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SE HUBS
Co-creating Hubs for Social Enterprises

GREECE



Case studies

CASE STUDIES FROM GREECE

The name of the organization / social enterprise	**MERAdrasi**
Country	Greece
A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)	METAdrasi is a nonprofit, non–governmental organization that was founded in December 2009 with the mission of facilitating the reception and integration of refugees and migrants in Greece. Believing that migration leads to development, METAdrasi is determined to uphold and protect the fundamental human rights of all those displaced and persecuted. The name METAdrasi is a synthesis of the Greek words “meta” and “drasi, meaning “after + action” and encapsulates its purpose and philosophy.” METAdrasi aims at promoting a comprehensive system for the management of the mixed migration flows, based on the respect of human rights, national and international laws, and with a view to implement innovative actions. Since 2010, it has maintained a constant presence in both mainland and the Aegean islands and has acquired significant experience through various activities along with tremendous networking capacity. Being part of a national and international network, they have managed to present their work in a visible way for the community, thus promoting the importance of social enterprises in Greece and the results they accomplish. Metadrasi has been cooperating for years with International and European Institutions & Organizations highlighting in that way the necessity and the importance of taking action in the Migration Sector.

	Metadrasi believes that migration leads to development. The organization is determined to uphold and protect the fundamental human rights of all those displaced and persecuted. Guided by the principles of consistency, efficiency, transparency and that of flexible adaptation to the needs that may arise, METAdrasi is active in the following key areas: - Providing quality **interpretation services** that ensure the vital right of communication with refugees and migrants through the employment of more than 350 interpreters, all trained and certified by METAdrasi, in 43 languages and dialects, an action which is placed at the heart of any effective humanitarian assistance. - **Protection of unaccompanied minors**, through a complete integrated safety net, which includes innovative activities for the Greek landscape: escorting the children in appropriate accommodation facilities, guardianship, foster care in families, accommodation facilities mainly on the borders and, from 2018 onwards, the supported independent living of unaccompanied minors. - **Protection and support of other vulnerable groups** by providing legal aid to asylum seekers on the islands, by certifying victims of torture and by organizing humanitarian aid missions where needed. - **Education and integration of refugees and migrants** through educational programmes; Modern Greek language courses, multilingual support guides, remedial courses for children which allow their smooth integration to formal education, as well as activities for their integration to the labor market.
Reasons for choosing this organization	The CASE STUDY includes examples from **staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices.**
THE ESSENCE OF THE CASE STUDY The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs'	**(1) Characteristics of the recruitment process - types, methods, problems related to the recruitment process** The organization currently employs 650 people. Various recruitment methods are used (such as job postings etc.), but METAdrasi is also an organization of choice for many social workers and social scientists. This means that the organization usually has an enormous pool from which to recruit its team members. In other words, through their work itself they attract many young individuals who wish to work there. According to the NGO´s founder Lora Pappa: *"Many employees from other Organizations desire to change career paths and collaborate with us. They always mention in the interview process that they wish to work somewhere that they are proud of ".* On the other hand, an issue that may arise while recruiting employees is the salary. More precisely, the founder mentions that the organization cannot offer to its employees a high wage and sometimes this is an inhibiting factor that may affect the long-term commitment and stay of its employees. Nevertheless, METAdrasi always highlights the importance of their mission and work and explains from the beginning of an interview the wage fluctuations. **(2) Selection methods and techniques** METAdrasi has an organized HR department that has the responsibility to deliver the recruitment, the selection and the evaluation activities. In terms of the selection of new team members they do not always focus on formal qualifications, such as degrees and prior work experience. The selection process (of employees) focuses on a number of other criteria as well, such as creativity, honesty, empathy and cooperation. In the selection process, prior volunteer experience is also positively considered. Their very

impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways	rigorous selection procedure places extreme emphasis on the real interest of the candidate to help other people and on internal qualities. **(3) Employee retention and training methods** METAdrasi gives great emphasis in the development of horizontal structures within the organization. There are no managers, supervisors and subordinates within the organization. METAdrasi only has teams and team leaders. "Our organisation does not have a pyramid structure. Its structure is horizontal. There are teams working together, each with its team leader. We do not have bosses, heads of units etc., as in the public sector. We only have teams and team leaders". Due to the expansion of many activities, and the launch of new ones, in 2019, the need arose for a new evaluation process as well as for the planning for further educational initiatives, to support METAdrasi in training its staff. The staff was trained according to the new evaluation procedure, which brought significant results for all staff. The organization has faced difficulties in employee retention, as a result of the activity of many international NGOs working in Greece that have been giving extremely high salaries. Thus, retaining their employees has been difficult. A new salary scale has aimed to improve the retention rates, primarily through the improvement in the earnings of its executive members, after negotiations with their funders (always according to their experience and position within the organization). But again, maintaining the philosophy of the organization with 650 employees is a very big challenge. METAdrasi exerts tremendous efforts not to evolve into an organization such as a large international NGO or a big company. In this attempt they insist in maintaining a family atmosphere, on the one hand, being concerned, however, that its team members should never abuse this relaxed atmosphere or that their people might misunderstand the culture of the organization and be late or behave like volunteers. Consistency is highly valued and considered necessary towards all directions. *"When there are 650 employees, the challenge is not to transform into a large multinational or international NGO which looks like a big business. The goal is to succeed in maintaining a family environment on the one hand, while not misusing this informal setting. The second major challenge is not to develop feelings of non-commitment that may be found in big organizations. We are an organization with a family environment, but we always have to keep in mind the principles and the philosophy of Metadrasi […] and we always have to be commensurate with what we say and with our responsibilities".*
	The training policy of METAdrasi focuses primarily on two spheres (a). the initial general training of all its employees (b). ongoing training activities (c). the training of its interpreters, which will be separately analyzed below. (a) The initial general training of all employees The general training of all employees refers to the transmission of the vision and the philosophy of METAdrasi to all its team members. When somebody first enters the METAdrasi team they undergo a training that focuses on: - the history of METAdrasi, - the philosophy of METAdrasi,

	- the mission of METAdrasi - the peculiarities of METAdrasi and its differences to other organizations METAdrasi has three characteristics – it is fast, it is efficient, it is consistent and it provides high quality services, this is what they try to teach to all incomers. The organization does not only offer the "Welcoming training" to all newcomers, but they also place extreme importance on the so-called "Follow-Up". During the "follow-up" they try to make the new employee a real member of the team. (b) The ongoing training activities Ongoing employee training is central in the development of the organization. METAdrasiinvests heavily in the continuous training of its employees on issues that relate to the organization's philosophy and values. The founder herself spends tremendous time reminding everyone what the organization stands for (either on an individual basis, or in small groups). But training on other issues is also important for its continuous development. In order to enhance their effectiveness, together with their sustainability in the long run, members of their staff participate in national and international skill development training activities (seminars, workshops and conferences), developing networking opportunities and exchanging good practices with other organizations. Additionally, members of their team train other institutions in the field, sharing experience and good practices. In 2019 alone, METAdrasi's staff participated in a total of 168 training activities: 50.5% of them for the Child Protection projects, 25.5% for the Education and Integration projects, and 34.5% for the management staff. A seminar was specifically organized using the organization's own resources, to train the Project Managers (PMs) on issues of team and programme/ project management. Furthermore, in the context of exchanging know-how, 13 members of their team participated as speakers at different conferences held in other countries.
	(c) The training of the interpreters An effective management of migration cannot be conceived without the provision of quality interpretation services. METAdrasi has since 2010 created an innovative system in order to ensure quality and effective communication between refugees seeking help and those able to offer it. The integrated system of interpretation services includes training, certification exams, and coordination in the field with evaluation and regular reassessment. METAdrasi's interpreters facilitate effective communication at all different stages of the asylum procedure, as well as in refugee camps, accommodation facilities, hospitals and schools throughout mainland Greece and the islands. In addition, interpretation services are provided to the United Nations High Commissioner for Refugees for both PROTECTION and CBI. In 2019, METAdrasi provided a total of 303,948 interpretation activities, out of which 162,904 concerned the asylum procedure. Thus, interpreters constitute approximately 50% of the METAdrasi staff. For Metadrasi it is crucial that their employees operate under the basis of cooperation, empathy and respect. That is the reason why they insist on constant training of their staff through workshops and seminars. All of METAdrasi's interpreters participate in their training programs for the reassurance of their performance and quality of work. More precisely, every interpreter attends seminars and is trained. They are also required to take exams that help them improve their skills and knowledge. 74 seminars have been held so far, in all of which (except one) the founder of the

