



# **YOUTH ENTERPRISES AND PUBLIC SECTOR FOR A SUSTAINABLE SOCIETY(YEP) PROJECT**

**„GENERATING NEW STRAGIES AND POLICIES IN FIELD OF CORPORATE SOCIAL  
RESPONSIBILITY AND SOCIAL ENTREPRENEURSHIP“**

# Introduction

YEP is a project under the Key Action 2 of the ERASMUS + Youth programme. It is realized in Italy, Turkey, Greece and Slovakia and involves 400 youngsters directly, and over 1000 indirectly. It aims at encouraging the cooperation among the 3 basic sectors of the society (private, public and civil society) to promote its sustainable development as a whole through the promotion of socially responsible actions (as foreseen by the corporate social responsibility (CSR) and social entrepreneurship (SE) concepts). As a continuum, these partnerships will lead to the creation of new opportunities for personal and professional development of young people facilitating their entrance in the labour market. Youth workers and young people, directly involved in different local activities, gain competences, ability and authority to make decisions, implement change in their own lives and guide other individuals and/or organizations.

## ***Target Groups***

- Turk Girişim ve İş Dünyası Konfederasyonu
- Anaptixiako Kentro Thessalias
- TDM 2000
- Social Innovation and Entrepreneurship Development Association of Slovakia
- Tera Ankara Müşavirlik Mimarlık Mühendislik Taahhüt Ticaret Ltd Şti

This project intends to enhance ...

In the report there are 4 sectors to suggestions and interviews for best practices;

- NGOs
- Public Sector
- Private Sector
- Universities

# 1. GENERATING NEW STRAGIES AND POLICIES IN FIELD OF CORPORATE SOCIAL RESPONSIBILITY AND SOCIAL ENTREPRENEURSHIP TO NGOS

NGOs should:

- Provide openly their points of view from the field to other actors (formal educational sector, business sector and especially public sector). This can be also translated in being more open for cooperation and providing promoting common open discussions with other stakeholders.
- Connected, the NGOs should try as many ways as possible to provide the public institutions with the needs of their target groups and the results obtained with their work with them. This should facilitate the public institutions to support their missions in a more synergic way.
- Establish more common synergies with other NGOs to create concerted strategies. This would avoid losing of time and energy as well as duplicating of same actions, and will maximize the impact generated and give the chance to take the best from different expertise of actors of the field. Also, the NGOs should provide as much as possible information and education on different socially relevant topics on which they have different expertise to each other.
- Striving for recognition of youth work at European level. This would generate the following results:
  - 1) Support the establishment of dedicated university courses
  - 2) Generate more social recognition and therefore investment on this field by public authorities and private sponsors
  - 3) Augment the number of people interested in undertaking this career
  - 4) Ultimately, all of the previous results lead to more work done in the field, which generate and added social impact
- Produce a “Social Balance Sheet” which gives transparency to all the actions undertaken during the year and the way in which the financial support received by different actors has been used, underlining the social impact generated by such resources.
- Contribute in the education of young people, parents, teachers and other stakeholders on the global responsibility, global impact, effect of consumptions, corporate responsibility and social entrepreneurship. This should also lead in more close relationships between formal and non formal education system to cooperate in the growth of children and youth as well-informed citizens and human beings able to actively participate in society and be conscious consumers.
- Practice what you preach: if working on environmental issues, be sure that you adopt strategies in your workplace that are in line with what you are promoting; if working on

support to disadvantaged categories, make sure there is an equal inclusive approach towards all relevant categories. This should be part of the working culture of the organization and be enforced also through dedicated trainings for employees and volunteers.

- Promote sustainability and social impact from different points of view. An NGO working with migrants should also be aware of environmental challenges. I.e. an organization striving for inclusion of people of disabilities, should also make sure to respect own workers and guarantee a fair treatment (gender equality, etc.). This should be embodied in the core values of the organizations. To work on a topic does not mean the “conscience is clean” and we can forget about the rest.

