



## DELIVERABLE 5.1.1

### **Strategic evaluation report on the operation and further development of the Urban Non-Profit Company**

In the framework of the project “**Supporting Social Enterprises in Combating Poverty and Social Exclusion**” with the acronym “SOCIAL PLATE” in the framework of the European Territorial Cooperation Program INTERREG V-A Greece - Bulgaria 2014-2020

<https://www.socialplate.eu/en/>

“The contents of this deliverable are sole responsibility of the Central Market of Thessaloniki SA and can in no way be taken to reflect the views of the European Union, the participating countries the Managing Authority and the Joint Secretariat”

*The Central Market of Thessaloniki SA participates in the project "Supporting Social Enterprises in combating poverty and social exclusion" with the acronym "Social Plate", which is implemented within the framework of the INTERREG V-A Greece-Bulgaria Territorial Cooperation Program 2014-2020 and co-funded by the European Union and National Funds of the participating countries*

## Contents

Abstract (Executive Summary in English) .....	3
1. Introduction .....	4
1.1 Eligible area .....	5
1.2 Project background .....	7
1.3 Project's goals .....	8
1.4 Project's expected results .....	9
2 Continuity Plan .....	10
3. Description of the purpose of the Urban Non-Profit Company .....	10
4. Social Plate and Social Entrepreneurship .....	11
5. Social Plate and social Franchising .....	13
6. The Urban Nonprofit Society today .....	14
7. Operating Expenses of the Urban Non-Profit Company today .....	15
8. Research about "Social Plate" .....	16
9. Flowchart of the Urban Non-Profit Company .....	17
9.1 Exporting Questionnaire Results .....	18
10. Operation Model .....	20
10.1 Strategy chart: .....	23
11. Organizational Structure .....	26
12. Ownership .....	30
13. Financial goals .....	31
14. Pros and Cons of the enterprise .....	33
14.1 Spreadsheet of Social Plate .....	33
15. Conclusions .....	36
<b>ANNEX 38</b>	

## Abstract (Executive Summary in English)

The present report entitled “Strategic Evaluation of operational activities for on-going development” was drawn up in the context of the project "Supporting Social Enterprises in combating poverty and social exclusion" with the acronym "SOCIAL PLATE" within the framework of the European Territorial Cooperation Program INTERREG V-A Greece - Bulgaria 2014-2020.

The existing models and experiences of social entrepreneurship in Europe, Greece and Bulgaria are presented in order to have a general idea of the social entrepreneurship in the cross-border area between Greece and Bulgaria and simultaneously, in the European ensemble.

The social entrepreneurship in Greece and Europe towards 2020 is approached through the presentation of key priorities of the Europe 2020 strategy launched by European Commission in order to achieve a sustainable recovery through the active and decisive use of all the forces and capabilities of society. Hence, the contribution of the social entrepreneurship for a new sustainable economy is examined.

Good practices of social entrepreneurship in Europe, Greece and Bulgaria are also presented in order to have a better picture of the social entrepreneurship in the cross-border area between Greece and Bulgaria and simultaneously, in the European ensemble.

The role of education to the existing social entrepreneurship success stories is outlined.

The social entrepreneurship evolution, the lessons learned, the difficulties and challenges in Greece are evaluated.

Finally, the results of the social entrepreneurship sector, as well as, its social impact are discussed.

The present report focuses on the strategic evaluation of operational activities for on-going development of the NGO which created for the purposes of the project “Social Plate”.

## 1. Introduction

The project "Supporting Social Enterprises in combating poverty and social exclusion" with the acronym "SOCIAL PLATE", was submitted on 22.04.2016 to priority axis 4 - 'A Cross-border Area without Social Exclusion' and in particular:

- In Thematic Goal: 09 - 'Promoting social cohesion, combating poverty and discrimination'
- In investment priority: 9c – ‘Providing support to social enterprises’
- In Specific Objective: 9 - 'Expanding social entrepreneurship in the cross-border area'

The duration of the project in the stage following its formal approval was from 01/08/2017 to 31/07/2019 and after an extension request is from 28/09/2017 to 27/09/2019 and is of a duration 24 months in total.

The financing contract was signed on September 28, 2017 and has the number B2.9c.03, while the partnership agreement was signed respectively by the representatives of the partners participating in the partnership on August 29, 2017.

The Central Market of Thessaloniki SA is the Lead Partner in the project entitled "Supporting Social Enterprises in Combating Poverty and Social Exclusion" and under the acronym "SOCIAL PLATE", which is 85% co-financed by Community funds and 15% national, in framework of the European Cross-Border Cooperation Program Greece - Bulgaria 2014 - 2020 (INTERREG V-A).

In the corporate form of this project, as submitted and approved, TECHNOPOLIS - INTERNATIONAL EDUCATION INSTITUTE (126.040,00 €), Borino Municipality (106,009,40 €) and Active Youths (100,980,00 €) also participate. The total approved budget of the project "SOCIAL PLATE" is € 551.779.40, while the budget of the Central Market of Thessaloniki SA. for the implementation of the actions to be undertaken as the Project Lead Partner amounts to 218.750,00€.

## 1.1 Eligible area

The eligible areas of the Program are the Region of Eastern Macedonia and Thrace (Prefectures of Evros, Kavala, Xanthi, Rodopi and Drama) and the Region of Central Macedonia (Thessaloniki and Serres Regional Units) in Greece and the Southern and Southern Peripheries Blagoevgrad, Smolyan, Kardjali and Haskovo) in Bulgaria.



The cross-border cooperation area between Greece and Bulgaria for the 2014-2020 programming period is identical to the current ETC program. It covers an area of 40,202 km<sup>2</sup> and has a total population of 2.7 million. It covers four territorial units at NUTS II level (Regions) and 11 territorial units at NUTS III level (Regional Units). The eligible area extends across the Greek-Bulgarian border and borders with Turkey to the east and FYROM to the west, two countries wishing to access the EU. It is part of the EU's most southeastern non-island region and lies between three seas : the Black Sea, the Mediterranean Sea and the Ionian-Adriatic Sea. Finally, it is at the crossroads of strategic fossil fuel pipelines that feed the EU market and TEN transport axes. The structure of the region is characterized by the presence of 10 medium and large cities (> 50,000 inhabitants), which account for 38.2% of the total population and 25 small cities (10,000-50,000 inhabitants). Despite the historically relatively small amount of funds allocated, there is a long history of cooperation in the eligible area, which began with the Community initiative INTERREG I (1989-1993).

*The priority axes are:*

PA 1: A competitive and entrepreneurial promotion of the cross-border area

PA 2: A sustainable and climate-adaptable cross-border area

PA 3: A better interconnected cross-border area

PA 4: A socially inclusive cross-border area

PA 5: Technical support

## 1.2 Project background

The cross-border area comprises some of the most remote and isolated areas of both countries as they are characterized by increasing levels of poverty and high unemployment rates especially for women and young people. Social entrepreneurship has been able to alleviate such problems in various parts of Europe but in the cross-border area it has not developed sufficiently. Social entrepreneurship can address issues of reduced service provision to specific populations subject to or threatened by social exclusion and at the same time provide them with access to the labor market. This deteriorating socio-economic context has sparked the interest of partners in setting up and operating social enterprises in Greece and Bulgaria that offer (a) an additional opportunity to enter the job market for the professionally and financially vulnerable groups and (b) to seek new and sustainable resources to meet social goals for the benefit of the public.

The idea of the project was developed as a solution to the issues of unemployment, poverty and social exclusion. Specifically, the project aims to promote regional cohesion through the creation and promotion of social enterprises in Greece and Bulgaria with the role of not only providing long-term unemployed and marginalized people but also feeding people from

vulnerable social groups. In addition, through training seminars, the project seeks to increase the skills of the unemployed, as well as people already working in other social enterprises lacking in marketing, business planning, etc.

The purpose of the project is to support the establishment of a social enterprise in Greece (Central Macedonia) and to promote it in Bulgaria through social franchising, that is, the cross-border transfer of the social enterprise from one country to another. The purpose of the social enterprise is to distribute unpasteurized fresh fruits and vegetables that would otherwise be wasted, promoting an ecological approach while employing individuals from economically and professionally disputed groups to ensure the day-to-day operations of the Urban Nonprofit company.

### 1.3 Project's goals

The cross-border region of Greece - Bulgaria includes some of the most vulnerable population groups, which are affected by increased rates of poverty and unemployment.

In this context, two Urban Non-Profit Companies will be created, one in Greece and one in Bulgaria to distribute food to vulnerable social groups that are below the poverty line, social groceries.

In addition, the development and implementation of social entrepreneurship will seek to combat the unnecessary waste of agricultural products and foodstuffs and to exploit them for public's benefit.

The aim of the action is to provide information and inspiration to the whole world and to provide an incentive to boost the economy in a sustainable way to develop empathy for those at risk of poverty or social exclusion.



## 1.4 Project's expected results

The project is a solution to the perennial problems of poverty and marginalization of socially vulnerable groups such as women and young unemployed. The Social Plate project has created jobs for the aforementioned individuals, helping them contribute to the local economy and help themselves:

A) Two unemployed employees were employed whose payroll was covered by the project budget as well as

B) Volunteering has been promoted through the involvement of individuals from the bodies receiving food from the Urban Nonprofit Society.

Volunteering has also shown that people can overcome marginalization by socializing and participating in communities and groups. At the same time, the use of food surplus that would otherwise end up in the trash bin suggests an innovative and environmentally friendly approach.

The fact that public, regional and local stakeholders are involved in the partnership ensures the project's broader contribution to the development and support of social entrepreneurship. Educational institutions and other public bodies will also be involved in raising awareness and awareness of opportunities and conditions for the development of social entrepreneurship through the organization of joint forums / discussions. Joint seminars and events on good social entrepreneurship practices in the cross-border area were also held, targeting a wider audience of people with financial and social problems. Providing guidance and support to the creation of new Urban Nonprofits, the Social Plate project is one of the few organized efforts to promote social entrepreneurship locally and nationally across the cross-border area, thereby enhancing the development of local economies.

