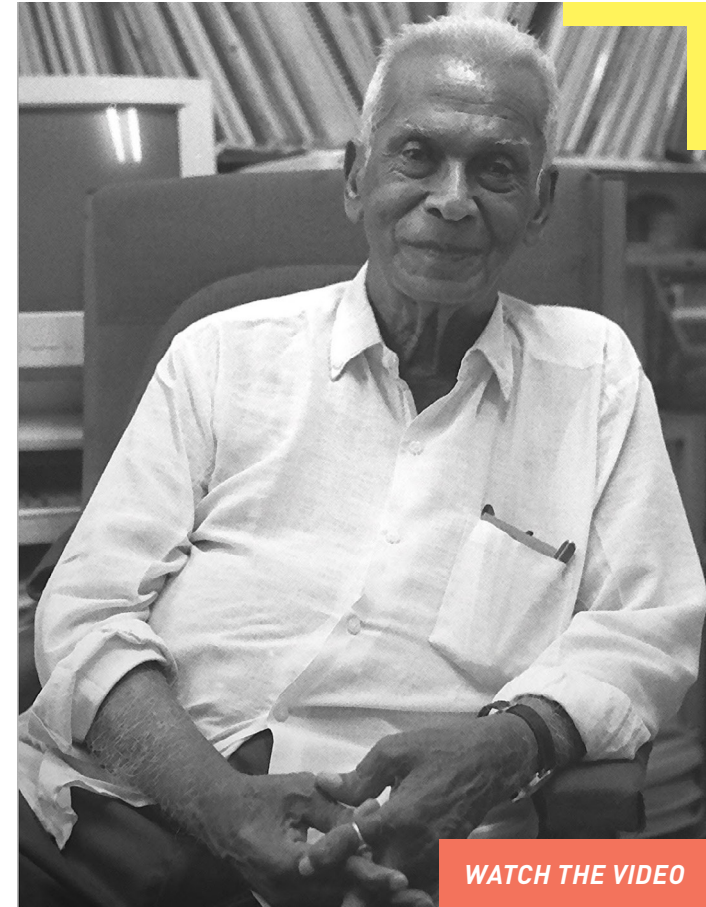
How did Dr. G. Venkataswamy manage to bring to the market ocular lenses worth US\$150 at only US\$8, taking inspiration from McDonald’s methods to improve its efficiency?

Cataracts are a disease that can seem benign but, if left untreated, can have serious consequences and lead to blindness. Project Impact is using the most modern technologies to develop a nearly “industrial” surgical procedure, thus making it possible for the greatest number of people to receive cataract surgery.

Project Impact is a non-profit organisation dedicated to sustainable, affordable and accessible medical technologies and healthcare for all. In 1992, in India, Aurolab came into being: the first non-profit manufacturing plant for intraocular lenses, eyeglasses and low-cost pharmaceuticals in a developing country. The factory sells more than 700,000 units per year, per country, in 86 different countries.

In addition, the Audiolab surgical factory has opened. It aspires to manufacture, produce and distribute a digital programmable hearing aid. Production began in February 2003. The hearing aids are distributed in developing countries at a price proportional to the customer’s financial capacity. The lowest price is zero dollars.

Entrepreneur David Green has developed eye care programmes accessible to the poorest, at high quality standards and in large quantities. He helped develop the Aravind Eye Hospital in Madurai, India, which performs 220,000 surgeries per year, making it the largest eye care system in the world. Though 70% of the care is provided free or at reduced prices, the hospital is able to achieve a 50% profit margin. The model has been replicated in Nepal, Malawi, Egypt, Guatemala, El Salvador, Tibet, Tanzania and Kenya. The company is guided by the following statement: “Intelligence and capability are not enough, there must be the joy of doing something beautiful”, echoing the M. Yunus’ 7th principle of SB.



AUROLAB



ARAVIND

3.

SOCIAL-BUSINESS & EDUCATION



TREND NOTE

“To the young generations who will build a new civilisation”

writes Muhammad Yunus in the introduction to his book. From the very first micro-loans taken out by residents of Jorba, Bangladesh, the founder of the Grameen Bank lists “the 16 decisions”, i.e. the principles that the borrowers undertake to respect. One of these principles calls beneficiaries’ attention to the issue of children’s education. The out-of-school children rate at the upper secondary level amounts to 59% in underdeveloped countries compared to some 6% in developed countries (UNESCO).

In Bangladesh, families are encouraged by the Grameen Bank to use the Centre House - where borrowers meet weekly - as a place of learning for their children. Local borrower groups pay a young girl from their village to give lessons to the children. These new neighbourhood centres, dedicated to recreation and education, introduce children to reading and writing. One of the “16 Decisions” is a commitment to education: “We shall educate our children and ensure that they can earn to pay for their education”

Training and educating are thus priorities in this march towards a three-“zero” economy - zero poverty, zero unemployment, and zero net carbon emissions. This education for a world in which personal gain gives way to shared societal benefit stands apart from traditional education. Professor Yunus does not reject conventional business models, but wants the education system to give students the choice between the altruistic path of social business and the selfish path of profit-making for oneself. He wants business schools to introduce students to both types of business: traditional, focused on personal gain, and social business, focused on social impact.



Students have the empathy, open-mindedness and creativity necessary to become aware of the needs and demands of society and to respond to these needs with innovation and entrepreneurship. They also have the fantastic power of technology. With these capabilities and tools, they have the power to radically change the model of growth, wealth creation and wealth distribution in the world.



MEET

Mai Thi Thanh Thai

Director of the Social Business Creation Competition and Associate Professor, Department of Entrepreneurship and Innovation, HEC Montréal.

“As we become more intelligent and we are able to create more intelligent beings, now we talk about Artificial Intelligence, so we want to make sure that these intelligent beings will evolve in a good way that will serve humanity and the earth.”

Your work emphasises the focus on creativity in the world of entrepreneurship. How do you define this creativity? Do you think that this aptitude for creativity is growing in the context of social entrepreneurship?

For me, creativity in social business is similar to creativity in other domains. That is, you work within your constraints and you can recombine existing elements and bring new being to them. Then creativity in entrepreneurship goes a bit beyond that because you have to think both inside and outside the box. You may hear a lot of people talking about thinking outside the box and going beyond your current state. You have to live in the future thinking of where the business of the market will be and then you will either respond it or mould it into whatever direction you want. That is thinking outside the box. However, before you can get to your future you have to survive today, so you must think inside the box. You must be able to cook with whatever ingredients you have in your kitchen and make it a beautiful dish. Once you get people used to eating one type of cuisine you gradually introduce new elements and guide the market to whatever reaction you want them to have. In a nutshell, creativity in entrepreneurship includes both thinking outside the box and thinking inside the box. Thinking of our future and where it leads, and then since you are socially responsible, you will help shape the market to work more sustainably and in a more socially responsible way.

The second question about whether creativity increases in the context of social entrepreneurship, I think the answer is yes because of two push and pull factors. First, when it comes to the push factor, we are now aware of many problems or we want to change the status quo.

In the past, we were a bit blind and accepted things, but now, we have become more intelligent and aware of the consequences of what we do [...]

Problems exist everywhere and in every time in history, but the human race is evolving to become more intelligent and aware of more things. In the past, we were a bit blind and accepted things, but now, we have become more intelligent and aware of the consequences of what we do, as well as learning from the past. The more we evolve, the more lessons we accumulate in our lifetime so we can now see the consequences of our actions and can say that some things are not acceptable. There are things we have to change which give rise to social entrepreneurship. However, we are dependent on the path we have created, which is why we have to be more creative. That is why I talk about the push factor, because we have to be creative in order to break away from the bad path we created, and continue and maintain the good path that we have created. As we become more intelligent and we are able to create more intelligent beings, now we talk about Artificial Intelligence, so we want to make sure that these intelligent beings will evolve in a good way that will serve humanity and the earth. That is to make it a win-win situation for everybody, not just the human race but for

other races that co-exist on our earth.

I just want to remind you of the definition of entrepreneurship. It means three things. It means proactivity, innovation and risk-taking. When we think inside or outside the box, it includes all three :

- **the proactive.** We have to prevent bad things before there are signs; that is the best thing to do if we can. As we are seeing a lot of things happening, the signs that the earth is warming, etc., and we think we have to fix them but we have to even go beyond that by using our critical thinking and be proactive.
- then the second part of entrepreneurship is about **innovation.** Innovation is not just about creativity. Creativity is everywhere but in entrepreneurship you must be able to put it to good use and commercialise it, to make it an innovation. Otherwise it is just creation or invention. A lot of things are invented every day, but innovation needs to be more than that. You must be able to put it to use, so it is not the inventor that uses it, but other people can use your invention.
- the last thing is **the risk-taking,** but it is not about taking just any risk. Being brave does not mean you go looking for trouble, it is more about being able to face the consequences of trouble. In entrepreneurship, risk-taking is about calculated risk. You have to think twice or a hundred times about all the possibilities and you must be able to deal with the consequences. It is not that I will just do as I like, and the next generation will have to face the consequences of my actions. That is not good entrepreneurship.

What educational model would be most effective in making social entrepreneurship the primary vector of a society's socio-economic change?

There have been a lot of educational models out there. There is the very traditional approach, but increasingly new models are emerging where we talk about a student-centred approach, starting from the students' aspirations and going from there.

However, that alone is not enough if the students lack the right motivation. Some people are motivated simply by money. I am not saying that it is wrong, but it is not good enough and then we must be able to guide as well. For me, the model is something that can train the mindset of students for the greater good, where we encourage them to take something to heart and then guide them; it is a mixture of student and teacher-centred.

As teachers, it is also our responsibility to think outside the box. We should think about where society is heading, whether that is good or bad and what kind of mindset we should infuse in our students' hearts and minds.

When it comes to methodology, we are now living in a world with a lot of temptations and attractions. Even we cannot maintain our attention for very long because there are so many interesting things out there. We cannot expect students to maintain as high a level of concentration as in the past where students were in a classroom, no others, no TV, no internet or anything else to distract them, so the teacher held the whole stage. If the teacher was boring it was boring and the students would sleep. However, now even if the teacher is interesting the student might doze off after they get one good idea from the teacher and then



get distracted. That is the sign of a good teacher, not that the teacher is bad. They are physically in the classroom, but they are mentally outside it. Now, it is so easy with the internet, phones, etc. Somehow, we have to deal with that distraction.

What core skills are necessary for a Social Business project to run smoothly?

Actually, the answer to question one is a foundation because again, we talk about social innovation and that it needs to be social in means and ends. The question is how you can be social? You need skills to do that, so the first one is empathy. You cannot think that you can sit at home and understand the universe and what people think, react and behave. You have to go out in the field, talk to people and understand them. Therefore, the first thing we have to teach and train students for is empathy. I think it is number one because you can come up with a lot of

excellent solutions, but what if the intended beneficiaries do not take it because they do not get it, or it is against the culture, or they do not understand it, etc.

You cannot think that you can sit at home and understand the universe and what people think, react and behave.

It is empathy that is the number one skillset before anything else. Before you create a new business or solution, even before you attempt to analyse and understand the problem, you need empathy. You need to know why people behave in a certain way and what are the root causes of the problems you want to attack. You have to understand the genesis of these problems before you attack them, other than treating just the symptoms.

Someone grows up with a set of informal rules that are the culture. Then it is family, upbringing, the environment in which someone grows up. As social entrepreneurs, we have to understand the root cause and then try to uproot it and then you can solve the problem, rather than just reprimand people and tell them it is bad and they have to fix it. What if they have no alternative or know of any other, but you do not enlighten them? What do you expect? You cannot change behaviour just by showing your behaviour and telling them they should follow it because it is the best.

Someone grows up with a set of informal rules that are the culture.

How do you explain the emergence of the social entrepreneurship model today? Does this reflect a paradigm shift and the search for meaning, which pushes companies to prioritise social impact?

We have become more intelligent and we have accumulated more lessons from history. The world developed very slowly up until the industrial revolution and then it took a huge jump. At the beginning, we did a lot of things without being aware of the consequences of our actions. When we discovered coal and then gasoline, it was great, but we did not think about the consequences and our technology did not allow us to understand the consequences. Now we understand how carbon emissions really affect the earth badly. It now takes less time to see the bad impacts. You can see hurricanes and climate change and you can see, smell and touch them. It has woken people up and the market is demanding this,

and the petitioner and executor are also aware of this, so it comes from both sides.

The next generation will be more intelligent and learn from our mistakes too.

It is not surprising to see social entrepreneurship emerging at this level of intelligence. I am confident that as we evolve more and you may notice that we become more intelligent with each generation, so you will be surprised at what your children do at a young age and you will think that you could not have done it at their age. The next generation will be more intelligent and learn from our mistakes too. It has to be the way that society is. Today, we call it social entrepreneurship but at some point, in the future it will be a given, that whatever we do has to be social, so we do not differentiate between social entrepreneurs and others. When enough of us are aware and put pressure on, but we have not yet reached critical mass. That is why we have to label and name it to make people aware, because without a label it is very hard for people to shout out and say there is a new practice that they should come and see.

One would say it is a change of paradigm, like we have to be more responsible and the quest for meaning. The human race will always seek meaning but it is just the definition of meaning. The meaning is still the same and I do not think the definition of being a good person changes that much, but the practice of being really good changes. Then the norms, when we breakdown the teaching, then it changes. That is the new paradigm. Pushing companies to make a certain social impact is because the market is

asking for it and companies suddenly realize that it is a great marketing tool to get attention. There are companies that believe wholeheartedly in positive impact and that is what we call social enterprises. Their very meaning, their *raison d'être* is to have that positive social impact. However, many other companies do not necessarily share that mission or meaning for the company because the meaning of the company might be more profit, better pay for employees, etc. They just think about their little universe rather than the bigger one, but then they suddenly realise that the market is moving in that direction and that even if they do not speak that language, they can single themselves out.

When enough of us are aware and put pressure on, but we have not yet reached critical mass.

In the past, you heard a lot about CSR (Corporate Social Responsibility) but now society is asking for even more than that. They now realize that CSR can just be cosmetic to cover up some things and the market, the public is more intelligent and realizes that they have to go deeper than just these little activities here and there. It has to be more coercive of all a company's actions. The market is asking for it, so companies have to respond. I am happy to see that the market is going in that direction.

What is the role of collaboration? In your opinion, is social business an opportunity to bring together the private and public sectors, and break down barriers between areas of skill?

You have to collaborate on every single level if you to be socially responsible. It is not like being good in one place and bad in another. If you look at the electric car, you think you are socially responsible and you are not emitting carbon dioxide etc., but you are only that good in the place where cars run. However, you need to look at the total sum including where batteries are produced and where the electricity comes from. Are you actually better in terms of helping the environment or are you just shifting the pollution from one place to another?

So far that is okay. It is better than nothing and at least we can single out places to emit pollution, but if we gradually collaborate, they win. What we have with electric cars now is because there is a lack of collaboration at the early stage of ideation, people wanting to solve pollution and not wanting any emissions in their city. That is why they come up with an electric car so there is no pollution in their city. That is great but then they forget that the pollution is created in another country. The government should invest in platforms that allow people to collaborate and this is international politics as well. The example I gave you of the electric car is about politics for your countries and cities without collaboration with other countries so it will be zero-sum.

What major difference do you see between the operation of a "traditional" business and a social business? What challenges does a social entrepreneur face that would not be faced by a traditional entrepreneur? What about the benefits?

I am not against the word 'profit' at all. I grew up in the communist system, so I know if you kill that, you kill all human motivation. I want to change the definition

of profit. The major definition is still the same, it is the difference between revenue and cost but now we put the word social in front. Going back to our definition, it is social in terms of both ends and means. When we talk about social profit, it is about distribution of profit. It is not like a few actors getting all the revenues while the others have to pay the costs. For me, it is not profit if the other actors have to pay more than the profit that a few actors receive. Here, we look at profit.

Now the difference between the classic business model and a social business, is the definition of profit. Profit for a classic business is usually within the company. It is very individualistic, profit only for the company. Whereas, in social business the profit is for society. You will be a good business if you create profit, that means if you look at all the externalities you create. Then we talk about the division and share of that profit. Maybe after, ones get all the social profit and then maybe you are the one to collect that profit, but you are entitled to a bigger share. It still works with market principles where who gets more share of the company and you contribute more sweat, so you get a larger share. Then, you have to go beyond the profit for the company or an individual company's profit. You have to look at social profit and then division of that profit. Each actor is entitled to a share of that social profit. For me, that is the difference between a classic and a social business. In a classic business, profit is just for yourself. In a social business profit is for the whole of society.

I am not against the word 'profit' at all. I grew up in the communist system, so I know if you kill that, you kill all human motivation.

GEM

SOCIAL BUSINESS CRÉATION (HEC MONTRÉAL) :

The Social Business Creation (SBC) is a competition organised in Montreal, Canada, with the support of the Yunus Social Business Centre. This international competition is a platform aimed at training participants on how to use market mechanisms to solve social problems. SBC aims to become a world leader in social entrepreneurship education. Its stated purpose is to train young people to be socially responsible. Building from a social impact project at the start of the competition, participants will gain the knowledge and skills to build a profitable business with positive social impact. At least one of the students on the team must be a enrolled at the time of application; the rest of the team can come from any walk of life.