**PARTNER NAME: TDM2000 (Italy)**

**PROFILE OF INTERVIEWEE**

<b>NAME AND SURNAME</b>	Annibale Morsillo
<b>SECTOR</b>	NGO
<b>ORGANIZATION – WORKING PLACE</b>	CSV Foggia
<b>POSITION</b>	Consultant
<b>AGE</b>	44
<b>GENDER</b>	Male

**INTERVIEW QUESTIONS:**

<b>1) What do you think about CSR and SE?</b>	<p>Corporate Social Responsibility is a value that companies can no longer do without, especially in the coming years it can become an opportunity for implementing the goals of the 2030 Agenda with a central role for businesses.</p> <p>Social Enterprise is a qualification that all companies should acquire, in order to be increasingly competitive in a global economy that is much in need of Social Impact and Involvement.</p>
<b>2) Please give to us the most important 3 key words in CSR and SE? Please explain why briefly?</b>	<p>CSR: accountability, transparency, impact, to assess the social impact of businesses in a clear manner, also through comparable indicators both territorial and European.</p> <p>SE: cooperation, participation and the future because social enterprise can truly represent the human and sustainable response to the evolution of the global economy.</p>
<b>3) Do you have any good example? Either you have implemented or being informed?</b>	<p>I know I am biased but in 2016 I set up a social cooperative with the status of a social enterprise and I consider it the best possible qualification for conducting business activities.</p>
<b>4) Do you know about any cooperation between various</b>	<p>Currently all calls, from regional ones to European ones, support the collaboration between education, civil society, public, business. In particular, in the Puglia Region a program is started called "Puglia Capitale Sociale 2.0" which through</p>

<p><b><i>sectors (education, civil society, public, business) in these areas?</i></b></p>	<p>various calls is just trying to promote and support both the social enterprise and corporate social responsibility initiatives. <a href="https://pugliasociale.regione.puglia.it/dettaglio/-/articolo/67381/parte%20in%20puglia%20pugliacapitalesociale">https://pugliasociale.regione.puglia.it/dettaglio/-/articolo/67381/parte in puglia pugliacapitalesociale 2 0</a></p>
<p><b><i>5) Any suggestions or tips to one of these sectors to implement, related with SE and CSR?</i></b></p>	<p>Just as there is a European cooperative it would be nice to also have a European social enterprise, while on corporate social responsibility it would be nice to have common European guidelines for defining indicators that assess the social impact produced by companies.</p>

## 2. GENERATING NEW STRATEGIES AND POLICIES IN FIELD OF CORPORATE SOCIAL RESPONSIBILITY AND SOCIAL ENTREPRENEURSHIP TO PUBLIC SECTOR

Corporate social responsibility (CSR) was historically a business-oriented idea that companies should voluntarily improve their social and environmental practices. More recently, CSR has increasingly attracted governments' attention, and is now promoted in public policy, especially in the European Union (EU). Conflicts can arise, however, when advanced welfare states introduce CSR into public policy. The reason for such conflict is that CSR leaves key public welfare issues to the discretion of private business. This voluntary issue assignment contrasts starkly with advanced welfare states' traditions favoring negotiated agreements and strong regulation to control corporate conduct.

### Suggestions for the public sector

- Mandatory reporting requirements on sustainability issues, requiring all state-owned enterprises to use the reporting standard developed by the GRI ([www.globalreporting.org](http://www.globalreporting.org)).
- CSR should not be considered a separate policy topic; instead, they encourage its integration into existing policy areas.
- Ethical investment guidelines for the pension fund and the mandatory reporting requirements on environmental impact, gender equality, and working environment.
- Financial contribution to the UN Global Compact
- Introduction of public-private partnerships to actively involve businesses in solving domestic, employment-related problems
- Promotion of business-driven social responsibility, and launch of a list of actions, including a requirement for the largest companies to disclose social and environmental information.
- Promotion of sustainable development (free online guidebook and compass of CSR and SE)

### Sustainable Greece 2020

<https://www.sustainablegreece2020.com/>

Greece is at a critical point of its history. It is high time we manage a totally new reality and seek a new development model which will allow us not only to exit the current economic crisis but also to create the basis for a sustainable economy while ensuring social cohesion through a balanced approach towards economy-society-environment. In order to come up with specific recommendations and actions that would contribute to the creation of a sustainable society, it is very important to involve all relevant parties and to strengthen cooperation between the public and the private sphere.

"Sustainable Greece 2020" Public Initiative has the goal to:

To create the necessary tools and methodologies that would support both the private and public organizations in their effort to incorporate Sustainable Development in their operations.

To support the work of national authorities in their effort to shape public policies in the direction of Sustainable Development, through a structured dialogue, the transfer of know-how and the development of common methodologies.

To contribute to a change with regards to how our country is perceived abroad as far as sustainability is concerned, through actions developed by Organizations and Businesses.