	organization has participated as one of its trainers. Each seminar has a total duration of 60 hours that span over 6 days. The founder of Metadrasi herself trains the interpreters for a total of twelve (12) hours in each seminar during which she introduces them to the Code of Conduct, she gives examples and introduces the vision of the organization. **(4) Problems in the area of training** One of the main challenges that this organization faces is that employees find it difficult to distinguish the line between family working environment and consistency. More specifically, while the organization insists on keeping a friendly/family working environment, they are "obligated" to remind their employees the importance of the timeline, consistency and organized structure. Another issue regarding employees is that sometimes they seem to forget about the Organization's philosophy and principles. The founder is always there at such instances to remind people the essence of METAdrasi and what it stands for, while giving room for everyone that wishes to express any issue or challenge that he or she may face. From face to face meetings with the employee to group meetings to resolve an issue, mentoring processes are essential to reassure employees' commitment and, therefore, METAdrasi's social impact. **5) Volunteering** Volunteers have an important role in METAdrasi, as they help them meet the ongoing challenges and changing needs in their field of activities. This allows them to stay true to their commitment and not to conform to the available funding, but to focus instead on finding ways to cover real needs as they arise. Many of METAdrasi's activities happened with the exclusive support of volunteers at the beginning, like the Greek lessons and the Step2School programme; two important initiatives in the field of integration. At the same time, volunteering is a way to raise awareness and gradually change public perception towards refugees. In 2019, 364 new volunteers registered with METAdrasi and a total of 525 volunteers helped to cover the needs of various activities. The activities with a greater need for volunteers are the following: ● Courses for adults and children (Greek, English, Computer, German, Mathematics), creative activities for children who attend their educational programmes or stayin their facilities, ● Activities in the Mother and Child Space, ● Escorting unaccompanied minors and students (within the framework of educational programmes), **(**Daily care for hospitalized unaccompanied children, ● Preparation for the dispatch of humanitarian aid in various places all over Greece (camps, hotspots, METAdrasi's shelters), ● Support for various activities such as seminars, conferences, social events. Administrative support at the headquarters of METAdrasi in Athens, support to the shelters through language/music courses, creative activities, remedial classes and help with the household chores, as well as cooking and shopping.

	The management of volunteers is a tremendous administrative task. The recruitment process of volunteers is a very rigorous process that involves interviewing, CVs and criminal record checks. Also, all volunteers are subject to evaluation processes as the rest of the METAdrasi team. The volunteers of METAdrasi frequently get employed by the organization.
Photographic documentation illustrating the assumptions, the most important undertakings and results	   
Sources on the basis of which the case study was developed (www, existing publications, reports etc.)	IDI with Lora Pappa Social Media https://metadrasi.org https://www.facebook.com/metadrasi

SEHUBS partner/Author/authors	ALLI/Margarita Denfigou, Ourania Xyloyri, Arianna Ioannidou, Maria Menegaki

The name of the organization / social enterprise	**AN.KA S.A.**
Country	Greece
A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)	The development concept of AN.KA has a history that goes back to almost 30 years. It focuses on the "capacity building" and "empowerment" of the local population, especially the disadvantaged groups as well as the avoidance of social exclusion. A series of programs and projects are designed and implemented to serve a coherent and integrated vision for local development in both rural and urban areas, by highlighting and utilizing all kinds of resources (natural, human, cultural), proposing as a driving force the local initiative and entrepreneurship. AN.KA's shareholders range from local municipalities and regional unions, to the local Cooperative Bank, Association of Agricultural Cooperatives and Chamber of Commerce. AN.KA has established a flexible team of experienced and specialized, in many different subjects, executives, with international experience and full complementarity, in order to offer integrated solutions and consulting services in the public, social and private sector. In the same context, it has developed a stable and permanent cooperation with Research Centers, University Institutions, Technological Institutes and Development Agencies of Greece and Europe, as well as public and private sector services. This ensures efficiency, transfer of know-how and utilization of recent research results and developments in general. But its impressive networking is not limited to the above; it rather includes international cooperations and participation in networks. It is important to mention that AN.KA offers technical support to many local authorities, organizations, associations, companies and small and medium-sized enterprises. This includes information and organization training, encouraging the operation and expansion of sustainable units, facilitation of their adaptation to the new technological requirements and advice on promotion techniques. In order to do so, it conducts research and assists the design, establishment and operation of businesses. It also prepares and implements training programs to inform and continuously train executives. Moreover, it raises awareness and activates those at risk of social exclusion, providing counseling, psychosocial support, specialized vocational guidance, and training on entrepreneurship skills and development of a business plan towards their empowerment, especially in the case of women.
Reasons for choosing this organization	The CASE STUDY includes examples from the **securing of training facilities and expert knowledge on communication of SEs' impact and community importance,**
THE ESSENCE OF THE CASE STUDY	The organization currently employs 42 people and Its strategy is defined during their General Assembly that gets adapted to the existing needs. AN.KA recruits staff of a very high level, thanks to their strong cooperation with the local Universities during their