[WATCH THE VIDEO](#)

More specifically, SBC is aimed at:

1. Changing the mindset of students towards the idea that “profitability and positive social impacts must go hand in hand so social business is the way to do business”;
2. Spreading the concept of social enterprise and making students ambassadors for their class;
3. Teaching students to become better entrepreneurs and use their knowledge for the good of social contributions through their business activities;
4. Enabling students to succeed in their entrepreneurial development.



Mai Thi Thanh Thai

about the SBC programme:

“Our competition has four rounds of major challenges. Round one guides students towards social innovation and, as I said, we require students to practise empathy. Before even thinking about money, their task is to understand the problems, to go out and talk to stakeholders. We guide them through their stakeholder analysis and talk to them to see if they understand the problem correctly.

Then, the challenge we give students is to get moral support from all the actors, all the stakeholders in society related in one way or another to their business, whether the social or money side of the business. If they do not get the moral support, that means there is something wrong.

Round two, the focus is now on commercial innovation. Now we want them to think about money. It does not have to be the beneficiary, the user of products or services. You have to know the kind of impacts you create with your products and services and who would pay for them. First, you have to identify your customer and then it is about finding a formula to

execute it by mobilizing resources, etc. We ask them to run their own crowdfunding and crowdsourcing campaign.

In round three, they come to Montreal. This is the semi-final and they do a presentation in a private room, which is like pitching to investors. Rounds one and two are our online coaching and classes, and then students practice in the field, so it is a bit like pushing them into the water to observe and see if they struggle and what their idea is. We provide one-on-one coaching in Montreal. For our one in two we provide distance coaching, but we rely more on their teachers and online coaching but when they come to Montreal, they have physical interaction with our coaches. Then we give them lectures, workshops and business visits to show them concrete examples in business that create impact. Then for the semi-final they do a presentation for investors and then the finalists do a public presentation.

Our challenge reflects the social entrepreneurial process. Think about the problem first, then think about how to make money out of the problem by finding a way to make revenues and to make it happen and reduce the cost so you have the profit. Then, you develop your models, set a target and do early testing of the market, and then you pitch it to investors. Investors does not have to mean professional investors, it could be any kind of investor, anyone who will give you the resources to execute the business. You could have seasonal investors, venture capitalists and others, and those are who we have on our jury. Once you have the money, it is time to launch and make the market aware of your existence, to love and support you, love and buy your products or refer to those who can buy your products.

We are looking for panellists from all over the world. Students can come to us independently or through their universities, so we encourage partnerships because we want to work on co-coaching with universities.”



SKATEISTAN (AFGHANISTAN) :

Educating children through the practice of skateboarding.

Thirteen years ago, Oliver Percovich, an Australian researcher with a passion for skateboarding, arrived in Kabul with three skateboards. As he met people and conducted his research, he came to a realisation: 70% of the Afghan population is under 25 years old and the country has nothing to offer to its youth. As he rode the streets of Kabul on his skateboard, a community of skaters transcending gender, religion and community formed around him. The German NGO "Skateistan" was born. Volunteers, skateboarders and young people come together to learn to skateboarding, and Oliver makes the rounds of international sponsors to provide the children with skateboards. The Skate School opened its doors in 2009. It is a skateboarding school, but also a school where children learn to read and write. 40% of the students are girls. Skateistan then exported itself internationally; schools were opened in Cambodia and South Africa. Today, the NGO is an award-winning international organisation, financed by "Skateistan"-branded products sold throughout Europe, which enables young people and children to have access to education and come together around a liberating sporting activity: skateboarding.

YUNUS & YOUTH :

When the current generation of social entrepreneurs trains the next generation.

Y & Y offers a six-month training course for ambitious and promising young social entrepreneurs. The young people selected by the Y & Y team attend bi-weekly webinars taught by business experts and are introduced to the key principles of starting a successful and robust social business. Y & Y connects these entrepreneurs to a global network of innovators and leading professionals. The Y & Y team provides them with information and support. In addition, the participants are mentored by successful entrepreneurs and businesspeople ready to share their expertise to help young people maximise the potential of their projects.

Co-founded by Cecilia Chapiro, a young American with a solid background in business and non-profit entrepreneurship, the organisation Y & Y came about at the World Social Business Summit in 2013 in Kuala Lumpur to bring together leaders in the field. Today, Y & Y has offices in the US, Brazil and Morocco.



**ARE YOU
BUILDING A
BUSINESS TO
CREATE A
BETTER WORLD?**

Apply for the **2020 Yunus&Youth Fellowship Program for Social Entrepreneurs** and get the support you need to develop a financially sustainable business while tackling the world's most pressing issues.

YUNUS & YOUTH

The class of 2020, like previous classes, is cosmopolitan, with a wealth of projects from all over the world:

- **Paulo Mpokwa** (Tanzania) : this young man is the founder of Fundi App, a smartphone application that connects supply and demand in Tanzania. The app offers its clients the ability to find men and women providing any kind of service: work, repair, maintenance, etc. Paulo was winner of the 2019 Dare to Change Tanzania Award with FundiApp. He is a passionate social entrepreneur who believes in the role emerging technologies can play in the development of the African continent.
- **Jesselina Rana et Shubhangi Rana** (Nepal) : one is an engineer by training, the second a lawyer. Together, they founded Pad2Go. Founded in 2018, Pad2Go is a social business dedicated to fighting menstrual insecurity in Nepal. Pad2Go installs sanitary pad vending machines to provide women with sanitary products. The company campaigns against the social taboo around the topic of menstruation and speaks in schools to encourage discussions on the subject. It works with international and local tampon manufacturers to make the product accessible to all women.



Paulo Mpokwa



Jesselina Rana
& Shubhangi Rana

- **Larissa Roviezzo et Melissa Ortuño de León** (Brazil) : Regenerate Fashion is an international consultancy focused on integrating sustainability in fashion, from corporate strategy to product design. The United Nations' Sustainable Development Goals serve as its guiding principles as it assists brands in their quest for sustainability. Melissa and Larissa launched Regenerate Fashion with the ambition of bringing about lasting positive change in the global fashion industry. They lead a team of professionals to develop projects that transform the way fashion is designed, produced and consumed.



Larissa Roviezzo



Melissa Ortuño de León

4.

SOCIAL-BUSINESS & ENVIRONMENT



TREND NOTE

In 2017, Professor Yunus published his work: **“A World of Three Zeros”**. **“The New Economics of Zero Poverty, Zero Unemployment, and Zero Net Carbon Emissions”** was the author’s stated aspiration. At a time when global warming is at the centre of international discussions, this third zero shines the spotlight on a challenge taken up by social business enterprises: the environmental challenge.

Muhammad Yunus has revolutionised the way we think about the economy. The planet on which we live is enduring a capitalist industry, built on production and logistical transport modes that are a source of devastating pollution. Much like Bangladesh, where Prof. Yunus was born, many countries face a major ecological challenge. Located in the north-east of South Asia, between India and China, the country has surface area equal to one quarter of France, and a population of 165 million. It is the 9th most populous nation on the planet.

The country’s high population density has led to the emergence of an economy that massively mines its rich natural resources to sustain its people. By way of example, its vast and lush rural zones have been deforested to heat the population, with scant regard for environmental issues. In addition, the country is subject to destructive floods compounded by climate change that will force 18 million people to flee between now and 2050, according to Atiq Rahman, climate expert and executive director of the Bangladesh Centre for Advanced Studies.

Coming from a country massively affected by global warming and its attendant flooding and displacement, Prof. Yunus tirelessly repeats what scientists have been saying, echoed by millions of adolescents and youth all over the world: the clock is ticking and we only have a decade or so left before we have to radically change our production and consumption patterns. With this «Zero Carbon Emission» goal, Prof. Yunus pinpoints the environmental challenges at hand, and which require another way of conceiving of the economy and another approach to business. “It is quite possible,” writes Prof. Yunus, “to grow the economy, lifting entire communities and societies out of poverty, while also protecting the environment”.

The pursuit of a three-zero economy runs counter to a model of maximising profit and increasing inequality that has been developed over the past 150 years. The relocation of companies to poor countries, with all the economic advantages which this entails, leads to the displacement of production to countries where regulations against pollution are often non-existent. The access of the poorest populations to renewable energy sources is also at the core of the question of social business.



MEET

Christina Jaeger

Co-founder & Managing Director, Yunus Environment Hub

The focus of the Yunus Environment Hub but also of our civilization, of the whole world, must be the decarbonization of our economies.

What is Yunus Environment Hub and how did you get involved?

Yunus Environment Hub is the global social business network for developing social business solutions for the environmental crisis. It's a spin-off for the Grameen Creative Lab, which is an organization that has been involved over many years in bringing social business into new fields. I'm myself very passionate from a very early age about how we treat Mother Earth and our nature. I've written my diploma thesis on environmental policies and I have a personal background through a project that I developed in turning plastic based into 3D printing material.

With the support of Professor Yunus and Hans Reitz, the CEO of Grameen Creative Lab, we started to organize workshops, meetings, conferences and held many talks on the topic of circular economy, of plastic recycling at our annual convening such as the Global Social Business Summit or Social Business Day. We received some feedback from all different kinds of stakeholders, from businesses, from young people, from entrepreneurs, universities. Everyone was acknowledging the urge to do something, the need for social business solutions. There was a willing to help.

We started to think of how we could bring everyone together, how we could deploy solutions. We created The Plastic Lab as a creative laboratory, to start with one issue, which is the plastic challenge. The question was: How can we solve the issue of over consumption and production that is polluting our environment? We organized stakeholders' workshops and consultations. We went on field trips. We visited social business entrepreneurs already working in waste management on the ground in India, to learn from their solutions, to talk to the people affected through the people involved in these projects. We also went to other countries, such as Vietnam to see and analyze the situation and what kind of solution could address the problem. In Colombia, we organized awareness creation activities. Again, getting in contact with consumers, with waste pickers, with businesses.

[...] we need to design for the business model around those cycles. That is about repair, reuse, remanufacture, refurbishment, and in the end also about prevention.

All of these inputs we have gathered in order to develop and design the social business programs that we now run at the Yunus Environment Hub. Hence, other topics came out through the last two years, such as the carbon reduction, one of the three zeros of Professor Yunus. All of these activities led to the decision to create a Yunus Environment Hub and a social business organization that is fully dedicated towards empowering others, to develop and implement social business solutions.

Waste management alone is not enough in achieving a circular economy.

What are your current projects? How can we facilitate small and medium companies to achieve a greater sustainability through the circular economy approach?

One of the undertakings around plastic-based was the creation of the Zero Plastic Base City program. It's a program that we develop and that we implement together with the Alliance To End Plastic Waste, which is a global alliance where more than 50 multinational companies came together to commit themselves towards finding solutions to address plastic waste leakage in the environment. On our side, we put in together all the know-how that we have gathered through the previous experience and the learnings from social business entrepreneurs on ground. And putting this together into a modular social business program that will help us to create and design a concept that is highly replicable and scalable from one location to the other, and where learnings can be transferred from one place to the other. At the moment we see many small projects that are really great, that have a good impact, that are working well but they're on a small scale. And the question is: "How can we scale these initiatives? How can we reach a bigger and more systemic impact in order to achieve an overall system change?"

In zero plastic based cities, we offer solutions to improve municipal solid waste management based on that model approach. That can be chosen and implemented depending on the current situation in each of the city, in terms of the status quo. It depends on the different

stakeholders in both the formal and informal sectors that are being engaged as well as other partners that are already working on the ground. What is already working on the ground can be accelerated and increased and with new social business solutions, we can offset the gaps.

Waste management alone is not enough in achieving a circular economy. Waste management is only about handling the end of life of a product or a packaging. A circular economy is a much wider and bigger topic that we need to address and needs to be complemented with management. We know that we need to end the plastic-based leakage but in order to come to a circular economy, it requires an entire systemic transition of our economy from the current linear (take, make, use and dispose system) to a truly circular one, where we are stopping the depletion of our natural resources and where materials are being kept in circles. There are two different circles: the biological one and the technological one. Recycling in the technological circle is the very last step. There are several steps that come before recycling and we need to design for the business model around those cycles. That is about repair, reuse, remanufacture, refurbishment, and in the end also about prevention.

We must rethink ownership and business models, coming up with new business models where product is a service. We are not selling products to users but a service so that the actual material, the product, remains in the hand of the manufacturers. So it's in its interest and responsibility to keep the material as long as possible in the material cycle so that we can extend the product circle.

Why is social business so relevant in the waste management sector?

Creating a circular economy is a very complex topic that requires the participation of everyone: businesses, consumers, the government with corresponding policies, as well as entrepreneurs and startups in the system. It needs to be an overall effort and social business plays a very crucial role in a circular economy. Because the transition to a circular economy will lead to a shift from industries where jobs will be moved and people might be set off their jobs, we need to ensure that the transition is a socially responsible one, where these people aren't becoming jobless. We need to make sure that it's an integrative and socially inclusive approach. This is where I see the role of social business.

In emerging economies, a majority of the material that is currently collected for recycling is being collected by informal workers, by base pickers, recycle pickers, by vulnerable groups that are being exploited. Social businesses can help in changing the image of these people, on giving them dignity. Giving them the recognition and improving income and social and health benefits that will give them a dignified life.

What does the environment have to do with peace building? Can you tell us more about your work in Colombia?

It's not only the absence of political, economic or social rights that lead to conflicts, it's also the absence of environmental rights and health. We have many climate migrants already today. Some places have simply become unlivable for people, because the natural resources have depleted, because of the climate change that is already

happening. It's not possible anymore for them to live or sustain a living, because agriculture or other means of businesses aren't possible to undertake anymore. So that's overall where I see a strong connection between social business and the environment.

It's not only the absence of political, economic or social rights that lead to conflicts, it's also the absence of environmental rights and health.

In Colombia, deforestation is happening in Amazonia. Not just because of extensive cattle ranching or eligible mining but because of the armed conflict that was happening and the growth of illicit crops. This growth has risen almost four times since the signing of the peace agreement in 2016. Since this peace agreement, those places that were originally under the control of guerilla groups, are no longer watched, hence the rate of those illicit crops has gone up. There, we're supporting social business entrepreneurs that are both contributing with their business model to peace building as well as to the environment. We have entrepreneurs working in the agriculture sector, particularly with the objective of giving benefits to the local farmers and the people. It then doesn't become interesting for them anymore to grow illicit crops, because they're receiving enough income and benefits through the growing of legal crops.

Some entrepreneurs are also bringing together two target groups of populations that used to be in conflict. One

project for example is working with Afro-Colombians, the black community, and an indigenous community. We also see entrepreneurs working in an area that used to be very harshly affected, because of conflicts. There are simply no business opportunities and those entrepreneurs decide to go particularly to these areas in order to provide opportunities.

The Amazonas fires happened because of deforestation, not just there but also in other parts of the world, where forests are being cut down for several reasons as cattle growing or timber that is being exploited from the forest. In Colombia, we are looking at how we can support local communities, through social business approaches, in order to help them sustain their livelihoods. So that they can remain in the places, under dignified conditions, with an income that is sufficient with them and in accordance with the production of the forest.

Our focus has been on indigenous communities that has a deep understanding of the conservation and know-how of the fauna and flora, of our natural systems. These communities are often engaged in the manufacturing of artisan products or around fishing, the production of Amazonian fruits and products. They're lacking the access to markets, they're very remote, in far areas, disconnected. They only have electricity for two hours a day, so internet connection is a problem. Also their access to roads is insufficient. And then during the pandemic, it has become even more challenging. Colombia used to host a national artisan fair for example, where the community could send one person there to present the products. Now, all those fairs are canceled. Another issue is the feedbacks from the costumers and ensuring quality control, in order to be sure that the product produced

fulfils standards of international buyers. We help them defining how we manage a small business, how we manage such a community driven business. We aim to empower others.

Professor Yunus often says:
“Social business is the demilitarized zone.”

What do you foresee in the next 5 years to stop global warming?

The focus of the Yunus Environment Hub but also of our civilization, of the whole world, must be the decarbonization of our economies. I think this is one of the top goals, next to reversing the process of biodiversity loss. In order to achieve this, it requires collaboration. One organization or one stakeholder group can't do this on their own. We need to work together, and this is where I see the role of Yunus Environment Hub, that can become the platform to bring stakeholders together. This needs to be businesses, governments, universities, the young generation, researchers, innovators, engineers, entrepreneurs, social business entrepreneurs... Everyone. We can also inject the social business thinking, solutions that we have already developed in the network. We can connect a group of young people with an idea, to someone capable of financing or providing the technology in order to deploy it. We aim to be the catalyst for the change.

I think social business is the key. Professor Yunus often

says “Social business is the demilitarized zone.” I think this is what can help us gather stakeholders because they can have some conflicts, or different interests, but in social business I think we have the opportunity to overcome those interests. Because in social business, profit is out of the scope. Climate change is real. There's no time left. The time is already up.



Climate change is real. There's no time left. The time is already up.

[WEBSITE](#)[WATCH THE VIDEO](#)

GEM

GRAMEEN SHAKTI (BANGLADESH) : Ecological entrepreneurship transforms the energy market.