## 2 Continuity Plan

The purpose of this work is to explore and describe the terms and conditions under which the Urban Non-Profit Company may continue to operate by its own means. Ways of alternatives that will have nothing to do with public financial support but come from different sources.

The aim is to set up an autonomous Urban Non-Profit Company with its own organizational chart.

To accomplish this goal, information was requested from CTO employees. involved in the operation of the Urban Nonprofit Company and information on the on-site investigation was carried out at the NAC premises. in which the Urban Non-Profit Company is located.

The data used for the following study came from publications that have been made from time to time about the action and purpose of the Urban Non-Profit Company and the responses provided by employees and stakeholders with this effort.

## 3. Description of the purpose of the Urban Non-Profit Company

In the framework of the INTERREG V-A Greece - Bulgaria 2014-2020 program, the two partner countries are implementing the project Supporting Social Enterprises in Combating Poverty and Social Exclusion (“Social Plate”).

The cross-border area comprises some of the most remote and isolated areas of both countries as they are characterized by increasing levels of poverty and high unemployment rates especially for women and young people.

Where social entrepreneurship has been implemented it has managed to alleviate such problems in various parts of Europe but in the cross-border area it has not developed sufficiently.

Specifically, the project aims to promote regional cohesion through the creation and promotion of social enterprises in Greece and Bulgaria with the role not only of providing jobs to long-term unemployed and marginalized people but also of feeding people from vulnerable social groups.

The main focus of the project is to combat social exclusion and to support social actors with the same goals.

The idea was developed as a solution to issues of poverty and unemployment as well as to support vulnerable social groups.

The purpose of the program is to feed the weaker social groups, provide long-term unemployed and reduce food loss.

An integral part of this is the dissemination of this solution to all social strata and their active involvement in navigating change and attitudes towards food loss issues.

#### 4. Social Plate and Social Entrepreneurship

The project "SOCIAL PLATE" has a program purpose to support the establishment of a social enterprise in Greece (Central Macedonia) and to promote it in Bulgaria through social franchising.

The purpose of the social enterprise or otherwise of the Social Plate is to distribute unpasteurized fresh fruits and vegetables that would otherwise be wasted, promoting an ecological approach. At the same time it will give the opportunity to employ people from

financially and professionally disputed teams to ensure the day-to-day operations of the business.

Social entrepreneurship, which is also present in the Social Plate project, has helped to tackle similar problems in different parts of Europe with similar characteristics.

In particular, young people with low levels of education and relatively few job opportunities in the cross-border area, older people who have lost their jobs due to the crisis in Greece and therefore their incomes, are also basing their hopes on establishing social businesses. These people have work experience and knowledge that can be absorbed in such businesses.

So all these populations can find a way out through social entrepreneurship.

The most appropriate solution for the transfer of know-how and the benefits that will result from the operation of the social enterprise is the choice of social franchise. This is because it requires no special financial resources and at the same time can rapidly reproduce positive social outcomes from one region to another.

In the case of the Social Plate, the local specialties of the new area are even incorporated into the Bulgarian side of the border.

The initiative outlined in this evaluation sets out three key priorities:

1. smart growth (developing an economy based on knowledge and innovation),
2. inclusive growth (promoting an economy with high employment rates that will bring about economic, social and territorial cohesion);
3. sustainable development (promoting a more green and competitive economy with more efficient use of resources)

## 5. Social Plate and social Franchising

Social Franchising enables the social integration of the franchisee's business as long as it operates as an autonomous social enterprise, which is very important for the characteristics of the populations of the cross-border region.

Social franchising is the contractual relationship that exists when a proven successful social enterprise or other non-profit franchisor allows, through a licensing agreement, to an independent franchisee to replicate and operate the social business model he has created and developed.

But what does the term franchisee actually mean and why is it an integral part of social franchising? The franchisees are largely decentralized and autonomous social enterprises, which undertake to operate the original model in another geographical area.

One of the biggest challenges of franchising is finding the right franchisees. This is because it is necessary to share the franchisor's commitment to achieving social purpose. At this point we need to note how difficult it is to eventually find the right franchisees to match the profile of the social enterprise and meet the social purpose of the business. The selection process of franchisees includes information from candidates and information about candidates.

This means that in the first part of the process the franchisor gives the best possible and most complete information about his social enterprise, mainly in order to confirm the social purpose.

At the same time, it makes it clear to the candidate that the purpose of social enterprise is "definitely not to become rich". This makes it possible to exclude candidates who wish to co-operate purely for financial purposes.

Identifying values, ideologies and ethics between the two parties as well as entrepreneurial spirit and skills are key to the choice. Combining these elements will help make this project viable.

In the case of Social Plate, potential franchisees could be bodies and organizations such as Municipal Social Grocers, church canteens, non-profit organizations and structures such as the Food Bank. Some structures are already cooperating on a voluntary level with the Social Plate initiative. With the establishment of a social enterprise, this cooperation and communication can be brought to a new level.

The potential franchisee is required to adhere to the operating principles of the system and follow the franchisor's instructions. In order to succeed in the cooperation and to achieve the social purpose it has undertaken, it is necessary to receive all kinds of training provided by the franchisor.

Distributors include Social Grocers of Thermi, Pavlos Melas and Ampelokipoi Menemeni, Food Bank of the Municipality of Kordelio Evosmos, Ampelokipoi - Menemeni and Neapoli Ikioi Agioi Neoi "Alkioni", "Ecopolis", "Heteropathy", "Philoxenia food and kindness in action", the First Apostolic Church, the Lighthouse of the World, IOM Giannitsa, Arsis, the Care Center - Refugee Care, its Smile Child, KETHEA, Ithaca, Annapurna Team.

## 6. The Urban Nonprofit Society today

Since its inception, the Urban Non-Profit Company has been housed in the premises of the Central Market of Thessaloniki (KAT) and uses the equipment purchased through the project as well as the Central Market of Thessaloniki such as refrigerators and freezers for the preservation of fresh fruit and vegetables.

Today the Civil Non-Profit Company holds the following assets:

- A space that has been leased to accommodate its offices and a reception, sorting and dispatching area of approximately 50 sq.m. The space is ground floor and suitable for receiving fresh unpainted products in boxes
- Trolley carriages
- Fridge-chamber and 5 freezers for storage of products
- 1.5 tonne cargo van (VAN)
- Small furniture for the service of employees

During the project, the traders of the Central Market of Thessaloniki used their own vehicles to dispatch non-market products to the premises of the Urban Non-Profit Company.

Initially, non-marketable products are stored in crates, which are unloaded manually. They are then transported inside the sorting room by UNPC employees who use carts to transport the products.

Employees and volunteers of the Urban Non-Profit Society, by visual inspection directly through the crates for proper food to eat, while dumping inappropriate fruits and vegetables. The appropriate products are therefore placed in the same boxes as they were collected and ready to be delivered to the cooperating social operators.

The needs of the Urban Non-Profit Company were mainly met by the 2 employees whose payroll was covered through the project budget. However, several times the volume of unhealthy foods outweighed the two individuals' ability to screen, and volunteers from food operators helped sort out the fruits and vegetables.

Taking into account all the data collected throughout the project, the following describes the organizational structure that the Urban Non-Profit Company needs to have in order to optimize its profitability.

In conjunction with the organizational structure, job descriptions will also be given to staff the Urban Non-Profit Company in order to achieve its sustainability.

The purpose of this proposal is to enable the Civil Non-Profit Company to operate autonomously and self-financed upon completion of the project.

## 7. Operating Expenses of the Urban Non-Profit Company today

The Urban Non-Profit Company has its own equipment, staff and accommodation. The operating costs of the Urban Non-Profit Company have so far been covered through the budget of the “Social Plate” project. The project budget was allocated for the purchase of equipment (office furniture and vehicle for transporting fresh fruits and vegetables) of the

Urban Non-Profit Company, for the costs of establishing the Urban Non-Profit Company, for the payroll of the employees employed exclusively in the Urban Nonprofit Company.

The Urban Non-Profit Company also pays fifty (50) euros monthly to the Central Market of Thessaloniki for rent in the office and food sorting space.

In addition to the fixed costs, the Urban Non-Profit Company does not incur any other expenses as the food available is delivered free of charge by traders. Also, social entities and bodies take the edible fruits and vegetables by their own from the premises of the Urban Non-Profit Company to reduce shipping costs while reducing the cost of packing food in the same time as they are transported by boxes provided by the entities themselves.

## 8. Research about “Social Plate”

Upon the completion of the operation of the Urban Non-Profit Company which was created under the "Social Plate" project, a survey was carried out to record the degree of satisfaction with the operation of the Urban Non-Profit Company, how efficient its employees are, covering the needs of Urban Non-Profit Company, the degree of satisfaction of dealing with emergencies / difficult situations during its operation, problems and ways of dealing with them. Through the research, the Contracting Authority will be informed if it has achieved the target it had set, if the interaction with traders and vulnerable social groups had a genuine effect and finally what elements need to be improved in order to sustain the Urban Non-Profit Company.

Specifically, the survey yielded some conclusions that give a clear picture of the status of the Urban Non-Profit Company. The image of the UNPC is recorded as extremely positive, which promotes the widespread acceptance of potential new designs for operations that will be even closer to the mission of the Urban Non-Profit Society.



## 9. Flowchart of the Urban Non-Profit Company

The Urban Non-Profit Company operates today with the ambition, organization and strategy of an autonomous structure, but without overlooking the purpose of its existence and operation.

However, in order to be able to reverse any deficiencies and problems that may arise in the future, the Urban Non-Profit Company could proceed with completing some procedures and taking certain parameters into account. The diagram below outlines these proposed works that could be pursued by the Urban Nonprofit Company.



