



ES+

MAPUTO

High Potential Initiatives of Social Entrepreneurship



Sponsor:



FUNDAÇÃO
CALOUSTE
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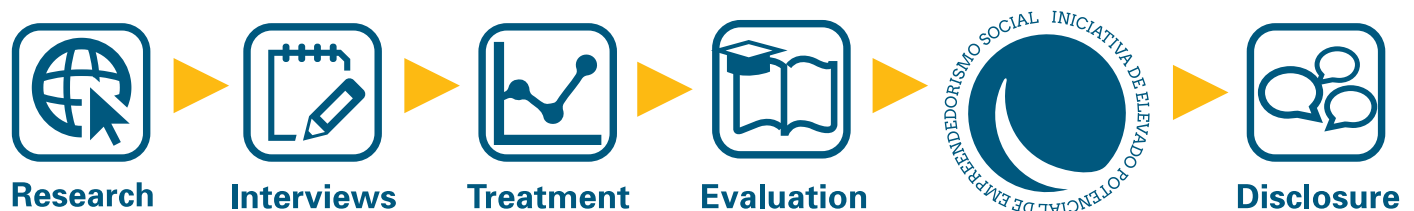
ES+ Research Methodology

This methodology was **created by IES* investigators in partnership with professors from several universities - INSEAD, ISCTE, Catholic University of Porto and Lancaster University**. It has been tested and validated since 2008 and **it was already applied in more than 87 Municipalities in Portugal and Mozambique (in this case in Maputo Municipality)**. It is a methodology **internationally recognized by the panels of good practices of the European Academic Network of Social Economy (EMES) and of the European Commission**, and it aims to diagnose the innovation and local entrepreneurship ecosystem and in particular to identify, in a participated and inclusive way, with high rigor, initiatives of Innovation and Social Entrepreneurship of high potential impact.

Concept of Innovation and Social Entrepreneurship

“Social Entrepreneurship is the process of research and implementation of innovative and sustainable solutions for important and neglected problems of society which means Social Innovation whenever we create more effective answers (compared to the alternatives in force) for the problem in question.” *Filipe Santos, INSEAD 2012 Journal of Business Ethics*

What identifies the ES+ methodology?



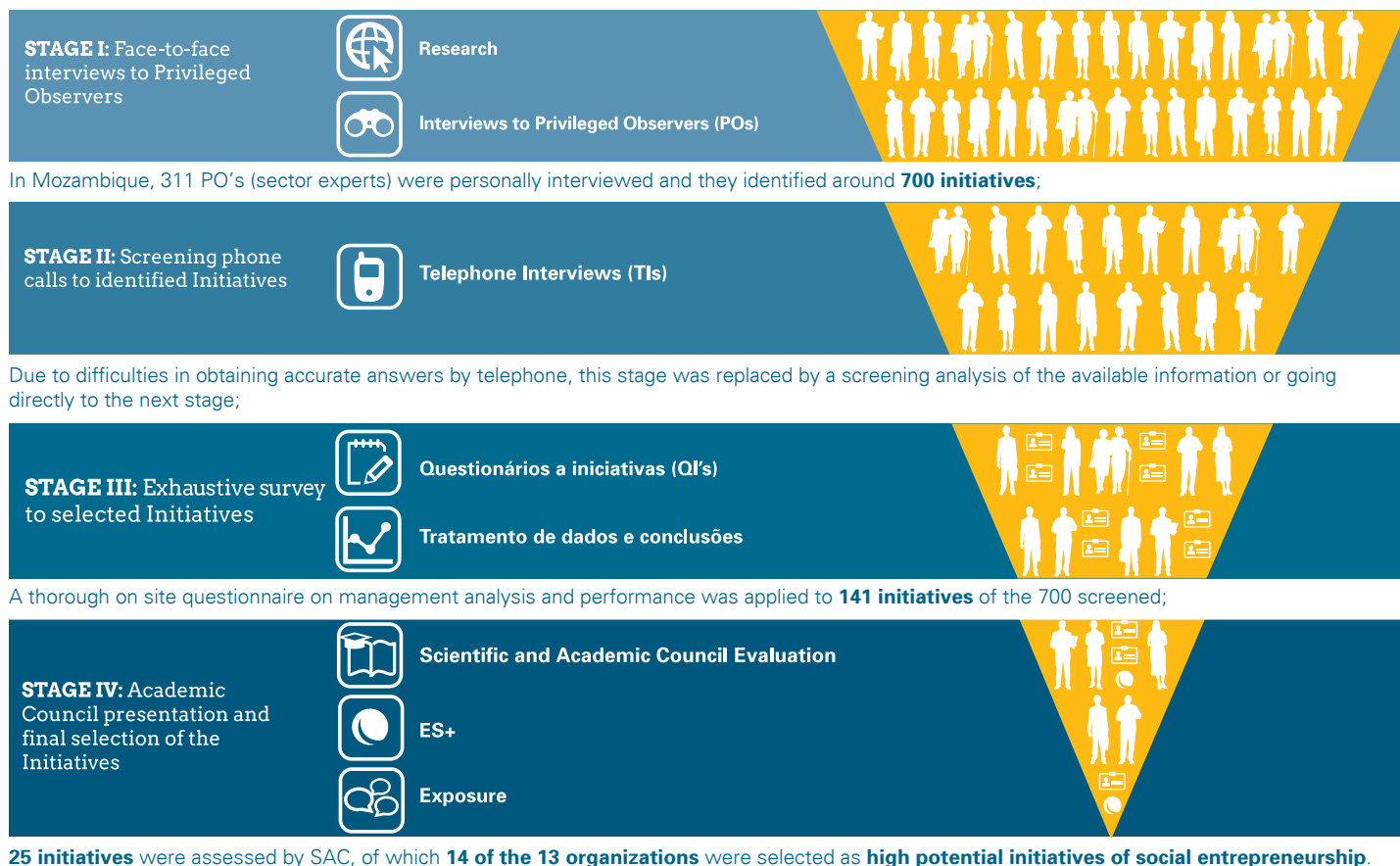
The results of this methodology is being able to inform the **local ecosystem of innovation and social entrepreneurship**, where it is made a participative study through local social experts (Privileged Observers) about social needs, neglected problems, main references in the value chain (organizations that make social diagnoses, that enable social organizations), the maturity of the ecosystem and the quality criteria of a social initiative. Finally, and with the main focus, it allows foiling **all the referred initiatives as good social solutions**, through the application of the innovation and social entrepreneurship criteria: social/environmental mission; impact ability and social transformation; local empowerment ability and social inclusion; ability of innovation, inspiration and sustainability; and ability of replication and scalability. So that they can **deeply analyze the social solutions concerning the management and performance skills**, enabling their own initiatives to test their own market potential, through the creation of metrics and indicators that make their agreement with the private sector and other potential investors easier. In the end, one **certification through a Scientific Academic Council (SAC) composed of Mozambican and international investors of leading universities, which select the initiatives with high potential of innovation and social entrepreneurship (ES+)**. This process allows us to map social/environmental sustainable models with high potential of impact and social transformation.