Many Bangladeshi villages are not supplied with electricity by the national grid. If they are, they suffer frequent blackouts. Economic development and environmental protection are two positive externalities of the renewable energy company Grameen Shakti, founded in 1996 in Bangladesh by Professor Yunus. As at 2008, the company had already installed 100,000 solar panels in homes. By the beginning of 2017, the company had equipped 1.8 million homes with solar panels.

What does it bring light to 12 million citizens? It means enabling students to work later, but also encouraging shopkeepers, community centres and doctors' offices to extend their opening hours. Electricity enables farmers to invest in machinery, for instance, irrigation pumps. The rural women entrepreneurs can use sewing machines, and millions of Bangladeshis have access to information via the internet. Light and energy improve the economic condition of the people and, in turn, the economy of the country.

Grameen Shakti's success has inspired thirty other organisations to develop the renewable energy market. Thanks to them, an additional 1.5 million households have access to electricity. Grameen Shakti subsequently expanded its operations: the company offers non-polluting stoves to replace traditional stoves that give off toxic fumes and has equipped thousands of families with biogas plants to convert cow dung into methane that can be used for cooking.



PEATLAND CONSERVATION (INDONESIA) :

The world's largest avoided emissions forestry project.

A tropical peatland restoration and conservation initiative, spanning over 150,000 hectares of peat swamp forest in Central Kalimantan, Indonesia, has begun. The project is aimed at protecting the vital habitat of a diverse and vibrant fauna and flora from being converted into industrial acacia plantations. Within this zone, five animal species are in danger of extinction. The protected area is home to between 5 and 10% of the world's populations of Bornean orangutans, proboscis monkeys and South Bornean gibbons. This operation has prevented the release of greenhouse gases equivalent to almost half a gigaton of carbon dioxide over 60 years. This is a world record in avoided emissions for a forest-based project.

In addition, the project is getting involved to support local communities. The work is carried out in close collaboration with the 34 surrounding villages. Of the project's 500 employees, 100% are Indonesian and over 80% hail from the region. Vocational training, loans to SMEs and micro-loans



guarantee the environmental and economic sustainability of the project. Since the initiative's inception, 948 microfinance loans have been allocated to sustainable businesses.

The project was initiated by Climate Seed. Climate Seed is the first social enterprise created by BNP Paribas. Ten employees of BNP Paribas are behind it. This platform designed for companies and organisations aims to neutralise and offset the carbon emissions of certain activities. It is a transparent platform, all the proceeds of which go to projects aimed at reducing carbon emissions.

5.

SOCIAL-BUSINESS & GENDER



TREND NOTE

"In my country, if a woman - even a rich woman - wants to borrow money from the bank, the person in charge of her account will invariably ask her:

*- **Have you talked to your husband about this?***

If she says yes, her banker will continue:

*- **Has he agreed?***

And if she responds in the affirmative, he will add:

*- **Good. Can you come back with your husband so we can talk about it with him?**"*

This excerpt appears in Chapter X of the book "Creating a World Without Poverty", by M. Yunus. The chapter is entitled «Why Lend to Women instead of Men?» M. Yunus concludes the passage as follows: "To me, it was clear that the entire banking system was sexist.» Building from that observation, in the experimental micro-lending project in the village of Jobra, Yunus decided that at least 50% of borrowers should be women. He then set out to reduce gender disparities in the world of work and education, aware of the issues at stake in gender inequality.

"It was no longer just about giving women their rightful place, but rather of considering them as privileged players in development," says Mr Yunus. In 2015, the [McKinsey Global Institute](#) published a [report](#) concluding that: fostering gender equality in the workplace could ultimately bring about an increase in global GDP of **US\$12 trillion by 2025**, or **11%**. In a «full potential» scenario, this figure would rise to **US\$28 trillion, or an increase in GDP of 26% by 2025**. "«Gender inequality is not only a pressing moral and social issue, it is also a critical economic challenge," according to the McKinsey Global Institute. Yet, in 2019, women still accounted for 38.8% of the workforce, at the global level, according to data collected by [The World Bank Group](#). That is less than half of the workforce.

The reasons for which women are excluded from the labour market are manifold. As early as 1973, in Bangladesh, Yunus came up against what he called "the wall of purdah". "The term purdah," he writes, "encompasses a set of practices stemming from the Koran's obligation to protect women's virtue". In its most conservative interpretation, women should not be seen by any man except the closest of relatives. "Often," he continues, "they do not even leave their homes to visit their neighbours". Working is thus out of the question. The rest of the chapter goes on to describe some of the strategies deployed by Mr Yunus to explain his project to them and gain their trust. He tells the story of Hajeera, who, using the money she borrowed, was able to buy two calves, a plot of land where she grew sixty banana trees, a rice paddy, goats, ducks and chickens. Today, she lives on the returns from her purchases and is thinking of sending her children to university.

While in Bangladesh, religion and tradition are the reason for women's exclusion from the labour market, elsewhere, more insidious reasons can bring about the same result. In the West, women are more able to put their careers aside for their children. Women remain the most involved in their family. In France, 96% of parental leave is taken by mothers, according to an [OECD report](#). Another reason for such disparities is the structural and systemic sexism to which women are subject in the workplace. In France, women earn on average, 23% less than men, according to the national Observatory on Inequalities. It is thus self-evident, when a child is born that the mother be assigned to home duty.

Moreover, women are the first to be affected by professional insecurity. "Relatively speaking, hunger and poverty are more a women's issue than a men's issue", writes Yunus. Within Bengali families, it is tacitly accepted that the mother will be the first to deny herself food and suffer from hunger. Everywhere else, a multitude of factors make women the first to be affected by poverty. Unemployment, lower wages, precarious employment, unpaid domestic work... (OXFAM International)

In 2021, 97% of Grameen Bank's borrowers are women. For M. Yunus, entrepreneurship is one of the first solutions to offer. The benefits are obvious: the ability to manage their time flexibly, adapt their schedules to their children's pace, and an opportunity to work

which women do not find in the working world due to their years of «inactivity». Women are encouraged to become financially self-sufficient through initiatives that promote women's economic independence towards a more equal society.

«Money, when used by a woman in a household, benefits the whole family more than when it is used by a man,» writes Yunus. This observation was shared by several of the experts interviewed for this Cahier. On multiple occasions, note was made of women's tendency to invest the skills they gain and their financial resources in their families and communities. Behind this lies a desire to contribute to improving an environment that was theirs as they grew up, and which now offers them opportunities which other young women will not have. By investing their work power in their communities, women are taking position as the centrepiece of a three-zero world.

CLOSE-UP

Grameen America Inc (USA), the most effective micro-credit institution in the United States

In the United States, Grameen America Inc (GAI) helps women living in poverty to develop their own businesses. GAI provides its members with micro-loans of up to US\$2,000 and training in financial management. As part of the programme, female borrowers are able to open free savings accounts with banks and make weekly deposits. To date, 132,400 women have become entrepreneurs with GAI's support, 567,000 loans have been made and 139,100 jobs have been created in 15 states. GAI has opened 24 branches in the suburbs of major cities, in particular New York and Chicago. With a repayment rate of 99%, GAI is the most successful micro-lending institution in the US.

As in Bangladesh, GAI's clients are women who would never be considered creditworthy by a conventional bank - as they cannot show any collateral, assets, savings, or lending history. The loans are made to women once they have been able to bring together five people or join an emerging group.

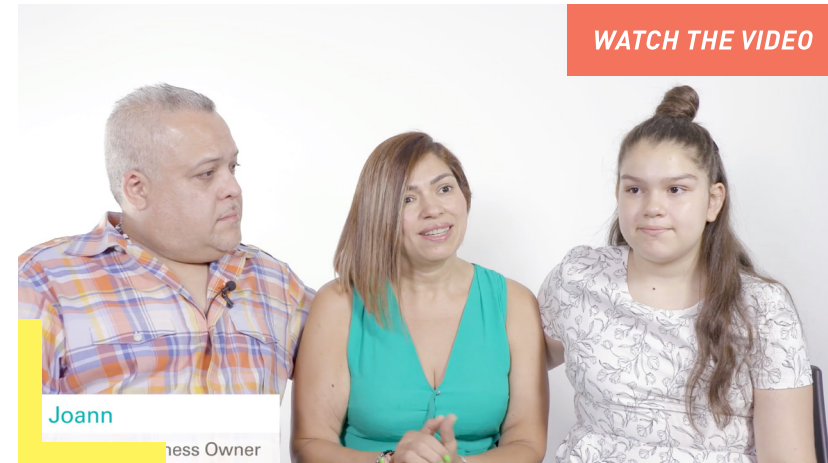
The application of the Grameen methodology in a very different economic and social context from that of Bangladesh has brought to light the project's relevance and the international potential of micro-credit. However, a number of differences do need to be emphasised: unlike in Bangladesh, where poverty is concentrated in rural areas, in the United States, the areas of high unemployment are mostly in the suburbs of large cities. GAI-funded businesses are thus founded mainly by urban clients. The investment required to start a business is, in addition, increased. In Bangladesh, US\$40 to US\$50 are enough to start a micro-business, buying a sewing machine, a loom or to open a small shop. In the United States, initial loans range from US\$1000 to US\$1500.

[WATCH THE VIDEO](#)[INFOGRAPHIC](#)[FIGURES](#)

for further information:



Hillary Clinton Announces Grameen America's Commitment to Invest \$50MM in Harlem



Grameen America: A Decade of Empowerment



Grameen America Intro Video



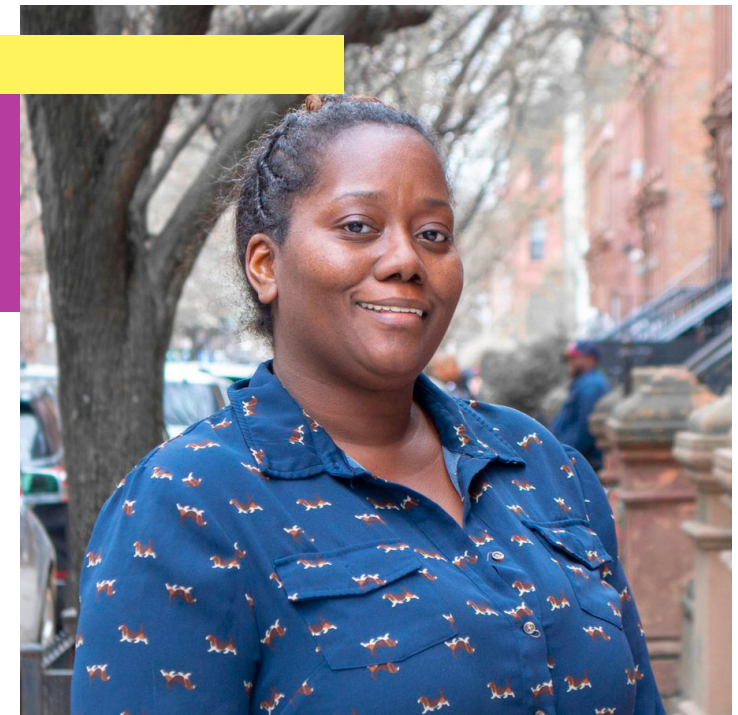
Dan Rather Reports Excerpt from "Grameen America"

MEET THE WOMEN ENTREPRENEURS OF GRAMEEN AMERICA INC

Maryam

Passion, entrepreneurship and passing on to younger generations.

Maryam is a mother who loves to bake cakes for her five daughters. At the school fun fair, her baked goods always attracted compliments and praise. One day, the school principal offered to pay her for her services. It was then that Maryam turned her passion into a business. She graduated from culinary school in 2009 and opened her own small business, Maryam's YumYum, from her home kitchen in Harlem. Her grandmother's waffle recipe was one the first items on her menu. Her clientèle was initially made up of friends, family, and some small local events. The loan she received from Grameen America helped her develop a full-fledged catering service and open a new website. She now works in a professional kitchen. She hosts weekly support meetings with other women entrepreneurs at her home in Harlem. In the future she plans to teach cooking to pass on her passion. Maryam hopes to stir her daughters and younger generations of women to take control of their future.



MEET THE WOMEN ENTREPRENEURS OF GRAMEEN AMERICA INC

Gigi

On the road to success.

Gigi runs a driving school in Queens, New York. She found out about Grameen America when she went with a friend to one of the meetings. Before becoming a business woman, she worked as an instructor and dreamed of starting her own entity. In 2017, she took the plunge and opened her driving school. As of today, more than 500 young drivers have come out of her school. This is her first loan, but she already employs a secretary and five driving instructors. For the future, Gigi's goal is to continue to develop her business, so that she can help her family in the Philippines and pay for the children's education.



MEET THE WOMEN ENTREPRENEURS OF GRAMEEN AMERICA INC

Nzinga

Business creation as survival.

Nzinga is an artist who has always found refuge in painting, sewing and pottery. After completing her Masters in Fine Arts and teaching at a university, she found herself in financial difficulty and was no longer able to provide for her family. To feed her six children, Nzinga came back to her creative abilities. She sewed her own clothes and sold arts and crafts outside a local supermarket in Oakland, California. As her situation stabilised, she began to explore ceramics and worked pottery into her array of offerings. Nzinga came to Grameen America in 2015 for a US\$1000 loan. Using that money, she bought the raw materials for her designs. Since then, she has contracted three further loans, US\$5700 in total.



[WATCH THE VIDEO](#)



[SOURCE](#)

MEET

A portrait of Andrea Jung, a woman with dark, wavy hair, wearing a dark top and a necklace. She is smiling slightly and looking towards the camera. The background is blurred with warm, bokeh lights.

Andrea Jung

Chair and CEO of Grameen America Inc.

"We want women to feel as capable of managing their finances as men."

How have you adapted the Grameen model as tested and worked out in Bangladesh to apply the programme to the United States? Has the programme been as successful as expected and does GAI confirm Prof. Yunus' assumption that the micro-credit system is an effective method against unemployment that can be implemented anywhere?

"The programme started in 2008 in New York.

There was a lot of scepticism about how relevant micro-credit could be in a developed country like the United States, and in the world's financial capital, New York. I think a lot of people thought that microloans were a good tool to reduce poverty in poor countries, and in emerging markets like Bangladesh, India, and Africa.

Interestingly enough, the programme started up in 2008, and while it was not a time of public health crisis as we are experiencing with the current pandemic, it was the last great global recession. In 2008 and 2009, the financial markets were collapsing and credit was tightening. For women and families living in poverty, if it was difficult to secure a loan or be included in formal financial markets before 2008, after the crisis of that year, no formal lending institutions were granting capital to small-scale entrepreneurs, especially women. One of the major lessons from the programme is that it is actually at this point when women need it most. Such economic downturns occur when small micro-enterprises need capital the



most. In 2020, in the throes of the COVID-19 crisis, the situation is very similar. The need is more prominent than ever.

This idea of reflecting and coming together to share and learn from each other is very powerful.



In its 12 years of existence, this has been the fastest-growing and most successful microcredit programme in the US. We operate in 15 cities and 24 locations, from California to New York, Texas, Florida and North Carolina. The programme has become nationwide. We have helped more than 130,000 women entrepreneurs and granted more than US\$1.5 billion in microloans since the programme's inception."

Women's solidarity at GAI is paramount: members meet in groups of five in order to be eligible and the groups meet regularly to help each other out, support each other, and inform each other. What are the benefits of such mutual aid? Does this explain the GAI's success?

"There are three key factors to this success. The first is the model that was developed by Professor Yunus, who sought to give the most vulnerable populations access to capital. This is a basic human right. When people are denied credit, their right to equality and financial inclusion is denied. This is one of the main reasons why families are held in poverty forever: when they are not given the opportunity emerge from it, and are denied access to capital. The first lesson we learned is that there exists a credit desert where no opportunity exists. 1 in every 23 dollars in the US, or 4% of capital, went to women in 2018 -- an unacceptable statistic. The programme is aimed at achieving equality in lending, in terms of gender as well as to low-income families. This was the first

lesson. You cannot improve the issue of income equality in a country without giving the poor access to financial and banking services.

When people are denied credit, their right to equality and financial inclusion is denied.

The second lesson is that training and financial education are as important as money. If you give someone money, but don't teach them how to manage it or how to save a little bit every week, you are not doing enough. Training must be part and parcel of the money lent. The third thing we learned is that it is essential that women meet every week to be granted the plans. We have 52,000 members who meet weekly; since COVID-19, they have been meeting via Zoom. This idea of reflecting and coming together to share and learn from each other is very powerful. The aim is to help women entrepreneurs develop their businesses and improve their lives.

There was a lot of scepticism about how relevant micro-credit could be in a developed country like the United States [...]

We have been able to help 132,000 women and their families. We have also been able to achieve a certain sustainability. For the most part, against the backdrop of COVID, the programme has been 100% resilient, so it's a real social enterprise. It is a remarkable and unprecedented achievement in the field of micro-credit in the US, so I am very proud of it. I am very proud of the organisation's continued resilience, embracing technology and new tools, and staying true to the basics, but learning to adapt."



Regarding Covid19, what mechanism(s) have you instituted to help women entrepreneurs cope with the crisis? How are they managing?

"Up to March, we held 2,450 face-to-face meetings with 30 women entrepreneurs at each session, every day of the week. With the house arrest and physical distancing implemented, we were no longer able to hold physical meetings, and thus had to pivot the programme to be 100% virtual, 100% on Zoom. We had to keep up the

engagement of our borrowers and members when they could no longer meet physically.