## **Public Power Corporation**

Public Power Corporation is the biggest electric power company in Greece. It is controlled by the Greek government, which owns a majority of the issued shares.

Corporate Social Responsibility is considered as an indispensable and important part of PPC strategic planning by undertaking initiatives and applying specific policies relevant to the following:

- The provision of high quality services to its customers,
- The management of actions taken for the local communities and the Environment,
- The sustainable development for the Society, National Economy and its Personnel.

Based on this starting point, PPC implements major projects which include the following: the society, clients, personnel, environment, sustainable development policy etc.

## **DESFA and Ministry Of Environment & Energy RAE (Regulating Authority for Energy) in Greece**

The National Natural Gas System Operator (DESFA) S.A. is responsible for the operation, management, exploitation and development of the National Natural Gas System and its interconnections, in a technically sound and economically efficient way, in order to best serve its Users with safety, reliability and adequacy.

The core business of DESFA is the belief that the development of its activities will have the best results when achieved in a sturdy social environment. In this light and aiming towards operating in harmony with society, DESFA attaches great importance to the issues of Corporate Social Responsibility (CSR). Acting systematically to improve, not only the energy sector, but also every aspect of the CSR program, whose main concern is for its decisions and actions to support Greek society, to protect the environment and to promote the principles of business excellence, creating value for all social partners.

DESFA's commitment is to implement an integrated Corporate Responsibility Program that ensures cooperation with local communities, aligns with the Employees, promote and celebrate Culture and reduce its Carbon Footprint.

For 2018, with the assistance of Ministry Of Environment & Energy RAE (Regulating Authority for Energy) in Greece DESFA prepares a new multifaceted Corporate Social Responsibility program based on the same philosophy and principles that pervade the natural gas pipeline network that crosses Greece, connecting diverse communities and improving the quality of life of their inhabitants.

The program's goal is to transform the energy DESFA carries via the national gas system, from the village of Kipi in Evros and Promachon to Megalopolis, into an "Energy of Contribution" that supports Humanity, Culture, the Environment, Sports, Education and Youth, covering essential needs in the areas that the Network crosses and beyond

## **PARTNER NAME:**

## **PROFILE OF INTERVIEWEE**

<b>NAME AND SURNAME</b>	CHRISTOS NISTAS
<b>SECTOR</b>	SOCIAL ENTREPRENEURSHIP
<b>ORGANIZATION – WORKING PLACE</b>	DIKTYO KOINWNIKHS YPOSTIRIXIS (SOCIAL SUPPORT NETWORK)
<b>POSITION</b>	ASSISTANT MANAGER
<b>AGE</b>	27
<b>GENDER</b>	MALE

INTERVIEW QUESTIONS:

<p><b>1) What do you think about CSR and SE?</b></p>	<p>In my views CSR is very critical for any sustainability of any corporate. Corporate Social Responsibility is key activity by corporate to build long term wealth,brand and customer loyalty through doing social activities for targeted populations in particular area in time bound manner for targeted outcomes like providing sanitation facility,education facility,health facility,tree plantation.Majority of corporate do CSR not as obligation but for building long term connect with the community.</p> <p>Social entrepreneurship is doing Good and making money. Its a middle path of social Work &amp; Entrepreneurship You end up serving the poor or solving world problems by making a profit</p>
<p><b>2) Please give to us the most important 3 key words in CSR and SE? Please explain why briefly?</b></p>	<p>CSR: Sustainability, Community , Impact SE: Opportunity, community, contribution</p> <p>As you can see the keywords are pretty similar between CSR and SE. And the words community, contribution, impact are dominating!</p>
<p><b>3) Do you have any good example? Either you have implemented or being informed?</b></p>	<p>One of the best examples in social entrepreneurship us Ithacalaundry. Their goal is to help homeless people to find their Ithaca. They aim at increasing the level of social integration of the homeless population, whose number has increased significantly in the last few years due to the socio-economic crisis. Given the lack of adequate hygiene services for the homeless, they have decided to create a mobile laundry.</p> <p>I have actually met one of the founders of Ithacalaundry and we had a really interesting conversation!</p> <p>Regarding CSR, there are a lot of big private companies in Greece that already are implementing CSR activities.</p>