After the certification done by SAC a **Public Ceremony celebration and dissemination of ES+ Initiatives** is held with all the partners involved in the initiatives with a demonstration of this methodology results.

Later it is realized a **detailed and specific Development Plan for the empowerment in group and/or individual of ES+** with the integration of potential replications to the local social needs in order to maximize the impact and performance, scaling and replicating the same at other contexts and/or regions.

*http://www.acrn.eu/resources/Journals/JoE012012/Salvado_ES-Methodology.pdf

ES+ Methodology Process:



ES+ Methodology Criteria:

The main criteria of the ES+ methodology have been evolving since 2008 according to the results obtained in local context. This factor is due to the **inclusive and participatory characteristics**, in the methodology, which together with the analysis of the initiatives (through the TIs and SIs) is realized an auscultation to the ecosystem, to the social experts (POs) and to the leaders and coordinators of the initiatives, **under the criteria and metrics of innovation and local social entrepreneurship**. Questions such as "What is the importance of mapping?" or "What are the main criteria of an innovation and social entrepreneurship initiative?" **allow SAC to have accurate information and take decisions balancing the academic component and the component coming from the analysis of local information**.

Social and/or Environmental Mission: A mission of an initiative or project reveals its nature, that is, the purpose of its existence and the aims of its performance. That means that it exists to create changes and a social improvement that can never be reduced to the creation of private benefits.

Social and/or Environmental Impact: The first causes of the problems are attacked, not only in its symptoms, through actions that have the potential to stimulate global improvements, independently of the specific areas of intervention.

Empowerment and Social Inclusion: The initiative involves several stakeholders in the value chain: i) funders, implementers, beneficiaries and stakeholders of several sectors (public, private, Civil Society); ii) The initiative was co-created, it generates empowerment ability and the inclusion with local beneficiaries; iii) The initiative is prepared, even gradually, to generate property rights to local beneficiaries; iv) Distinguished as enhancer of local culture, valuing the differentiators habits and customs of the place in the initiative; and v) Demonstrative Project and generator of inclusive tools.