This digital capacity already in place is what saved the programme's life.

We had invested in technology long before the pandemic. All our loans are granted through a card that works like a debit card, but which is a Mastercard, a proprietary

Grameen card. We are able to load money onto this card, directly from the bank so that we do not have to give anyone a cheque: they receive their loans electronically and can pay them back directly without having to meet with us. This is something that did not exist just four years ago at Grameen, but we have carried out a very complete digital transformation that has really enabled our banking processes to become digital, then available by mobile phone. This is really very helpful because it is now how all our members manage their relationship with Grameen. We are 100% virtual, which is quite unusual. This digital capacity already in place is what saved the programme's life.

We feel that we have an important part to play.

In my view, the purpose of any microfinance organisation, and definitely that of Grameen America, has always been to help close the gap between wealth and poverty. Before COVID-19, our purpose was to make banking available to those excluded from the banking system. Now, it is unfortunately clear that the virus has a disproportionate impact on the poorest people, both in terms of health and economically. The poor become sicker and more economically vulnerable. Their businesses are the first to shut down. I think Grameen America can help with this disproportionate negative impact.

We recently received a considerable amount of funding, with US\$25 million, from MacKenzie Scott, a donor here in the United States. Her donation and philanthropy is helping the most vulnerable right now. I think this is an opportunity for us to grow even more quickly, but

unfortunately the need is tremendous. There are 43 million people living in poverty in the US, a figure that will increase after COVID-19 because of the unemployment resulting from the pandemic. We feel that we have an important part to play."

Why is it important to give women access to credit and educate them on how to manage their finances and their own businesses?

"While we help only women, who are our members, their families benefit as well, through them. On multiple occasions, I have visited businesses where the husbands were working and involved. The loan itself goes to the women because we want women to learn how to be financially responsible. We want women to have their own bank account and credit score because we think this is important.

When Professor Yunus started the programme up over 40 years ago in Bangladesh, women were turned down for loans 100% of the time. If you were a woman and you wanted a loan from a bank, they would tell you to come back the next day with your husband. Mr. Yunus fought for women's right to be granted a loan. In the first few months, when he tried to lend money to women, they would say: "Don't give me the money -- give it to my husband instead, because I don't understand a thing about finance.» We want women to feel as capable of managing their finances as men.

The genius of Professor Yunus is that he argued that history was responsible, and that this disparity had nothing to do with different DNA in men versus women. As a woman, you have every capability you need to be

a farmer: you buy a chicken, which lays eggs; you sell these eggs, pay us back, and you have earned your own credit. Credit is a basic human right, for women as well as for men. The reason we give loans to women is that traditionally they don't know how to become solvent, they don't understand what it means to go into debt and that's an important factor. Women make up 51% of the world's population. Women live longer than men. If they don't have any financial education and cannot manage their family's finances, that's a problem."

“Women make up 51% of the world's population. Women live longer than men. If they don't have any financial education and cannot manage their family's finances, that's a problem.”



Maria, director of a hair salon in Los Angeles, and Grameen America borrower.

Now that GAI has been working for 12 years, do you have any quantifiable social returns on investment at the generational level? Have you managed to lift families out of poverty by enabling women to be entrepreneurs?

"It takes no more than one generation to lift a family out of poverty."

By giving a poor woman access to capital, and by teaching her to save \$800, you can enable her to send her child to university. It's not that US\$800 can send your child to university, but it's the discipline of saving a little bit every week, because if you never save anything and you live from day to day, spending everything you bring home as income, your chances of saving up anything for your child's education are low. One of the behaviours we look at is the percentage of our members who have substantial saving discipline. We want our members to save a little bit each week, even if it is only five dollars. It has been proven in the US that people with at least US\$800 in savings are more likely to see their children go to college and university. This means that in just one generation, we can change the future of a family living in poverty."

It takes no more than one generation to lift a family out of poverty.



Karla, proud owner of a Mexican restaurant in Houston.

GEM

ASSOCIATION SOLIDARITÉ FÉMININE (CASABLANCA) : Preventing abandonment of children born out of wedlock by socio-economically rehabilitating the mother.



WEBSITE

Every year in Morocco, 50,000 children are born out of wedlock. Out of these, more than 8,000 children are abandoned, i.e. 24 newborns every day. The cause is relationships outside marriage, but also a culture in which rape is ordinary. The women are domestic servants who are raped, then thrown out on the street, women to whom men have promised marriage only to run away when the young woman becomes pregnant, women who are sexually abused within the family unit or women who are repudiated. Moroccan law, on the one hand, prohibits abortion, except in cases where the life of the future mother is in danger. However, by making sexual relations outside marriage punishable by one year in prison, the law exposes women and children to family exclusion and great insecurity. Women are then forced to abandon their children.

In 1985, while working as a social worker, Aicha Ech-Chenna founded the Association Solidarité Féminine. The NGO started with a training centre in catering and pastry-making, where women learned the skills they needed to become financially independent. Next to this centre, a nursery was set up to provide childcare when the women are studying and working. To finance the initiative, a restaurant and a hammam opened. Lastly, psycho-socio-legal support is offered to the young mothers.

For her immense work, the founder of ASF, Aicha Ech-Chenna, has received, among others, the Opus Prize in the United States. In 2013, she was made a Chevalier de la Légion d'Honneur in France. These "young women whom the law considers as prostitutes", as Aicha Ech-Chenna calls them in her book *Miseria*, are a cause supported by the King of Morocco, Mohammed VI. ASF is now an emblematic and pioneering figure in Morocco in the fight for the rights of the most vulnerable and marginalised populations: single mothers and their children.



WATCH THE VIDEO

BIRDSONG (GREAT BRITAIN) :

Eco-responsible clothing made in women's workshops in Tower Hamlets.

The fashion industry is one of the most polluting industries in the world today. Making a pair of jeans requires 7,500 litres of water, the equivalent of the water which a human being drinks over seven years, according to a [United Nations Report](#). From the 1950s onwards, textile production has furthermore been offshored, as manufacturers sought to lower their production costs. Brands are thus now able to offer more choice, at cheap prices. Thus the €5 T-shirt came on the scene. The evolution of the fashion industry gave rise to the term "fast fashion". This disposable fashion, constantly replaced by its wearers, has disastrous consequences for the environment and for people. It is the source of colossal water consumption, excessive use of pesticides, the quantities of oil required to make polyester, a very high carbon footprint and factories where the rights of workers - men, women and children - are flouted.

This energy-intensive industry has brought about a collective awakening. This awakening was behind, among other things, the foundation of the British brand Birdsong. The firm employs migrant women from Tower Hamlets, one of the poorest districts of London, where 4 out of 10 people live below the poverty line. The clothes are made from natural fibres, sustainable Tencel and organic or recycled cotton from Indian fair trade.

To reduce waste, the brand avoids overproduction, by giving preference to limited editions, pre-orders, and by transforming fabric scraps into bags and other accessories. The storage and processing of orders is handled by Mail Out and employs people with learning disabilities. The company provides them with medical support and training. The majority of the profits thus earned goes to the employees and the percentage reverted to the women's associations is reinvested in their training.

In addition to its strong desire to respect people and the planet during the production process, the printed T-shirts carry engaged messages of female empowerment, solidarity and empathy. Birdsong sees itself as part of a new movement of ethical and responsible brands that is gaining magnitude worldwide.



[WATCH THE VIDEO](#)



[WEBSITE](#)



6.

SOCIAL-BUSINESS & SPORT

TREND NOTE

"Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does."

Nelson Mandela

Sporting events have been drawing crowds since the dawn of time. The Olympic Games, the Football World Cup and Roland Garros are all illustrations of uniting events that captivate the attention of billions of people around the world. National pride and competitive spirit are stirred on these occasions, as exhilarating as they are festive. While children are introduced to sport through play, many adults are involved in sport or thrill at sporting competitions.

For the fan, the television viewer, dazzled by sponsors, the skill of the competitors and the champions themselves, the gruelling struggle of athletes is hidden by the media's coverage of the major sports stars. Yet difficult living conditions are a reality for many athletes. To wit, most top athletes cannot earn a living from their sport, which requires intensive training. Many athletes are forced to work to feed their families. This situation is not unique to developing countries: 50% of the European athletes who qualified for the Rio Olympics in 2016 were living in precarious situations.

The social business model offers an answer to this social problem inherent to the world of high-performance sport. The demanding work ethic of athletes prepares them for exercise: with recognised rigour and spurred on by competition, the athlete has the capacity to create and develop a successful business model. Athletes are thus able to better secure their future. Athletes furthermore have the power to influence their

supporters, which is why business leaders look for ways to promote their products or services through sport. The influence of athletes on consumer behaviours, provided that it is used for social or environmental good, can represent a real opportunity to raise awareness and inform the general public.

Athletes are listened to by citizens, they can capture the interest and trust of entire populations to raise awareness about health and education issues, through a simple television message or the creation of a place for interaction. With the support of sponsors and sporting organisations such as FIFA and other sports federations around the world, as well as private partners, there is every chance of securing funds for initiatives with a social purpose. Educational activities through sport, the fight against crime, the prevention of substance abuse, and access to employment for young people are just some of the causes for which athletes can be mobilised.

In developing countries, sources of funding for this type of initiative do not exist, whether at the local or the national level. The development of social business enterprises can enable high-performance athletes to raise awareness in communities and, thanks to their exemplary nature and reputation, to profoundly change mindsets and spread the global values that underpin education and health.



MEET

Yoan Noguier

Co-founder & managing Director, Yunus Sports Hub

In France, 50% of the athletes whom we sent to the Rio 2016 Olympics were living below the poverty line... We offer entrepreneurship as a compelling response.

How are sport and the Yunus Sports Hub engaging on environmental, social and inclusion issues?

"Professor Yunus was awarded the Nobel Peace Prize in 2006 for his part in inventing and spreading micro-credit, and more broadly of social business. Faced with a social or environmental problem, Prof. Yunus sought the solution in enterprise, creating a business the purpose of which was to respond to that issue, whether access to water, training nurses for hospitals, access to mobile telephony, etc.

The work of the Yunus Sports Hub is to apply this philosophy to the world of sport."

You work with athletes who come up against major obstacles in providing for themselves and their families. How can the social problems inherent in the world of sport be overcome?

"People tend to talk about the great power of sport, about how sport imparts values. But sport is also a revealer of society's problems. The distribution of wealth is even more unequal in the world of sport; the question of mental health also comes up. So when we talk about wealth distribution and poverty among athletes, the idea is to find a structural way to solve the problem of the difficult financial conditions which most athletes face.



This is not a problem only in developing countries. In France, 50% of the athletes whom we sent to the Rio 2016 Olympics were living below the poverty line... We offer entrepreneurship as a compelling response. We initiated a programme with the International Olympic Committee to help athletes from all over the world to become entrepreneurs and thus finance their careers and prepare their transition at the end of their careers.

We always say that athletes make excellent entrepreneurs because they are not people who throw in the towel at the first setback. They continually question themselves and the way they do things. Their ego is strong enough to make them the best, but they also have the ability to be team players, and thus, something selfless to them."

How can the capabilities, both financial and influential, which sport has in the world be harnessed to solve social problems?

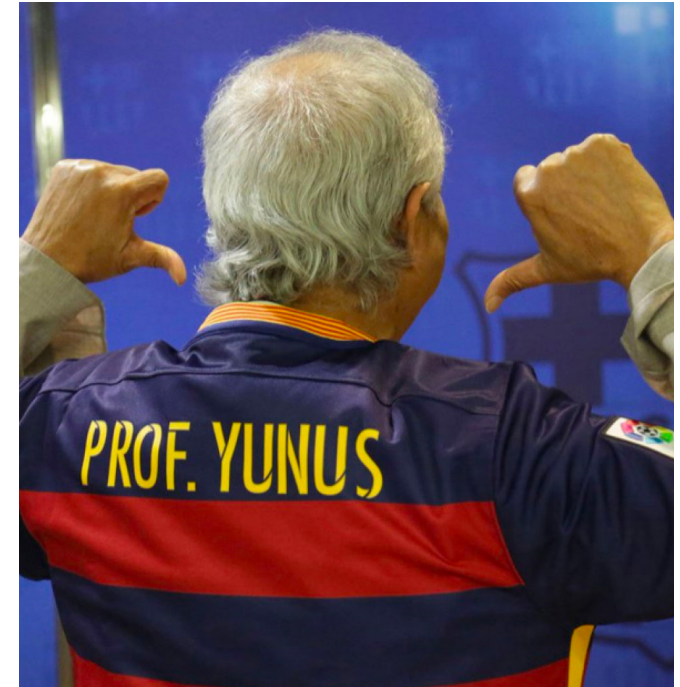
"Sport imparts exceptional values to young people and helps to solve certain problems. However, we look at lesser known aspects -- the "real powers" of sport. Its economic power, first, because sport generates US\$1.3 trillion each year. It also has substantial uniting and attracting power

- half the planet watches the Olympics at some point in the competition. Then comes the influencing power of the athletes, who become representatives for brands or emissaries for causes.

Athletes are unique spokespersons.

To many people, the budget for the Paris 2024 Olympics - €7 billion euros - can seem inordinately high. You hear people saying, "The amount set to be spent in five weeks is equal to what the City of Paris spends in a year" - but for us, it's an opportunity. For example, we are working with the Maison des Canaux on the ESS2024 platform. The idea is to generate the broadest possible social impact from the €7 billion from Paris 2024 by integrating as many Social and Solidarity Economy companies as possible in the construction sites and services for the Games. The ESS 2024 Platform helps companies to seize the economic opportunities of the Games to expand their business, for example through the integration of people far from employment, and to implement innovations.

Athletes are unique spokespersons. In India, one Olympic athlete who spent her whole life in the United States and became the number one Indian tennis player, Shika Uberoi, now hosts a television programme that aims to highlight social entrepreneurship projects. Once selected, these projects are put in touch with investors so that they can benefit from support in developing their business model."



GEM

ESS 2024 (FRANCE) :

The first sustainable, inclusive and solidarity-based Olympic and Paralympic Games in history.

The ESS 2024 platform was launched in April 2019 by the Paris-based association Les Canaux and the Yunus Centre. Supported by the Paris 2024 Organising Committee and the Société de Livraison des Équipements Olympiques (SOLIDEO), the platform's mission is to help SSE (Social and Solidarity Economy) companies access the Olympic Games market via personalised support. The vision is to create the first sustainable, inclusive and solidarity-based Olympic and Paralympic Games in history.

Though SSE enterprises are often small businesses, this does not prevent them from being structured, prepared and equipped with good customer references. The term "SSE company" embraces a variety of statuses: associations, adapted companies, ESAT (Etablissement et Service d'Aide par le Travail), work integration companies, impact start-ups, etc. Once these enterprises are listed on the ESS 2024 website, the team can identify them, become more familiar with their work and direct them towards a relevant market.

The Olympic Games are a real opportunity for businesses. ESS 2024's mission is above all about information: the ESS 2024 team relays information about the works launched and the contracts planned until 2024. Each time a procurement need is published, the



WEBSITE

WATCH THE VIDEO

ESS 2024 team goes towards the companies listed on the platform. In addition, as the SSE is not well known, the team at ESS 2024 informs the Games' project owners about the definition of the SSE, its scope and the types of structures.

Thereafter, companies are encouraged to respond and to join forces to submit a collective bid. By encouraging hybrid groupings between SSE companies and a large

Populaires Caisses d'Épargne), sponsor of the Games, to inform their corporate clients of the opportunities offered by the Games. The second tour was organised with the Ministry of Ecological Transition. Although 80% of the Games will take place in the Ile de France (Greater Paris) region, other parts of the competition will be held in the provinces, particularly in Marseille, making it necessary to create training sites and accommodation facilities for athletes and foreign delegations.

In another example, the offices of Paris 2024 will require a large number of reception staff. APF Entreprise, an association that fosters professional integration for people with disabilities, has been selected to recruit this staff. As to the cleaning and delivery services, the contract was won by a SSE company that employs people in professional reintegration. Over the past year, 15% of SSE companies have been awarded Olympic contracts, albeit on a relatively small volume of contracts at this stage.



companies, the team increases the chances of a listed company's winning the contract. ESS 2024 assists these companies in putting together their bid, advising them on their application. The third aim of ESS 2024 is to advise the Games organisers on the subject of responsible purchasing. They are advised on how to orient certain contracts so that they are open to SSE, by dividing the contract into batches, or creating clauses adapted to small businesses.

To recruit these companies, ESS 2024 travels France far and wide (except in 2020, due to the pandemic). The first tour was organised with the BPCE Group (Groupe Banques

It is ESS 2024's objective to demonstrate that the procurement needs in every area of activity are multi-faceted. To illustrate, if the construction of the Olympic swimming pool is awarded to the Bouygues Group, ESS 2024 will invite the project leader to choose SSE companies in its consortium. Maximum, a social enterprise producing recycled plastic furniture, will be entrusted with manufacturing the seats for the grandstand. ExtraMuros, a company that recovers and recycles wood, will be in charge of the wooded part of this same grandstand.

Athlete support programme, by the Yunus Sports Hub and Ticket For Change.

In early 2020, the French Development Agency and Paris 2024 launched a call for projects to initiate and support entrepreneurial endeavours with a social and environmental impact in the field of sport. This programme is aimed at athletes championing projects, to support them as they launch their undertakings and to help them turn their ideas into reality.