## 9.1 Exporting Questionnaire Results

In order to optimally evaluate the project and its results, a questionnaire survey was completed which was completed by those who were involved in the project in any way. The questionnaires were completed by social structures that have received food during the project, by volunteers, by employees of the Urban Non-Profit Company and the Central Market of Thessaloniki, by suppliers-traders who give their unsold food for screening and by executives Thessaloniki Market.

Specifically, the social structures that participated in the evaluation accounted for 38.1% of total participation, volunteers 23.8%, UNPC and KHS employees 19.0%, supplier-traders 4.8%. % respectively while 9.5% completed the Other option.

It should be noted that, 38.1% of participants were women while 61.9% were men.

Then, to the question how satisfied the respondent is with the functioning of the UNPC, 61.9% answered too much, 33.3% very much and 4.8% quite.

In the next question on how efficient the employees of the UNPC were, 81.0% answered too much and 19.0% very much.

On the question of how adequate the knowledge and skills of the staff of the UNPC are considered to be in performing their duties, 76.2% chose too much and 23.8% very much.

Respondents were asked to answer the question of whether the needs of the UNPC were adequately met during its operation and 28.6% chose too much, 42.9% too much, 19% quite a bit and 4.8% slightly and DG / DA respectively.

Following the questionnaire, participants responded to how the extraordinary / difficult circumstances were handled during the UNPC 's operation by 47.6% very well, by 33.3% well, by 9.5% quite well and by themselves. percentage, 9.5%, N / A.

In addition, 14.3% answered very strongly, 23.8% strongly, 38.1% quite a bit, 4.8% a little bit and slightly more than 9,5% at all and DK / AE. , if the need for additional training of UNPC employees is considered necessary.

Also, to the question whether favorable conditions were present during the functioning of the UNPC, 23.8% answered very much, 33.3% many, 19.0% enough, 14.3% few and 9.5%. % chose the DK / AO response.

In addition to the question above, participants were asked to report some favorable conditions that were created. 61.9% responded 'Greater responsiveness of traders and operators / raising awareness and participation', 28.6% responded 'Organizing a large network of operators', 23.8%' Promoting of rescued food to people in need. , 14.3% "Publicity Actions", 9.5% "Very good cooperation with KAT SA executives and employees", 9.5% "Volunteering", 9.5% "Finding a place where has a refrigerator ", 4.8%" Working for the unemployed ", 4.8%" Permanent staff ", 4.8%" Perfect working conditions of the UNPC "and 4.8%" Support to logistical infrastructure " from Kath. "

Finally, the evaluation participants were asked whether significant problems arose during the functioning of the UNPC. 28.6% answered quite well, 33.3% little, 23.8% not at all, 9.5% DK / DK and 4.8% many.

Significant problems reported by respondents were 38.1% "Lack of resources for more integrated action (staff, equipment)", 9.5% "Incomplete waste management", 4.8% "Lack of fruit / vegetable supply" of traders', 4.8% 'Cleanliness', 4.8%' Bad allocation of program budget funds (large amounts in non-productive actions) ', 14.3%' None 'and finally 23.8% "Various other".

It is noteworthy that the elements that make up the very positive image of the PFM start from the overall satisfaction of the operation (where zero negative rating and 95% strong satisfaction are observed) and cover all aspects of its activity:

- Employee profitability (zero negative rating)
- Knowledge and competence of employees (also zero evaluation)
- Meeting the needs of the PFM (only 4.8% responded that the needs were “slightly met”)

However, since there is always room for improvement, the vast majority of respondents (around 3 in 4) find it helpful to have an additional employee training program.

This training, taking into account the findings on the problems encountered in the functioning of the UNPC, could be geared to:

- Better knowledge of allocation of funds to promote the most productive actions of the CSR
- Better management of resources (human and material), where the number one problem of the UNPC is identified (28 points higher than the second problem considered to be inadequate waste management)

These results positively herald the effort to set up a stand-alone business and highlight the great potential to achieve all of its goals. It may betray that it will fully cover the goals and mission of the company.

This finding underlines the successful approach of the CSR mission, at least on the basis of its functioning to date, and highlights its great potential to achieve all its objectives.

The results of the evaluation are presented in detail in charts and pies in the annex to the specific deliverable.

## 10. Operation Model

The Urban Non-Profit Company is a legal entity in which its true features and purposes, as defined by the Articles of Association, are non-profit. The non-profit designation is based on the fact that the particular legal entity, whatever its revenue from subscriptions or donations, should be aimed at developing the goals of the articles of association.

As with all nonprofit companies, as we are now studying, we can designate Nonprofit Societies as associations (groups or movements) that are non-profit and are founded by individuals who wish to engage in local, national and global level.

A non-profit corporation can be characterized as voluntary when one of its main goals is to mobilize volunteers and develop volunteer action in a specific social field (eg environmental activism).

Apart from the non-profit nature of the company it does not cease to operate in financial terms which means that it operates within a scarce resource framework and survival is determined by resource management conditions.

The framework in which the Urban Non-Profit Company operates is defined by the following axes:

- Quantity of fresh products provided by traders
- Number of employees
- Number of social structures and bodies receiving food
- Amount of Sponsorships from other companies and individuals

Therefore, if for some reason in the future traders do not care about the operation of the Urban Non-Profit Company, then the Urban Non-Profit Company itself will have no reason to exist since it will not fulfill the purpose for which it was established. There is therefore a need for motivation for traders, which will be discussed below.

In addition, in order for the Urban Non-Profit Company to operate in the coming years, it requires at least two workers who will receive food from traders, collect edible fruits and vegetables and send them to the social structures that are involved.

At the same time, volunteer participation in the sorting process is considered necessary several times due to the large quantities to be sorted but the quantities of food collected by the Urban Non-Profit Company daily are not predetermined. Thus, volunteer involvement is necessary but not on a daily basis. Finally, as the Urban Non-Profit Company has a specific non-profit purpose of being, it cannot sell neither a small price to eat unhealthy foods in social structures. Thus, in order to remain viable, the Civic Nonprofit needs to turn to sponsors of large corporations that can provide financial and material support to the company. In addition, the Urban Non-Profit Company may also turn to revenue through subscriptions from its members. The process of seeking the funding of the Urban Non-Profit Company through sponsorships and subscriptions from its members is made so that it can remain viable and operational for at least the next five (5) years.

## 10.1 Strategy chart:

Powerful operation  
organization

Gathering the maximum real percentage of non-  
marketable assets in order to emerge as the  
main source of resources available to the  
Structures

Creation of a stable subscription relationship  
with the members of the UNPC

Achieve a smooth stream of corporate  
sponsorships within their social  
responsibility

The proposed model is based on the creation of a dual source of funding as described above.

### ***Assistance from social structures***

To begin with, then, inversely, we give a detailed description of the concept of 'assistance from social structures'. Social structures can, upon the invitation of the Urban Non-Profit Society, become members and provide a (low-cost) annual subscription while receiving as many fresh fruits and vegetables as they want.

Such assistance will bind the Urban Nonprofit Company with the social structure in a stable relationship for the delivery or receipt of fresh fruit and vegetables. The benefit of the structures under this agreement is meeting its fresh food needs which it receives without restriction. The result of this seems to be the effectiveness of the structure that manages to

fulfill its role and be functional. If it fails to have the food it needs, then it loses a bit of its object.

Under a different arrangement and without this assistance the structures would lead to food shortages. The structures therefore strive in every way to be consistent with their obligations and meet their purpose. And the annual subscriptions that the structures will be required to pay will serve as a source of revenue for the Urban Nonprofit in conjunction with the sponsorships.

### ***The maximum of non-marketable products***

Going into the chart analysis, we emphasize that Urban Nonprofit Companies should maximize merchants' unsold products. In this way it will become the main source of food available to social structures.

The Urban Nonprofit Company gaining the highest level of raw fresh fruits and vegetables from traders gains an advantage as Urban Nonprofit members can get as much food as they want.

Beyond the existence of other related business, it will stand out in that it will gather sufficiently large quantities of fresh food to satisfy sufficiently the needs of the structures.

### ***Benefit for suppliers-traders***

Finally, we need to think about why traders want to give their merchandise to the business while they can either throw it away, or deliver it themselves in a structure in which they



have developed a relationship as mentioned earlier, or even to divide them into vulnerable groups themselves.

The UNPC therefore needs to give a strong incentive to stores to give their non-marketable products a listing and then make them available on social structures.

As the UNPC, according to its founding statutes, cannot generate revenue through food sales because it does not accomplish its purpose

Traders-suppliers of the Urban Nonprofit Company by giving unpackaged fruits and vegetables improve their corporate social responsibility, they are actively involved in actions that have a positive impact on society.

In addition, traders sell non-marketable fruits and vegetables to the Urban Non-Profit Company, which itself is sorting out edible products. Otherwise traders would have their food directly on social structures, they would have to sort and offer it to social structures by wasting time on their jobs. However, by distributing food to the Urban Nonprofit, its employees are sorted out and distributed to social agencies by the vehicle purchased on the project budget or representatives of the structures receive the food in person from the Urban Nonprofit's premises Company.

Apart from the profit of time traders by giving food to the Urban Non-Profit Company, they also reduce their operating expenses. Specifically, traders who do not sell all the goods often return fruits and vegetables to producers, increasing operating costs through the transport of food. However, by giving unprocessed edible fruits and vegetables to the Urban Non-Profit Company, merchants' operating expenses are reduced.

Finally, with the release of fresh fruits and vegetables to the Urban Non-Profit Company, traders' waste is being reduced as the volume of waste collected under the responsibility of the Thessaloniki Central Market, while protecting the environment from additional waste.

## 11. Organizational Structure

The creation of a new improved organization chart is intended to enhance the 3 core functions of the Urban Non-Profit Company for its more efficient operation.