Innovation, Inspiration and Sustainability: It is possible to distinguish five types of innovation: i) introduction of new products in the market or existing but improved products; ii) new production methods; iii) opening of new markets; iv) use of new raw material sources; v) emergence of new forms of organization of an industry; vi) it can optimize and share resources; vii) The initiative is transversal and multidisciplinary, which answers to several areas and segments; and viii) The initiative generates motivation, enthusiasm and inspiration with the ability to generate empowered communication of the sector; ix) sustainability of the project is feasible and supported in time.

Scalability/Replication: Scalability, while potential for organizational growth. Replication, while ability to duplicate an initiative in other place or social context and where we can contemplate the several dimensions: i) of the transfer of practices/technologies/knowledge and ii) to the "cloning" methodology of the culture of an organization.

Synthesis of the Main Results of ES+ Methodology

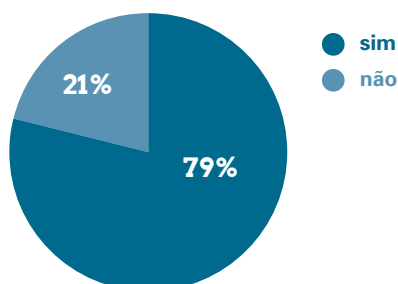
Financed and supported by Calouste Gulbenkian Foundation, the IES implemented a **replica-pilot of the ES+ methodology in Maputo Municipality**. The results obtained, during a two-year investigation-action process, allowed characterizing a local ecosystem of innovation and social entrepreneurship characterized by multiple activities, even though dispersed. Through interviews to 311 social experts (POs) we **confirmed in its great majority (92%) the importance of the results of the project and of its potential**. The POs highlighted the following dimensions: i) knowledge, while critical information repository, for the implementation of partnerships and as potential in the risk-reduction in new projects; ii) performance analysis of solutions and capacities of social impact and of replication to other contexts; iii) in characterizing its training needs and empowerment; iv) in communicating, disseminating and promoting social solutions involving the society. **Neglected problems were identified in Mozambique**, as unemployment, income-generation and quality of education, **as well as its main actors were referred as experts, initiatives/solutions, support infrastructures and financing to local social initiatives**. More than 700 initiatives of local social organizations were identified and they were screened and analyzed for their model and capacity. From these, 141 initiatives were chosen to a deep analysis of their **management and performance abilities**. The application of this questionnaire allowed us to understand the process and operation of the solution throughout the value chain, as for instance in their main limitations: external Communication and Marketing, Identification of applications for funding sources. **From the 141 initiatives assessed, the Scientific Academic Council certified 14 initiatives/social solutions with high potential of innovation and social entrepreneurship**. The strong support and involvement at the results of the ES+ Maputo project validated the ability of the applied methodology, as a pilot in the local context of academic and operational form. For this reason, it generated the will and ability, through several reference local organizations, to replicate it to all Mozambique.

Below we present a summary of the information we consider relevant. It only represents approximately 5% of the total gathered information of all phases of the ES+ methodology.

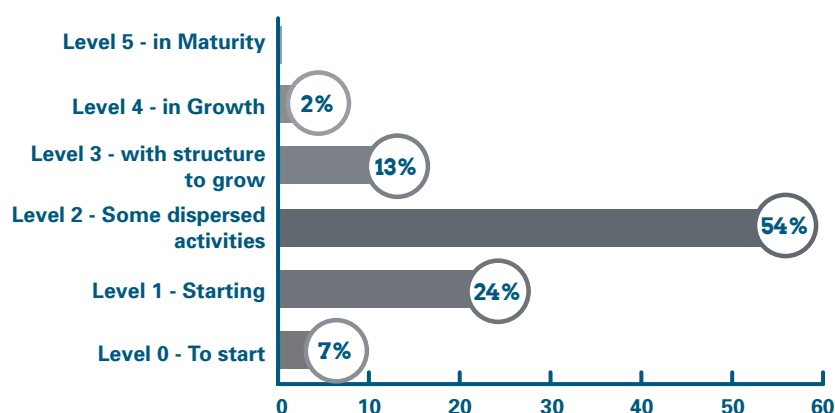
Which maturity does the Innovation and Social Entrepreneurship Sector have in Mozambique?

79% of the 311 POs interviewed know what innovation and social entrepreneurship is or heard about it in Mozambique. They consider that there is a sector with a few initiatives on the field but mainly dispersed, without a structured action network to grow.

Knowledge



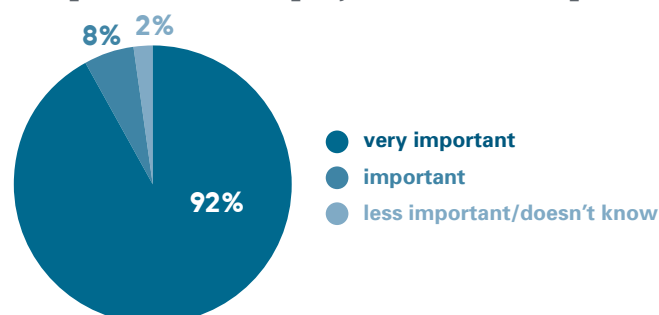
Maturity of Innovation and Social Entr. Sector in Mozambique



What is the importance of mapping the social entrepreneurship in Mozambique?