Twenty-four athletes will be selected to start the programme in February 2021. For eight months, the athletes will have the opportunity to attend face-to-face training workshops with the other entrepreneurs, training with recognised experts in their field (social innovation, financing, legal, communication, marketing, etc.), individualised mentoring sessions or swarm intelligence sessions. Out the twenty-four athletes selected, sixteen will receive follow-up support in France and eight in Africa.

The eight athletes selected on the African continent will followed-up and coached by the Yunus Sport Hub. All the athletes will receive support from Ticket For Change, an SSE structure that fosters high-impact careers and the vocation of those who bring about change.



TO LEARN MORE

LES CANAUX :

A centre dedicated to solidarity-based and innovative economies.

The solidarity economy defines its scope in reference to the social purpose of the structures, regardless of their legal status: fair trade, integration through economic activity, short circuits, etc. The Social and Solidarity Economy (SSE) encompasses a diversity of organisations and companies working for the general interest and defends a vision of the company as a tool serving humans and society.

Association Les Canaux has chosen La Maison des Canaux, located in the 19th arrondissement of Paris, as its home. Partner to the ETI Chair and the Yunus Centre Paris, Les Canaux supports those solidarity and innovative economy players, in France and internationally. The association deploys business-finder programmes, initiatives to structure economic sectors with an impact and training to support engaged economic players wishing to expand their operations.

Since the start of its partnership with Les Canaux, the ETI Chair has contributed to discussion via the Academies For All, a series of masterclasses for the general public on the theme of cities and territories. The idea behind these meetings is to bring to light the interactions between the stakeholders, the new emerging models, their conceptions, the management methods and the major issues emerging in our territories, to initiate dialogue between specialists in the various disciplines concerned (Architecture, Economics, Geography, Management, Sociology) with a public seeking knowledge.

[WEBSITE](#)[WATCH THE VIDEO](#)

AMIGOS DEL MAR (COLOMBIA) :

Bringing children back into the educational system through surfing.



[WATCH THE VIDEO](#)

Tierra Bomba is an island off the coast of Colombia, opposite the prosperous region of Cartagena. The island's poverty stands in stark contrast to the opulence of Cartagena. To be born in Tierra Bomba is to have a 50% chance of being born into a poor family, the survival of which depends on subsistence activities (fishing, boat transport, tourism etc.).

To grow up in Tierra Bomba is to live in hope of being one of a handful able to be enrolled in school. And to be a student in Tierra Bomba probably means having to stop school at the age of 12 to work and support one's family.

The Amigos del Mar Foundation was created in 2015 by Pedro Salazar. Its purpose is to bring the island's children back to school. Through the appealing practice of water sports - surfing, windsurfing, kitesurfing - the children are motivated and encouraged to join the educational system. They are thus empowered and regain confidence. Between 2015 and 2018, the foundation re-enrolled more than 50 children who were already working, drinking and using drugs. Around 350 children are cared for in their free time.

The sports competitions encourage the children to push back their bounds and move ahead in life. According to the foundation, sport can change the mindset of a young person living



in an excluded community. It is a universal language that erases differences between social classes. Amigos del Mar is about sharing the same wave, whether people are rich or poor: "What matters is what you can, not what you have". The young people then become aware of the opportunities available to them. Some of the Foundation's children have become recognised champions in Colombia.

Amigos del Mar also offers training to young people to gain new technical skills. This training gives children over 14 years of age the chance to earn a salary and thus help out their families. Currently, the "Micro-enterprise" project is producing wallets from recycled materials and working on opening a pizzeria on the island. The "Social Business" project is run in cooperation with the NGO Peace and Sport from Monaco. The idea is to train the parents of children and young people who are part of the "school reintegration" programme and young people who have already graduated from school, to become part of a company that manufactures surfboards and nautical accessories from reused and recycled plastic collected in Tierra Bomba.



[WEBSITE](#)

KABUBU (FRANCE) :

Fostering contact with refugees through sport.

For many people, the term migrant has no face. Yet it refers to thousands. “Refugee”, “migration crisis”, “asylum seeker”: the words may pile up, but they do not personify. And for good reason, as the term covers an infinite number of realities. All those newly arriving on French soil have to deal with solitude. Whatever their age, these men and women learn to meet each other in the hope of “integrating”. In other words, to make friends. In Swahili, a language spoken mainly in East Africa, there is a word for the bond of friendship created by sporting activity. That word is Kabubu.

Kabubu is also the name of a Paris-based association, the aim of which is to change the way people look at migration through sporting encounters. Many activities are offered: football, basketball, running, yoga, gym, hip-hop, French boxing, rugby, etc. Free of charge and open to all, the interaction through sport takes apart prejudices and initiates dialogue between locals and exiles. Sport is a universal language. It brings people together beyond their differences, breaking down barriers of language, religion and nationality. Then prejudices fall away, and bonds are formed.



The association trains ambassadors to build their own sporting project. Upon completing the programme, they can in turn offer activities. In 2019, the association ran its first ambassador programme. This year, in 2020, thirty people are being trained in Paris and Lyon. Kabubu also provides professional training culminating in a degree. A 6-month course enables learners to earn a Certificate of Professional Qualification (CQP). The FIT (Formation Inclusion Travail) programme, meanwhile, helps exiles earn a degree. In 2020, from November on, 24 people will be trained and paid to run activities in the fields of tourism and sport.

While the association’s activities are supported by grants, the team is working to develop functional and sustainable social business models to finance their social activity. The association has partnered with Baya, a French yoga equipment brand, to create a yoga mat as imagined by the members of the association and the Baya team. For each mat sold, 10€ goes to Kabubu. The team is currently working on a new programme, “Potenti’elles”, aimed at inclusion for women in an association, the beneficiaries of which are primarily men.



7.

SOCIAL-BUSINESS & EMPLOYMENT ASSISTANCE

TREND NOTE

“Be job creators, not job seekers”

Muhammad Yunus

“The entrepreneur is a man whose economic horizons are broad and whose energy is sufficient to shake off the propensity for routine and create innovations.”

Joseph Schumpeter

When Muhammad Yunus began his work in the village of Jobra, Bangladesh, in 1976, he encountered many unforeseen circumstances. To ensure that the money lent to underprivileged communities was put to good use, he required Grameen Bank borrowers to commit to educating their children and paying for their education. This requirement is upheld and enforced through special loans and venture capital funds so that children from poor families can pursue higher education and become nurses, doctors, engineers, etc. However, despite the qualifications they have, these young workers have to deal with an ever-present evil to which the entire world is subject: unemployment.

This scourge is the second zero to which the economist points. In order to lift millions of families out of poverty, job creation is essential. The solution that came to him was the following: he encourages job seekers not to let themselves be abused by the traditional labour market and its inflexible rules, and instead to become job creators themselves, by founding their own structure. This shift from unemployment into entrepreneurship is based on the strong belief that anyone can become an entrepreneur - take their lives in hand and contribute to the economy by setting up a business based on individual creativity.

According to many experts, entrepreneurship is a rare quality - rare among the poor and even rarer among poor women. “I made the opposite wager: that all human beings are entrepreneurs at heart, each and every one of them, men or women, rural or urban, rich or poor,” writes Mr Yunus. According to him, all human beings are born entrepreneurs. Artificial intelligence is set to soon destroy millions of wage jobs. The time has come to bet on the creativity and entrepreneurship of individuals and communities.

Through free training programmes, school-based incubators, and other tools enabling knowledge-sharing, young workers are having their introduction to social business, encouraged to be creative, and thus escape the underemployment trap. The traditional approach to job creation through business initiatives aimed at maximal profit or government investment in large infrastructure projects is replaced by simple, direct, sustainable, micro-capital financing of business created by the unemployed themselves.

In France, this vision joins up with the Social and Solidarity Economy, which has its roots in the social trends of the 19th century. On the tree trunk of the cooperative and mutualist movements, the branch of the social utility enterprise, as defined by the Hamon Act, was grafted in July 2014. This economically viable business model is aimed at offering solutions to social and environmental challenges. Investment becomes aimed at a social cause, rather than profit-making: it is about creating a positive impact on the community and the environment.

These companies benefit their initiators, but also the local communities. They moreover have a positive impact on the State, in that they reintegrate long-term unemployed or disabled people into the labour market. The State saves about €20,000 per year per unemployed person who finds a job (ATD Fourth World). This new method of integration into the labour market is gaining momentum thanks to players such as Maison des Canaux, an entity of the city of Paris dedicated to SSEs.



MEET

Michel Coster

Professor at emlyon business school and head of the Master's Programme in Entrepreneurship

What makes a good entrepreneur is the urgent drive to create a business and the overwhelming desire for self-accomplishment through entrepreneurship.

How do you define social entrepreneurship?

"Social entrepreneurship is a broad concept that embraces multiple realities. First of all, it differs from traditional entrepreneurship in that the company's social purpose precedes its economic purpose. This economic purpose, i.e. the business model, serves to perpetuate, develop and provide resources for the social purpose. Concretely, social enterprise gives priority to the social purpose. It will solve a social, societal or environmental problem and, in so doing, improve something in society. The business model feeds into this social purpose.

Moreover, social entrepreneurship includes different forms, ranging from the pure social and solidarity economy (SSE) to the association, the foundation and the new forms of commercial companies such as purpose-driven enterprises. It is important not to exclude from social entrepreneurship those enterprises that pursue a two-fold purpose - economic and social - as many of them remain focused on a traditional economic business model, combined with the determination to achieve a social mission.

We see clearly that, in the redistribution of value, some social enterprises dedicate all of their profits towards sustaining this social dimension. Others, in contrast, which are more like purpose-driven enterprises, pay out dividends that remunerate the shareholders, while having a social mission integrated



into their articles of association. As a result, there are different levels to consider in the concept of social entrepreneurship."

Altruistic and generous, women entrepreneurs pursue purposes that go beyond their own insertion in society.

What is the concept of social entrepreneurship applied by «Entrepreneurs in the City», your incubator?

"Entrepreneurs in the City" is an inclusive social programme that gives young people from working-class urban neighbourhoods the opportunity to become entrepreneurs. These young people have not had access to all the resources facilities available to others, whether by birth, education or contacts. We want to make up for this sociological difference, erase it, exclude it, or break it down, by enabling them to become entrepreneurs.

The programme was born from a double foundation, from the combination of two structures dedicated to integration for young people in underprivileged suburbs, one through sport, "Sport in the City", the other through employment, "Jobs in the City". We decided to extend these missions and the programme is now up and running in Lyon, Paris, Marseille, Lille and Saint-Etienne. It enjoys the strong support of Bpifrance, as part of its "Entrepreneurship for All" programme. Not all the enterprises supported by "Entrepreneurs in the City" are social enterprises. For example, several of them are traditional businesses, in line with the usual norms, which

use the profits of entrepreneurial work for themselves and their families. Though it does not select only social enterprises, our programme remains itself social. Indeed, it enables young people, struggling to various extents, to integrate society through entrepreneurship.

Alongside this, we are increasingly seeing the emergence of project leaders driven by a real social dimension, in particular young women. We are particularly proud to have brought together as many young women entrepreneurs as young men entrepreneurs in our programme. Altruistic and generous, women entrepreneurs pursue purposes that go beyond their own insertion in society. Their aim is often to give work to people in difficulty, as well as to provide offers and services to those excluded from society. In general, the programme's dynamics have tended, over the last two or three years, to shift towards projects of a more social nature."

Most of the young people who get involved in our programme do so out of necessity, because they want to get by or fit in, as a form of survival and development instinct in a hostile environment.

What do you see as the criteria for a good entrepreneur? What are the strengths of the young entrepreneurs in your programme compared to others?

"First of all, I want to emphasise that there are two types of entrepreneurship: entrepreneurship by necessity and entrepreneurship by choice. Most of the young people

who get involved in our programme do so out of necessity, because they want to get by or fit in, as a form of survival and development instinct in a hostile environment. Yet integration is not easy. They have to make a choice, in order to find a social professional path and develop harmoniously in their lives.

Our objective is to turn this need to become an entrepreneur into a choice and to gradually guide them towards fulfilling entrepreneurship.

That being said, while they face obstacles - such as needing funds for their projects or contacts - these are less psychological, because these young people stand only to gain. The fact is that they naturally have more energy. Our objective is to turn this need to become an entrepreneur into a choice and to gradually guide them towards fulfilling entrepreneurship. Our job is to get them past this stage, because they afterwards, they will be able to give the best of themselves. This twin-track approach to support is a necessity.

Another of their strengths is that they are not inhibited by their environment once we have helped them build up a network. They form a new generation of entrepreneurs: spontaneous and enthusiastic, without any awareness of risk or how others see them, both of which can be very limiting thoughts. This model is very positive."

We show them that another way is possible.

How do you manage to instil this entrepreneurship of fulfilment?

"Entrepreneurship should always be about self-fulfilment, about expressing all of one's potential and talents. This idea is fundamental. Secondly, entrepreneurship should be open to everyone; there should not be the chosen and the non-chosen. How can this be achieved? The response is to combine several complementary approaches, such as local-level coaching and the application of pedagogical techniques, which enable participants to approach the world from other angles, with a focus primarily on the emotional aspect.

The transition is made in stages, constantly alternating between the two spheres, of emotion and reason.

We show them that another way is possible. Even if their project is initially nothing more than a means of earning a living, it can be amplified if these young entrepreneurs are put in a situation driven by emotion, not only reason. We enable encounters and interaction with fulfilled entrepreneurs, in a spirit of peer-to-peer learning. In addition, the way we manage the shift in the nature of the project also includes a reasoned approach, ensuring they learn key concepts in marketing and finance, as well as proficiency in the use of technical and technological tools. The transition is made in stages, constantly alternating

between the two spheres, of emotion and reason. This is how a small project can grow.

Entrepreneurship, whatever the kind, is a process embarked on for the long term and necessarily entails different stages. The fact that these young people meet others who are like them and have met with success enables them to see entrepreneurship as a possibility in their reach. This was just a basic summary of the methods we use."

I get the impression that you share the theories of Professor Muhammad Yunus and his vision of entrepreneurship as an innovative and sustainable solution for reintegration with the ultimate goal of reducing unemployment. What is your position on the idea that anyone can become an entrepreneur?

"I have always been convinced of this. In addition to "Entrepreneurs in the City", EM Lyon supports nearly 2,000 entrepreneurs of all kinds. With the benefit of this experience, I am firmly convinced that people are not born entrepreneurs, but become them through a series of convergences that enable them to unleash their potential and control their own fate. There are many configurations possible, from the small consulting firm that generates €80,000 per year to the creation of a future intermediate-sized company (ETI).

Nothing is pre-determined -- no hard and fast law in this area. What we have been hearing back from the ground over the last thirty years is proof that anyone can make it, provided they become part of adapted support ecosystems and agree to be helped, to broaden their range of skill, accept their weaknesses and know their

strengths. Everyone needs to have the opportunity to carry out a project that lines up with what they can do, what they know and what they want to do. This is the core of our work. I share Professor Yunus' view on this point.

We know that the dynamics of an individual or a group can considerably improve the problems of our societies.

Today, more and more, "Entrepreneurs in the City" and EM Lyon are becoming centres capable of solving social, environmental and societal problems. We know that the dynamics of an individual or a group can considerably improve the problems of our societies. Rather than turning to global NGOs, and instead taking the initiative to be innovative in our own value creation systems and embedding these projects in a sustainable business model, we ultimately enable a whole class of entrepreneurs to gain a different perspective on their environment. They can thus integrate social and societal dimensions into the heart of their project.

I am convinced that, if we found other models for distributing value, we could, in the next twenty or thirty years, in a utopian spirit - but utopia has always guided the world to some extent - contribute to the invention of a new capitalism, less focused on unbalanced shareholder remuneration. Many things can change in the world thanks to social entrepreneurs. Our school's credo is to follow these people's progressive movement, give them the resources to find meaning in their engagement, through new ways of working and using money, with other purposes than excessive returns on the money invested.

However, I also believe that venture capital should continue to yield returns. There should be no denying the powerful impetus that private capital can give to solutions for our societies, at a time when the models of patronage, subsidies or philanthropy seem to be coming to the end of their time. Financial capital needs to be invited to the heart of social entrepreneurship and contribute, along with it, to the invention of new forms of value-sharing, such as payback, for example. Some of these are already in play. We want to be part of this great movement to reinvent work, capital and entrepreneurship in order to take on the challenges the world has in store for us. Entrepreneurship for good!"

Your words are a pleasure to hear and enable a very positive vision of the future.

"However, that vision needs to be realistic. We are far from having found the right business models and do not yet have enough financial resources. We are on the way to enabling that trend. In contrast, the traditional economy should not be pushed aside, because traditional companies are sources of jobs and wages, which in and of itself is an important social action. Far be it from me to designate virtuous and non-virtuous companies. I think that all companies, whether traditional or social, should be part of this movement, to the extent that their capacities and means allow. If a company works within an acceptable legal and social framework, it deserves all our consideration. Others can go further, through their leaders' philosophy and their willingness to bring other leaders on board with this way of thinking.

The work, both laborious and glorious, that hundreds of thousands of entrepreneurs carry out every day, doing the

best they can in their environment, must be saluted and recognised."