The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways	recruitment efforts. The core staff is systematically trained, both on the subject they work on, but also on the nature of the organization and the community development techniques. There is a clearly defined plan of initial training for the new staff and continuous training for existing staff. They also encourage people to pursue further education and support them during this pursuit, placing a special emphasis on project management training. In addition, they have developed a unique capacity to mobilize the local community and to make their activities, actions and services visible. "Cooperation Hub" Among many fields of activity, a big part of the work of AN.KA is directed to the support of other enterprises through their training facilities, services and operation as a hub. The support of AN.KA for all interested collective initiatives started in 1994, almost simultaneously with its creation, and included a range of services, from secretarial support to hosting. As Vasileios Bellis, AN.KA's general manager explains, *"The idea of a credit cooperative was presented to the Chamber.. when it was realized they proposed to us to technically support and host it. We had already hosted some women cooperatives funded by the programme NOW (New Opportunities for Women), so we became a hub without knowing. Therefore we hosted some women cooperatives, the credit cooperative and some centers under development; one offering services to women to avoid social exclusion, especially in mountainous regions, and one for people with special needs. These were the first organizations hosted by AN.KA as local social initiatives and received our hosting and technical support, from staff training to secretarial help".* AN.KA's operation as a local support mechanism encouraged the development of new collective initiatives, especially after the onset of the crisis. Thus, from the beginning of the crisis onwards, incubator services and technical support services in various fields of operation were offered to many enterprises. Some of the hub services provided to date are summarized below: • Hospitality. Instead of just offering some space, hospitality is about the integration of the interested organization in the operation of AN.KA itself, and mainly includes the provision of a meeting space. • Technical support in the establishment procedures, assisting the members to concrete the goals of the enterprise, the relations among the members, etc. in terms of a discussion that takes place at the company premises or in a village, in a space usually provided by the Local Government. • Secretarial Support (keeping minutes, register of members, informing visitors, etc.). When the enterprise "graduates" it receives a complete and organized file. • Support in Information and Communication technologies. • Coordination of members' meetings and assemblies. • Support in the design and implementation of Business Plans • Education • Connection with universities, research institutions and experts that may offer specialized knowledge. • Information on funding opportunities and networking. The aim of the above services is to provide and transmit the tools that would secure the enterprise´s success. *"We train the staff in their field of activity, but we also train them in the essence of AN.KA, the community approach"*, comments the general

	manager. At the same time, services aim at zeroing the start-up cost that often discourages, if not blocks participation and activation. Such an example was the credit cooperative. In the words of the general manager again: *“In the beginning, there was a girl in the role of secretary. If somebody wanted to register, they visited AN.KA and the procedures were managed by us. The credit cooperative was hosted for two years and when enough capital was gathered it found its own space.. but it already had 1100 members without any cost. This is the simplest thing we can do, to save them the rent, secretary, electronic devices, phone bills, etc. Such cost is important for a new organization that does not afford it and has to ask its members for it.. then, suspiciousness begins and the reliability of the administrative team is lost”.* "Cooperation Ecosystem" The task of AN.KA SA is also to support the networking and cooperation among the enterprises in order to achieve common and complementary goals, expand their financial activity, develop common services (e.g. training of their members, promotion, etc.) and ultimately form a cooperation ecosystem. There are currently 42 initiatives participating in the ecosystem. “Social Ecosystem” After the outbreak of the Financial Crisis, in collaboration with cooperative banks, social enterprises, universities and research centers, AN.KA began to investigate the creation of a "Coordination Center" or "Social Financing Ecosystem". Its purpose is to attract and mobilize funds and other resources to support and develop Social Enterprises, as well as micro or small enterprises, so that they become sustainable and able to effectively use the available financial resources, creating job positions, while performing social or environmental work.
Photographic documentation illustrating the assumptions, the most important undertakings and results	 

	 
Sources on the basis of which the case study was developed (www, existing publications, reports etc.)	IDI with Vasileios Bellis Social Media https://www.facebook.com/ANKA.A.E/ https://anka.gr/index.php/en/
SEHUBS partner/Author/authors	ALLI/Margarita Denfigou, Ourania Xyloyri, Arianna Ioannidou, Maria Menegaki