The great majority (92%) of the 311 interviewed Privileged Observers, **social interviewed experts, considered that it was very important to identify and label solutions of “social entrepreneurship and innovation” in Mozambique**. They characterized the **importance of this project and consequently application of the ES+ methodology in Mozambique** as a source of critical knowledge, a way of empowerment, and dissemination and performance ability of the initiatives.

Importance of this project in Mozambique



Main aspects of Empowerment:

- Communication:**
 - Dissemination and promotion of initiatives
 - involvement and sensibilization of Society
- Performance:**
 - Prepare and Implement quality initiatives
 - Replication
 - Assessment and Impact Measurement
 - Train and Empower
- Knowledge:**
 - Data base of knowledge
 - Reduce Failures and Risks
 - Creation of partnerships

What are the main social problems in Mozambique identified by POs?

The job market, unemployment and income-generation were the problems identified by the 311 POs in Mozambique (12%). General Education and Quality of Education was the second specific problem identified by POs (9%), followed by the Fight against Poverty (9%). Other problems were also identified such as technical and vocational training and the general infra-structures (7%) and the water and sanitation supply in particular (5%). The fight against corruption, accounting (5%) and the democratic and Civic participation (3%) were also identified as main problems to solve in Mozambique.

Referred >50 POs

- 12% Job Market, Unemployment and Income-Generation
- 9% General Education and Quality of Education
- 9% Fight against Poverty

Referred 25-50 POs

- 7% Infra-structures
- 5% Technical and Vocational Training
- 5% Fight against Corruption and Accounting
- 7% Water and Sanitation
- 5% Nutrition and Food Security
- 5% Fight against Social Inequalities
- 5% Maternal and Child Health

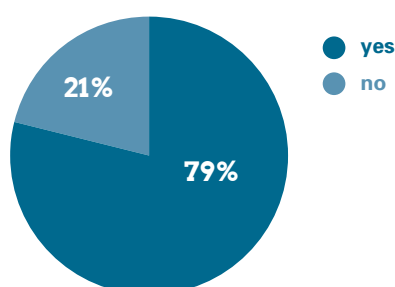
Referred 5-25 POs

- 3% Democratic and Civic Participation

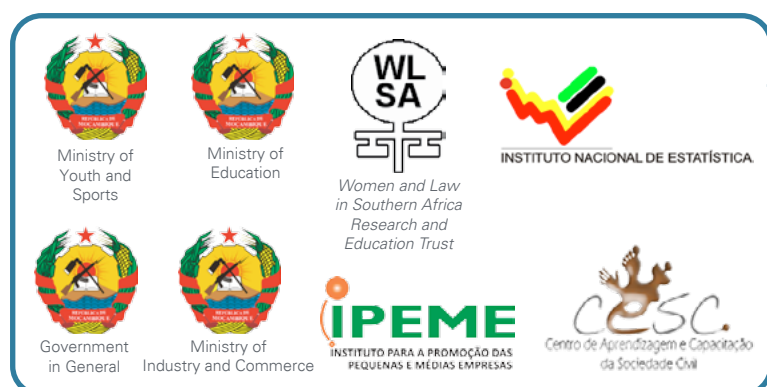
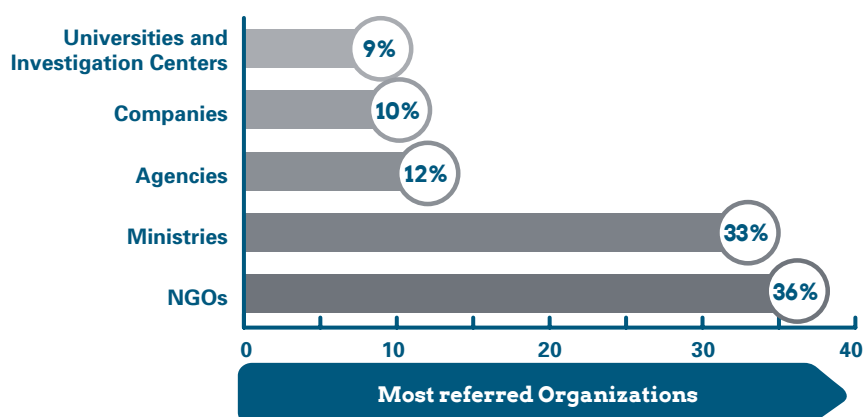
What are the most referred empowerment structures of social organizations?