One of the key components of our success is thus the decision to open the doors of reputable business schools to these young people, and in so doing, giving them access to high-quality education.

As you said, since 2007, the "Entrepreneurs in the City" programme has spread throughout France. How do you explain this success?

"Entrepreneurship for all is spreading because we have found the right formula. We ensure that the programme evolves every year. In particular, it is constantly being improved thanks to the entrepreneurs who participate. Designed as a two-year programme, Entrepreneurs in the City starts with a six-month period, referred to as the "starter" stage, during which fundamentals of entrepreneurial skills and behavioural techniques are taught, followed by 18 months of incubation. By definition, this social programme is accessible, meaning free.

At the current time, though, it is not available throughout the nation, and support structures on the ground are still lacking. The specificity of Entrepreneurs in the City lies in its capacity to bring together, side by side, a local association, such as "Sport in the City", with extensive knowledge of the cultures and ways of young people in the neighbourhoods, and a business school, such as the EM Lyon, which will contribute high-quality entrepreneurial

methods. We put the emphasis on diversity and reciprocity between all our students. This exchange has yielded very positive results in terms of teaching, culture and cooperation. One of the key components of our success is thus the decision to open the doors of reputable business schools to these young people, and in so doing, giving them access to high-quality education. "Entrepreneurs in the City" works in particular with the Université Catholique in Lille, Kedge Business School in Marseille, and the EM Lyon Business School in Paris, Lyon and Saint-Etienne.

Concurrently, we sustain a mentoring dynamic, with external contributors, entrepreneurs or company leaders who give young people confidence by acting as role models and coaching them very closely. We also work with employers' and professionals' unions, which gives young people the chance to get to know and experience these structures. We help them find their way into their community's economic fabric. I would also like to mention the partnership with Bpifrance, which has invested in our programmes, both financially and in terms of human resources, in particular with regular expert contributions.

In total, a hundred young people have been part of this pathway this year. We hope that 70% of them will be able to turn their plan into a business and that, in the long term, 40 to 50% of the young people with us at the start will be able to sustain their entrepreneurial commitment. In the years to come, we will see the programme's real social value and the consolidation of these figures."

I look both at the desire and the demonstration of the desire

In your opinion, what are the characteristics of a good entrepreneur?

"What makes a good entrepreneur is the urgent drive to create a business and the overwhelming desire for self-accomplishment through entrepreneurship. The rest follows naturally. The unsinkable desire to make it thanks to one's talent is the first quality. With it comes energy, passion, perseverance, the ability to convince others, hard work... Other people see them with this initial "this is it" attitude and feel stirred to come on board. It's a desire that lights everything up and enables people to make it. This is, in any case, what I have observed in hundreds of young people."

How do you recognise this desire?

"I look both at the desire and the demonstration of the desire. The young people who have both are unstoppable: they have worked and done a thousand things, they have gone looking for information, they ask questions all the time. They are, so to speak, "starving", waiting and in a hurry. They are curious young people, never satisfied, and always wanting to do more. An experienced person can immediately see the behavioural difference between them and young people who are not invested, and whom one could call, in a way, impostors without even realising it. That being said, they can of course succeed, but they will not meet the criteria of "good entrepreneurs"!"



Entrepreneurship should always be about self-fulfilment, about expressing all of one's potential and talents.

GEM

ENTREPRENEURS IN THE CITY (FRANCE) :

An incubator for young people from disadvantaged areas.

An ethical clothing shop, a micro-nursery, an organic fast-food chain, a communications agency dedicated to SSE projects, a brand of hair products... In 2020, the “Entrepreneurs in the City” programme, created by Sport in the City, in partnership with EM Lyon business school, supported 90 new entrepreneurs working to make their project reality. These young entrepreneurs have two things in common: they are between ages 20 and 35, and come from working-class neighbourhoods.

The programme was created in 2007 in Lyon, with the stated purpose of guiding young people towards entrepreneurial success by offering a free, high-quality programme. In 2019 and 2020, the programme expanded to all of Ile-de-France, Lille, Marseille and Saint-Etienne. Today, Bpifrance supports “Entrepreneurs in the City” as part of its «Entrepreneurship for All» programme.

The incubator offers two different pathways. The first, “Starter”, is a 4-month course applied to the entrepreneurial project. Beneficiaries find out the fundamentals of entrepreneurship, explore their project’s future market, build their business plan and become part of a collective of entrepreneurs. The second programme is a 20-month incubation programme, designed to accelerate the company’s development through individual support. The participant attends thematic workshops and is given access to a dedicated workspace. Since its creation, “Entrepreneurs in the City” has provided its assistance to 243 entrepreneurs and helped found 167 businesses. No less than 367 jobs have been created through the programme.



WEBSITE

PROGRAMME NOBIN UDYOKOTAS (BANGLADESH) :

The entrepreneurship programme for children of Grameen Bank borrowers.

Nobin Udyokotas means 'new entrepreneurs' in Bengali. The Nobin programme brings together social business funds, investors and experts in business design to help young entrepreneurs from disadvantaged backgrounds in need of capital and support.

In 2001, Grameen Bank kicked off a new loan offer programme to support young people in setting up their own business: nobin udyokta. A social business fund thus came into being, intended to provide financing to new entrepreneurs. In January 2013, the Yunus Center in Dhaka organised the first Social Business Design Lab to connect up investors with future entrepreneurs. Seeing the event's success, the programme decided to organise these sessions on a regular basis.

Today, the monthly event attracts business leaders, heads of NGOs, academics, students and social players. Participants can offer to become investors in some of the projects presented during the session. From 2013 to November 2019, 21,441 entrepreneurs were supported by the programme. Grameen Telecom Trust - a Grameen family company - was initially the lead investor in the fund for new entrepreneurs. Today, other sister companies have joined the programme.

The training takes place in several stages. The budding entrepreneurs are first recruited from among the children of Grameen Bank borrowers. They are made familiar with the concept of social enterprise and the objectives of the programme. The so-called Nobin Udyokta - the new entrepreneurs - are then assisted in developing a business and introduced to the legal issues at stake in their activity. The third stage is the Social Business Design Lab: the interactive event enables entrepreneurs to pitch their business to potential fund providers. Once the business plan is approved, a contract is signed between the entrepreneur and Grameen Telecom Trust and the funds are released. The Nobin Udyokta receives training in accounting and business strategy. Through a reporting and mentoring process, the Nobin Udyokta is guided in managing their business: the entrepreneur sends daily SMS updates on their financial data. In this manner, Nobin monitors the company's sales and expenses. Nobin Udyokta gradually pays back the investor and secures the business. One indicator of success is the number of jobs created by the business. Through them, the entrepreneur helps his community.

The projects are small businesses, designed by local youth to meet the needs of their community. They each require funding of between €1,000 and €3,000. The Nobin programme has developed a methodology that can be applied anywhere, at any level of wealth. It is independent and financially self-sustaining. It offers an effective solution to unemployment and underemployment, in the city or in the countryside, and in any community.

THE NOBIN EQUITY FUNDING METHODOLOGY

The programme gives aspiring entrepreneurs access to equity finance. In the social business approach, investors do not derive personal gain from their investment. It is intended that they recoup their initial investment plus a fee of 20% of the total investment to pay for training, assistance and advisory services provided to the business and to cover the fund management costs. The entrepreneurs repay the initial funding plus this fee over a period of three years, then become full owners of their business.

Thanks to this methodology, the Fund is able to cover its costs and risks, while the young entrepreneur has access to appropriate financing, and thus is not subject to the much higher cost of borrowing from a traditional bank. Using the reimbursement, the fund can start a new cycle for another entrepreneur. In contrast to charity donations, social business investment can be renewed indefinitely and therefore have a multiplier effect.

THE TICKET FOR CHANGE MOOC AND HEC PARIS (FRANCE) : Becoming a change entrepreneur through a free online programme.



WEBSITE

We spend 80,000 hours of our lives working. Giving meaning to these hours is thus a priority. Concurrently, 94% of French people want to contribute to solving society's problems, but only 20% do so. This search for meaning in 2020 is shared by all generations, which is why the organisation Ticket for Change has joined forces with the École des Hautes Études Commerciales de Paris (HEC) to create an online educational programme, or MOOC (Massive Open Online Courses). Ticket for Change is a new-generation school for individuals wishing to shape change, supporting those who want to make a positive impact on society through their work, but do not know how. Whether they are entrepreneurs, employees, or people transitioning into new careers, Ticket for Change guides them in their vocation to contribute to change.

The online programme offers 20 hours of free courses to find out about social innovation, reveal talents and move to action. For seven weeks, participants benefit from a course designed by HEC Paris professors, leadership and project development coaches, and over 55 entrepreneurs. Nearly 70,000 people have followed the courses since the MOOC was created in 2015. 1,359 social enterprises have been created, reaching a total of some 135,861 beneficiaries. The programme is available in French with English subtitles, and has been taken in over 160 countries.

85% of the jobs of 2030 do not exist today and it is these jobs that this MOOC sets out to reveal. One of the companies supported by Ticket For Change is Yuka. Yuka is a mobile application that scans barcodes in supermarkets to provide clear information and recommendations to consumers on the quality of industrial food products. A further example is WeDressFair, a marketplace for eco-responsible and ethical textiles.

8.

SOCIAL-BUSINESS & FOOD CONSUMPTION



TREND NOTE

Today, 821 million people go to bed on an empty stomach. Out of these, more than 100 million suffer from acute hunger that is the result of conflicts, climate change or economic crises. After the Second World War, the number of people suffering from starvation decreased. However, since 2015, the number of starving people has taken an upward turn. “About 21,000 people die every day in the world from hunger-related causes,” Arif Husains, an economist at the UN World Food Programme (WFP), explained, speaking to the AFP.

World hunger seems to be a remnant of the past. It is easy to consider it the face of a poverty no longer known to this world. Yet, current estimates show that nearly 690 million people suffer from hunger, or 8.9% of the world's population. This figure has risen by 10 million people in one year and by almost 60 million in five years. Furthermore, according to a UN report, the world will soon have 2 billion more inhabitants than in 2019. Specifically, the world's population will increase from 7.7 billion to 9.5 billion in 2050.

The World Food Programme revealed in 2020 that due to the COVID-19, a further 135 million people were at risk of facing acute food insecurity as at the end of 2020. In France alone, as the major daily newspaper Le Monde headlined on 6 October 2020: “Covid-19: the health crisis has pushed a million French people into poverty”. Global food security is now a priority and forms the United Nations' Sustainable Development



Goal #2. The goal of Zero Hunger by 2030 is a major challenge for the international community.

Concurrently, 931 million tonnes of food waste were generated in 2019 worldwide. In total, 17% of global food production is thrown away. The volume of food waste generation per household and per capita is broadly similar across the globe, with no distinction between developed and developing countries. This statistic stands in contrast to previous analyses that have tended to establish food waste in developed countries and production, storage and transport losses in developing countries.

World hunger is the primary consequence of a fallible economic system. Strengthening sustainable food production systems is one way to reduce hunger. The social business projects developed in this field find support in collaboration. Working in partnership with large agri-food groups, the projects gain access to expertise and funding that actively contribute to the success of their enterprise.



Jean Bernou

Ex-Vice President Europe, Africa and Middle East, McCain

At a time when profit takes precedence over all other values, it is not easy to make the choice in favour of Social Business in a company.

What are McCain's values and how are they echoed in the Social Business model? What conditions internal to the company foster the implementation of social business operations?

"McCain is a Canadian family-owned company that grew out of a small village by the name of Florenceville in New Brunswick, a beautiful place on a river. The founders are entrepreneurs from a farming family. Steeped in the values of the earth, they were simple, honest people, open to others. Strong mutual aid was one of their values and has been part of the company's values since the start. This fertile ground for social ideas, mutual assistance and sharing has enabled the company to become what it is today. It started around a small workshop making frozen chips and became the first supplier to McDonald's, the aim being to give pride of place to the produce of the farmers in their village.

The company became a resounding success thanks to its founders and expanded around the world, starting in England and Europe. It then set up operations in the United States, South America and Australia, etc. Today, it boasts turnover amounting to no less than ten billion dollars and has developed in two main areas: potato-based products and aperitif snack foods.

McCain has always remained close to the agricultural world and has kept the values of its founders alive within the company. It was originally headed by Harrison and Wallace McCain. After the two

founders passed away, the second generation took over, and it became clear that the original family values were no longer the priority. It was during this time that a new CEO, the Belgian Dirk Van de Put, arrived. He had been mandated by the family to revise the company's development strategy. As I had remained very close to the family, having known the founders, he asked me to build a new CSR strategy and put the family values back in the fore.

They didn't think it could happen, assuming McCain to be too small a company compared [...]

At a time when profit takes precedence over all other values, it is not easy to make the choice in favour of Social Business in a company. Danone made this choice at the time of Franck Riboud. Today, Emmanuel Faber is spearheading social business in global companies, but the road leading up to this point was not easy. I was lucky enough, upon joining McCain, to be met with a desire to put family values back at the forefront. The new CEO came from Danone and knew how positive the relationship with Mr Yunus had been for Danone.

After thoroughly researching the subject, I suggested to my colleagues that we create social businesses. They didn't think it could happen, assuming McCain to be too small a company compared to Danone, and that Mr Yunus would not agree to work for us. In conjunction with the person who was in charge of CSR in Europe, we decided to contact Mr Yunus and attended all the major

events around the world. Yunus was very interested in doing work in the field of agriculture and that's how it all started. The company's CSR strategy is very broad and covers the agricultural world, the environment, the company's employees, etc. We added this social aspect to it, opening up to others and to the agricultural world. With the support of Mr. Yunus and after studying some ten projects (Africa, Madagascar, South America, Asia, etc.), we decided to launch the famed first social business in the agricultural world in Colombia. That's how, thanks to the fertile ground developed by the McCain family, we were able to get started."

What points did you emphasise to make the case for social business?

"At McCain, we in Europe were well ahead of other, having implemented CSR principles in 2006 and 2007. Our first plan was presented at the nationwide Agriculture Show in 2008. At the time, all my colleagues - McCain is divided into geographical zones headed by CEOs who enjoy a great deal of freedom at the level of their zone - were very sceptical and called me "Abbé Pierre". They were convinced that the bottom line, profit, was what mattered most. I told them that our CSR actions had a positive impact on the rest of the company. The results came about gradually. They could be seen in our surveys of consumers, of the agricultural world, of our suppliers, and of the administration. The initiative was perceived as very positively, but did not yet have a significant impact on the bottom line.

After the 2008 Agriculture Show and a number of CSR initiatives, positive, tangible and measurable results began to emerge. The first social business, Campo Vivo,

was launched in Colombia without any real support from my colleagues, who were convinced that the energy should be spent elsewhere. Together with a colleague, we decided to start an initiative in a developed country, namely France. We kicked off a pilot project called «Bon et Bien» with several partners: McCain, Leclerc, Randstad and the agricultural community. Real results came in. Overnight, our relationship with Leclerc was transformed. We became real partners, with a common project. The fact that we now shared our problems completely transformed the relationship and had a positive impact on the bottom line, which I was able to show my colleagues.

Convincing others that this adds to the company's image and that it is not social washing is a long-term task.

That is when we started to gain credibility. We developed the model in other European countries such as Belgium where 'Bon et Bien' was replicated, with EnVie, a social business that still exists, with Colruyt, McCain, Randstad and an agricultural cooperative. It is going very well and has enabled McCain to have a positive impact on the bottom line. Whereas they used to have very few listings at Colruyt, now all of McCain's products are very visible. Convincing others that this adds to the company's image and that it is not social washing is a long-term task. It offers a plus to suppliers, through the involvement of the agricultural world, as well as to the client team."

What negative impacts has the food industry had on environmental issues and to what extent has McCain, as a

company, found a solution in the Social Business method?

"In the wake of the Second World War, emphasis was put on yield, and a new form of agricultural production began, no longer following the seasons, the environment, the region, etc. Instead of adapting crops to the regions, the idea was to have a single variety of products that could be available worldwide and to use all the resources which chemistry offered to increase the yield per hectare. It was at this time that pesticides and GMOs came about.

The result was an attack on the very core of the environment and the demise of small farmers. In the United States, there are thousands of hectares of potatoes and gigantic farms. In Europe, McCain works with 1,800 farmers, when in the US there are less than twenty. This strategy instituted by governments at the end of World War II has brought us to the situation we are in today. It is important that we reverse our course.

McCain has made a decision different from that of other companies. Being a family of farmers itself, the founders wanted to preserve and protect their land. Florenceville is a splendid place surrounded by forests and rivers. The founders were very sensitive to the environment. The company McCain company has always refused to market GMOs because consumers did not want them and it was not certain that the products were safe. Cisgenesis, which consists of taking genes from one potato variety, for example resistant to a disease, and crossing them with another variety, is acceptable. Taking genes from another species and putting them into a potato, in contrast, is a complete departure from Nature's possibilities. The founders refused to enter that field.

At the start of the process, the US posted much higher yield than Europe. The opposite is true today, proving that the fertiliser-pesticide strategy and the avoidance of crop rotation can only fail in the long run.

The agri-food industry, like any other industry, can create problems if it is not guided by a responsible approach that takes the individual into account.