The name of the organization / social enterprise	**Diogenis (Shedia Street Paper)**
Country	Greece
A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)	Diogenis (Shedia Street Paper) is a non-profit organization founded in Athens, Greece, in March 2010, at the beginning of a major socio-economic crisis that affected the country and its people. The main aim of *Diogenis* is to provide support to the most vulnerable members of our society. Homeless people, people with substance abuse issues, asylum seekers and long-term unemployed are the target groups, while social integration through various activities and programs is its core aim. Raising public awareness on the issues of homelessness and getting people actively involved in various forms of activities against social exclusion is another core aim of *Diogenis*. Their major projects are designed and developed in such a way as to energize, empower and mobilize vulnerable members of our society, to help them support themselves, build capacity, self-confidence and finally rebuild their lives. *Diogenis* provides training as well as employment opportunities, giving opportunities for growth, and helping vulnerable groups of people integrate back to society. Other entities can get information regarding the recruitment processes and training models

	that they use so that vulnerable people may actually access the employment sector and integrate back into society. Additionally, other entities can learn the process of the production of the street newspaper, and ways of attracting sponsors and investors. Their work on the distribution of their products and their community outreach are both important and inspiring.
Reasons for choosing this organization	The CASE STUDY includes examples from **distribution of SEs' goods in a sustainable and visible for the community ways.**
THE ESSENCE OF THE CASE STUDY The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways	The socioeconomic crisis that Greece had to deal with in 2008 was the source of the beginning of many initiatives that aspired to create change and provide support with the purpose of dealing with poverty, social exclusion and racism. Diogenis NGO was one of the pioneers in this sector and managed to create a significant support system for homeless people in Greece. The organization has managed to gain world-wide recognition by its participation in the Homelessness World Cup, established by the International Network of Street Papers, the UEFA and the United Nations. Furthermore, by its key activities and initiatives Diogenis NGO is operating in a visible and respectful way, gaining in that way National respect and recognition. Through their actions they promote and deliver important messages in the society regarding poverty, respect, mutuality and social integration. Their actions are mainly focused on re-creating a different path for vulnerable individuals who seek to become independent and respectful citizens, providing them the life skills needed. Even though the main sources of income and actions of Diogenis NGO come from the distribution of the "Schedia" magazine, its sources of income are not limited to that. A wide range of initiatives weave a safety net to Diogenis NGO. The key activities and initiatives of Diogenis NGO are (a) the publication of the street magazine "Shedia", (b) the establishment of the national homeless football team with its annual participation in the Homeless World Cup "Kick out poverty", (c) the "Invisible tours" and the (d) "Suspended Coffee". Diogenis NGO is unique in that all these initiatives are self-sustained. Each one of the above-mentioned activities has a separate marketing plan that has led to a distinct and sustainable distribution of its products and services. *Key initiatives of Diogenis NGO* *(a) Shedia Project* The "Shedia" project is the flagship programme of Diogenis NGO. In February 2013, Diogenes NGO launched their street paper. The name of the paper is "Shedia" (which means "raft"). "Shedia", like all the street papers around the world, is not sold at the usual press points (newsagents' etc.), but in the city's streets by official vendors. The cover price is 4.00€, out of which 62,5% (i.e. 2.50€) goes directly to the vendor, allowing them the dignity to earn a small income to cover part of their basic needs. The cities in which the newspaper is sold are Athens and Thessaloniki. The purchase of the newspaper is also available

online for those in another city or even country, while there is also the option of subscription. The ones responsible and in charge of selling the newspaper are individuals from vulnerable population groups. endorse are divided into the following categories: homeless, long-term unemployed and other people experiencing extreme poverty and social exclusion. Every person belonging to one of these categories is able to become a member of “Shedia” project, regardless their age, sex, religion and sexual orientation. There is no specific training procedure for the vendors. The only policy followed by the organization is to inform vendors about the organization’s philosophy, objectives and procedures. If individuals decide to participate, they are given a free pack of ten (10) newspapers, a free red vest that marks the organization’s logo and an identity of work status. When these first ten newspapers are sold, they have the opportunity to return to the organization and prepay half the price for as many newspapers as they wish. The policy followed is not a form of direct hiring and recruitment as these individuals have the option to return only if and when they wish.

The process of selling the newspaper is as follows: initially each vendor chooses his/her own working hours and days, no one imposes a specific schedule. However, the organization sets a weekly schedule, to make sure that there is an adequate number of vendors at each selling point of the city. In this way, congestion is avoided in a single central point and the possibility of changing places is also given. In total, the vendors – beneficiaries of this activity in Athens and Thessaloniki are 140 people.

“Shedia" is not only an opportunity for financial support, it is a means for many of fellow citizens to secure a small income to cover very basic needs. “Shedia" is a set of experiences and opportunities that aim to educate, to inspire, to support people who are being tested very hard. To support the sellers, but also the readers. It's about connecting with people, a step towards social reintegration. Tt is about restoring dignity, recognizing and accepting ourselves and our neighbors.