79% of the 311 interviewed POs knew supporting structures for the empowerment of projects and social organizations. The most referred were the NGOs followed by several Ministries and Bilateral Development Agencies.

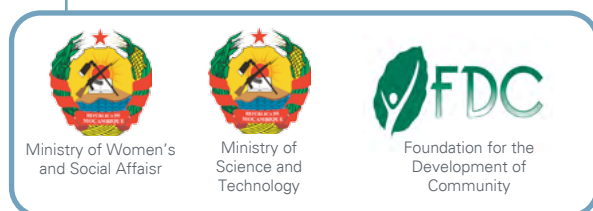
Knowledge of Organizations which empower other social organizations



Types of referred Organizations



- referred > 20 POs
- referred 5-19 POs



What are the financing and social investment structures of the most referred projects and social organizations in Mozambique?

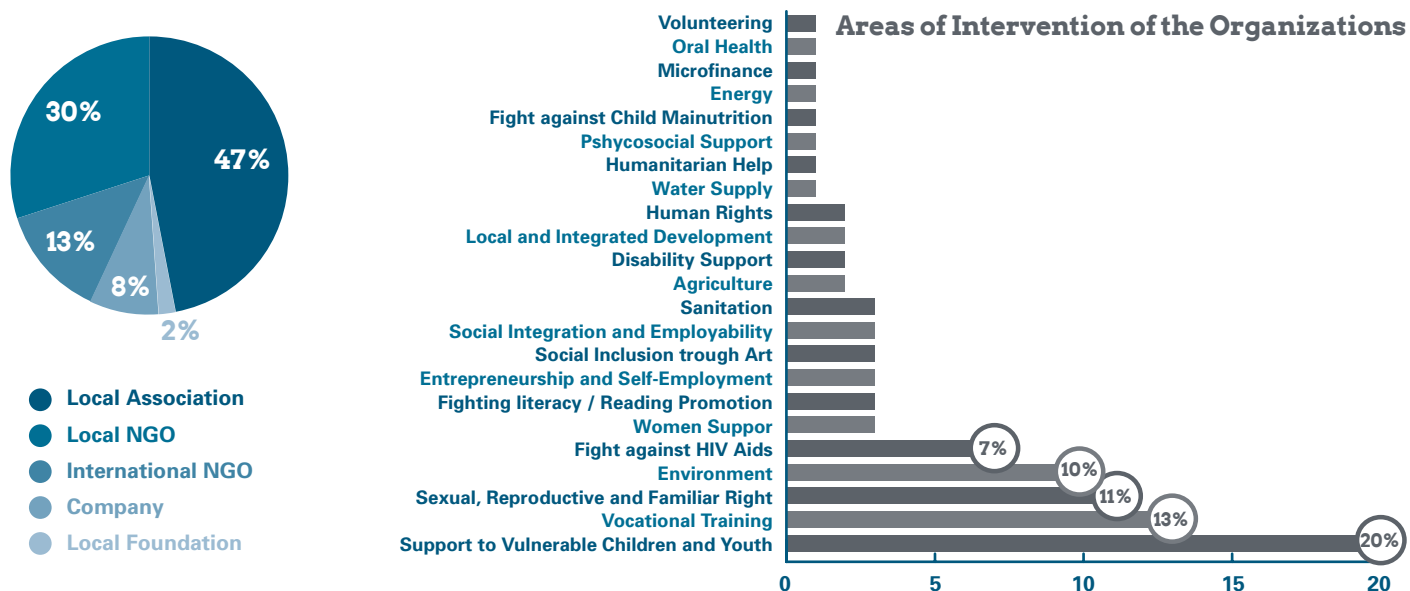
The **Bilateral and Multilateral Cooperation Agencies** were the organizations more referred by the 311 POs as investors of the social sector in Mozambique; they were followed by Private Companies and International NGOs.

Types of more referred Investors



What is the typology and sector of the 141 final selected initiatives in STAGE III – Exhausting Survey to selected Initiatives?

