



## Annex 1. Social Services Center of Jonava district example

### M9C BUSINESS PLAN - THE CASE OF SOCIAL SERVICES CENTER OF JONAVA DISTRICT

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**SOCIALINIŲ PASLAUGŲ CENTRAS**  
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Tas, kas padėjo bent vienam vieninteliam žmogui, suvokia gyvenimo prasmę...

Budgetary institutions, when compared to NGOs, often have stable but limited funding. As a result, budgetary institutions frequently lack innovative work methods and services, limiting them to providing basic services only. To support refugees and enhance their integration into the labor market more successfully, budgetary institutions could implement the innovative M9C tool and train their staff to assist refugees in establishing their own businesses. The implementation of M9C as an innovative work tool must be planned. As an example, we have prepared the M9C BUSINESS PLAN for the Social Services Center of Jonava. This plan begins with an analysis of our organization's situation and identifies the interests and needs of our target group-refugees. These were the initial points we added when filling out the template for delivering the program, inspired by the Business Model Canvas.

<p>1. General information about social enterprise</p>	<p>The Social Services Center of Jonava district (Center) is a budgetary institution, that has the goal to provide social services for the residents of Jonava district that experience social exclusion, and to help them to integrate into society.</p> <p>Services of the Center:</p> <ul style="list-style-type: none"> <li>- information, consultancy, mediation, and representative services;</li> <li>- social education services;</li> <li>- psychological assistance and meditation services;</li> <li>- provision of social help services for the elderly and disabled at their home;</li> <li>- transport organization services (going to special-purpose institutions);</li> <li>- provision of technical assistance to persons with disabilities;</li> <li>- daycare services for children, parents, seniors, and the disabled (in the institution);</li> <li>- work with families at social risk (comprehensive assistance, case management, preventative activities);</li> <li>- questionnaires on a person's activities and activities to participate (during the process of the identifying of disability);</li> <li>- European Union food aid for the most deprived;</li> <li>- implementation of a program for the adaption of housing and the environment for people with disabilities;</li> <li>- temporary accommodation in hostels and short-term, and long-term accommodation in a social care home;</li> <li>- coordination of social projects, implementation of project activities;</li> </ul>
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	<ul style="list-style-type: none"> <li>- qualified psychosocial assistance to patients with addiction disorders (implementation of a program for the reduction of alcohol dependency and other psychotropic substances), addiction counseling services;</li> <li>- organization of professional development for specialists in the field of social work;</li> <li>- activities promoting the integration of foreigners and non-Lithuanians;</li> <li>- organization of the payment of allowance (which is given once a year).</li> </ul> <p>The Social Services Center of Jonava district provide services for all Jonava district residents from different target groups (in 2021 Centre had 6 789 clients):</p> <ul style="list-style-type: none"> <li>- adults and children with disabilities and their families;</li> <li>- the elderly and their family members;</li> <li>- low-income persons and families;</li> <li>- adults experiencing social exclusion/risk (people returning from prison, people suffering from addictions and addiction disorders, and the homeless);</li> <li>- children experiencing social exclusion/risk;</li> <li>- families experiencing social exclusion/ risk;</li> <li>- foreigners that are granted asylum in the Republic of Lithuania and non-Lithuanian citizens living in Jonava district;</li> <li>- people, who experience a crisis (victims of violence, addictions, etc.);</li> <li>- guardians, adoptive parents; families fostering and/or caring for children;</li> <li>- young people, who don 't work or study anywhere;</li> <li>- other residents of the district who need social assistance.</li> </ul>
<p>2. What the target group (refugees as customers) need</p>	<p>One of the target group is refugees, asylum seekers and immigrants, living in Jonava district. According to Center statistics data in August 2022 there were 567 persons from this target group. Mostly of them are refugees from Ukraine, also there are refugees from Syria, Afghanistan, Iraq and Belarus.</p> <p>In Jonava district there are living more refugees and immigrants, but we counted only those, with whom Center is working now. In the future we could plan to reach also other refugees and immigrants, who may be interested in our program.</p>

Table No. 1

<b>Jonava district services provided to refugees at the Social Services Center (SPC) (data from 08/08/2022)</b>	Number of persons
<b>Subgroups of the target group</b>	TOTAL NUMBER OF FAMILIES 259
	NUMBER OF ADULTS 322
	NUMBER OF CHILDREN 245
Children are educated in pre-school institutions or plan to attend from September	45
Children are studying or enrolled in educational institutions	146
Number of minor children with disabilities	7
Number of disabled adults	7
Number of children attending SPC day care center	22
Number of individuals attending SPC adult Ukrainian support group	17
Number of persons attending SPC Lithuanian language classes	20
Number of employed persons	118
The number of unemployed registered with the Employment Service	102
<b>TOTAL NUMBER OF PERSONS</b>	<b>567</b>

Analyzing the data in Table No. 1 we see, that the main target group could be the unemployed refugees, who are registered in the Employment Service, which number is 102 adults.