**The nerve-wracking functions of the Urban Nonprofit are:**

- Finding / gathering of sponsorships
- Collection and sorting of products
- The distribution of products in cooperating social structures

Therefore, by recording the needs of the Urban Non-Profit Company, we can conclude that the jobs which need to be filled are those of the General Manager and the sponsor, the Director of Product Collection and Sorting (eg Food Technologist) and finally the position of Product Manager. In addition to these responsibilities, these 3 employees will also be involved in the collection, inspection, sorting and loading of foodstuffs, with the ultimate goal of sending non-market foods to affiliated social structures with the vehicle already owned by the Urban Non-Profit Company.

### ***General Manager and responsible for sponsorships***

Given the importance of sponsorship to the operation of the business, the position of General Manager is at a crucial juncture as it has the primary responsibility to seek and find the primary source of revenue for the business.

Writing and evaluating a proper sponsorship proposal is a prerequisite for sponsoring to attract potential sponsors and contribute to achieving corporate goals.

But as the main focus is on finding resources and revenue we need to know how businesses - potential sponsors - want to:

- Advertising and promotion
- No risk
- Reliability
- Actions targeted at media for advertising

Sponsors interested in financially supporting the Urban Nonprofit and its action will be able to "adopt", financially, structures and sign a contract with them. Next, there will be boards within the Urban Nonprofit Company listing all the donor names, while the website of the project "Social Plate" through which the Urban Nonprofit was created will contain the logos of the companies support its sustainable operation.

Finally, the vehicle used to transport the food will carry the sponsor's logos as long as their visibility is their primary concern.

### ***Job Description / Tasks of the Sponsor***

The strategic and systematic expansion of the existing donor base and the strategic attraction of new sources of funding.

- participation in the organization and implementation of funded programs and actions.
- The collection and processing of project financial data and results.
- Managing relationships with sponsors, including formal obligations to them (eg contracting).
- Strengthening the network of the Urban Non-Profit Company.
- Writing and preparing proposals and applications for funding.
- The systematic presentation of the goals and vision of the business to stakeholders so that it can be further promoted throughout Greece.

At this point, it should be noted that there is a risk of losing the momentum and shifting sponsorships in a different direction to social issues. Topics that are more relevant and relevant.

In order to avoid such phenomenons the business must first identify clear social groups that it supports. These groups have been around for a long term and their support is contributing into making our society run smoothly, for example, homeless, unemployed, refugee or economically weaker families.

### ***Responsible for product collection and sorting***

Equally of the highest importance is the one of the collector and sorter of unsold products.

Until now, the edible and non-edible food was sorted by the employees of the Urban Non-Profit Company with visual inspection and manual. A key element that will enhance food quality control is the recruitment of a well-trained and skilled food technician.

Until now, the employees of the Urban Nonprofit Company were taking the food out of the crates, manually selecting them without the use of any technological means, and then replacing the crates with the proper food.

In technological part, a sorting track would be useful enough to make product collection and packaging faster and more systematic. With the conveyor belt UNPC employees will be able to drop non-tradable items so that they all end up in a container or storage box. This will also help to increase employee productivity as they will not waste useful and substantial time on their work to choose food.

The next step will therefore be to receive them from the dispatcher and deliver them to the partner structures.

### **Position description / Tasks of the Concentrator and sorter**

The food handler or food collector has the following responsibilities:

- deals with the processing, packaging, transport, storage and quality control of foodstuffs.

- also ensures the standardization of the quality of food produced.
- examines ways and means of preserving their packaging.
- provides guidance on quality control and product hygiene.
- oversees the transportation and storage of foodstuffs so they are not at risk of deterioration.

Last but not least is the one of the Product Manager or the Logistics Manager. Its tasks are enhanced as the role of the product manager will be to coordinate the flow of products from the production stage to the social structures.

This can be done by an employee who is already active in the Urban Profit Organization and has the required experience and knowledge of the transportation and disposal of fresh fruits and vegetables and can certainly be contributed by volunteering.

In the long run, we can appreciate the presence of one more employee whose responsibilities and role will be exclusively the distribution and transfer of products to the cooperating structures.

When non-marketable products have gone through all the necessary controls and are properly packaged, the next step is to make them available to the partnering social structures.

This position substantially supports the operation and continuation of the Urban Non-Profit Company. Because if there is no distributor, then the food will never be able to reach the cooperating structures and from there reach to the vulnerable groups that need them.

Add to that the communication it has with existing customers and the effort to find new social structures. It will be tasked with explaining and underlining to social actors how a key element of the agreement with the Urban Nonprofit will be the distribution of non-food products in as many volumes as possible and the subscribers' participation in the UNPC.

The person taking up this post needs to have consistency and awareness of this crucial role in business.

### **Position Description / Tasks of the Distributor**

- Development methods and procedures for suppliers of raw materials planning to support production to cover the demand of social actors and to keep costs at budget levels.
- Supervise the stock management process.
- Receipt insurance, storage and safety of products.

## **12. Ownership**

To accomplish this, the Urban Nonprofit Company needs to take personal responsibility for the implementation of the project (Ownership). This procedure relates to the bodies of the Committee, which according to its statutes are the General Assembly and the Administrator. The bodies of the Committee are responsible for its control, actions and functions.

In other words, those who are either members or employees of the Committee are required to assume responsibility for their position through the General Assembly. This practically means how from the place where they are to implement ideas, to set goals that will bring more profit to the Urban Non-Profit Company and of course make it more profitable.

The development and progress of the UNPC must be whatever constitutes it and truly strives for the success of the project. To do so, employees of the General Assembly and its Administrator need to realize how even the smallest role has something to do with the sustainability of the Urban Non-Profit Company.

The Administrator is definitely in charge of the most responsibilities and his role is extremely important. On the basis of this reflection, an annual evaluation of the activities of the UNPC is required. The Administrator is evaluated on the goals he has set, as well as the rate of their implementation and success.

However, members of the Urban Nonprofit Society through the General Assembly must also play an active role and contribute to their successful decisions. Above all, they should set economic and institutional goals, which will be aimed at both the harmonious functioning of the UNPC and its economic prosperity.

In addition, the members of the General Assembly and the Administrator are responsible for ensuring that the company adheres to its corporate purpose as stated in its Articles of Association, which will be pursued through the actions and decisions of the General Assembly. In addition, they check if the members and employees of the Urban Non-Profit Company act in their best interest and fulfill their institutional duties. It also assesses risks and manages them with prudent and effective controls.

### 13. Financial goals

Prior to the financial goals, the Urban Nonprofit Company sets out the institutional goals which are set out at the Articles of Association and substantially explains the reasons for its creation. These goals express the basic duty of the Urban Nonprofit Company to society.

The financial goals must be supported but also reflect those financial values that are considered the key to the success of the Urban Non-Profit Company.

In this case, the key size on which the Urban Nonprofit Company will depend on for its own survival is the total amount of fresh fruit and vegetables collected as well as the amount of sponsorship.

The amount of fresh fruit and vegetables collected is the most important size the company should focus on and then on the amount of sponsorships for the following reasons:

- The size of the quantity determines the dominance of the Urban Non-Profit Company

- The larger quantity of products makes the Urban Non-Profit Company competitive as it can provide sufficient quantities for the needs of the structures
- As the amount of fresh fruit and vegetables collected increases, structures that can serve are increasing too.
- The quantity of food makes the Non-Profit Company reliable in terms of quality and delivery times.

The amount of sponsorship plays an equally important role in success of the Urban Nonprofit Company. The UNPC needs capital not only to cover its operating expenses but also to support its existence

With the funds it receives from the grants it will be able to be consistent in paying its operating expenses such as salaries or rent but will also be able to take actions to "grow" it.

It will fund actions and events that aim to make the role and identity of the Urban Non-Profit Society known to the general public in order to attract additional supporters and sponsors.

The continuity and functionality of the Urban Non-Profit Company will be based exclusively on sponsors as we have already mentioned. These sponsors will substantially cover its annual operating expenses and allow it to continue its work for five (5) years. It is most likely that donors will differ on the amount they allocate annually to support the UNPC. It should be a key sponsor who offers the largest amount and be followed by smaller sponsors in their own way.

Besides, more capital means improving and increasing the tools at its disposal, thus better quality of food. At the same time, technology assistance allows for the selection of larger quantities of fresh fruits and vegetables in less time.

It is, of course, quite important to identify which sponsors it would be advisable to contact the Urban Non-Profit Company to ensure the required outcome. Large companies therefore



relying on Corporate Social Responsibility can provide the UNPC with the amount needed for its operational continuity and development.

The goal of the companies that will essentially become sponsors of the Urban Nonprofit Company will be the offer to the community as a whole, to raise consumer awareness, to build a relationship of mutual trust with the general public. For companies that decide to participate in their own way in the work of the UNPC, Corporate Social Responsibility will be part of a long-term strategy arising out of their debt to support society, looking not only forward but also around, trying to offer smiles.

## 14. Pros and Cons of the enterprise

The following spreadsheet aims to estimate the revenue and expenses of the Urban Non-Profit Company, based on data obtained from the on-site investigation and the responses we received on the quantities collected, the traders involved delivering the unprocessed food as well as the quantities that eventually end up in social structures.

### 14.1 Spreadsheet of Social Plate

<b>PAYROLL</b>	<b>€</b>	<b>MONTHS</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>EMPLOYEE 1</b>	650	14	9100	9100	9100
<b>EMPLOYEE 2</b>	650	14	9100	9100	9100
<b>EMPLOYEE 3</b>	650	14	0	9100	9100
<b>TOTAL</b>			<b>18200</b>	<b>27300</b>	<b>27300</b>

<b>FIXED EXPENSES</b>	<b>€</b>	<b>MONTHS</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
-----------------------	----------	---------------	-------------	-------------	-------------

<b>Accommodation</b>	50	12	600	600	600
<b>Vehicle's gasoline</b>	70	12	840	840	840
<b>Total</b>			<b>1440</b>	<b>1440</b>	<b>1440</b>

#### REVENUE of social structures

	Number	€	REVENUE
<b>Social structure/Entities 2020</b>	70	150	<b>10500</b>
<b>Social structure/Entities 2021</b>	85	150	<b>12750</b>
<b>Social structure/Entities 2022</b>	100	150	<b>15000</b>

#### REVENUE from SPONSORSHIPS

	Number	€	REVENUE
<b>Sponsors 2020</b>	15	1000	<b>15000</b>
<b>Sponsors 2021</b>	20	1200	<b>24000</b>
<b>Sponsors 2022</b>	25	1500	<b>37500</b>

#### ANNUAL BUDGET

		2020	2021	2022
<b>REVENUE</b>	Sponsorships	20000	30000	37500
	<b>Subset of revenue</b>	<b>20000</b>	<b>30000</b>	<b>37500</b>
<b>EXPENSES</b>	<b>PAYROLL</b>	<b>18200</b>	<b>27300</b>	<b>27300</b>
	Fixed	1440	1440	1440
	<b>Subset of costs</b>	<b>19640</b>	<b>28740</b>	<b>28740</b>
	<b>Profit</b>	<b>360</b>	<b>1260</b>	<b>8760</b>

The above calculations on operating expenses and wages are based on current economic data and market prices and a forecast is made over time until 2022.