In Europe, a number of chemicals, including glyphosate and others, are gradually being phased out. The existence of these products on the market still today is due to the situation in which farmers have been placed, expected to produce more and more and carry out fewer rotations. Farmers need to have the option to rotate and accept lower yields to compensate for this loss and deliver raw materials that are less harmful to the environment and to consumers. At the start of the process, the US posted much higher yield than Europe. The opposite is true today, proving that the fertiliser-pesticide strategy and the avoidance of crop rotation can only fail in the long run.

The agri-food industry, like any other industry, can create problems if it is not guided by a responsible approach that takes the individual into account. We are unfortunately now in a society that does not put the focus on the individual. Profit and money are at the centre of society. We see this with companies that offshore their production units. The work that Muhammad Yunus is doing on social

business and his Strategy 3.0 is exceedingly important. If we want our children to have a future, we need to change society."

What are some of the effects of the Campo Vivo project on the company?

"Campo Vivo in Colombia was the first social business we developed. At the beginning, we were criticised for investing large sums of money: two million dollars were invested over a period of several years. McCain was then a very small structure, little known in Colombia. Through Campo Vivo, farmers driven to the cities by drug traffickers are provided with support. The government returns land to the farmers. The aim is to bring farmers back to the land, to train them and to observe best farming practices that enable them to enjoy the right yield, without using pesticides. Their crops are bought at a normal price so that they can make a decent living, taking the middleman out of the picture. They also receive social assistance through the social security system.

Social business has a positive impact on traditional business and on the company's image among consumers. If we want to change society, social business can be a transition between the society of tomorrow and the society of the past.

Today, Campo Vivo lifts 300 families out of poverty each year, or an additional 150 per year. The company is now at break-even after 6 years. It is important to emphasise

that McCain benefited from Campo Vivo's reputation for its own good name. Today, McCain is considered one of the most responsible companies in Colombia and has a great image among consumers. It has had a very positive impact on the company's operations in Colombia as well as in South American countries as a whole, even though Covid has since come on the scene.

Social Business helps increase the sense of belonging.

Social business has a positive impact on traditional business and on the company's image among consumers. If we want to change society, social business can be a transition between the society of tomorrow and the society of the past. Companies that give meaning to what they do are a first step towards building a new culture and a new capitalism."

These initiatives have earned you the nickname Abbé Pierre. But this is not about charity or humanitarianism. What benefit do you see in social business compared to that of a purely humanitarian mission?

"A social business is a business, the aim of which is to solve a social problem. In Colombia, the aim was to get farmers back on the land. For «Bon et Bien» and «enVie», the aim is to fight food waste and the disposal of agricultural products on the sole grounds that they are the wrong shape, too small, too big, etc. At the same time, the aim is to reintegrate unemployed people into society, or in the case of «enVie», to integrate immigrants from the

Sahel or Afghanistan in Europe. In Morocco, the aim was to lift farm workers out of poverty, so that their children could go to school and have a future in Moroccan society. This is the first advantage of social business.

Social Business makes it possible, if done correctly, to unite companies to work on a project that has meaning. It enables them to see the problems from a different perspective, to understand each other better and to reshape their business strategy in a positive way. We have worked with Leclerc, Randstad, Colruyt, Carrefour in Morocco as well as with agricultural cooperatives. Getting together around a table enables us to get to know each other and to progress, and to find ways of taking action differently in areas other than social business. For companies choosing to get involved, social business is a chance to open up to others, to the problems of today's world and not to remain isolated.

The bottom line is unfortunately still the priority for managers in all companies today.

Another important point is the impact of Social Business within a company. At Danone, for example, people are extremely proud of their company. Social Business helps increase the sense of belonging."

Do you think this search for meaning is part of the zeitgeist?

"I remain very cautious nonetheless, as a lot is being done in the social field in companies today. Many companies

are doing social washing, riding the wave of sustainable development and making empty promises. The bottom line is unfortunately still the priority for managers in all companies today. When a problem arises, the first measure is to cut off the branches that do not have an immediate positive impact on the bottom line.

The future is in the hands of our youth and the change in capitalism will be brought about by the young people who are coming on the market now.

Today, many financially healthy companies are taking advantage of Covid to implement redundancy plans. They can draw on the formidable argument of the pandemic. Social businesses are much more enduring than are large companies. The future is in the hands of our youth and the change in capitalism will be brought about by the young people who are coming on the market now. They have different aspirations from our generation, and are much more sensitive to our planet. I believe very much in all these social businesses created by young people, the objective of whom is not to become billionaires but to do something good for society while having an adequate, decent and motivating life.

What will happen the day Emmanuel Faber leaves Danone? We saw what happened at Unilever. So long as Paul Polman was in charge, it was a responsible, green company and a good citizen. The shareholders got tired of Paul, who was an apostle of sustainable development, and had him replaced. Often, things rest on the shoulders of people; if they are to survive, though, they need to be

based on a real strategy, a groundswell of support from many people. It is in this sense that young people have a very important role to play. The new generation is the one that will have to make the hard decisions.”

The new generation is the one that will have to make the hard decisions.

How can organisations spread social business practices further and start a movement?

“Campo Vivo in Colombia is now autonomous; it was created by McCain and Mr. Yunus. In three years’ time, Campo Vivo will start to pay back the money which McCain invested in the company. That is the ultimate aim: building companies which, after a given amount of time, become totally independent and continue to live on their own. Social business is not about charity and constant investment. It is a real business with a break-even point, and money earned that will be reinvested in the social objective set out. Social business is often seen as a loss-making venture, which is equivalent to charity. Social businesses are real businesses, the objective of which is to solve a social problem, but operating like a normal business. They need to generate profits to be able to reinvest, continue their operations and heighten their social impact.”

GEM

EnVie (BELGIUM) :

A thick courgette soup helps fight food waste and unemployment.

Too big, too thin, too wide, too unusual... Vegetables are also victims of beauty standards. 30% of the vegetables grown in Europe never reach the consumer because they are irregularly shaped or unsightly. In total, one third of the food we produce - almost 1.3 billion tonnes a year - is thrown away or wasted. Yet 800 million people around the world continue to suffer from hunger and malnutrition.

EnVie offers a future to these vegetables by processing them into delicious 100% natural soups, without additives or colouring, using surplus fresh vegetables supplied by Belgian farmers. To build her business on solid foundations, Naomi Smith brought together four partners: McCain provides funding and expertise, Randstad Group enables the company to train passionate people in (re)integration programmes for a year and offer them a stable job, Colruyt Group specialises in retail while REO Veiling works with more than 1000 Belgian growers and supplies the company with surplus fresh vegetables.

[WEBSITE](#)[WATCH THE VIDEO](#)

As an independent player, enVie can be very agile. In March 2020, the company rolled out collective catering kits for Belgian cafeterias. When France went into lockdown, the latter completely shut down. The teams at enVie were put on short-time working for a fortnight and started thinking about the opportunities offered by the crisis. The supermarkets had been emptied by shoppers, and the food aid agencies had no stock to hand out to families in difficulty so that they could cope. It was then that the company found partners and launched a crowdfunding campaign calling for a donation of €2.65, equivalent to 1L of soup. The Robin Food project was born. The goal was to reach 20,000 litres of soup. The initiative met with great success and enVie raised enough money to produce 70,000 L of soup to be distributed to social associations. EnVie thus helped disadvantaged families and turned a crisis into an opportunity.

Campo Vivo (COLOMBIA) : YSB and McCain join forces to create jobs in disadvantaged Colombian communities.



Nearly 31% of the Colombian population lives in rural areas, where agriculture is the main source of income for the communities. Colombia, so highly-reputed for its coffee production, lost a significant part of this trade when countries such as Vietnam and Indonesia took it over. Entire communities were plunged into an unprecedented crisis. McCain is specialised in growing and marketing potatoes. The company processes more than five million tonnes of potatoes each year to produce chips and related products. For the Colombian farmers in crisis, the growing popularity of chips was an opportunity to enter a new business.

Campo Vivo is a Colombian company, born of a partnership between YSB and McCain Foods, a Canadian-based family-owned company founded in 1957 and operating in Europe and around the world since the 1960s. Campo Vivo is a joint venture between McCain Foods and Yunus Social Business, dedicated to improving the livelihoods of local farmers and their families from disadvantaged communities in rural Colombia who do not have access to markets and networks to sell their products. The company is taking advantage of McCain's expertise on potatoes to help local farmers grow quality tubers.

On 13 May 2014, at the Ramada farm in the municipality of Une, Cundinamarca, in eastern Colombia, the first R12 potatoes - a variety known for its high yields - were planted. The project was modest in scale, involving 84 people from 21 families. On 11 November 2014, Campo Vivo's first potato crop was harvested. The agricultural and economic results were excellent; a productivity rate of 54.4 tonnes per hectare, well above the national average. Subsequent harvests have been equally rich and have helped sustain a project that now supports many Colombian families.



SHAKTI DOI YOGHURT BY GRAMEEN DANONE FOODS (BANGLADESH) :

A yoghurt containing 30% of daily iron, zinc, vitamin A and iodine requirements.

In Bangladesh, more than 54% of pre-school children - or an estimated 9.5 million - suffer from malnutrition, with 56% being underweight. Young Bangladeshis also suffer from severe micronutrient deficiencies, especially in vitamin A, iron, iodine and zinc. And all of these deficiencies affect physical and cognitive development. The prevalence of malnutrition is almost as high in urban as in rural areas, with 38% of urban children affected and 42% showing stunted growth.

Against this backdrop, Grameen Danone Foods Ltd (GDFL), a joint venture between Danone and the Grameen Group, aims to fight poverty and malnutrition in Bangladesh and to create a positive social impact throughout its value cycle. In March 2006, the project was born of a meeting between Franck Riboud, then CEO of Danone, and Muhammad Yunus. The company produces Shokti + yoghurt, designed to cover 30% of daily requirements in iron, zinc, vitamin A and iodine, from milk collected from local farms. The yoghurt is sold at an affordable price, thanks to a very tightly-meshed distribution system, based in particular on door-to-door sales by the Grameen Ladies.

GDFL produces Shokti + while providing the company with wider benefits. On the supplier side, the company supports small local farmers by buying their milk, while on the distributor side, it employs the Grameen Ladies, who sell GDFL products in rural areas, helping to empower them. Grameen Danone Food feeds 300,000 children in Bangladesh and provides a stable income for 500 farmers, 200 "Grameen ladies" and 117 itinerant drivers who distribute the products.

[WATCH THE VIDEO](#)[WEBSITE](#)

PROGRAMME MALIN (FRANCE) :

Improving the health of 0-3 year olds by fostering access to appropriate food for toddlers from vulnerable families.

Malnutrition and hunger are not synonymous. Globalisation has changed our eating habits. From the field to the plate, we have moved to a system that gives us access to large quantities and wide varieties of food. The “junk food” and fast food markets have developed, with intensive marketing practices aimed at children. According to UNICEF, one in three children does not grow well because of malnutrition. Between the ages of 0 and 3, an individual's health DNA is built. The famous first 1,000 days require special attention from parents, for whom their child's nutrition is a real concern. However, many families are unable to pay for the healthy food which their newborns need.

To remedy this problem, Programme Malin offers advice to parents to help them develop a healthy diet for their children. From the mother's diet during her pregnancy, through breastfeeding, to the newborn's diet, the Programme Malin team is attentive to providing parents with answers to their questions. For families with small budgets, an offer allows them to buy quality products such as 2nd-3rd age milk, baby food, etc.

The programme forms a real ecosystem of partners between the Red Cross Association, companies and public authorities. Action Tank Entreprise et Pauvreté is also a partner. Co-founded by Martin Hirsch and Emmanuel Faber, this association aims to reduce poverty and exclusion in France. It promotes the development of economically sustainable projects by companies, such as Programme Malin. In total, 40,530 households have been reached by the programmes developed.

Since 2012, more than 21,000 families have benefited from Malin. More than 8,000 children under the age of 3, spread across 11 departments in France, use Malin vouchers.

[WEBSITE](#)



9.

SOCIAL-BUSINESS & CULTURE

TREND NOTE

Artistic activity is a powerful factor in a child's personal development. Art enables them to express emotions through drawing or painting which they cannot express in words, and to show a sensitivity that is often hidden by conventional education. Later, through dance or music, they can show their perception of the world, and sometimes their acts of revolt. The discipline needed to master an art, combined with creativity and artistic expression, build personality and educates the senses.

When Cambodia fled the Khmer Rouge invasion, the children were subject to scenes of unprecedented violence. Art was offered to them as a therapy to externalise certain traumas and to open up their emotions. In England, young people see art as a way of reintegrating into society and regaining control of their daily lives. Moreover, collective practice creates circles of affinity and solidarity within passionate communities. Consequently, art becomes a factor of social cohesion and inclusion.

Nevertheless, few artists manage to make a living from their art and secure a stable income. Art is subject to a law, the same one that governs our economy and our modern societies: that of inequality. Only a minority of artists, an elite, manage live from the fruits of their labour. Art thus becomes the mirror of a society fraught with glaring inequalities. What's more, the status of artist continues to evoke, in a majority of countries, a situation of great financial instability. Artistic productions often depend on donations and charity grants, which can lead to very precarious situations.

Art only incidentally crosses paths with the world of business and economics. Lived out at the professional level, with the legitimate aim of making a decent living from the income of one's discipline, the artist comes up against the harsh laws of the market. Attached yesteryear to wealthy patrons or princes, artists must now court intermediaries who will give them the chance to show their talent in a gallery, a concert hall or a theatre. Art has become an object of cultural consumption. At risk is the very identity of the artist. By adding to the constraints specific to their art the expectations of an audience

or of those who speak in their name, artists are at risk of stifling their essence. Society will then benefit only superficially from the social benefits brought about by engaging in and enjoying the arts. The law of profit forces itself on an art world that is, by nature, alien to it.

Yet, the necessity of art has been largely proven. If Man's survival depends on food, his fulfilment and happiness depend on his relationship to art. A place of escape and flight, art brings us in contact with Beauty, observes the philosopher Charles Pépin. From this momentary emancipation from reality, Man is thus able to regain confidence in himself, in others and in the future.

Art has always been at the service of social causes, a means of action for social causes. Photography denounces war crimes, journalists' pens raise awareness of certain realities, Basquiat points out racial discrimination with his paintbrush... The examples are numerous. This effect of art on public opinion and its force of impact come both from the empathy aroused in its audience, via its sensitivity, and from the outlet offered to the artist. The appeal of beauty, of the aesthetic, enables some artists to reach the public while expressing and externalising their most intense emotions.

Art offers opportunities for social business as it is both vital and undervalued and profit-creating. Social business structures promote employment in a sector where jobs are scarce and life difficult, for the most disadvantaged. At the crossroads of art and the market, social business can provide an original response, respectful of the talent of artists and providing them with a decent income. It is one more factor of greater inclusion and cohesion in society. Art draws on tradition as its source while inventing new modes of expression enabled by the progress of technology, such that it builds a bridge between the heritage of the past and the vision of the future.

CLOSE-UP

Phare Performing Social Enterprise (Cambodia), the light of the arts against poverty

Véronique Decrop, a French artist, is the originator of Phare. Between 1979 and 1980, Cambodians fled the four years of extermination by the Khmer Rouge and the Vietnamese occupation. They would cross the Thai border, starving and depleted of their forces. Camps began appearing, temporary at first, then, as the military failures accumulated, permanent and expansive.

Véronique Decrop, then an administrator for Handicap International, arrived in the camps in 1985. With her mission soon coming to an end, Father Pierre Ceyrac suggested that she give drawing lessons to the children. Although doubtful, she accepted. From the very first interactions, she identified what was afflicting these budding artists. They had lost confidence. In life, in others and in themselves. Drawing class became the place where they could let their creativity roam freely and express their fears.

Ten years later, back in their country, nine of the young Cambodian refugees who had been able to take part in this initiation to drawing and painting, created an infrastructure for education and initiation to art for children who are orphans or come from very



disadvantaged backgrounds, in Battambang, the third largest city in Cambodia. Véronique Decrop and French friends, helped found the Cambodian association Phare Ponleu Selpak, which translates as «the Light of Art».

In 26 years' time, the Phare Ponleu Selpak Association (PPSA) has considerably developed its educational programmes and created a school of visual and applied arts as well as a school for live performances. It opens its doors to nearly 1,000 children and adolescents on its campus in Battambang. A child protection programme serves the most disadvantaged families.

Over the years, PPSA has trained professional-calibre artists, particularly in the circus arts, and created original shows that draw on both tradition and «new circus». Unfortunately, these young artists had very little chance of making a living from their art in Cambodia. Moreover, the economic model on which PPAS runs, based essentially on grants and donations, gave no guarantee of sustainability and autonomy.



Thus emerged, through an exchange with the Grameen Crédit Agricole Foundation, the idea for a social enterprise dedicated to the performing arts, which would bear the name Phare Performing Social Enterprise (PPSE). Located in Siem Reap, at the gates of the Angkor Temples, through which more than 3 million tourists pass each year, PPSE has a 350-seat tent, a restaurant and shops. PPSE is 75%-owned by the PPSA association and 17% by the Grameen Crédit Agricole Foundation. Three «social business angels» round out the panel of donors.