	<p>Higher education has 15 percent, professional education – 40 percent, 42 percent have a secondary or basic education, and without education – 3 percent.</p> <p>Refugees have a different level of English and / or Russian language, mostly have a basic knowledge of Lithuanian language. And speaks their native languages.</p> <p>According to refugees provided information, mostly of those persons who are educated, worked as hired employees. Persons without professional or higher education say that they worked as self-employed persons, but mostly as craftspeople or farm workers.</p> <p>Most of the women from the Arabic countries haven't any job experiences, according to their family situation.</p> <p>The main need of the target group is just to earn the money and only some of them would be interested in the self-realization or would like to create their one business (or micro business). According to it we predict that 20 percent of the target group could be involved in our program.</p>
<p>3. Value proposition (what your organization offering and to whom? why do they value your offer?)</p>	<p>Value to the refugees who has an idea about starting their own business:</p> <ul style="list-style-type: none"> <li>- Build their profile, acquire new knowledges and skills;</li> <li>- Learn and prepare the Business model canvas for their business idea;</li> <li>- Expand their network and get in contact with a local expert;</li> <li>- Practice telling the story about their new business.</li> </ul> <p>There are quite important arguments why it could be useful for the Jonava municipality. Jonava is a multicultural city, the Refugee Reception Center has been operating in its district for 25 years. Therefore, the Jonava district has had to deal with the integration problems of immigrants living here for a long time. One of which is the integration of immigrants/refugees into the labor market. A significant number of immigrants/refugees enter a foreign country and have difficulty integrating into society. Jonava's labor market is flexible enough, but the employers of the district still lack the desire to employ refugees who speak Lithuanian with difficulty and often have education and qualifications that do not meet state standards. Therefore, the people of this target group often become unemployed, which</p>

	<p>makes their social integration even more difficult. Therefore, the investment of the municipality of Jonava in the M9C program, which promotes the creation of an individual version of refugees, is a rational and reasonable way of solving the problem of refugees' unemployment and integration both into work and into society.</p> <p>Value for the potential funds and sponsors:</p> <ul style="list-style-type: none"> <li>- United Nations (UN) programs supports refugees integration and business starting ideas.</li> <li>- Kick starters programs also provide opportunities to get a support from their funds.</li> </ul> <p>M9C program direct corresponds to the purposes of UN programs and Kick starters supports.</p>
<p>4. Key partners (such as local businesses to act as case studies)</p>	<p>Key partners can be local businesses, governmental and non-governmental organizations:</p> <ul style="list-style-type: none"> <li>- Employment Service</li> <li>- Jonava municipality</li> <li>- Bank (Swedbank, Šiauliai bank, SEB bank)</li> <li>- State Social Insurance Fund (“Sodra”)</li> <li>- State Tax Inspectorate (STI)</li> <li>- Local case study – local businesses representatives</li> <li>- NGO, who has contacts with refugees or potential businesses</li> <li>- Kaunas Chamber of CIC (Commerce, industry and crafts) chamber.It</li> <li>-</li> </ul>
<p>5. Key resources you will need</p>	<p>Key resources:</p> <ul style="list-style-type: none"> <li>• Facilitator competences and knowledge: <ul style="list-style-type: none"> <li>- Lithuanian and English and / or Russian language;</li> <li>- Certificated M9C facilitator competencies;</li> <li>- Intercultural communication skills;</li> </ul> </li> <li>- Facilitator need to: <ul style="list-style-type: none"> <li>○ be able to listen</li> <li>○ be able to answer practical questions</li> <li>○ have a basic knowledge about how business works in your local area</li> <li>○ have an idea about how to get more information about your local area</li> <li>○ be ready to ask many questions</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Training material for trainer and target group (refugees) – M9C training package.</li> <li>• Local case study – someone who would be willing to talk to the new program group about their business.</li> <li>• Facilities for running the course and place to meet.</li> <li>• Paper, sticky notes and pens for use during the meetings.</li> <li>• Online platform for group work or communication (example, Messenger, WhatsApp group), or simple Customer Relations Management (CRM) layout to collate the new connections in the group.</li> </ul>
<p>6. Stakeholders</p>	<p>Stakeholders can be:</p> <p><i>For the Center who want to run the program</i> – for example, Support program for social projects of the Jonava district; National fund supporting refugees trainings.</p> <p><i>For the refugees who support starting the business financially</i> –Municipal or/and National Kick starters programs and funds; Employment Service programs supporting individual refugees business.</p>
<p>7. Recruitment channels (how do you reach your 9C customers?)</p>	<p>The Center has every opportunity to reach the target group because it works directly with immigrants and refugees. The institution performs the function of the Immigrant Information Center - every immigrant and refugee living in the Jonava district applies to this Center for various purposes – obtaining general information, educating children, learning the Lithuanian language, organizing food care trips, receiving social benefits, receiving social and psychological assistance, employment and others questions. Thus, the institution has contacts of all immigrants/refugees living in the area and can single out those for whom the issue of integration into the labor market and participation in the program is relevant.</p> <p>Those refugees, who are not clients of our Center, could be reached throw the collaboration with:</p> <ul style="list-style-type: none"> <li>- NGO, who has contacts with refugees</li> <li>- Ruklos refugee reception center</li> <li>- Local schools</li> <li>- Employment Service</li> </ul>

	<p>The best option is to meet a group of likely participants face to face and tell them about the programme.</p> <p>Advertising in the events, information in the social sites, websites, newsletters, leaflets, posters and etc.</p> <p>Places to advertise the programme include:</p> <ul style="list-style-type: none"> <li>- language schools</li> <li>- libraries</li> <li>- supermarket noticeboards</li> <li>- local Facebook groups</li> <li>- refugee aid groups</li> </ul>
<p>8. Cost structure</p>	<p>The cost of a course implementation:</p> <ul style="list-style-type: none"> <li>- facilitator salary,</li> <li>- place to meet,</li> <li>- handouts,</li> <li>- coffee /tea,</li> <li>- transport costs,</li> <li>- etc.</li> </ul>
<p>9. Revenue streams</p>	<p>The possible ways to generate income, fundraising, refugee support programs, training projects, etc.</p> <p>For the Center who want to run the program – for example, Support program for social projects of the Jonava district; National fund supporting refugees trainings;</p> <p>For the refugees who support starting the business financially –Municipal or/and National Kick starters programs and funds; UN programs; Employment Service programs supporting individual refugees business.</p>