"One of the things we are trying to do is to make the people of the "Shedia" feel like active members of society again, to feel good about themselves and those around them, to set goals and gain experience, to have access to the simple pleasures of life, to what the rest of us take for granted", says Christos, the editorial director of the magazine. On the other hand, people who buy the newspaper become more aware and contribute to the fight against poverty and unemployment. The relationships built between them are the optimistic side of this initiative.

But “Schedia” is not just another initiative of integration. The newspaper has evolved into a successful, high quality, editorially independent publication that is currently ranking 4th most popular magazine in Greece with its circulation following only some very prestigious and well-established magazines in the Greek market.

Regarding the legal nature of the newspaper, since the beginning of its creation, the “Shedia” team has contacted the corresponding authority of the Ministry of Finance about the legal status and nature of the newspaper, in order to lawfully operate it. Its legal status is that of a civil non-profit organization. The reason why this initiative falls under this category - and not that of a “Social Cooperative Enterprise” - is due to the fact that vendors frequently leave, a right that would not be granted to members of a social enterprise. Thus, the nature of this procedure is inconsistent. However, the ones that continue to “work” perform their tax declaration like any other employee would, even though they are not hired and employed by “Shedia”. When the purchase of the newspaper is made by the consumers, vendors provide them with receipts for retail transactions. More precisely, the State does not consider this action to be a financial transaction because this initiative has a social purpose.

Vendors who sell the newspaper in this way are insured and have access to public services such as health care, education and financial support.

(b) "Shediart Upcycling Project"

Shediart Upcycling Project" (Restarting life, www.shediart.gr). The core vision of "Shediart" is the creation of educational training as well as employment opportunities for people who are homeless and/or live below the poverty line, experiencing social exclusion at its most extreme, as well as the active encouragement and promotion of their full social (re)integration.

Shediart Upcycling Project developed an ingenious idea: past, unsold copies of the Greek street paper "Shedia" are upcycled, redesigned and transformed into high quality products. All products are handmade and unique, designed and produced in Greece highlighting the zeal, dedication and talents of their creators, using primarily environmentally friendly materials. The first group of beneficiaries of the "Shediart Upcycling Project" were people of older age (over 50 years old) who were found in the distribution network of the Greek street paper "Shedia". They were invited to participate in free upcycling workshops, acquiring and developing the skills to transform themselves into what, at first sight, may look and feel "obsolete", "trash" (as is the case with a past issue of a magazine) into high quality products. "Shediart Upcycling Project" is a social and environmental project where the ideals and values of love, solidarity, education, participation, social inclusion, creativity, social enterprise, innovation as well as social and environmental awareness and environmental solutions are all converging.

(c) "Kick out Poverty"

The Greek homeless football team is a social initiative that gave birth to the rest, entitled "Kick out to Poverty". It uses football for the activation and social (re)integration of our fellow citizens who experience social exclusion. Its aim is to support vulnerable groups, as well as to inform and raise awareness and, ultimately, to mobilize citizens towards a juster society. People of all ages and genders living below the poverty line, homeless people, people with issues of substance abuse and refugees are the three categories at the heart of the initiative. However, all are encouraged to join. Since 2006, the municipality of Athens has offered a football pitch every Sunday to facilitate the team's training.

The National Homelessness Team participates every year in the Homelessness World Cup. This is a top football, but above all a social institution, established on the initiative of the International Network of Street Papers and supported, among others, by UEFA and the United Nations (UN). "Kick Out Poverty" is the motto of the official event.The National Homelessness Team participated for the first time in the 5th Homelessness World Cup, which was held in Copenhagen in the summer of 2007, winning the Fair Play Cup. This was followed by the participation of the Greek Homeless Football Team in the World Championships in Melbourne (December 2008), Milan (September 2009), Rio de Janeiro (September 2010), Paris (August 2011), Mexico City (October 2012), Poznan (August 2013), Santiago (October 2014) and Amsterdam (September 2015). In FIFA's annual "The Power of Football" competition, 2014, the Homeless National Team was included in the top three social projects worldwide, because it uses the sport of football in its efforts for a better society.

Convinced of its empowering potential, since then, the people of Shedia have expanded their action to social sports including basketball, marathon and petanque.

(d) Invisible Tours

“Invisible Routes" is the title of another social initiative of Diogenis NGO. It is a programme of tours in the center of Athens with (current and former) homeless citizens acting as the guides. Following the model of similar tours organized in many foreign cities (Munich, Hamburg, Basel, London, Barcelona, Prague, Taipei/Taiwan, etc.), the “Invisible Routes” include some of the most important social structures of the city center where homeless people spend their days (such as soup kitchens, sleep shelters, rehabilitation centers, day centers, etc.).

