

Thank you for your interest in applying for the Zero Project Impact Transfer program. This short application form will help the selection team choose 10 projects from the Zero Project nominations to be part of this year's Impact Transfer program. Please answer the questions as fully as you can to help us with this process.

Before you apply, please read our briefing document and make sure you can demonstrate how you meet the following criteria:

- *You have sufficient track record and evidence that your innovation works and can be replicated (inter)nationally;*
- *Replication is a strategic priority for your organization, with buy-in at a senior level of the organisation, and some resources are already available for replication;*
- *At least one senior person (with decision-making power) from your organization can commit approximately 1 day a week to the programme for webinars, assignments etc. from Oct 2020 to March 2021;*
- *You are open to learn, share and be challenged, and have a proactive attitude;*
- *You are able to participate in webinars and assignments in English.*

Please note you can save your progress and return to the survey at any time, as long as you use the same computer and browser to complete the survey. Also be aware that question numbers may appear out of order as certain questions depend on your previous answers.

If you have any queries about the program, or have any trouble accessing this survey, please contact Paula Reid at [p.reid@zeroproject.org](mailto:p.reid@zeroproject.org). An accessible Word version is available on request.

Name

Iva Tsoleva

Email address (please note that by entering your email address, you are giving the selection team permission to contact you regarding your application)

iva@jamba.bg

Name of your organisation

Social Future Foundation

Name of your project nominated for the Zero Project Awards

. What is your motivation for applying to join the Zero Project Impact Transfer program? (max 3000 characters)

One billion people, or 15% of the world's population, experience some form of disability. 800 000 of them live in Bulgaria. They have tremendous potential and can be programmers, web designers, accountants, stock traders, dental technicians, call center operators, and more. What they need is qualifications and knowledge, equal access to work development and an accessible work environment. That was the reason which provoked Iva Tsoleva and Joana Koleva to found Social Future Foundation and its project JAMBA-Career For All in Bulgaria in 2017. JAMBA supports persons with disabilities to attain key competencies, soft and professional skills. As a follow-up step, we act as a bridge between them and employers so that way they begin their professional development and find a job. Our team is investing in capacity building by conducting a number of accessible courses - soft-skills trainings that prepare candidates for challenges like writing their CVs and presenting themselves effectively during interviews, Business English courses and professional trainings. In this way we work together with the candidates and equip them with the necessary skills to be competitive in the labor market. We also proactively seek connection with employers with an open and inclusive perspective and prepare them not just attitude-wise, but concretely and operatively, to have a person with disability joining their team. We work towards providing an accessible work environment, as well as helping for a successful start and subsequent dual integration. Thanks to our experience so far, as well as the partnership with organizations from Europe, America and Asia, we managed to get an idea that no matter how developed a country is in terms of social, economic and political aspects, the challenges for persons with disabilities for equal access to education, employment and social integration are similar. This provokes our desire to think in the direction of expanding our activities beyond the borders of Bulgaria. At the same time, our organization is young, and although we have a great desire to develop it internationally, because we believe a lot in its potential, we realize that we do not have the necessary expertise for this. We are aware that in such an activity there is a danger to the sustainability of our organization, it is also very important to choose the right model for social replication - if our criteria and values are not formed in the right way, there is a danger not to be transferred properly and thus to escape from the original concept. Our team would be truly happy and grateful to receive the opportunity to participate in the Impact Transfer Program, as we believe that the knowledge gained and working with experienced professionals will be extremely useful for the future development of Jamba.

. What is your experience of replicating or transferring your innovation?

- We have already replicated our innovation
- We have not replicated our innovation yet, but it is a strategic priority and we have a clear idea about what to replicate, where and with which partners
- Replication is a new topic for us, but it is the right time to start working on it

. Please provide us more information on your replication strategy and experience so far (Where did you replicate this innovation? How did you replicate ? Which partners did you work with to replicate this innovation? How did you finance the replication? Results so far? Lessons learned?)