So, explaining the spreadsheet, the operating expenses of the business were calculated as housing and expenses for moving the vehicle.

Subsequently, employee payroll has been calculated as we said based on the present economy data and adjusted accordingly. Note that there are projections for 2 employees in the business at the first year of operation of the Urban Non-Profit Company after the end of the project (2020) and are projected to increase to 3 in 2021 and 2022.

The stores that have so far partnered with the Urban Nonprofit and delivered non-market products are 20, a number which is expected to be doubled within the next year and by 2022 120 stores to be activated.

Specifying our observation, we note how each store from what is already activated calculates how it rejects approximately 16 tons of fruit and vegetables per year. Therefore, more stores means more tons of non-market goods each year.

So we see how by September 2019 248 tonnes of fresh produce had been collected and 176 tonnes were finally delivered to the structures. But as shown in the table, by 2020, less and less of fresh food will be used.

This can be explained as follows: Traders choose to give only foods that are usable and know that they will not be sold, that is, they will be screened for a larger quantity of food.

Referring to the partnering SSEs, in 2018 the number of structures was small as the UNPC had just been set up. In 2019 the number of social structures that received food from the Urban Non-Profit Company reached 65. So we conclude, beyond high resonance, that social structures gain a steady relationship with it, will grow year by year. It is predicted that the number of social structures will reach 100 by 2022.

What about the sponsorship revenue, only a forecast can be made, as there is no given situation to be able to predict the number of sponsors and the amount of sponsorship that will be collected.

The Urban Non-Profit Company, in addition to the revenue from subscriptions to social structures, is necessary to reach out to public and private companies that can provide it.

The Urban Nonprofit Company needs to reach out to sponsors to remain viable and operational. In the event of a profit being made, the Urban Nonprofit Company can implement publicity actions to enable it to grow and reach even more sponsors.

## 15. Conclusions

The practice of social franchising, on which the Social Plate venture is based, is, on an international level, a new and ongoing process.

For the last 20-30 years various non-profit organizations and social enterprises have been working with other partners in the form of a social franchise to disseminate and replicate their successful model.

The ultimate goal, of course, is to contribute to achieve their social purpose in more and more places on the planet and to provide their services to as many beneficiaries as possible.

Since the driving force of social enterprise operation is to meet social needs, there is scope for adjusting the details of cooperation according to the local specificities of achieving this goal.

For Greece, however, it is a completely new practice, since there is no such record. So far no attempt has been made to reproduce a social enterprise based on the practice of social franchising.

There is no text written in Greek that serves as a guide to how it works and what results we can expect by applying social franchise theory. In case that any social enterprise would like to study and obtain information on the process they should seek foreign language bibliography.

The social franchise model is essentially a response to today's network society.

It ensures the spread of a successful idea and implementation of a program to face a social problem, without having to increase the bureaucracy of the original organization which would mean more complicated and cumbersome processes and thus delay in achieving the result.

To summarize, social franchising allows excluded populations, both geographically and socio-economically, to access proven, quality service at low cost.

The social franchise finds space and is successful where state-of-the-art catering is inadequate, while a purely private initiative would have no incentive to grow because of the low profit margin it would have on similar populations and areas.

Social franchising thus achieves accessibility for populations that would not have access to such services due to poverty or remoteness from residential complexes, eg. medical, welfare etc.

## ANNEX

### 1. Export Questionnaire Results

**Interreg**  
**Greece-Bulgaria**



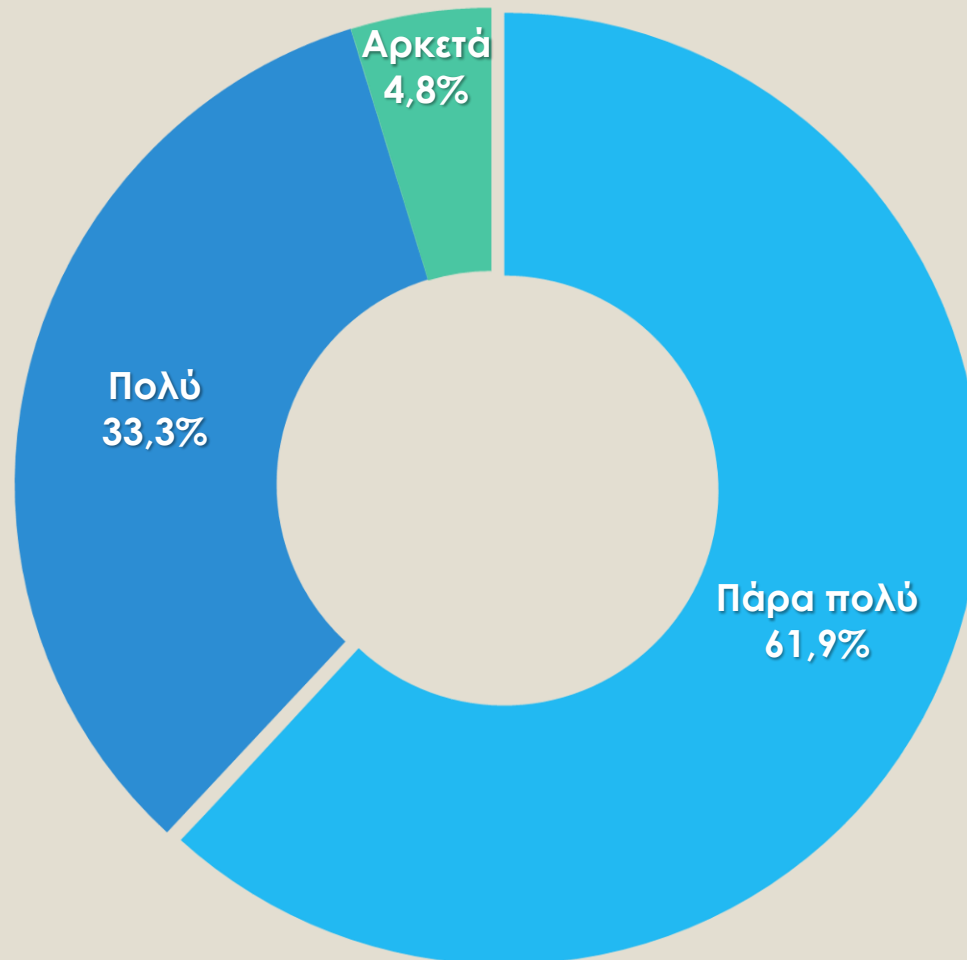
**SOCIAL PLATE**  
SUPPORTING SOCIAL ENTERPRISES IN COMBATING POVERTY AND SOCIAL EXCLUSION

European Regional Development Fund

ΕΡΕΥΝΑ ΑΞΙΟΛΟΓΗΣΗΣ ΤΗΣ  
ΑΣΤΙΚΗΣ ΜΗ ΚΕΡΔΟΣΚΟΠΙΚΗΣ ΕΤΑΙΡΕΙΑΣ  
ΠΟΥ ΔΗΜΙΟΥΡΓΗΘΗΚΕ ΣΤΑ ΠΛΑΙΣΙΑ  
ΤΟΥ ΕΡΓΟΥ "SOCIAL PLATE"  
ΝΟΕΜΒΡΙΟΣ 2019

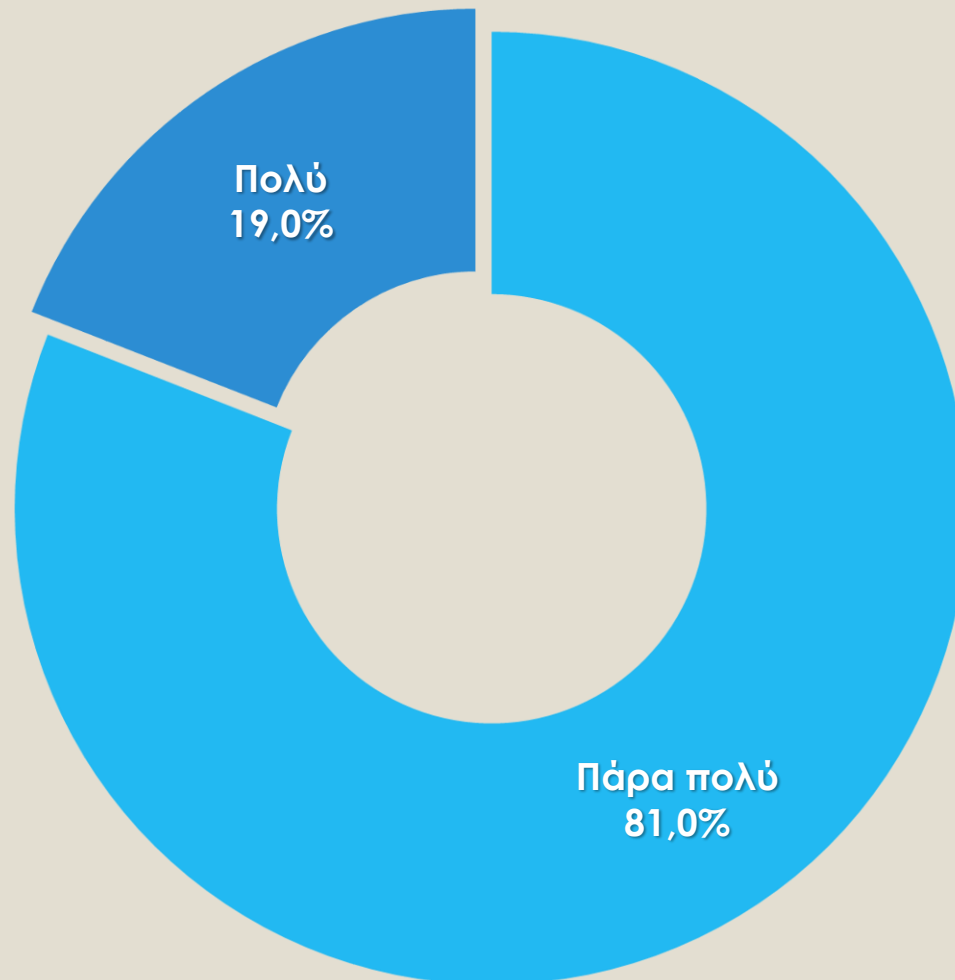


Πόσο ικανοποιημένος/η είστε από τη λειτουργία της ΑΜΚΕ;