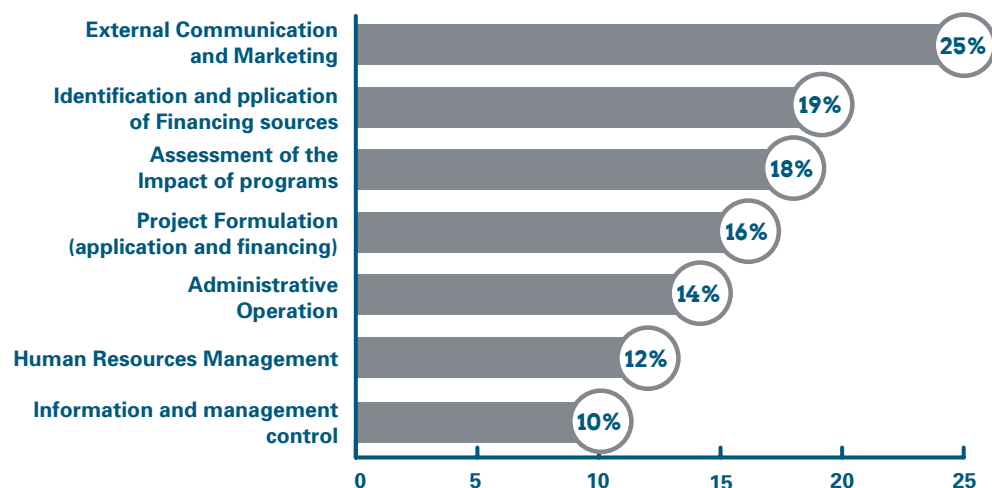
From all, approximately, 700 initiatives referred by STAGE I – Face-to-face Interviews to Privileged Observers (POs), only 141 initiatives were selected for the application of an exhaustive survey of management and performance analysis. According to their typology, these initiatives were mostly local Associations (47%) from which the Support to Vulnerable Children and Youth was the most common intervention area (20%). Followed by the local NGOs (30%) and by the project typologies in the area of vocational training (13%), sexual and reproductive rights (11%), Environment (10%) and Fight against HIV Aids (7%).



What are the main weaknesses of the 141 final initiatives?

The **main weaknesses** of the 141 analyzed initiatives are identified in the **first stage of the value chain of the projects**, namely in the project formulation (16%), identification of financing sources (19%) and in the stage of the impact assessment (18%) and communication and marketing (25%).

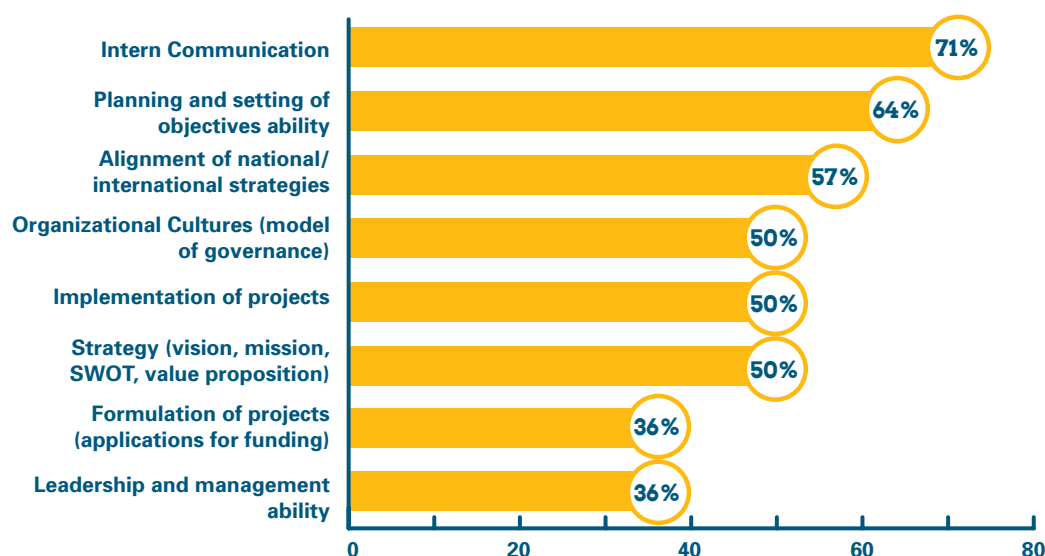
Main Weaknesses of the 141 analyzed Initiatives



What are the common major strengths of the 14 ES+ Initiatives (13 organizations)?

The **major strengths** of the ES+ are **intern (organizational, planning and strategic) and in its performance (alignment with local strategies, formulation and implementation of projects)** from which we highlight the intern communication (71%), the planning ability (64%), the alignment with national strategies (57%), among other abilities.

Major Strengths of the 14 ES+ Initiatives



13 ES+ MAPUTO



Juju Tchova from Formiga Juju

The Juju Tchova is a mobile library-bookstore for the low-income populations, which functions as a pedagogical workshop in peripheral neighborhoods of Maputo, encouraging the pleasure in reading in children, through creativity, access to directed and adapted reading to vulnerable children. The leader of Tchova is from the local community and has a source of income by promoting the book selling at a reasonable price, affordable by populations with low incomes. With two editions and more than 9.000 copies, the Ant Juju books are distributed in Mozambique, Angola, Cape Verde, Macao, Portugal, and East Timor. And the results of the first tchova in the community reveal the enormous sustainability potential and income generation, the mobilization of the community in the learning and reading process and the globalization of the right to learn and read of any child.