<p><b>4) Do you have any cooperation between various sectors?</b></p>	<p>We cooperate a lot with the municipality of Trikala and with prefecture of Thessaly. Our goal is to create a social support network with as many as organizations we can.</p>
<p><b>5) Any suggestions or tips to sector?</b></p>	<p><b>Tips Regarding CSR</b></p> <ol style="list-style-type: none"><li>1. Adopt a business code of ethics</li><li>2. Invest in socially responsible products</li><li>3. Don't ignore environmental performance</li></ol> <p><b>Tips Regarding SE</b></p> <ol style="list-style-type: none"><li>1. Believe In Yourself</li><li>2. Make great partnerships a priority</li><li>3. Recruit good people</li></ol>

### 3. GENERATING NEW STRAGIES AND POLICIES IN FIELD OF CORPORATE SOCIAL RESPONSIBILITY AND SOCIAL ENTREPRENEURSHIP TO PRIVATE SECTOR

Private Sector should:

- State support for companies that are CSR & SE - tax reduction, subsidy
- Commercial campaigns or list of CSR companies
- in case of public tenders will receive extra points
- Labeling / Certification – CSR firm ... done by independent organisation (like Transparency international) that would monitor and evaluate companies based on conditions:
  - ecology
  - employee policies
  - suppliers chain
  - quality of products
  - community impact
- !!! Is just for the best. Company can have this label just in case that are successful in each category
- All companies can be catecorised – receive points/grades, (e.g. 1-10) so people can decide whether they buy products from them, whether they would work for them, whether they will cooperate with them.
- „CSR MARKET“ for CSR companies where they can barter or exchange resources for better conditions
- Positive campaigns – not just campaign that is pointing out on negative effects but start to show possitive examples, ... that it can be successful, it is worth to do it ... (especially micro and small companies in the region to show that even you are small you can be better and it can work for you)
- Clustering of small companies that has same attitude
- Supplier chain –
- Programs for employes –
- Mobile application that would map SE and CSR companies in your region ... oriented on customers
- Corporate games - competitions that would motivate employees to do something for improvement environment where they live, support their creativity and innovative thinking in funny way.

**PARTNER NAME: SIEDAS**

**PROFILE OF INTERVIEWEE:**

"The main mission of the HSH Company from Veľké Zálužie is to place on the market high quality, healthy safe, biologically and nutritionally valuable foodstuff. At the same time, the HSH abattoir is one of the companies where the employer-employee relationship does not end at the plant's gate. For instance, the company offers its employees the possibility of accommodation in terraced houses near their place of work. Each of these houses has even a garden where the employees can grow fruit and vegetables or relax while having a barbecue with family and friends. Every 2-3 years, the company builds another 4 or 5 houses. There were 19 of them in 2015 and they intend to build more. The choice of the employee who can get an accommodation is dealt with individually, according to the urgency or the demand of the applicants.

Moreover, the company encourages the development of its employees by means of regular training, including health and safety training. This contributes to the high production efficiency and almost zero accident. The company also tries to support its employees with interest-free loans and it has its own non-profit organization, which helps the employees in case of medical issues. The HSH Company received **the 2015 Via Bona Slovakia Award** in the category of **Great Employer."**

<b>NAME AND SURNAME</b>	Andrej Husar
<b>SECTOR</b>	Food
<b>ORGANIZATION – WORKING PLACE</b>	HSH Ltd.
<b>POSITION</b>	COO
<b>AGE</b>	30
<b>GENDER</b>	Male