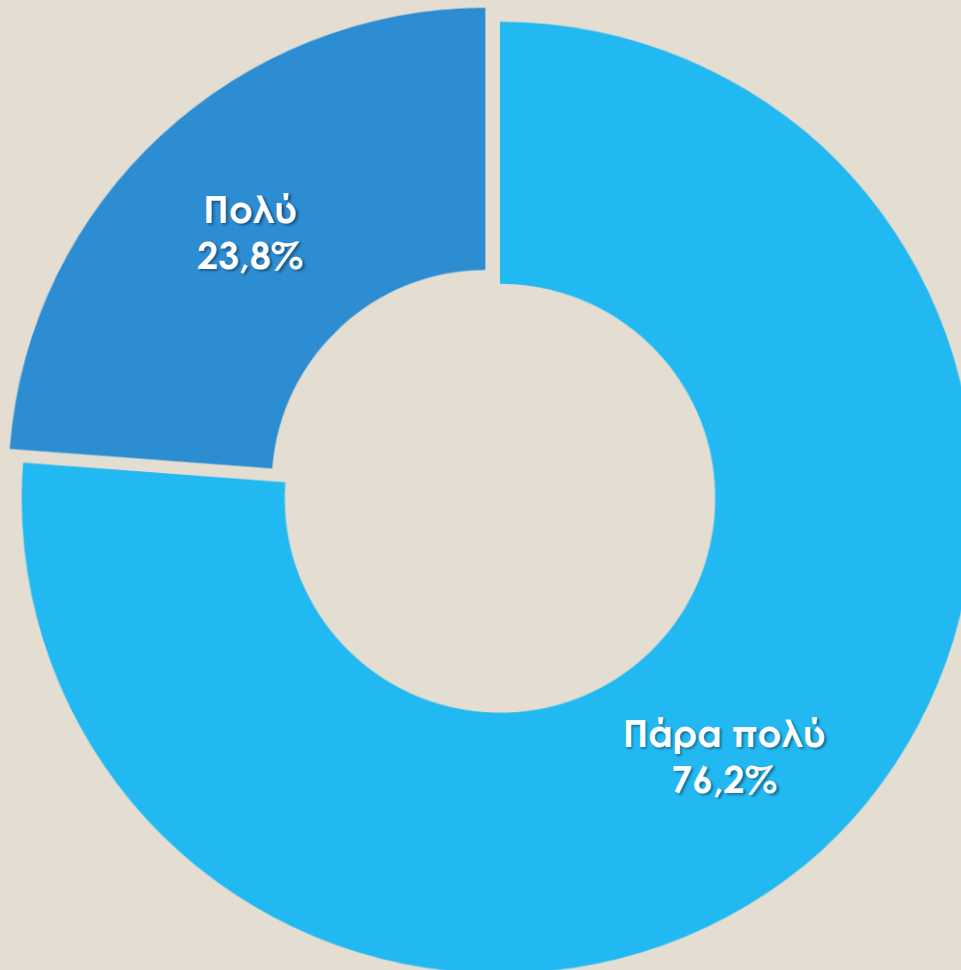




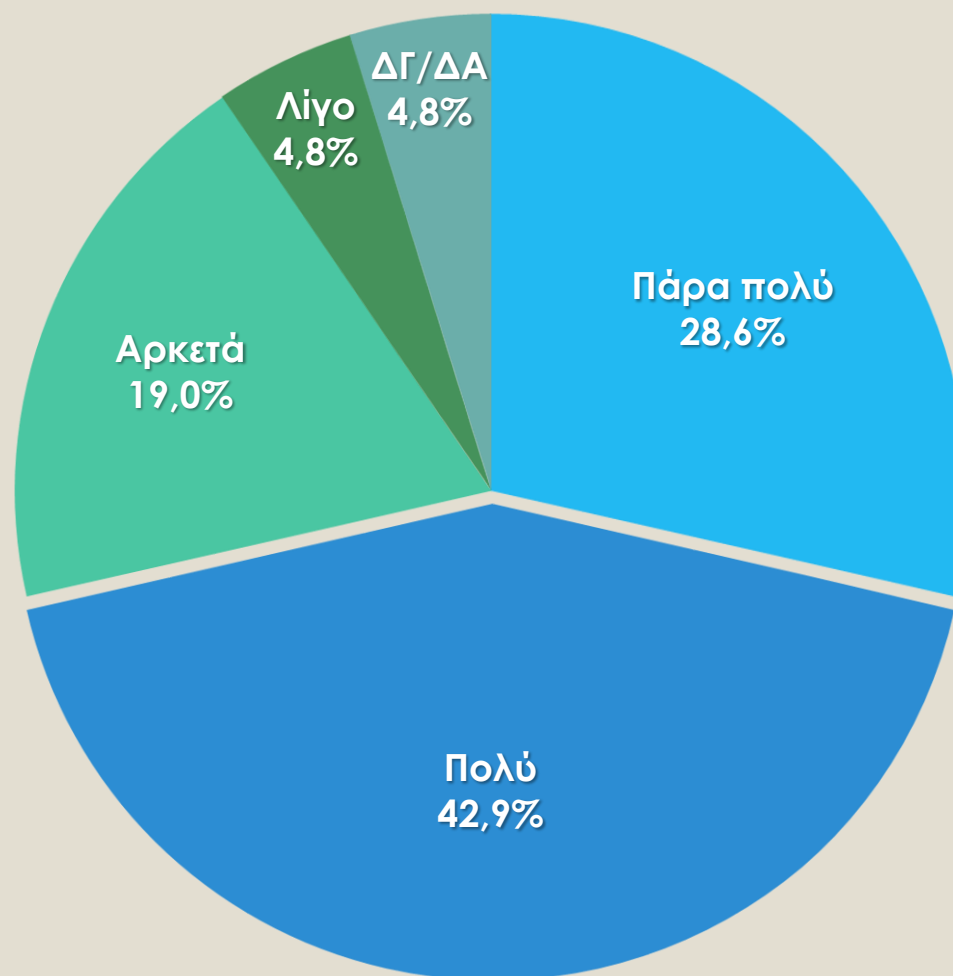
## Πόσο αποδοτικοί είναι οι εργαζόμενοι της ΑΜΚΕ;



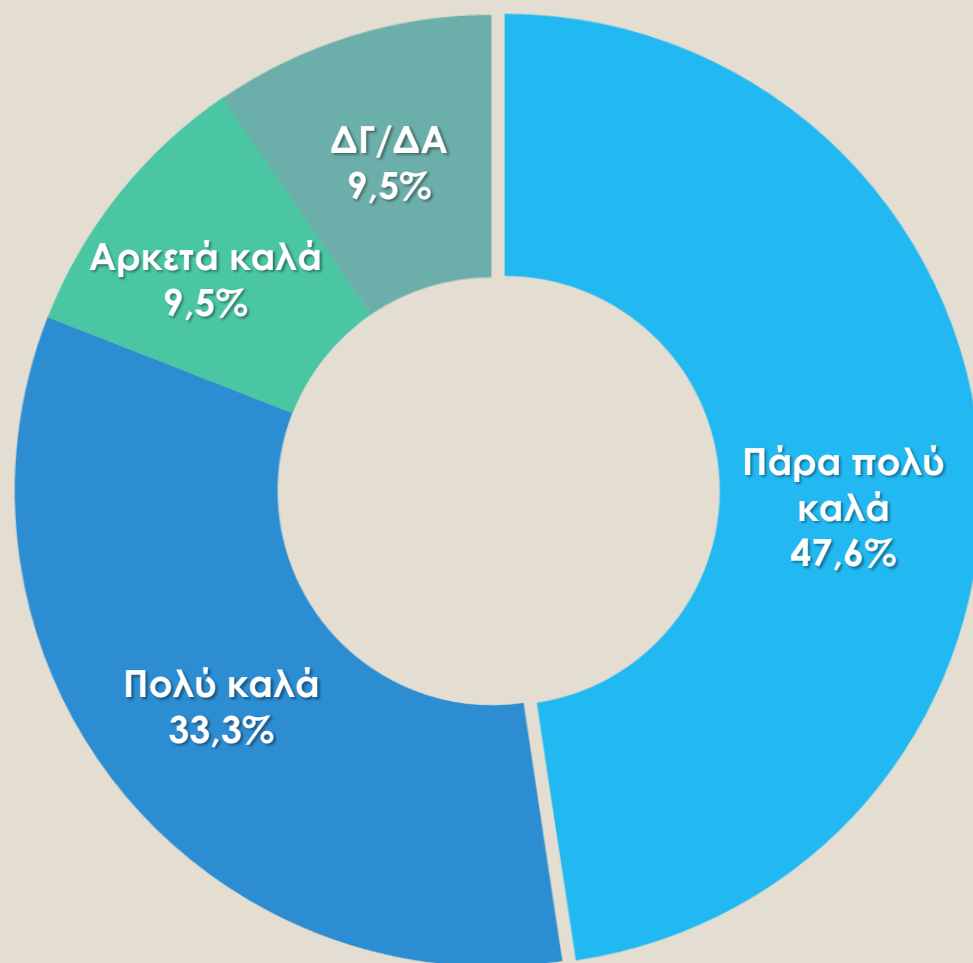
Πόσο επαρκείς για την εκτέλεση των καθηκόντων τους  
θεωρείτε **τις γνώσεις και τις ικανότητες των  
εργαζομένων** της ΑΜΚΕ;



