



## Annex 2. Lithuanian Red Cross example

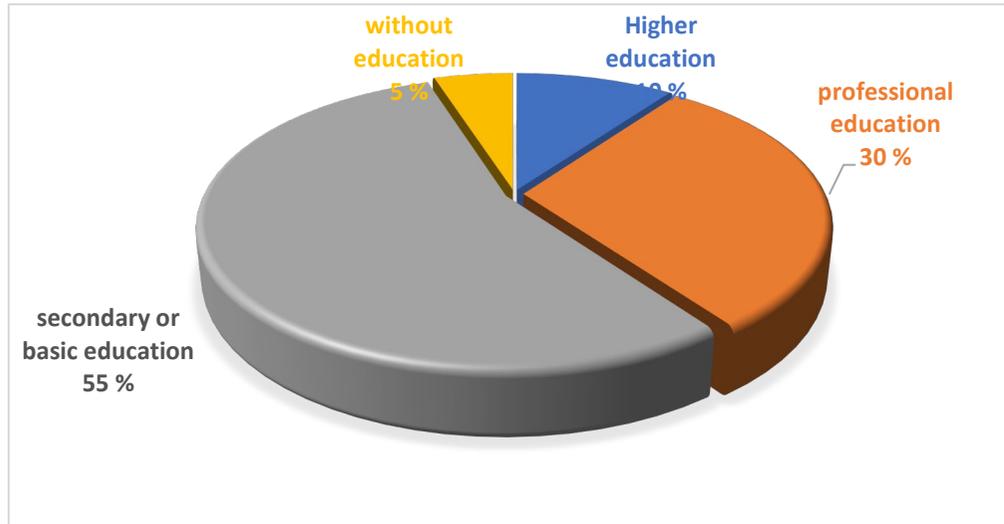


### M9C BUSINESS PLAN – THE CASE OF KAUNAS MIGRANTS’ CENTER OF LIHUANIAN RED CROSS (NGO)

<p>1. General information about social enterprise</p>	<p>Lithuanian Red Cross, founded in 1919 is a non-governmental organization, which belongs to International Red Cross Movement consisting of International Red Cross committee, International Red Cross and Crescent federation and national societies, that are active in 191 countries.</p> <p>Lithuanian Red Cross is auxiliary to the government in humanitarian field in time of peace during armed conflicts fulfills the tasks foreseen in Geneva Conventions. In its work it's guided by Fundamental principles</p>
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	<p>of Red Cross Movement: humanity, impartiality, neutrality, independence, voluntary service, unity, universality.</p> <p>The main mission of Lithuanian Red Cross is to prevent and alleviate human suffering making no discrimination as to nationality, race, sex, religion, language, political views.</p> <p>The main activities:</p> <ul style="list-style-type: none"> <li>- social and medical care for elderly,</li> <li>- handicapped people at home,</li> <li>- first aid trainings, tracing,</li> <li>- legal and social assistance for refugees, asylum seekers, migrants,</li> <li>- humanitarian aid,</li> <li>- dissemination of International Humanitarian Law,</li> <li>- youth activities.</li> </ul> <p>The Lithuanian Red Cross has several departments, one of them is the Kaunas Migrants' Center (Center), whose main activity is working with immigrants and refugees.</p>
<p>2. What the target group (refugees as customers) need</p>	<p>Kaunas Migrants' Center (Center) provides help (humanitarian, social, psychological, legal) for immigrants and refugees, living in Kaunas. According to Center statistics data in 2022 there were more than 700 persons from this target group. Mostly of them are immigrants and refugees from Ukraine, also there are refugees from Syria, Afghanistan, Venezuela, Chechnya, Belarus and Africa countries.</p> <p>In Kaunas district there are living more 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> <p>Analyzing the data of recent years, it is stated that about 60 percent of immigrant adults are currently unemployed. Most of them are women who are raising young children.</p> <p>Higher education has 10 percent, professional education – 30 percent, 55 percent have a secondary or basic education, and without education – 5 percent.</p>

Table Nr.1:



Refugees have a different level of English and / or Russian language, mostly have a basic knowledge of Lithuanian language. And speaks their native languages.

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.

Most of the women from the Arabic countries haven't any job experiences, according to their family situation.

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 10 percent of the target group could be involved in our program.

3. Value proposition (what your NGO/organization offering

Value to the refugees who has an idea about starting their own business:  
 - Build their profile, acquire new knowledges and skills;

<p>and to whom? why do they value your offer?)</p>	<ul style="list-style-type: none"> <li>- Learn and prepare the Business model canvas for their business idea;</li> <li>- Expand their network and get in contact with local experts;</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 Kaunas municipality. Kaunas is a multicultural city, there are several universities (with foreign students); international organizations (foreign staff) and Kaunas Migrants' Center has been operating in its district for 20 years. Therefore, the Kaunas city 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. Kaunas 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 makes their social integration even more difficult. Therefore, the investment of the municipality of Kaunas 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>- 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>- Kaunas municipality and it's institutions (+ social organizations)</li> <li>- Bank (Swedbank, Šiauliai bank, SEB bank, Luminor BankS)</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.lt</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> <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> </li> <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 Kaunas city and its 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. Kaunas Migrants’ Center (Center) provides help (humanitarian, social, psychological, legal) for immigrants and refugees, living in Kaunas. Thus, the institution has</p>

	<p>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 through the collaboration with:</p> <ul style="list-style-type: none"> <li>- Kaunas municipality or social, educational and other organizations;</li> <li>- Other NGO, who has contacts with refugees</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 Kaunas city and its district; National fund supporting refugees trainings;</p>

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