In the beginning of 2019, a young woman from Hungary /Sári Pásztor/ contacted our team and expressed a desire to help the growth of Jamba in her homeland. She knew about the project from a blind friend of hers from Bulgaria, whom our team had helped find a job as a lawyer in a large international company. Thus, in May 2019, for the first time we managed to expand the activities of JAMBA outside Bulgaria, and with the help of a local team and the main initiator of our activities there in the face of Sári, a new legal entity was created in Hungary. Sári and the team went through a transit period in which Iva Tsoleva conducted a series of trainings aimed at transferring knowledge in topics such as experience, strategy, business model and development, marketing and branding, values and more. The organization's IT team in Bulgaria has created an online infrastructure and website for the team in Hungary that they can work with. JAMBA in Hungary is developing successfully, thanks to its activities there are already trained candidates with disabilities who have started their professional development and found a job. The organization receives government support and is currently participating in the Badur Foundation's accelerator program. After one of the co-founders of the project, Iva Tsoleva, moved to Austria, in April 2020 together with a local team in Vienna, a new legal entity was registered and Jamba started its activities at the local level. In this short time, the organization managed to build a network of local partners, create an online infrastructure and platform for Austria, as well as to conduct its first training on Data Annotation, which was attended by 12 people with disabilities. Jamba's team has already a Replication package, which contains a large set of documents, business plan, marketing strategy, brand book, and graphics, a fully accessible online platform translated in Bulgarian, English, German, Hungarian and that can be translated into a new language when it's needed. This package was used in the creation of Jamba in Hungary and Austria. We are currently working on the creation of a JAMBA Social Replication Toolkit, which includes comprehensive structure and various aspects and steps for successful replication of the project in other countries. Activities on this initiative began in June 2020, when Jamba was invited to participate as one of the projects in the Snowball Effect. The team of the initiative gave us an idea to start work on creating a similar strategy and we actually took an example from the Spring Impact Toolkit. At the moment we are focused on the model of social franchising and the steps taken by us are in this direction. Our team is also awaiting final confirmation of receiving a European trademark for the name and concept of JAMBA. A big advantage for us is our IT team in Bulgaria, which develops and maintains the website and platform of Jamba. On the one hand, we have a multilingual accessible website translated into 4 languages, where applicants and companies can find out about the activities, mission, and services we offer. On the other hand, our fully accessible online job-matching platform helps us for the activity of the organization, aimed at establishing the connection between candidates and employers. Through it, candidates with disabilities can easily and quickly find job advertisements that match their interests and experience, and vice versa - employers have the opportunity to communicate with candidates who meet their criteria. The whole process complies with the requirements for GDPR confidentiality. In addition to the above-described software products, in October 2020 our team will launch the new accessible online training platform, through which applicants from any settlement, including villages and rural areas, in a country will have the opportunity to study online and acquire a new professional qualification to allow them to find remote work. Thanks to the good partnership network that Jamba Bulgaria has managed to build in the last few years, we enjoy the partnership with a large number of institutional /Sofia Municipality, Ministry of Labor and Social Policy, President of the Republic of Bulgaria/, academic /Central European University, New Bulgarian University/, and 60 business partners /HP, EY, Coca-Cola, IBM, Raiffeisenbank, Experian, Telus International, TBI Bank, and many others/, as well as representatives of the NGO sector. Thanks to our partnerships with them, we had the opportunity to achieve our results so far and, accordingly, to contact representatives of the companies with which we already work in Hungary and Austria. This greatly facilitates our work at the local level in Hungary and Austria. So far, the replication of the project has been done with Jamba's own investment and volunteer work, but in the future, for the next chapters of the organization, opportunities for co-financing will be sought, as well as other different sources of funding. Our team is really grateful for everything achieved so far. Thanks to our work, hundreds of people were trained and were able to find a job that makes them happy and makes them feel really socially integrated. Also, businesses are increasingly convinced that there is no point in prejudice, and old stereotypes are much easier to break thanks to successful examples. Companies are proactively contacting us and looking for candidates with disabilities because they see their great motivation, potential, and desire for development. What we have seen so far is that the situation with regard to equal access to education, employment, and integration for people with disabilities is similar everywhere. Of course, some countries are more developed than others, so JAMBA's activities and projects at the local level need to be flexible, given the overall socio-economic environment, as well as the presence of potential competitors. One specific example is the focus of our project in Bulgaria in terms of the business sectors in which we operate - there we are open to many different industries, as Jamba in Bulgaria and Hungary is a pioneer and there are no other similar organizations with activities like ours. In Austria, our activities are focused only on the IT sector, as our research showed that there are other projects similar to ours, but no one is focused on training and finding jobs for candidates with disabilities in the IT sector. So we saw this incredible opportunity and decided to dive deeper into this industry because it is constantly growing, really flexible, and demands a huge amount of talents.

. Please explain your initial ideas on replicating your innovation (what you wish to replicate, in which geographies, which type of partners will you need, or any other relevant information). If you do not know yet, please write 'Don't know'

*This question was not displayed to the respondent.*

. Please describe the main questions or challenges you hope to address by participating in the Impact Transfer program.

Our team would be grateful to have the support of experienced mentors and advisors who could help us in the following areas: - We would like to find the most correct model for replicating JAMBA in other countries - whether it would be a social franchise or another model. - We would like to be able to create a comprehensive strategy and concept for successful replication to be followed in other countries and local partners in which Jamba should start to develop. - We would like to be able to filter specific products and services from our portfolio that would be most suitable for replication. - We also want to find the most suitable countries in which to continue our development. - A very important aspect of the organization's growth is gaining access to various sources of funding that would help Jamba's international development. - Connect with appropriate local partners who could assist in project replication.

. Is replication a strategic priority for your organisation, supported by staff, your board and external stakeholders?

- Yes
- No
- I don't know

. Please explain how replication fits into your strategy and long-term goals, and how replication is supported by your Board and leadership team. If you are not sure, please write 'Not sure yet'

After the establishment of Jamba 3 years ago in Bulgaria and the results achieved so far, the team of Jamba had the opportunity to replicate the activities of the organization in two other European countries. The experience gained in three different countries has shown us that there is a need for this type of service and although at first, we were not very sure how to proceed, as it happened for the first time thanks to a happy coincidence and the support of a local partner in the face of Sári Pásztor and her desire to work and develop a project like Jamba. The second expansion of the project occurred as a result of the relocation of one of the co-founders of the organization in Austria and finding a wonderful and diverse team of professionals in various fields, thanks to which the organization began to develop so quickly there. The results so far are really wonderful and the founders of JAMBA, as well as the entire Executive Board of the organization fully support the activities and efforts aimed at international development and believe that in this way JAMBA, with the help of its international and local partners will establish itself as an organization, promoting equal access to education and professional realization, as well as social integration of persons with disabilities.

. Have you standardized your model and operations in a way that allows partners to easily replicate it (guidelines, operations manuals, trainings,...)?

- Yes
- To some extent, but we still have more work to do
- Not yet

. Are specific human or financial resources already available for replication? Please explain.

The IT team in Bulgaria, which deals with the development and maintenance of the website, the online matching job-board platform, as well as the current development of the online e-learning platform is available to assist with everything necessary in terms of replication of the organization's software products. Also, one of the co-founders /Iva Tsoleva/ is the project lead for the replication of JAMBA in an international aspect and manages all processes related to it. The organization will seek sources of additional funding and co-financing to financially support its expansion abroad.

. Is there a clear project owner in your team who has the capacity, skillset, and decision-making power to participate fully in our program (approx. 1 day per week between October 2020 and March 2021) and support the replication of your innovation?

- Yes, we have a project owner for this program, with the necessary skills and seniority
- Not yet, but we have enough capacity and can easily assign a project owner for this program
- No, we do not have enough internal capacity for this program at the moment

. Please provide more information on the profile of the person who will serve as project owner for the Impact Transfer program (background, experience, ...). You can also add a link to the person's profile (on LinkedIn or on your website), if you wish.

Iva Tsoleva, the co-founder of JAMBA and its CEO, is an expert for small enterprises and businesses with multiannual experience. Her focus is on business development and the creation of long-term values of the organization. During the 12 years of work in the NGO sector, she supported many local and international organizations including AIESEC, United Nations Association of Bulgaria, Caritas, Asia-Europe Foundation, Association of the Bulgarian Leaders, and Entrepreneurs. Iva Tsoleva was Bulgarian youth Delegate to the United Nations /2016-2017/ and to the Council of Europe/2017/. She has been awarded for The Outstanding Young Persons in Bulgaria for 2016 in Humanitarian and Volunteerism Leadership, and also was one of the “30 under 30” of Forbes Europe in 2018 in the category “Social Entrepreneurship”. Iva holds a bachelor's degree in International Relations and Politics from the University of National and World Economy, Sofia, Bulgaria. She is also a graduate of America for Bulgaria Foundation and its entrepreneurship program at Babson College, Boston, USA. Currently, Iva is a mentor at the Young Migrants Capacity Building /YMCB/ program at the Centre for Social Innovation and part of the EXPERTS.CLUB in Vienna, Austria. She has long experience working with people with diverse abilities, refugees, and other vulnerable groups on a local, national, and international level. (LinkedIn: [bit.ly/36wRgZY](https://bit.ly/36wRgZY))

We are interested to understand your impact model (also called Theory of Change): who are your main target groups, which key activities do you offer to these target groups, what impact (change) do you want to achieve for your target groups, and how do you measure this impact (if you do).

Please fill in the table below focusing on your main target groups, activities, expected impact and indicators.

Insert your TARGET GROUP (one target group per box, maximum 3)	Insert your key ACTIVITY for this target group	Insert the main IMPACT (CHANGE) that your activity is supposed to achieve for this target group	Insert the main INDICATOR you use to measure your impact (if available)
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Consumers - Persons with Disabilities

The services we offer to them are conducting of fully accessible physical/present or again fully accessible online trainings on topics like: Soft skills - for example writing their CVs and presenting themselves effectively during interviews, successful integration into the work environment, work ethic and others; Business English courses, because for most employers excellent English is a compulsory skill at the moment. Professional training for IT and programming, data annotation, graphic design, social media marketing, accounting, etc. In this way, we invest in capacity building in candidates, prepare them, and sometimes even help them find internships in advance, in which to gain experience if they have never worked before, and thus they become competitive in the labor market. We then help them personally find work by connecting them with employers or they themselves use our inclusive job-board platform through which they can apply for a job.

The change and impact we want to achieve among people with disabilities is to help increase their qualifications and skills so that they can get an equal chance for a professional start and career development. In this way, they will be economically and socially active and will be able to really integrate into society. That way, we will also motivate a large number of people with disabilities who have lost faith that they can realize themselves, look for new opportunities and feel complete.

Number of conducted trainings and successfully trained students; Number of successfully employed people with disabilities for a minimum of 6 months or more;

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Clients - Companies

The services we offer to them are: Conducting theoretical and practical trainings, in which trainers with disabilities also participate. Trainings include topics on Diversity & Inclusion, accessible work environment, successful integration in the workplace and in the team and others; Consulting companies to provide an accessible work environment and inclusive design. Recruitment services in which JAMBA works as a labor intermediary/HR company and assists in the whole recruitment process - from obtaining an application for a certain job, through scouting for talents, conducting accessible interviews, assistance in starting work and successful integration at the workplace. Opportunity for the company to register in JAMBA's accessible online job-board platform, in which companies can contact suitable and eligible candidates.

The change and impact we want to achieve in business is a change in attitudes among companies, breaking stereotypes and prejudices that people with disabilities cannot be successfully integrated into the labor market. Our goal is for the business to become more and more committed to the topic of Diversity & Inclusion in the workplace, to start actively looking for and hiring long-term candidates with disabilities and to pay them fairly for the work done with at least a minimum wage or higher and a full package of social benefits. In this way, the huge need and lack of sufficient staff and staff turnover can be filled, harnessing this huge amount of unused human capital with great potential.

Number of companies with which the organization partners and works; Number of job postings received; Number of successfully filled job positions.

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. Does your current funding model allow you to take repayable investment i.e. not grants, but equity or loans that you will have to pay back?

- Yes, and we have already received a repayable investment
- Yes, and this is something we want to explore
- No

As part of the selection process for the Impact Transfer programme, we will be putting together a short video on each shortlisted project for our selection panel. We would be grateful if you could send us:

- Any video material you currently have about the project (via YouTube, DropBox etc.) that you did not already submit as part of your Zero Project application.
- A short video (maximum 20 seconds), explaining why you wish to join the Impact Transfer programme. This video can simply be filmed on a mobile phone.

If you have weblinks to these videos, please include them below. Otherwise you can send them to [p.reid@zeroproject.org](mailto:p.reid@zeroproject.org).

. If you have any other supporting documents (such as your organization structure, impact evaluations, or strategic plans) that you have not already included in your original Zero Project application, please include the web links below. Alternatively, you can email documents to [p.reid@zeroproject.org](mailto:p.reid@zeroproject.org), including your name and project title.

The selection panel will handle any documents you send us confidentially.

Dear Impact Transfer Team, I am not sure if my answers on the Impact Model Question are fully visible, so I am adding a Google Doc File where you can find the same content. [https://docs.google.com/document/d/1ZB-Tzmy9\\_bWynw5rQa45xCtEU6\\_JmvsB\\_z0tu5U11kQ/edit?usp=sharing](https://docs.google.com/document/d/1ZB-Tzmy9_bWynw5rQa45xCtEU6_JmvsB_z0tu5U11kQ/edit?usp=sharing) Have a lovely evening, Iva Tsolova

There are no further questions in the survey. Please use the 'Next' button below to submit your application.

**By submitting your application you are giving the Zero Project Impact Transfer team permission to share your responses with members of our selection panel.**

#### Location Data

**Location:** [\(48.153503417969, 16.385498046875\)](#)

**Source:** GeolIP Estimation