**INTERVIEW QUESTIONS:**

<b>1) What do you think about CSR and SE?</b>	To some extent, every company influences the economy, social system and environment. Some more, some less. There are companies that have a massive impact on the further development of the entire planet. Many countries have neglected and still failing to determine the country's direction in terms of social and environmental standards. Being aware of CSR at the corporate level is therefore an important step for sustainability and a favourable future development for all mankind. We live in one closed ecosystem and therefore progress in both the social and environmental spheres (as long as it is done correctly) necessarily brings about a shift in the economic area, which companies are particularly interested in.
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<p><b>2) Please give to us the most important 3 key words in CSR and SE? Please explain why briefly?</b></p>	<p>Economic, social and environmental system. The times when it was enough to be profitable are gone. Indeed, such times have never been here. Just many did not realise the wider impact of their existence. Many times, we experience, that state administration is not working effectively, we experience bureaucracy, over-unemployment, corruption ... I am not saying that private sector is missing these problems. It does not. They are present, but in most cases, the market will respond very quickly to questions related to the subject of business efficiency. The long-long term existence of the company is actually a market response to what the company brings and how well it does that. Market solves these dilemmas also in the government sector, but the response rate is not as prompt as in the corporate sector. Ultimately, each action creates a reaction and each of us affects the world. It is extremely important to realise that we need to from ourselves. One well aimed bullet with enough energy can kill an elephant. Why one man could not change all mankind?</p>
<p><b>3) Do you have any good example? Either you have implemented or being informed?</b></p>	<p>There are millions of them. I would mention Unilever with their Lifebuoy or companies such as Lego and Microsoft CSR initiatives.</p>
<p><b>4) Do you have any cooperation between various sectors?</b></p>	<p>Yes we have. We try to close the whole cycle from the beginning of the production till the selling to the final consumer and have the whole chain based on quality, our welfare traditions, ecology and employee friendly politics.</p> <p>We promote restaurants that are our clients and therefore let people know that restaurant take care about the ingredients they are cooking from and thus sell high quality products.</p> <p>Cooperation with other companies that are producing high quality and healthy food – we sell their products in our own grocery stores.</p>
<p><b>5) Any suggestions or tips to sector?</b></p>	<p>Pull the trigger. As long as it is ethical, moral and legal.</p> <p>To applied tax reduction and subsidies for companies that are CSR is not enough. The state should firmly regulate the duties and responsibilities of companies in areas that are important. Why the state can regulate the minimum wage, but is not interested in waste sorting and reusing of materials? Why state does not seek ways to reduce mining and quarrying of raw materials instead of getting them from an already existing and extracted raw material? How is it possible that the state is still subsidizing sectors that are not efficient? We have a shortage of skilled labor force in the private sector, on the other hand overemployment and inefficiency in the public sector.</p>

## PROFILE OF INTERVIEWEE:

Špajza (in English means pantry) is zero-waste concept company, grocery store that sells package-free and locally supplied food and ecological products that can minimise waste. At the beginning, it was an idea on how simple and industrially unprocessed food is healthy and tasty for us. In addition to the commerce itself, we were also talking about humanity, slowing down, talks with customers, giving a little joy and a smile. Children are very welcome at our store as we see a sense in giving them an example of ecological thinking and not consumerism. There are many ways how to make the world better. Step by step. It is important to step forward... this is what we do.

<b>NAME AND SURNAME</b>	Zuzana Knollová
<b>SECTOR</b>	Grocery store
<b>ORGANIZATION – WORKING PLACE</b>	Špajza
<b>POSITION</b>	Owner of the grocery shop
<b>AGE</b>	34
<b>GENDER</b>	Female

## INTERVIEW QUESTIONS:

<b>1) What do you think about CSR and SE?</b>	I think that currently it is very difficult with CSR. Unfortunately the trend is that everyone wants to make money and there are still few people who are interested in CSR while doing business. There are many companies that focus mainly on profit. Even if an entrepreneur can choose a greener option, in the end chooses the one that is not, because does not want to sacrifice profit. I think I live in a bubble, close community that is interested in CSR.
<b>2) Please give to us the most important 3 key words in CSR and SE? Please explain why briefly?</b>	Work with the joy - working with love and showing it to the others. Live the rule: What you do not want done to yourself, do not do to others and also to the environment around you. Give positive energy and personal contact to customers.  Meaningfulness - I'm doing something good for the planet where I live with my family.  Enlightenment - We do not keep information for ourselves, but we also care about the surroundings and therefore we educate them.
<b>3) Do you have any good example? Either you have implemented or being informed?</b>	Our business plan.

<p><b>4) Do you have any cooperation between various sectors?</b></p>	<p>With our suppliers. We try to already buy without packaging or we give the packaging back for further reusing. In the town, we try to minimise the waste and we are cooperating on various educational projects via lectures. On the other hand we try to support similar initiatives in our area by promotion.</p>
<p><b>5) Any suggestions or tips to sector?</b></p>	<p>Sort and recycle waste.  Use reusable materials or materials that have been already used. Give them second chance (cradle to cradle approach).  Reuse packaging material.  You may also reject single-used items.  You may refuse excessive consumption.  Thinking before buying. Do I need it?  Do not use the printer when it is not necessary.</p>

#### 4. GENERATING NEW STRAGIES AND POLICIES IN FIELD OF CORPORATE SOCIAL RESPONSIBILITY AND SOCIAL ENTREPRENEURSHIP TO UNIVERSITIES

Universities should:

- Universities have a very significant place in research and development. This is not only by researching, but also by the development of useful models, and thus by the development of research, universities play a big role. At the same time, universities can play a very important role in raising awareness. So how can this be done? First, thematic centres can be established. In other words, only centres with a focus on social entrepreneurship can be established, if this is not possible, it should be supported by structures such as an incubation centre or a department, research centre, which is relevant to the existing of entrepreneurship. Together with this support, both the content and the research and development of this work as well as the students who really chose social entrepreneurship as a career, have already gained the necessary knowledge experience on the subject, facilitation etc. So again, as usual, universities play a big role.
- At the very beginning, if our aim is to increase the awareness of social entrepreneurship, what should be done is to organize activities within the university as much as possible, to give briefings on this subject, and then to integrate the students into undergraduate programs as course content. In fact, the preference, attitude and behaviour of university generations of young people are very much in line with what social entrepreneurship wants to do. Currently, volunteerism is a much more advanced phenomenon in current university students than in previous generations. It's more a case to do meaningful work. Including conscious producers and consumers.
- In fact, the nature of these attitudes and behaviours that are already very suitable for this, the university should be guiding the students on how to turn these requests into a real career. Social entrepreneurship needs to be taught more accurately. At the end of the day, students do not have to be a social entrepreneur, but now the world is going to such a place that even if you are not a social entrepreneur, having knowledge about it might open you very important doors both public and private, as well as in the social sector. Therefore, one of the most important duties of the universities is to raise this awareness and to bring these skills and competences to students without graduation while they are in university.

#### ***PARTNER NAME: TURKONFED (Turkey)***

#### **PROFILE OF INTERVIEWEE**

<b>NAME AND SURNAME</b>	Tuğçe Aslan
<b>SECTOR</b>	University
<b>ORGANIZATION – WORKING PLACE</b>	Bahçeşehir University
<b>POSITION</b>	Vice Director of Graduate School of Social Sciences
<b>AGE</b>	35
<b>GENDER</b>	Female

INTERVIEW QUESTIONS:

<p><b>1) What do you think about CSR and SE?</b></p>	<p>If we talk about the differences between corporate social responsibility and social entrepreneurship, the CSR is the projects that the institutions make towards their target groups in society and in their fields of activity. CSR companies conduct business in their respective fields, make profits, and then do projects with the mission to benefit society, but they are not sustainable. That's why social entrepreneurship is better. When social entrepreneurship is conceptually sustainable, private and corporate companies are able to make it better.</p> <p>If we consider social entrepreneurship independently of concerns, we integrate this into our strategy and become independent of anxiety.</p> <p>The society can react to CSR projects run by companies and does not believe its sincerity. If we start to make projects as social impact, we can also measure the impact, for example, if we do volunteer support within the company and share it with the community, it becomes more meaningful for all and prejudices are removed. It is also more meaningful for people when they are motivated by sustainable work resource motivation.</p>
<p><b>2) Please give to us the most important 3 key words in CSR and SE? Please explain why briefly?</b></p>	<p>CSR - business-community relationship, giveback motivation (giving some of the profit back to society), public relations</p> <p>SE - sustainability, social value, social impact</p>
<p><b>3) Do you have any good example? Either you have implemented or being informed?</b></p>	<p>Muhammed Yunus Grameen Bank, Ashoka, Fazla Gıda, Impacthub.</p>
<p><b>4) Do you have any cooperation between various sectors?</b></p>	<p>As Bahçeşehir University; Information Commercialization Center, Headquarters, Istanbul Governorship, Inovasyon Proje, Erasmus + Project with IOVA and ÖTG (joint application), American Embassy - Young Turkey and America forums, etc</p>

**5) Any suggestions or tips to sector?**

The most important assumption here is to strengthen cooperation between the public-private and the social sector. In doing so, we need to do well in the current situation analysis, the legal status and framework of social enterprises are not clear, they need to be defined. If the focus of the public-private-social sector cooperation will be social entrepreneurship and if development is expected through it, which it is not a luxury anymore. Everyone is questioning capitalism at the moment, and the assumptions of capitalism must be changed and they need to be redefined. With this new definition, how to create a development model with a focus on social entrepreneurship should be researched very seriously and the current situation analysis should be done, the capacity of public, private and social sector should be determined and then the mechanisms of appropriate institutional structures should be formed and road map should be drawn. This, in fact, means a lot of research, strategy creation. This strategy means compliance with public policies, thus improving decision-making processes in this sense means that policies are designed and implemented earlier.