In the words of John, a former guide of the *“Invisible Routes” "[t]he “street” for me means hard and rather miserable years. At the end of the road, however, there is always hope. That's why I still believe in people. Because people are also part of the road".* The guides give information about the services provided by each structure/place they visit, but also how they themselves have experienced or still experience life on the street, the human relations, the quality of services, the human geography of the structures and their potential, struggling to meet the challenges of the struggle to fight poverty and social exclusion, and to preserve their dignity as individuals. This is the most important element of the “Invisible Routes”; the personal narrative. The transmission, in other words, of the guides’ lived experience of life on the street. All guides are members of the "Schedia" distribution network and the main objective of the “Invisible Tours” is to create new opportunities to support themselves, educate themselves, to take another step towards social (re)integration and to activate society in an optimist way. Equally important, however, is to listen to personal testimonies, to get to know the city and its people from a different perspective. The perspective of our fellow human beings who live next to us, in our city, and are deprived of a safe home. The principle of mobilization is knowledge and awareness.

The educational character inherent in the "Invisible Routes" is about the possibility it offers to young people to overcome the fear and prejudice about homelessness and poverty, but also about the city itself and its invisible aspects- To confront a different reality and be informed about the outlets that exist if their lives ever 'change' course. And this experience is not done through a newspaper column or a TV report, but by looking into the eyes and talking directly to the guide.

"An experience that will change the way you see the world", described Maria, a second-grade student who had participated, together with her class, in an "invisible journey". *"Most of my classmates and I have visited sites near the city center, but no one knew about this aspect of our city. It's jarring to take a step into reality and see people with completely different lifestyles. We may know the poverty rates in our country, but who really knows where our needy citizens sleep, are fed and cared for? Through this unexpected journey into the daily life of a homeless fellow human being, we learned about the buildings that have been provided for the housing of the needy, about soup kitchens and about the offer of Doctors of the World".*

“The discussion on the issue of drugs and the information about the rehabilitation centers was important. In addition to the information, which is always useful, we saw with our own eyes the poverty on the streets, the pain and loneliness of our needy fellow citizens. Undoubtedly, we realized through the excellent presence of our guide, who spoke to us thoroughly and with

sincerity, how a homeless fellow human being still has moral values, dignity, honesty and mental fortitude," another student pointed out, concluding with perhaps the most appropriate definition of the "Invisible Tours" initiative: *"To draw on the urgent need for humanity and for collective or individual action to combat the suffering caused by poverty, all it takes is participation in the Invisible Tours programme."*

The tour in the city starts and finishes at the home of Schedia magazine (56 Kolokotronis and 2 Nikiou). Along the route, there are a total of six stops and references to some of the most important social structures in the city center: soup kitchens, sleep shelters, rehabilitation centers, day centers, etc.

(e) "Suspended Coffee"

The story of the 'Suspended coffee' began in the working-class cafés of Naples, in southern Italy, about a hundred years ago with what became known as 'caffé sospeso'. After the war, the tradition of the "café waiting" weakened, only to reappear in Naples ten years ago. Bulgaria, Australia and Russia are the countries that followed, while recently, the initiative has been spreading very rapidly to many other parts of the world. At the moment there are officially registered 162 companies in 17 countries and 112 cities participating in the network of waiting cafés.

It has been almost six years since "Shedia" participated. The "Suspended Coffee" initiative was launched in July 2013, when the magazine was only a few months old. From the four shops in Athens that had welcomed with great joy their proposal to become the pioneers of the movement, today the network of "A coffee waiting" has exceeded 80 from Alexandroupolis to Larnaca. Their goal is not to create hotspots, "coffee waiting" exclusively for the "Shedia" vendors, but to make it available to all those who have no other way for a cup of coffee. Another - not insignificant - objective is that through this process some small businesses, not only in the center of Athens, but also in deprived areas outside the city center, will be supported. After all, supporting small local businesses has been an integral part of the philosophy of the caffé sospeso movement from its very first steps. It is a good opportunity to keep the neighborhood cafés or cafeterias alive and to regain their neighborhood and parish character.

In the places that are in the network of "waiting coffees" there is a sticker indicating participation in this special solidarity network ("A coffee waiting for you" and the "Shedia" logo). For each new member added, a post is published on the "Schedia magazine" Facebook page, but also on the official "Schedia" website, where there is a special theme.