Contacts: Cristiana Pereira • 82 403 1198 • cristianapereira@yahoo.com / formigajuju@gmail.com



Reading is Nice - Kutsemba CEPAD's card

Since 2009, the initiative aims to encourage people to read through the production of folktale books of oral Mozambican tradition, which stimulate children to learn several useful concepts for the formation of their personalities, self-esteem, respect and love of neighbor, children's rights, among others.

The children themselves produce the book maquettes, made of recyclable materials, and promote the selling at reasonable prices to lower class populations.

30 titles were published and around 4.000 books were sold and distributed.

Contacts: Paulo Goambe • 84 426 6590 • clavedepaulogoambe33@yahoo.com.br



Demining Initiative and Tuberculosis Detection Initiative from Apopo

Apopo is an organization that uses mice as tools for demining and detecting Tuberculosis. The training and usage of mice is more efficient, effective and with a lower risk when compared to the conventional solutions.

In Mozambique more than 8.000.000 m2 of land were returned to populations for economic activity, 2.984 mines were identified and neutralized, 13.319 small weapons and munitions and 1.046 bombs were destroyed.

Since January 2013, 18.475 analysis were diagnosed with only 8 accredited mice in action, that represents an effectiveness superior to 18000% than the other conventional methods and with a 100% rate of reliability in analysis.

Contacts: Emilio José Valverde • 82 323 2220 • emilio.valverde@apopo.org



AMOR's recycling bank network

Through to a network of 9 recycling banques based in the city and province of Maputo, AMOR raises jobs opportunities and income-generation to people infected with HIV, through the resale of recycled material (paper, cardboard, plastic, glass, metal, oil and electronic waste). They also have a collection home service and mobile collectors for companies.

Since 2010, AMOR has created 12 workstations. It collects between 80 to 120 tons of recyclable material per month, also contributing to the sensitization and environmental education with a high impact on the environment.

Contacts: Antoine Belon • 82 280 9044 • antoine.belon@amor.co.mz/projetos • amor@gmail.com



Sociocultural Approach in Hairdressers and Barbers of the Mozambican Youth Coalition Association

Since 2012, this project counts on hairdressers and barbers as agents to empower, inform and sensitize to risk behaviors, in the prevention of HIV and reproductive health, using a model of engagement with customers during their presence in the salon, which gives them an increased awareness and they adopt more responsible sexual behaviors.

At this moment, it counts with 30 trained hairdressers, which equals a range of around 150 thousand people per year, and an increase in demand for services which support sexuality.

Contacts: António Jorge • 82 737 0240 • ajorge@geracaobiz.org.mz



Integrated Project of Matutuine of the Foundation for the Community Development (FDC)

Implemented since 2007, this project aims to provide the economic growth and job creation for families from Matutuine community through the empowerment of beekeepers in training centers in the local communities.

It is a simple product and can be a rare and positive source of food, besides it can generate income, by being sent for commercialization in Maputo.

350 households were involved and two Houses of Honey were created in the community.

Contacts: Eng Jacinto Uqueio • 82 319 2460 • juqueio@fdc.org.mz



NDZiLO Stove from CleanStar Moçambique

Since 2011, the CleanStar Mozambique produces stoves in Mozambique, which reflect a new way of cooking, more secure, clean and easy to handle. They work with ethanol that is produced locally, stimulating the farmers' network to explore this activity and raising a new sustainability dynamic. It is a more economic and modern energetic solution, and which replaces the use of coal. Until today, 25 thousand clean stoves were sold and successfully implemented and 1 million liters of domestic clean fuel were taken to the households of Maputo (with a value of 195MT/5liters).

Contacts: Thelma Venichand • 845045078 • venichand@cleanstarmozambique.com



Dream from Community Sant'Egidio

This project promotes full support to the Mother and Child through the sensitization of the community, vaccination, prevention of mother-to-child transmission (MTCT), assistance, and medical, food and affective support. It monitors mothers with HIV between the gestational period to 2 years of the child's life, reaching an effectiveness of 98% on the MTCT prevention in more than 27 000 patients and a withholding tax of 90% which means they do the treatment until the end. This is being replicated in 10 countries of Southern Africa.