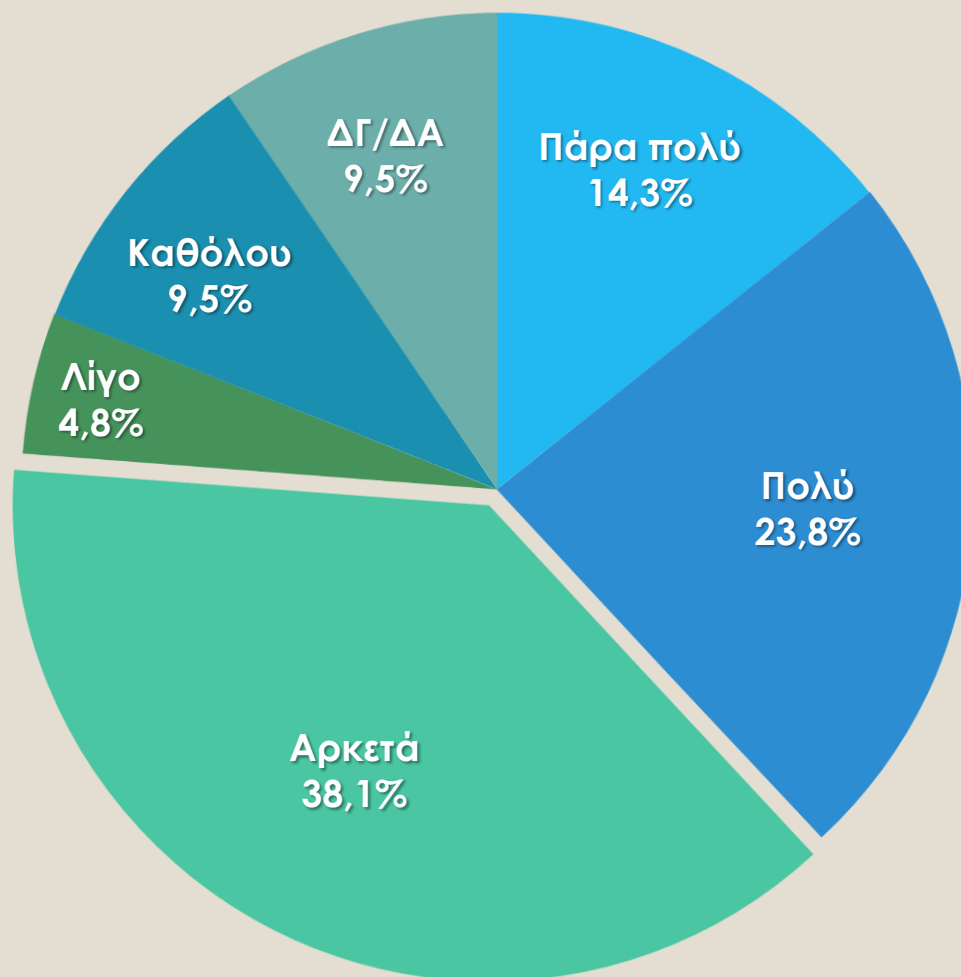
Θεωρείτε ότι καλύφθηκαν επαρκώς **οι ανάγκες της ΑΜΚΕ**  
στη διάρκεια λειτουργίας της;



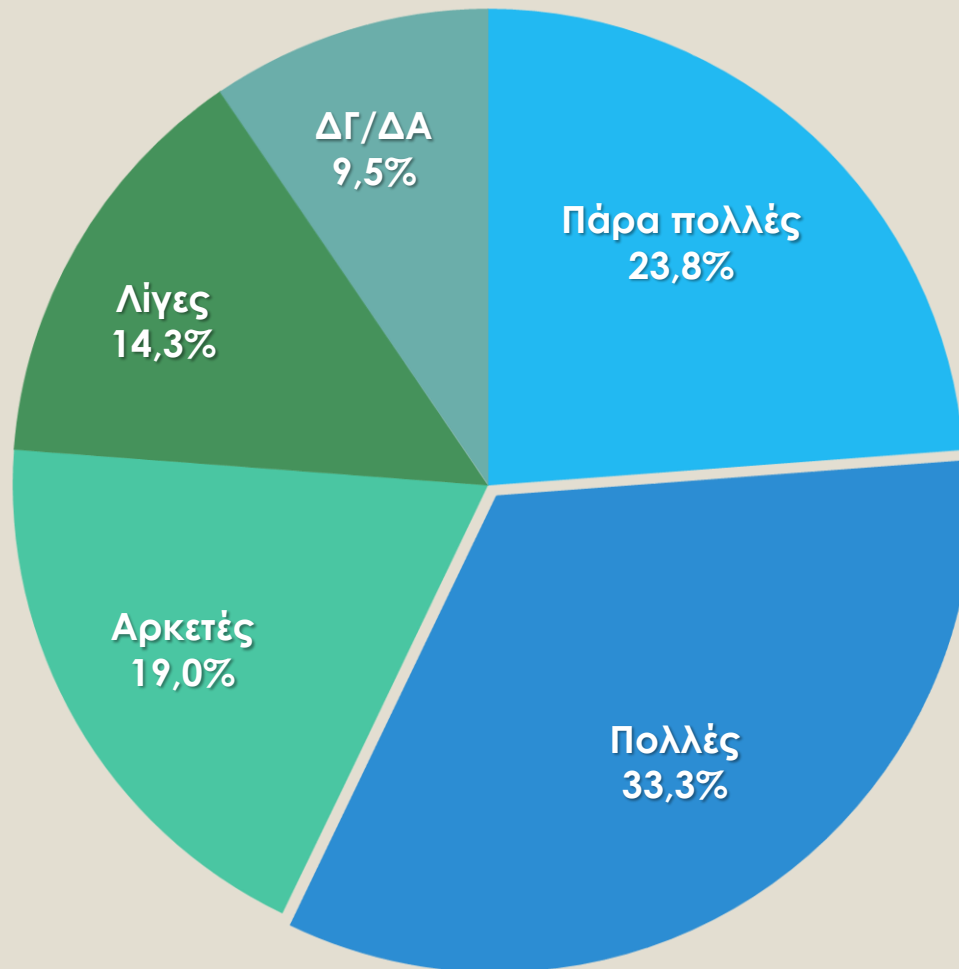
Πώς αντιμετωπίστηκαν **έκτακτες/δύσκολες περιστάσεις**  
κατά τη διάρκεια λειτουργία της ΑΜΚΕ;



Πόσο αναγκαία θεωρείτε μία ενδεχόμενη επιπρόσθετη  
εκπαίδευση των εργαζομένων της ΑΜΚΕ;



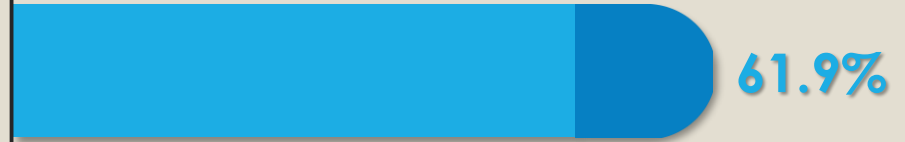
Θεωρείτε ότι παρουσιάστηκαν **ευνοϊκές συνθήκες** κατά τη διάρκεια λειτουργίας της ΑΜΚΕ;



Αναφέρετε μερικές από τις **ευνοϊκές συνθήκες** που θεωρείτε ότι δημιουργήθηκαν κατά τη διάρκεια λειτουργίας της ΑΜΚΕ:

## ΠΟΛΛΑΠΛΕΣ ΑΝΑΦΟΡΕΣ

Μεγαλύτερη ανταπόκριση εμπόρων και φορέων/ αύξηση ευαισθητοποίησης και συμμετοχής



Οργάνωση μεγάλου δικτύου φορέων



Προώθηση των διασωθέντων τροφίμων σε ανθρώπους που τα έχουν ανάγκη.