For each "coffee waiting" paid for, the shopkeeper has to cut out the corresponding receipt and place it in a prominent place (e.g. in a jar) or write the transaction on a board. In this way, everyone will be aware of the transaction and, of course, of the existence of the 'coffee waiting'. The project is based on the sincere willingness and desire of our fellow citizens to stand through such a simple process (a treat!) next to those experiencing poverty and social exclusion. Shopkeepers are in fact partakers of the desire of some of their customers to buy a coffee for an anonymous fellow citizen.

Beyond the above-mentioned initiatives, Diogenis NGO offers lessons of photography, ceramics and *jewelry*, reading of literary works, visits to museums and galleries with guides and even the artists themselves, invitations to performances, exhibitions,

film screenings and concerts. The people that are seen on street corners in red vests are not just spectators. They are called upon to take an active role. They write reviews for the performances they attend, participate in literature nights with writers, while after their photography classes they took part in the exhibition "Images of our other selves", hosted at the House of Arts & Letters and the Museum of Contemporary Art of Thessaloniki. There is also a theater group, which has participated in performances at the Athens Festival, the National Theater, and the Biennale Athens. "Dipno," a performance hosted by five salesmen who around a family table discuss with their guests what they have experienced, is one of their most recent performances. The latest performance is "Here", a presentation in the form of a musical theater performance with the participation of people from "Shedia" was in the Reception and Solidarity Centre of the Municipality of Athens, designed/coordinated by actress Marissa Triantafyllidou and musician Dimitris Klonis, which took place on 3 February. With improvisation as a starting point and based on passages from the book "The Invisible Cities" by Italo Calvino, scenes of fruitful interaction between speech and sound, stories and songs, theater and music were created. The presentation took place for the second time (the first was in December 2018) in the framework of the Athens 2018 World Book Capital of Athens, with the support of the Stavros Niarchos Foundation, the National Opera and Athens Culture Net. Other actions are mainly focused on the health and the physical state of vendors. More precisely, as the Organization states “the purpose of sporting initiatives is not the pursuit of victory, but the fulfillment of their social role”. Perhaps the best-known sports initiative of the magazine is that of the National Homelessness Team "Kick out Poverty", which uses football to activate our fellow citizens and contribute to the fight against social exclusion.

Problems and challenges

A major challenge that has arisen and currently faced is that vendors are not entitled to work and receive government benefits at the same time, and thus the opportunity for additional income is lost. The organization has reached out many times to the Ministry of Finance but no solution to this issue has been found so far. Furthermore, due to the fact that the employees are responsible for much more than just publishing the newspaper, like providing medical and legal support and in many cases housing and food to vendors, it is difficult to operate to other smaller cities in Greece.

It should be mentioned that, iIn the beginning, there were many more challenges faced by Diogenis NGO to ultimately establish and promote their mission, gain public recognition and build relationships of trust; successfully overcome thanks to the commitment of the involved individuals and synergies created. Commenting on the difficulties faced regarding the newspaper, Shedia´s communication and social project manager Aimilia Douka comments that *“its difficulty was not to write the content.. it was to find the capital and to gain people's trust. Even before we started, promotion was important and it took place so that people understand what it is about.. to look for the people with the red vest and buy the newspaper”.*

The success of the Diogenis NGO activities is based on the existence of a collaborative network of activities through their impressive national and international networking. Examples include the collaboration with the municipality of Athens which provides the organization with premises and sports facilities. In addition, the organization cooperates with other companies and organizations that support various activities. For example, if someone from the project needs an operation or expensive

	medications, it contacts a company that covers the costs. Another example of their extended function is the cooperation with the University of Piraeus' liaison office, through which "Shedia" people are given the opportunity to build their CVs, prepare for interviews and get in touch with companies. Moreover, when a vendor finds a house, the office tries to find ways to furnish it, mainly through synergies with other social structures and companies. Meetings with lawyers, sessions with psychologists, life coaching, self-defense courses, training seminars are also among the magazine's activities unknown to many people.
Photographic documentation illustrating the assumptions, the most important undertakings and results	 σχεδία ΠΕΡΙΟΔΙΚΟ ΔΡΟΜΟΥ
	 
Sources on the basis of which the case study was developed (www, existing publications, reports etc.)	IDI with Aimilia Douka Homeless World Cup, www.homelessworldcup.org FIFA «The Power of Football» https://www.shedia.gr/about-us/

	https://www.living-postcards.com/category/people/shedia-streetpaper www.insp.ngo
SEHUBS partner/Author/authors	ALLI/Ourania Xylouri, Margarita Denfigou, Arianna Ioannidou, Maria Menegaki

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