Contacts: Paola Germano / Beinabo Badru • 82 148 6625 / 82 590 2160
• sergidiosaude@dream.org.mz / beinabobadru@dream.org.mz



Microcredit Project from APHAMA

It is a project with access to Microcredit for people in extreme poverty (bottom of the pyramid), with a model of screening, training and monitoring the business development and growth. With more than 1500 beneficiaries, with lower interest rates than the traditional markets, it has a success rate of 98% on the credit payment in a maximum period of 6 months to a year. Nowadays it is 100% sustainable, having initially benefited of a non-refundable investment.

Contacts: Iris Balbina Vaz • 82 855 6180 • vaz.aphama@gmail.com



Home/School Initiative “Bean Sauce that my Mother Prepared” from Cultural Association MUODJO

Since 2010, this project works in the social reintegration of children and young people that live in the streets, through the development of formative, educational, cultural activities and through sessions based on peer monitoring, that is, with adults that were once “street children” but that successfully got out of the streets, that were victims of violence, abandonment, and that are now the children’s tutors.

The type of funding is carried out at own cost, which is based in the selling of the concerts in the association, in donations of the children’s grandparents and of the community. They are implementing activities to generate income.

Till this moment, around 60 children were involved and around 15 returned to their homes, going back to their families.

Contacts: Osvaldo Lourenço • 82 740 2080 • yosvaldoo@yahoo.com.br



Mozambikes

Mozambikes is a social company that, since 2009, devotes itself to reducing poverty in the rural areas of Mozambique, through the access to low-cost but with high quality bikes, giving people the opportunity to get an easy and simple mean of transport they can use not only in their leisure time but also for their business activities or to have access to services (water, energy, health, education, etc.).

It lies in a hybrid business model, through the usage of bicycles as a mean of advertising some companies (the bicycles are customized with the colors and logos of the companies which order and finance them strengthening their brand), and through donors’ funding. It produces and sells more than 1000 bicycles per year; it has an established factory and 5 employees trained in the assembly of bicycles.

Contacts: Lauren Thomas • 82 363 7639 • lauren.thomas@mozambikes.com



Greenarte from CEDARTE

It is an instrument of development and innovation of handicrafts, developing an essential role in innovation, renewal and valorization of traditional crafts. Through the training of local artisans, by promoting their products (sustainable use, design, marketing, visibility on the national and international market), in connection with artisans of other regions of the country and of the world and with foreign designers, it promotes the high quality, sustainability and growth potential of traditional handicrafts businesses. 40 groups of artisans (2000 people) were already created, with more than 100 customized types of products in sculpture, weaving and basketry using, sometimes, recycled material.

The Greenart products can be found in two selling points in Maputo, through local artisans, online, in an annual national fair which counts with more than 3000 visitors and in international fairs.

Contacts: Abel Dabula • 258 82 311 9370/ 84 451 8481 • abel.dabula@cedarte.org.mz



The Plastic Sanplat

The company produces improved latrines for peri-urban and rural areas at a very low-price, contributing to a cleaner, healthier and free of diseases environment in the rural areas (water-related diseases are caused by the lack of sanitation and are responsible for many deaths in Africa).

Plastic Sanplat is an intermediate supplier between local organizations and/or international and/or governmental, with an integrated turnkey kit which contains a technical guidebook to equip and sensitize communities with an experimented methodology.

From 4 to 5 million improved concrete latrines and around 23 thousand in plastic are distributed in several countries of southern Africa, being responsible, in 2009, by the sanitation coverage in Malawi. The ability to reduce fecal-borne diseases is around 37%.

Contacts: Bjorn • 82 410 1654 • bjornbrandberg@gmail.com

ES+Maputo Promotor:



O **IES - Social Entrepreneurship Institute** has the mission to *Inspire and Empower for a better world, through social entrepreneurship*. It works with organizations and outstanding and committed individuals to identify, promote, train, support and connect initiatives with a clear social, innovator, and sustainable mission, possible to be replicated in other contexts and with ability to have social impact at a large scale.

In 2012, with a new innovative and sustainable model and with a clear strategy of involvement and partnership with public and private organizations, after four years of experience in Portugal, **IES started identification and training activities in Mozambique**. In April 2014, at the final stage of the project ES+ Maputo, sponsored by the Calouste Gulbenkian Foundation, 14 initiatives, of 13 organizations identified through the ES+ methodology, were distinguished with the certification of initiatives of high impact in social entrepreneurship and innovation.

Sponsor ES+Maputo:



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The **Calouste Gulbenkian Foundation** is a Portuguese private institution of public utility, which statutory objectives are Art, Charity, Science and Education. With more than 50 years of existence, the Calouste Gulbenkian Foundation develops a vast activity in Portugal and abroad through their own initiative, or in partnership with other entities, and through the attribution of benefits and grants. The Gulbenkian Program of Human Development, created in 2009, has the mission to encourage and facilitate the inclusion of the most vulnerable groups of society.

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