The purpose of PPSE is threefold:

- Offering a real career to young artists from the Battambang School, with compensation and protection that are far superior to the observed practice in Cambodia. That mission has now been accomplished, with 50 artists employed on a yearly basis, until 2019;
- contributing to the financing of PPSA's social and educational missions paying royalties on the shows organised and dividends on the results. Until 2019, with a contribution of around 40% of the association's income, that objective has been met as well;
- contributing to cultural revival in Cambodia and to the encouragement of fair tourism.

“Phare, the Cambodian Circus” calls upon theatre, music, dance and modern circus techniques to tell unique Cambodian stories, historical, folk and contemporary. The COVID 19 pandemic, which closed down venues and dried up the flow of tourists, has been a major challenge to the organisation. “Invite a Family to the Circus” is the name of the operation instituted in response to the health crisis. Any donor can offer a Cambodian family an evening at the circus and thus contribute to the company's survival.



To participate in the «Invite a Family to the Circus» campaign and help the students of the Phare school:



PHARE PROJECT



WEBSITE

MEET

Dara Huot

General Manager, Phare The Cambodian Circus

With art, we help others to heal.

How did your collaboration with the Grameen Crédit Agricole Foundation begin?

“The Phare Ponleu Sepak School (PPSA) means «Light through the Arts». It is an NGO. We were inspired by the idea of business with a social purpose, without having clearly stated any aims. We had been up and running for almost 20 years before we started the social enterprise. Thanks to our partnership with Grameen Crédit Agricole Foundation, our strategic investor, we have learned a great deal about the social enterprise model.

Our social enterprise is governed by a Social Business Charter attached to our shareholders’ agreement. The shareholders have agreed on the functioning, aim, vision and purposes of the company. This Charter sets out 6 principles, which are broken down into 17 commitments and translated into 31 social indicators. It took us more than two years to draw up and ratify this agreement between the members of the Board of Directors. The 6 principles include: “reducing poverty thanks to the creative industry and providing a stable, equal and safe working environment». The company focuses first and foremost on its artists and employees. We give priority to young graduates, to working students and to women.

The second principle is economic and financial sustainability and maximising our social impact. The third principle concerns our school, our parent NGO, PPSA. The school owns 75% of the shares in the social enterprise (PPSE). Principle 4 encourages us to promote Cambodian heritage: “PPSE strengthens the



Cambodian cultural identity and promotes contemporary Cambodian arts locally and internationally". Principle 5 urges us to promote environmental protection practices and reduce our carbon footprint. We are encouraged to promote Cambodia, to help it thrive and to develop tourism, while respecting people and their environment. Each principle is supported by commitments. Under Principle No. 6, our activities are monitored using social indicators. Since 2016, we have been collecting data that enables us to assess compliance with these principles."

In Cambodia, the Social Solidarity Economy does not yet have a legal framework.

Who are the investors in your company?

"The school holds 75% of the shares in PPSE. The Grameen Crédit Agricole Foundation is the second main investor. Two Frenchmen and a Swiss woman are individual investors: they hold 2% of the company's shares. According to the principle of social business, the company must be a non-profit company. However, in Cambodia, there is no legal framework for a social business enterprise, or cooperative. In Cambodia, the Social Solidarity Economy does not yet have a legal framework. We are therefore declared as a for-profit company. The dividend is paid to the NGO (the school), and to the Grameen Crédit Agricole Foundation which is required to reinvest it in social business. As to the private investors, they commit to receiving the dividend without using it for themselves, only for the social projects, not necessarily the parent NGO."



What are the selection criteria to enter the Battambang school?

"There are no criteria. This school is called the Light of the Arts, and is above all a social centre. Anyone can come and be a student. When they come, the children are there for their enjoyment. They can play, take a painting or visual arts class, dance, sing, juggle, or play music. The classes are open to everyone, and welcome everyone. If young people develop a talent and love for the craft, if they are serious, they have to pass an exam. The curriculum for applied arts is a three-year programme. After these three years, the student is a professional visual artist or graphic designer or for instance in animation. The curriculum in circus arts is longer: They have to study 7 to 8 years to pursue this dream.

It is thus a natural and self-sustaining system. The young people who love the profession choose on their own to stay, because it is a unique opportunity in their lives to learn a profession and earn money. Most of these young people are disadvantaged, as young people from wealthy backgrounds have other opportunities than art."

What role does art play in solving social problems? Can it be considered as art therapy?

"After the war, the country had been crushed by the Khmer Rouge experience. When I was born, in the 1980s, many women were widows with a lot of children to support. Everyone was in shock, and traumatised. The travelling circus troupes sold traditional medicines, as we had very little imported medicine. There was aid from international

organisations but not enough for everyone and not much in the countryside. The travelling circus troupes were very popular: they were superstars.

The experience of living and witnessing violence at a very young age marked me.

With Phare, it was an opportunity for people to express themselves, to paint, to heal themselves first, through expression, through the ability to tell a story, to share the sadness and the experience that they were going through. With art, we help others to heal. And I would say that I am an example of this: I was not born during the Khmer Rouge period, but afterwards. The experience of living and witnessing violence at a very young age marked me. The Khmer Rouge were gone, but violence was everywhere: at school, at home, at my neighbours' houses. People were still being killed.

I learned music at Phare. I learned to play a traditional Cambodian instrument. We don't have art classes in the Cambodian school. My friend and I used to ride our bikes to go learn music at Phare. Without this experience, I might not have had the opportunity to become familiar with this traditional music. It has helped me to be a better person. The music lessons helped me learn to express myself, to show my emotions through art and music.

Before Phare, I worked for 13 years in the tourism business (airlines, airports, hotels) and thought the priority in life was success. I thought I had to succeed financially first and then help with my money. But social

entrepreneurship changed my mind. Making an impact is not just a matter of money: the time, the skills, the energy to help others change their lives or a social situation is enough. We try to help students through art, but also to change the situation of our audience. The experience of art opens the mind to inspiration and to dreams."

Where is Phare today in the wake of the public health crisis?

"We did not perform any shows for four months and the State subsidies are reserved for only a few areas, like catering. The beneficiaries receive 40 dollars a month, which is not enough. The shows are resuming, but the audience is not large. Phare's audience is mostly international, and is provided by tourism. We try to attract local people by offering low prices, which allows us to recover the variable costs (artists' meals, electricity) but not the fixed cost."

I thought I had to succeed financially first and then help with my money. But social entrepreneurship changed my mind.

Phare in video:



WATCH THE VIDEO



WATCH THE VIDEO



WATCH THE VIDEO

GEM



PHARE CREATIVE STUDIO :

The visual and graphic arts arm of the Phare School.

In 2016, PPSE added a new branch to its social business model, creating Phare Creative Studio. Employing young graduates of PPSA's visual arts school, this entity organises graphic design, illustration, video, sound and cartoon activities, with the same dual objective of economic self-sufficiency and social inclusion.

The Studio brings together young talents to create fresh and innovative content and bring stories to life. Currently, the artists are working on an animated film, "Les sourires Khmers", in collaboration with French director and producer Fabrice Beau.



WEBSITE

FAB PAD, IMPACT ARTS (SCOTLAND) :

Teaching individuals to transform their social situations by decorating their home environments.

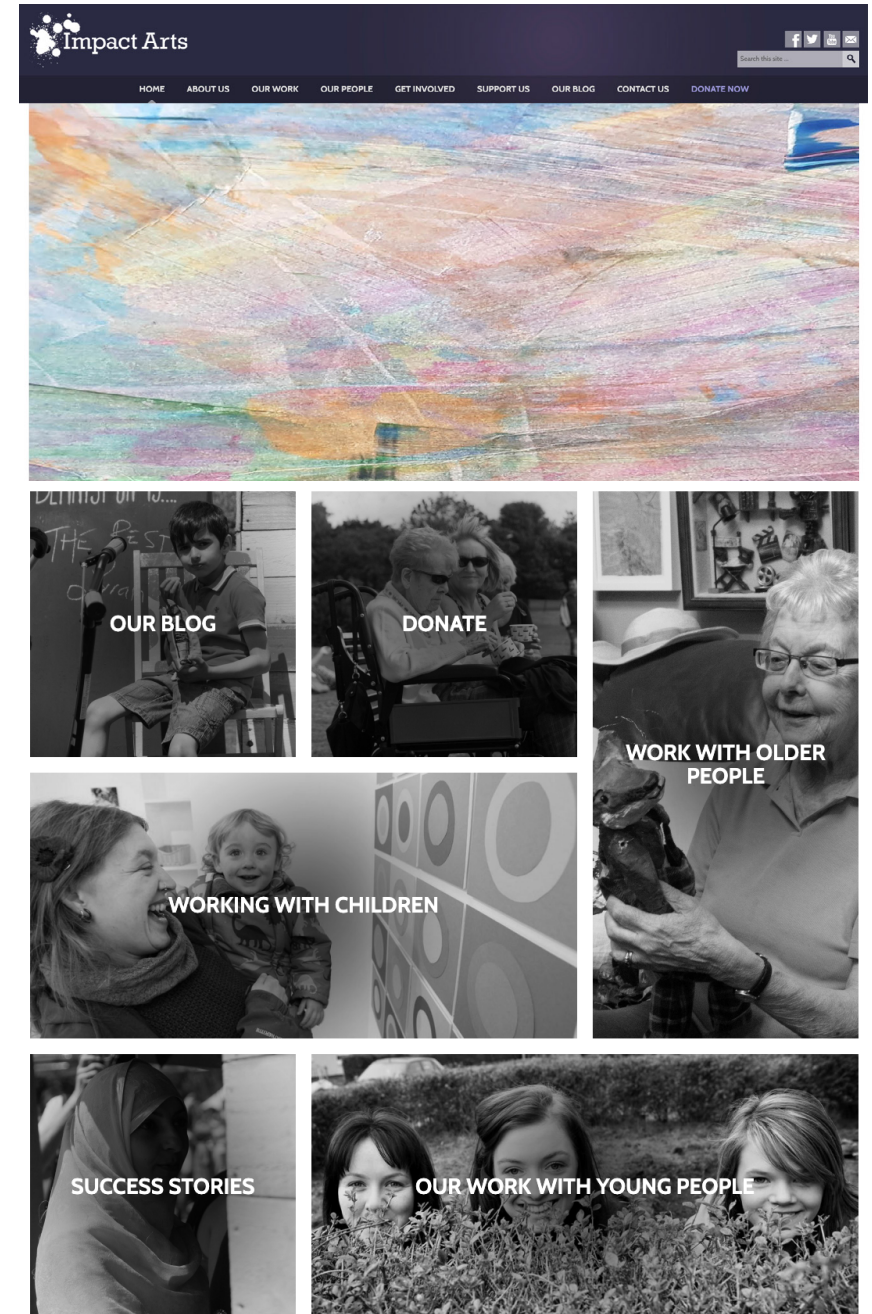
Can teaching young people in difficulty how to make cushions for their living room help improve their social situation? Yes, because not talking to them about their problems and inviting them to focus on another project is an effective way to help them overcome their problems. The Fab Pad project, created in 1998, is an interior design project that combats homelessness among young people ages 16 to 25 by teaching them to personalise their living spaces, their homes, and to make them their own. Fab Pad is an Impact Arts project and works with over 600 young people each year across Scotland.

Each Fab Pad participant attends weekly workshops for six months, gradually learning how to create objects for their home. First, the participants customise a picture frame or create a cushion, then they are introduced to more substantial work: drawing up a layout plan for one or more rooms, putting up wallpaper or laying down tiles, creating upholstery fabrics, installing lighting systems, restoring furniture, etc. As they complete these projects, the young people gain confidence and develop new skills. These young people, many of whom have experienced street life and drug addiction, are encouraged to take control of their lives and take responsibility for themselves.

The Fab Pad project has been a real success. The social return on investment of the North Ayrshire Fab Pad programme has been assessed. The study has reported that for every £1 invested in the project, a return on social investment of £8.38 has been achieved. The project has its roots in Glasgow and is developing across the country to improve the fates of many of Scotland's troubled young people.



WEBSITE



SING FOR HOPE (UNITED STATES) :

“Transforms lives by bringing the power of the arts to those who need it most.”

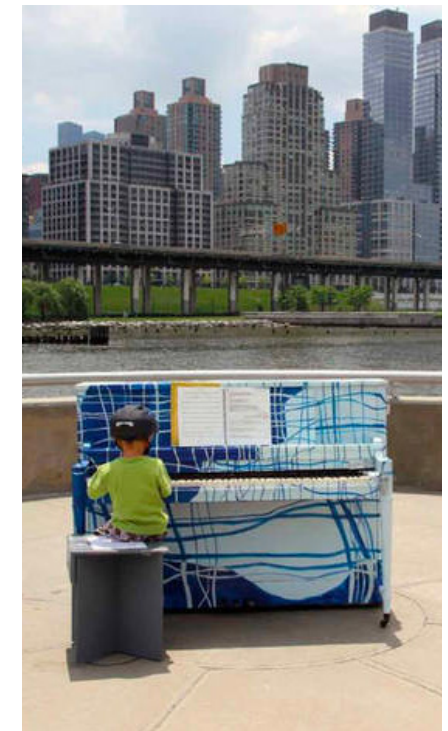


Monica Yunus and Camille Zamora are two brilliant American sopranos. Their crystalline voices ring out on the world's most legendary stages. “Art for all” is the ambition of Sing for Hope, the association co-founded by the two artists in 2006. The project is based on the therapeutic virtues of art, art conceived of as medicine for the body, mind and soul. They and multitudes of artists gathered around Sing for Hope, travel to hospitals, schools, retirement homes, and make the eyes of an underprivileged public shine.

Dr. David Muller, Professor at Mount Sinai School of Medicine says of Sing for Hope: “This is much more than art. It is about compassion and humanity, because it is people playing, not a television, iPod or radio, but a real human being whose very presence proves to our patients that they still matter.”

The Sing for Hope team is aware of the unifying power of art. Song, dance and theatre are common languages that encourage people to come together. For the past three years, during the summer, Sing for Hope has strewn the streets of New York with colourful pianos. The city's residents gather around them and share a moment of music in the outdoors.

When the world went into lockdown, in May 2020, Sing for Hope lost its most direct means of impact. How can we continue to bring art to people? The association is now offering a new service. It is now possible, for a \$100 fee, to give a loved one the gift of an opera, pop, Broadway or instrumental performance, via Facetime, Zoom or by telephone. Artists hit by the closure of theatres, opera houses and concert halls can thus continue to enjoy some income, while isolated loved ones receive a wonderful gift.





Juliette Fevre

Social Business Project Manager

AUTHOR'S CONCLUSION

As I finish this work, the 28 June 2021 issue of Le Monde features the headline: "Crippling debt threatens millions of micro credits around the world". 80% of the 140 million micro-entrepreneurs around the world have experienced a disastrous year. Andrea Jung predicted this. Forced to borrow money from friends, family or predatory lenders, go hungry or even close their business, these men and women are experiencing the consequences of an obsolete and yet still dominant capitalism.

Colonisation gave birth to capitalism, says Vandana Shiva, Indian environmentalist and feminist activist. Colonisation led to a frantic exploitation of resources, to the detriment of human and rights and environments. Our world is built on this model of domination, possession and power games. Humans have colonised and domesticated each other, animals, fields, forests and resources, only to use them selfishly. These rich periods of innovation have been fruitful for our civilisation, but we now find ourselves at a turning point. We must now learn to live with each other and with nature, without seeking to possession, dominate and destroy.

Every relationship of domination inevitably leads to a revolt by the oppressed. The latter fights deadly wars of independence, such as those which have taken place in Algeria and Madagascar. Nature is no exception. Mother Earth's rebellion is more insidious. Guerilla warfare fought by flowers makes less noise. Pandemics, droughts and global warming are groups of armed rebels, demanding an end to exploitation. "A world which is sure of itself, which crushes with its stones the backs flayed by whips", so writes Frantz Fanon of the colonised world. The whip or pesticides: same violence, same destruction. The relationship between oppressor and oppressed is a relationship of interdependence. We need nature.

The pandemic of the old world was selfishness. This selfishness brought with it various models of domination: the anthropocene, the oppression of other species by humans, the patriarchy, gender-based oppression, racism, the hierarchy of so-called "races", etc. All these systems call on the same mechanisms of oppression, leading to the emergence of an ultra-privileged class in whose hands wealth concentrates. We use the earth like we use these dominated populations.

Social business offers an alternative to the consumerist and destructive version of capitalism we know. In the new normal, every business will consider the return on its social rather than economic investment. Every business will work towards the triple-zero goal, the first of which, poverty, considers women as a priority. "Economically and socially disadvantaged, victims of under-employment, they form the majority of the poor," writes Mr Yunus*. To this end, Mr Yunus states: "When a poor father begins to make money, he takes care of himself first (...) when a poor mother starts to earn a little money, she takes care of her children first."* Michel Coster and Cam Donaldson make the same observation.

Although we "missed our opportunity with the final crisis," the result of this crisis will be different. To make this happen, we must accept our individual and collective responsibilities. I've already seen people begin to wake up, in my circle and in the media. They are considering their impact on nature, their professional environments, their surroundings. Becoming aware of one's privilege comes with a certain guilt. This guilt is the price for moving into the new normal, where equity and altruism are key words.

*Muhammad Yunus and Alain Jolis, *Creating a World Without Poverty*, Le Livre de Poche, 2017.

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