Δράσεις ενημέρωσης

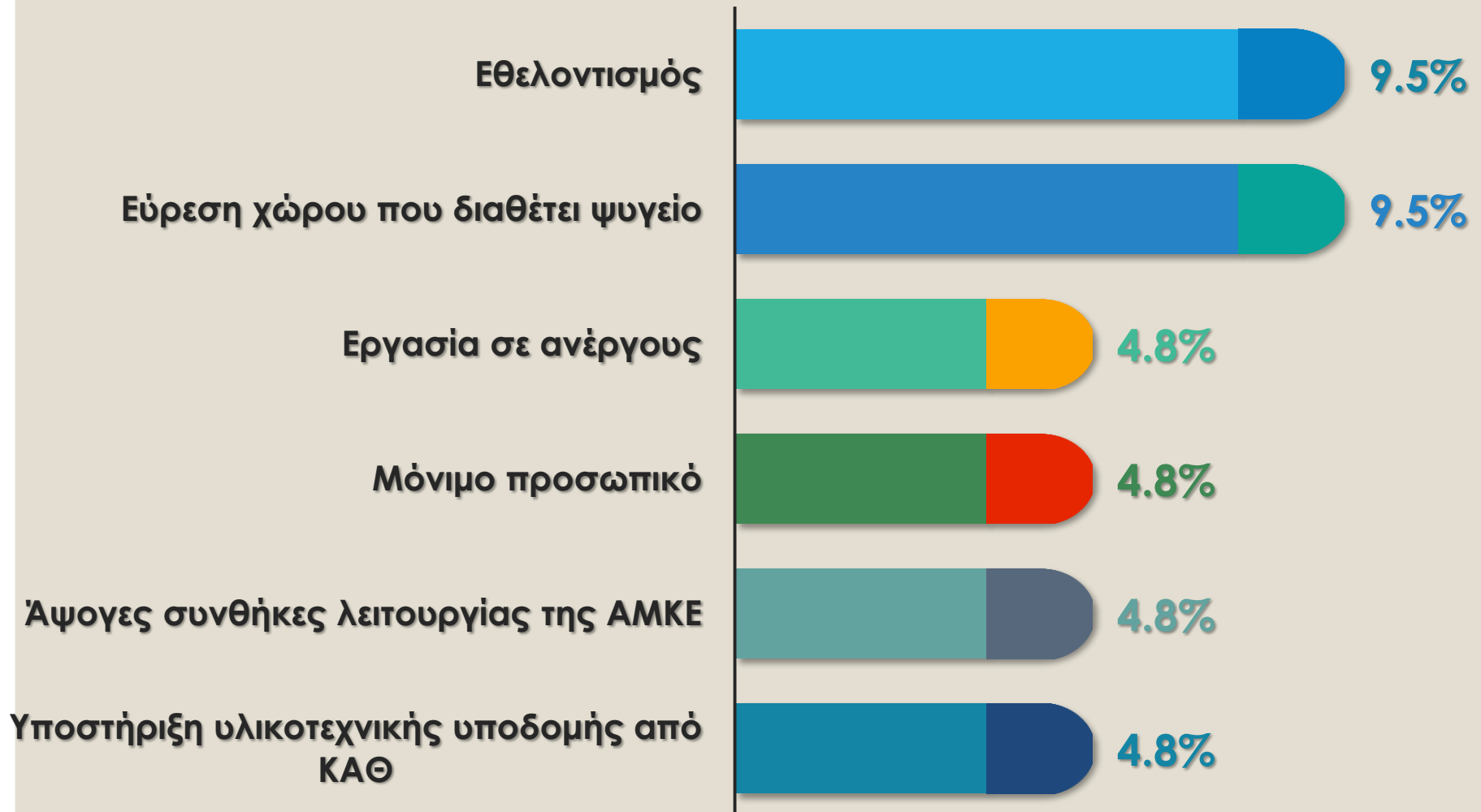


Πολύ καλή συνεργασία με στελέχη και εργαζομένους της ΚΑΘ Α.Ε.



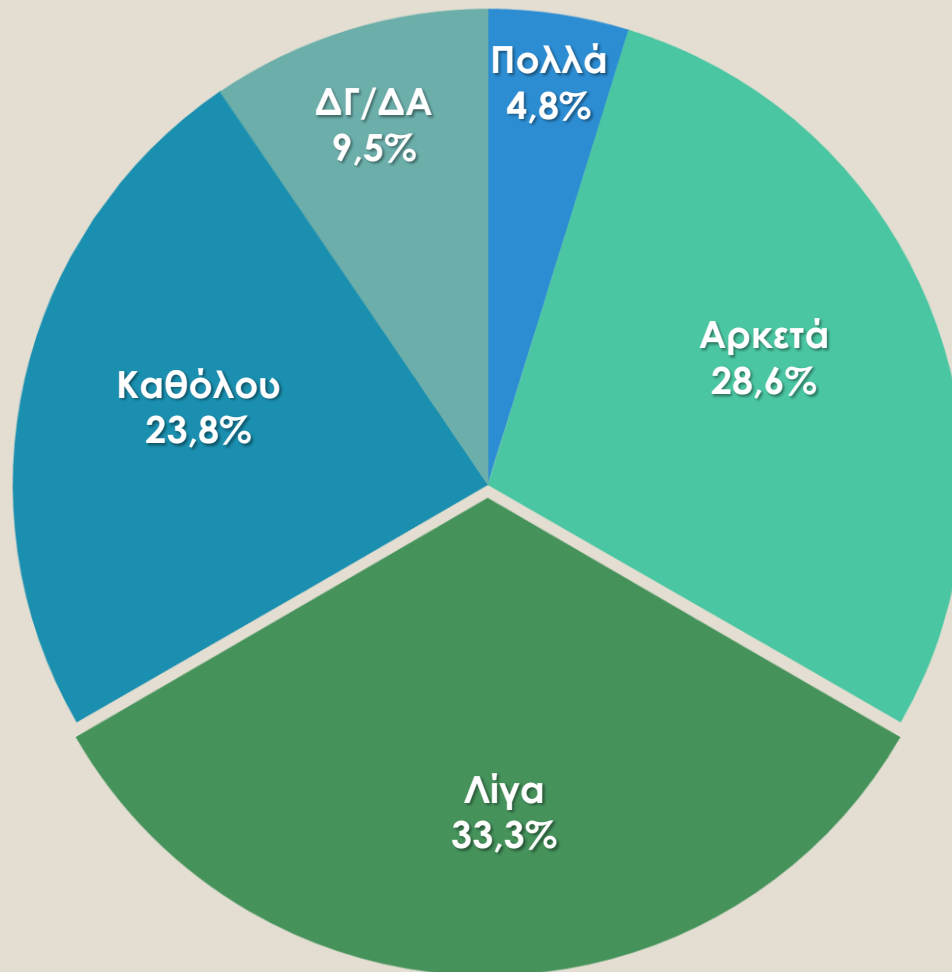
Αναφέρετε μερικές από τις **ευνοϊκές συνθήκες** που θεωρείτε ότι δημιουργήθηκαν κατά τη διάρκεια λειτουργίας της ΑΜΚΕ:

## ΠΟΛΛΑΠΛΕΣ ΑΝΑΦΟΡΕΣ





Θεωρείτε ότι παρουσιάστηκαν **σημαντικά προβλήματα**  
κατά τη διάρκεια λειτουργίας της ΑΜΚΕ;



Αναφέρετε μερικά από τα **σημαντικά προβλήματα** που  
εωρείτε ότι δημιουργήθηκαν κατά τη διάρκεια λειτουργίας  
της ΑΜΚΕ:

Έλλειψη πόρων για πιο ολοκληρωμένη  
δράση (προσωπικό, εξοπλισμός)

38.1%

Ελλιπής διαχείριση απορριμάτων

9.5%

Έλλειψη τροφοδοσίας με φρούτα/λαχανικά  
από τους εμπόρους

4.8%

Καθαριότητα

4.8%

Όχι καλή κατανομή των κονδυλίων του  
προϋπολογισμού του προγράμματος  
(μεγάλα ποσά σε μη παραγωγικές δράσεις)

4.8%

Κανένα

14.3%

ΔΑ

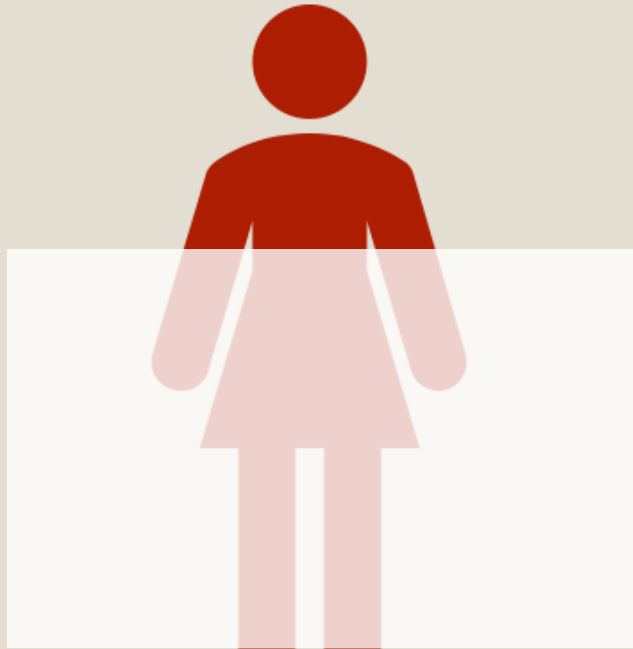
23.8%

**ΔΗΜΟΓΡΑΦΙΚΑ**

**ΣΤΟΙΧΕΙΑ**

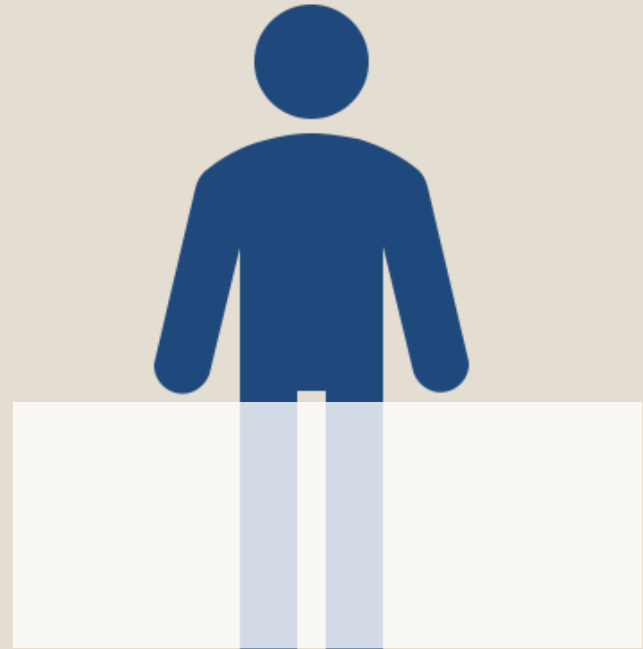
# Φύλο

38,1%



Γυναίκες

61,9%



Άνδρες

## Ρόλος συμμετέχοντα στην ΑΜΚΕ:

