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INTERNATIONAL MIGRATION AND SOCIAL ENTREPRENEURSHIP: THE ROLE OF THE INSAN-LEILEK FOUNDATION IN SUPPORTING MIGRANTS FROM KYRGYZSTAN

The article analyzes the social challenges faced by labor migrants from Kyrgyzstan working in Russia, as well as by their families both in the country of origin and in the host society. It is noted that approximately one million Kyrgyz citizens are employed in Russia, highlighting the significant socio-economic importance of labor migration. Particular attention is given to the activities of the Insan-Leilek Foundation, which studies and addresses the consequences of labor migration.

The paper examines how the organization employs social entrepreneurship mechanisms to address social issues, combining human rights advocacy, educational initiatives, and social support with the implementation of sustainable projects. In particular, it explores the establishment of kindergartens as social enterprises, the provision of legal assistance to migrants' families, educational support for children in southern Kyrgyzstan, and assistance to women migrants through a crisis center in Moscow.

The study applies a qualitative methodology based on the analysis of open sources and semi-structured interviews with the foundation's staff. The findings demonstrate that the integration of social entrepreneurship into the activities of non-profit organizations can strengthen the sustainability of social initiatives and expand support mechanisms for migrant communities. The case of the Insan-Leilek Foundation illustrates how income-generating social projects can be reinvested to finance humanitarian programs and protect vulnerable groups.

The central research question of the article is how social entrepreneurship addresses the social problems faced by labor migrants and their families in Kyrgyzstan and Russia. The theoretical framework draws on approaches from international migration studies and social entrepreneurship. The empirical basis of the study consists primarily of semi-structured interviews with the foundation's staff and open-source data.

Keywords: International labor migration, Social Entrepreneurship, Kyrgyzstan, non-commercial organisation.

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**Халықаралық көші-қон және әлеуметтік кәсіпкерлік:
Қырғызстаннан келген мигранттарды қолдаудағы
«Инсан-Лейлек» қорының рөлі**

Мақалада Ресейде жұмыс істейтін Қырғызстаннан шыққан еңбек мигранттарының, сондай-ақ олардың шыққан елінде және қабылдаушы қоғамда өмір сүретін отбасыларының алдында тұрған әлеуметтік мәселелер талданады. Ресейде шамамен бір миллионға жуық Қырғызстан азаматтарының еңбек ететіні атап өтіліп, бұл еңбек көші-қонының маңызды әлеуметтік-экономикалық құбылыс екенін көрсетеді. Зерттеуде еңбек көші-қонының салдарын зерттеп, мигранттар мен олардың отбасыларын қолдауға бағытталған «Инсан-Лейлек» коммерциялық емес қорының қызметіне ерекше назар аударылады.

Мақалада ұйымның әлеуметтік мәселелерді шешуде әлеуметтік кәсіпкерлік құралдарын қалай пайдаланатыны қарастырылады. Қор құқық қорғау, білім беру және әлеуметтік қолдау қызметтерін тұрақты әлеуметтік бастамаларды жүзеге асырумен ұштастырады. Атап айтқанда, әлеуметтік кәсіпорын ретінде балабақшалар құру тәжірибесі, мигранттардың отбасыларына құқықтық көмек көрсету, Қырғызстанның оңтүстігіндегі балаларға білім беру қолдауын ұйымдастыру және Мәскеудегі дағдарыс орталығы арқылы әйел-мигранттарға көмек көрсету мәселелері талданады.

Зерттеу сапалық әдіснамаға негізделген және ашық дереккөздерді талдауды, сондай-ақ қор қызметкерлерімен жүргізілген жартылай құрылымдалған сұхбаттарды қамтиды. Зерттеу нәтижелері әлеуметтік кәсіпкерлік элементтерін коммерциялық емес ұйымдардың қызметіне енгізу әлеуметтік бастамалардың тұрақтылығын арттырып, мигранттарды қолдау механизмдерін кеңейтуге мүмкіндік беретінін көрсетеді. «Инсан-Лейлек» қорының тәжірибесі әлеуметтік жобалардан алынған табысты гуманитарлық бағдарламаларды қаржыландыруға және әлеуметтік

осал топтарды колдауға қайта бағыттауға болатынын дәлелдейді.

Зерттеудің негізгі сұрағы – әлеуметтік кәсіпкерлік Қырғызстан мен Ресейдегі еңбек мигранттары мен олардың отбасыларының алдында тұрған әлеуметтік мәселелерді шешуге қалай ықпал етеді деген мәселе.

Түйін сөздер: Халықаралық еңбек миграциясы, Әлеуметтік кәсіпкерлік, Қырғызстан, коммерциялық емес ұйым.

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Международная миграция и социальное предпринимательство: роль фонда «Инсан-Лейлек» в поддержке мигрантов из Кыргызстана

В статье анализируются социальные проблемы, с которыми сталкиваются трудовые мигранты из Кыргызстана, работающие в России, а также их семьи, остающиеся в стране происхождения и проживающие в принимающем обществе. Отмечается, что в России трудится около одного миллиона граждан Кыргызстана, что придаёт трудовой миграции значительное социально-экономическое значение. Особое внимание уделяется деятельности некоммерческого фонда «Инсан-Лейлек», который изучает последствия трудовой миграции и реализует инициативы по поддержке мигрантов и их семей.

В статье рассматривается, каким образом организация использует инструменты социального предпринимательства для решения социальных задач, сочетая правозащитную деятельность, образовательные инициативы и социальную поддержку с реализацией устойчивых проектов. В частности, анализируются такие инициативы, как создание детских садов как социальных предприятий, оказание юридической помощи семьям мигрантов, образовательная поддержка детей на юге Кыргызстана, а также помощь женщинам-мигрантам через кризисный центр в Москве.

Исследование основано на качественной методологии и включает анализ открытых источников и полуструктурированных интервью с сотрудниками фонда. Полученные результаты показывают, что интеграция элементов социального предпринимательства в деятельность некоммерческих организаций способствует повышению устойчивости социальных инициатив и расширению механизмов поддержки мигрантов. Опыт фонда «Инсан-Лейлек» демонстрирует, что доходы от социальных проектов могут быть реинвестированы в гуманитарные программы и направлены на защиту уязвимых групп населения.

Основной исследовательский вопрос статьи заключается в выявлении роли социального предпринимательства в решении социальных проблем трудовых мигрантов и их семей в Кыргызстане и России.

Ключевые слова: международная трудовая миграция, социальное предпринимательство, Кыргызстан, некоммерческая организация.

Introduction

International labour migration is an essential part of global socioeconomic processes. According to the International Organization for Migration (IOM), in 2020, there were more than 281 million international migrants worldwide, more than half of whom were labour migrants (IOM, 2022). In 2024, the number of international migrants was 304 million, of whom 48% were women (Migration Data Portal, 2025). Amid growing economic inequality, limited labour market opportunities, and political and climate crises, moving abroad in search of work is a survival strategy for millions of people (IOM, 2022).

Labour migration makes a significant contribution to the economies of destination countries by filling labour shortages, simultaneously supporting migrants' families in their countries of origin

through remittances. According to the World Bank, such remittances to low- and middle-income countries amounted to US\$626 billion in 2022 (World Bank, 2022) and US\$ 857 billion in 2023 (Migration Data Portal, 2025). The labour migrants in many countries face limited access to legal, social, and health protections (IOM, 2017), as well as human trafficking victims, around 223,000 people in 2022-2023, among whom 71% were women, 73,000 were missing, and 44 million were asylum seekers (Migration Data Portal, 2025). Moreover, the challenges associated with labour migration affect not only the migrants themselves but also their family members, especially children, for whom separation from their parents has a negative psychological impact. The prolonged parental absence disrupts emotional bonds within the family and can contribute to psychological difficulties in children, especially if other social problems coexist within the household

(Zhao et al., 2018). All these factors directly impact the well-being of both migrants and their families.

Labour migration has remained a key socioeconomic trend in Kyrgyzstan. According to an IOM report based on data from the National Statistical Committee of Kyrgyzstan, 876,883 people were abroad in 2022, primarily for employment. The migration problem is particularly acute in the southern regions, Batken, Jalal-Abad, and Osh, where up to 40% of the working-age population is temporarily absent due to internal or external migration. 79% of Kyrgyz migrants were in the Russian Federation. Residents cite low wages, job shortages, financial difficulties, debt, and a general lack of economic prospects as the main reasons for leaving the country (IOM, 2023). One of the primary reasons for Kyrgyzstan's accession to the Eurasian Economic Union was to support migrants working in EAEU member states. The first years of Kyrgyzstan's participation in the EAEU yielded mixed results: on the one hand, it improved conditions for migrants, which led to growth in remittances and FDI; on the other hand, it reduced trade with EAEU countries (Nicharapova, 2021). From 2015 to 2022, the number of Kyrgyz migrant workers in Russia increased from 400,000 to over 1 million, and in 2023, remittances from Russia to Kyrgyzstan reached USD 2.7 billion, accounting for 26.5% of Kyrgyzstan's annual GDP. Kyrgyzstan is heavily reliant on remittances from migrant workers (Nicharapova, 2024). In 2024, total remittance to Kyrgyzstan was US\$2.99 billion, a 10 per cent increase from 2023 (IOM, 2025).

In our article, we discuss the *Insan-Leilek Public Foundation*, which was founded in August 2000 in the Batken Region to address the challenges faced by Kyrgyz labour migrants working in Russia. This Foundation arose in response to increasing labor migration from Kyrgyzstan's southern regions and the associated need for social and legal support and was founded by a group of activists seeking to build a sustainable mechanism to assist labor migrants facing various difficulties abroad. Today, the foundation's activities extend to the entire country and Russia. The organization has a central office in the Batken Region and a branch in Bishkek, allowing it to coordinate its work at the national level and maintain constant communication with migrant communities across the region (Interview with the Insan-Leilek Foundation Team, 2025).

According to the Insan-Leilek team (2025), the organization focuses on ensuring access to legal support, legal information, and protection mechanisms for people facing social vulnerability during migration. The foundation's work is based on the princi-

ples of human rights, respect for human dignity, and the promotion of fair working and living conditions for all categories of migrants. The foundation's activities encompass both direct support for migrants and educational, research, and partnership work (Interview with the Insan-Leilek Foundation Team, 2025). We aim to analyze the role of social enterprises in addressing social issues in Kyrgyzstan, using the Insan-Leilek Foundation as a case study. Our main research question is: *How does social entrepreneurship assist address the social issues faced by labor migrants and their families in Kyrgyzstan and Russia?* Our *methodology* is qualitative, based on an analysis of open sources and semi-structured interviews with the Insan-Leilek Foundation team. Most of our article is based on interviews conducted with the Leilek-Insan Team within the *ImpactSE* project funded by the US Embassy in Bishkek.

Findings/Discussion

Activities of the Insan-Leilek Foundation for supporting migrants

Insan-Leilek has several activities that support migrants. One of the foundation's tools for rapid legal support is a **hotline** for migrants that operates in both Kyrgyzstan and the Russian Federation. Through it, the foundation's lawyers provide free consultations on migration law, document processing, registration in the registry of controlled persons, and pre-departure preparation. Consultations are conducted remotely, which is especially important for those without access to in-person legal assistance. In addition to one-time requests, the hotline regularly receives inquiries from citizens whose rights have been violated, and lawyers assist and provide support during administrative or judicial proceedings. Thus, the hotline serves not only as a communication channel but also as a tool for promptly responding to specific violations (Interview with the Insan-Leilek Foundation Team, 2025).

In July 2023, with the support of the *Insan-Leilek Public Foundation* and in partnership with the Embassy of the Kyrgyz Republic in the Russian Federation, the first **crisis centre for female migrants** from Kyrgyzstan was launched. The centre, located at the diplomatic mission in Moscow, is designed to assist women in difficult situations abroad, including victims of domestic violence, psychological pressure, human trafficking, and other forms of vulnerability. The initiative is the result of a *Memorandum of Understanding signed between the foundation and the Kyrgyzdipservice State Enterprise under the Office of the President of the Kyrgyz Republic*. The centre

can simultaneously provide temporary shelter for up to nine women, who receive legal and psychological assistance during their stay. Assistance in returning home is provided through diplomatic channels (Interview with the Insan-Leilek Foundation Team, 2025).

Men Kochmon hubs operate in several towns in the Batken region and serve as a space where potential migrants and their family members can obtain up-to-date information on labor migration, including legal issues, working conditions, safety concerns, and life in destination countries. The hubs focus on women migrants and provide training in digital and professional skills, raising awareness and preparing them for employment abroad. Thanks to their geographical accessibility, the hubs become points of initial information and preventative support for those considering migration as a life strategy. The implementation of this initiative was made possible by funding from the European Union's BOMCA 10 grant programmes, which aim to strengthen cross-border cooperation, and is carried out in partnership with the International Centre for Migration Policy Development (Interview with the Insan-Leilek Foundation Team, 2025).

The *Insan-Leilek Foundation* conducts **research** into current developments in migration. From March to August 2024, this Foundation conducted research, "Europe – A New Destination for Kyrgyz Migrants in Russia," jointly with the Friedrich-Ebert-Stiftung, to analyze the possibilities of European countries as destinations for Kyrgyz citizens (Interview with the Insan-Leilek Foundation Team, 2025). In addition to other activities, **educational activities** are considered a vital component of support for migrants. Through educational events, training sessions, and information modules, the foundation strives to increase legal literacy among both citizens planning to leave for work and professionals working with migrant communities. These efforts aim to set expectations about labour migration, reduce the risk of exploitation, and disseminate verified information about migrants' rights and opportunities. Furthermore, the foundation participates in training public service employees. In collaboration with the Ministry of Digital Development, a seminar was held for mobile groups of public service centers to identify and counsel potential labour migrants and victims of forced labour. One of the foundation's educational activities is supporting female deputies of local councils: raising their awareness and strengthening their role in decision-making and local community development (Interview with the Insan-Leilek Foundation Team, 2025).

In addition to offline events, the foundation maintains an active presence on social media platforms, YouTube, Instagram, and Facebook. These channels have an educational function; they regularly publish videos, texts, and training videos in Russian and Kyrgyz. These topics cover a wide range of issues related to labour migration, labour rights, social protection, and risk prevention.

Insan-Leilek as Social Enterprise

The *Insan-Leilek Foundation's* activities are primarily supported by a network of partnerships, including both international organizations and national structures. The main donors of the Foundation are Friedrich Ebert Foundation, UNDP, the Solidarity Center, the European Union, the International Center for Migration Policy Development (ICMPD), Hungarian Interchurch Aid (HIA), the Soros Foundation-Kyrgyzstan, and the UN World Food Programme (WFP).

Since 2018, the Foundation has begun developing an initiative that not only addresses social issues but also partially covers operating expenses. This approach helps strengthen financial sustainability and reduce dependence on external funding. An example of an internal sustainability strategy is the creation of two preschools working as social enterprises. These pre-schools aim to expand access to high-quality preschool education for migrant worker families, partially covering operating costs, such as the cost of maintaining a crisis center in Moscow.

According to theoretical approaches, *social entrepreneurship* is the process of recognising a social problem and "using entrepreneurial skills to organise, create, and manage a venture to bring about social change" (Nteere, 2012). Social entrepreneurs focus on "developing social impact, social change, and social transformation" and focus on attaining a social mission (Raghda, 2013). In order not to depend on external donors and make their activities sustainable, social enterprises make strategic moves to sponsor their activities by developing profitable actions in their non-profit activities (Nicholls, 2006; Dees, 1998), or by for-profit projects (Cleveland and Anderson, 2001), or through cross-partnerships with commercial companies (Nicholls, 2006). In the case of *Foundation*, they developed for-profit activities and projects to remain sustainable. Below, we discuss some of them.

The first children's center founded by the *Insan-Leilek Foundation* opened in 2018 in Razzakov, Batken region. The kindergarten, called "*Myrzaim*," was created through the foundation team's participation in the "Change the World Around You" social entrepre-

neurship competition, organized by the University of Central Asia with the support of the Coca-Cola Foundation. Winning the competition provided the seed funding necessary to launch the facility. The project was conceived as a social enterprise, combining an educational mission with financial sustainability, and aimed at addressing limited access to preschool education for children from migrant worker families and other socially vulnerable groups. Currently, 40% of children attend kindergarten on a socially subsidized basis: for these families, the monthly fee is 2,000 soms, while the full cost of a commercial place is 5,000 soms. This model simultaneously provides access to education for vulnerable groups and maintains the institution's partial financial autonomy. "It generates income, which allows us to maintain a shelter for migrant women in Moscow... It's a fantastic system of sustainability. But we knew it wasn't enough, because our organization, like all other NGOs in Kyrgyzstan, faces periods between projects when we lack funding. So, we decided to launch a new kindergarten" (Interview with the Insan-Leilek Foundation Team, 2025).

In January 2024, the *Foundation* opened its second preschool, the *AidaneK Kindergarten and Educational Center*, located in the center of Razzakov town. With a capacity of up to 80 children aged 1 to 7, it offers a nine-hour day-care program. The core educational program is implemented in accordance with the Nariste¹ national preschool education standard. It includes a wide range of developmental activities as well as meals and classes in English, music, art, and sports. This is an inclusive space, open to children with special educational needs. In addition to the core program, short-term services are offered for a fee: speech therapist assessments and support, individual lessons, and sensory rooms. Its opening was made possible by the support of the Nama Foundation and was held on land owned by the *Insan-Leylek Foundation*. Currently, over 200 children are enrolled in the foundation's two preschools. The migration of parents abroad leaves children in the care of their mothers or other relatives and often results in a lack of attention, structured learning, and a stable developmental environment. Both institutions complement each other, creating a sustainable model for early childhood support in a

region vulnerable to migration. Their activities not only expand educational coverage but also reduce social inequality, strengthen family stability, and create a favourable environment for the development of the most vulnerable children (Interview with the Insan-Leilek Foundation Team, 2025).

Both preschools operate on the principles of social entrepreneurship, combining an educational mission with partial self-financing. *Myrzaim* uses a cross-subsidization model: parents who pay the commercial fee effectively subsidize children's education for vulnerable migrant families. This system not only expands coverage but also reduces dependence on external funding. The *Aydanek Center* strengthens the foundation's sustainability plan by commencing new educational and inclusive practices.

The funds from the preschools are used to finance the foundation's women's crisis center in Moscow, covering the salaries of a lawyer and a social worker, food, and utilities. The foundation's kindergarten projects serve as a financial support for other programs. This clearly demonstrates how income generated within a social structure can be re-invested in supporting vulnerable groups, creating a holistic model in which economic activity becomes a tool for social impact. Building on partnerships, human rights-based approaches, and a deep understanding of community needs, the foundation has gradually integrated social entrepreneurship into its strategy, expanding both its impact modalities and funding sources.

Challenges and Opportunities

One of the key challenges the *Insan-Leilek Foundation* faces in developing its social enterprises is limited internal expertise in entrepreneurship. The organization was initially formed as a human rights and humanitarian organization focused on providing legal and social support to migrant workers. Accordingly, the team's professional competencies have traditionally focused on human rights advocacy, case support, and educational and outreach initiatives. However, launching and sustainably developing social enterprises, especially in a competitive marketplace, requires a different set of competencies, from strategic management and financial modelling to marketing, customer service, and operations management. A lack of these competencies hinders growth, reduces the effectiveness of management decisions, and complicates positioning in the educational services market. "We still lack knowledge in the areas of enterprise, business, sales, marketing, and so on" (Interview with the Insan-Leilek Foundation Team, 2025).

¹ The Nariste program (480 hours) is the official preschool program for children in Kyrgyzstan, which focuses on developing social skills and cognitive processes. This program covers speech development, mathematical concepts, familiarization with the surrounding world, and creativity, preparing children for adaptation to the school environment and readiness.

Furthermore, the foundation's representatives emphasize that a lack of entrepreneurial expertise directly limits their participation in investment initiatives. As a result, the organization is forced to forego a significant portion of potential opportunities that could contribute to the development and scaling of existing initiatives. "Unfortunately, because we are a non-profit organization, we lack the human resources to develop investment projects; that is, we lack expertise" (Interview with the Insan-Leilek Foundation Team, 2025).

The foundation's team is facing increasing competition from home-based kindergartens, legalized as part of government policy to expand access to preschool education. Simplified licensing and oversight requirements have contributed to the rapid growth of kindergartens and reshaped the local educational services market. On the one hand, it stimulates women's employment, increases system flexibility, and improves families' economic situation. On the other hand, the emergence of many new players creates direct competition with more structured institutions, such as the foundation's kindergartens. As a result, the organization needs to revise its competitive strategies to not only maintain its social mission but also strengthen the economic sustainability of its social enterprises. "The government is currently doing a lot to address the issue of access to preschool education. Many home-based kindergartens have appeared. On the one hand, this is great. But on the other hand, this has created more competition for us, and this has certainly impacted our attendance and occupancy rates" (Interview with the Insan-Leilek Foundation Team, 2025).

Another significant challenge is the shortage of qualified teaching staff, particularly acute at the Aydanek Inclusive Center, which, in addition to implementing a basic educational program, incorporates elements of the Montessori method and provides specialized services for children with special educational needs. As noted in the interview (2025), access to relevant specialists in Razzakov town is minimal, making recruitment a complex and resource-intensive task. The organization assumes responsibility for training and professional development for new employees, which increases the team's workload and slows growth. The quality of teaching is a key factor in gaining parental trust; staff instability poses a risk to both educational effectiveness and financial sustainability. "There is a real shortage of experts. We wanted to open a kindergarten that could also accommodate children with special needs. We couldn't find specialists. We hire staff and train them ourselves". Another

significant challenge is the underdeveloped digital infrastructure and the lack of automated processes in managing preschool institutions. During the first years of operation, payment collection and accounting were handled manually. The lack of automated tools, such as CRM systems and electronic payment platforms, made payment and document management vulnerable and ineffective, especially as the number of customers grew (Interview with Insan-Leilek Foundation Team, 2025).

Finally, the limited number of acceleration and investment initiatives aimed at supporting social entrepreneurship in Kyrgyzstan remains a significant constraint. For projects like the *Insan-Leilek Foundation's* preschool centres, this means limited opportunities to scale, innovate, and expand beyond the local context. As the Foundation's experience shows, a lack of competencies in business planning, marketing, or operational management significantly limits their potential for growth and sustainability. In this regard, developing targeted ecosystem solutions, such as acceleration platforms, social impact funds, and public-private partnership instruments, is crucial. They can provide organizations not only with initial support but also with guidance throughout the growth stages, providing access to educational programs, institutional expertise, and investment resources with a social mandate. Creating such conditions would be an essential step toward transforming initiatives that have proven effective into sustainable, scalable social enterprises (Interview with Insan-Leilek Foundation team, 2025).

Despite the identified challenges, the Insan-Leilek Foundation's social entrepreneurship has revealed several opportunities. One key opportunity to contribute to the Foundation's financial sustainability in social entrepreneurship is the tax exemption under Kyrgyz law. In accordance with Article 239 of the Tax Code, "preschool educational organizations established based on private ownership" are exempt from income tax (Ministry of Justice of the Kyrgyz Republic, 2022). This provision directly applies to the Foundation's kindergartens registered as private institutions. This tax exemption significantly reduces the financial burden, allowing more resources to be directed toward infrastructure development, subsidizing preferential places, and covering operating expenses. This assistance plays a critical role in guaranteeing the project's sustainability (Interview with Insan-Leilek Foundation Team, 2025).

In addition to external support measures, the foundation's internal resources, developed through its human rights activities, are essential to sustaining and developing its social entrepreneurship. Kin-

dergartens operating as social enterprises receive organizational and legal support from the foundation's main structure, enabling them to leverage its existing infrastructure. One such resource is legal assistance: in-house lawyers who handle migrants' requests also provide advice on the business and legal activities of preschool institutions. This helps reduce administrative costs, simplify the paperwork process, and ensure the legal integrity of social enterprises' operations. "We currently have no legal difficulties. We have a lawyer at the foundation who helps us resolve legal issues, find legal gaps, and ensure everything is properly formalized" (Interview with the Insan-Leylek Foundation Team, 2025).

Another essential organizational resource for the foundation is its dedicated *Fundraising department*, which systematically seeks donor and partner support, including opportunities aligned with social initiatives. It facilitates the foundation's participation in competitions, negotiates with international organizations, and formulates cooperation proposals, thereby creating a strategic foundation for both humanitarian and entrepreneurial projects (Interview with the Insan-Leylek Foundation Team). Thus, the social enterprises created by the foundation are not independent and isolated entities, but rather part of a broader institutional ecosystem. Their integration into the foundation's overall organizational architecture provides administrative, legal, and strategic support, enhancing their resilience and reducing their vulnerability to both internal and external risks.

Participation in local professional networking is becoming an additional resource for the sustainability initiatives. Although the *Insan-Leylek Foundation* is not yet part of national or international social entrepreneurship networks. Such networking connections, even if local, create space for professional dialogue, coordination, and the development of standard guidelines, for example, on service quality, communication with parents, or administration. Meetings within this network allow for discussing pressing issues, seeking joint solutions, and implementing elements of standardization that might otherwise be unavailable (Interview with the Insan-Leylek Foundation Team, 2025).

In addition to localized collaboration mechanisms, access to educational and mentoring programs that strengthen managerial and entrepreneurial competencies remains essential for the development and sustainability of social entrepreneurship within organizations such as the *Insan-Leylek Foundation*. The interview (2025) emphasizes that participation in initiatives that combine financial and technical support helps partially compensate for this gap.

Such programs provide not only grant funding but also valuable support, consultations, training sessions, and joint development of marketing solutions.

Conclusion

The story of the *Insan-Leilek Foundation* demonstrates how a human rights organization, formed in response to the social challenges of labour migration, can seamlessly integrate a social entrepreneurship model into its work. Without abandoning its humanitarian mission, the foundation expanded its toolkit by opening kindergartens as social enterprises. These institutions instantaneously address pressing issues of access to preschool education in a migration-vulnerable region and help ensure the organization's partial financial sustainability. This integration of social and entrepreneurial logic has enabled the foundation not only to maintain stability amid fluctuating external funding but also to create mechanisms for internal resource reinvestment to support a women's crisis center in Moscow.

Furthermore, the foundation's social entrepreneurship model is built on a well-designed cross-subsidization system that balances the social mission with the target audience's financial capacity. It demonstrates that sustainable forms of social assistance are possible even with limited resources, with a strategic approach, local rootedness, and institutional readiness for development. Importantly, while providing accessible services to vulnerable groups, the foundation is developing new approaches to preschool education, expanding both the scope and content of its programs. This demonstrates the model's flexibility and its potential to innovate and adapt to meet the community's diverse needs. Also, this experience can serve as a benchmark for other nonprofits seeking to integrate elements of entrepreneurship into their activities without losing their social focus.

At the same time, the foundation's experience highlights that the sustainability of such initiatives remains vulnerable without systematic external support. Key constraints include a lack of entrepreneurial skills within the team, personnel challenges, weak digital infrastructure, increasing competition from home-based childcare centers, and limited access to acceleration and investment mechanisms in the country. Opportunities, however, include tax incentives, participation in educational and grant programs, internal resources such as legal support and fundraising, and engagement in local professional networks. All these elements form the foundation for sustainable growth, which requires a compre-

hensive approach and a supportive ecosystem capable of ensuring the long-term viability and scalability of such models.

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