

WP T2

**Testing Social Enterprise Support Models**

ACTIVITY A.T2.2

**Pilot Actions Testing Social Business Mentoring and Networking**

**Common Framework for the Pilot Activity Concept**

HCSOM and KONETT for Hungary

September 2018

**Introduction**

During the WPT2 the elements of the novel service model jointly developed under WPT1 and the cooperation of SEs will be tested. Related to social business mentoring and networking methods practices 2 pilot activities will be implemented, where PPs from the same country share tasks and responsibilities.

The pilot activity concept is a summary of a proposal containing a brief description of the idea of the pilot activity and the objectives to be pursued. The concept defines pilot main characteristics and identifies the activities, schedule, and deliverables of a pilot activity. The plan also discusses resource requirements; interfaces and dependencies with other groups; risks, and risk mitigation. The aim of pilot activities is to test methods and tools described in the Country cases, that will then be built into the Toolbox and Handbook. To set a frame for the unique and comparable presentation of the pilot activity concept the present framework was prepared.

The SENTINEL project partners are invited to elaborate pilot activity concepts following the structure provided below. When describing specific elements of pilot activity concept partners should use and upgrade the information related to the pilot activity already presented in the country case for the elaboration of a Toolbox and Handbook.

**Structure of the Pilot Activity Concept**

1. **BACKGROUND** (justification of the pilot action and assumption for the pilot action**)**

*(Please explain why it is crucial to address the problem identified and what has already been done to solve the problem.) (max. 1 page, bullet points)*

The analysis of the existing support services (D.T. 1.1.2. *Analysis of existing SE support services and SE networking initiatives*) explored some issues about the mentoring initiatives. In Hungary, there is a wide range of support services available to social enterprises, and the infrastructural fundamentals of the support services more or less exist, but there are many weaknesses. For SEs the start-up support, financing, training, advising, innovation, knowledge exchange, etc. opportunities are very weak or often missing. The lack of resources is also characteristic; the state involvement is very low, with few policy initiatives. Therefore, there is a clear opportunity and need for the development of support and mentoring services.

In Hungary, only a few organizations are involved in helping the start-up of social enterprises. All of these activities are carried out as a service, more specifically: non-profit activities for social-community purposes. Already existing social enterprises had a much greater opportunity to participate in business coaching and advice in the last years. It seems that these services often not meet the real needs of the organizations, or provide opportunity only for a few SEs. As a result, the analysis report defined the possibilities for the development of the supporting and mentoring activities. In Hungary, there is an opportunity and need to strengthen the weak support services, replacing the missing services or start a new, complex program covering all areas of support. The pilot activities of SENTINEL project wishes to deliver solutions for these issues.

The territorial focus of the SENTINEL project is the less developed regions of the partners countries in Central Europe. For Hungary, we mean those NUTS2 regions which are less developed according to the EU standards (the whole country, except Central-Hungary and Budapest). We have prepared the needs assessment for these regions, and we are involving SEs in the pilot activities from these territories; as well as mentoring activities are planned according to these special requirements.

1. **TITLE OF THE PILOT ACTION** (& acronym if applicable)

Opportunity and Trust – Mentoring program for social enterprises in the less developed regions of Hungary[[1]](#footnote-1)

1. **SUMMARY OF THE PILOT ACTION**

*(please specify how you intend to implement the pilot action and which are main activities and measures) (max. 1/2 page, bullet points)*

We set up a methodology and process for working with the pilot partners. The steps of the process are the following:

1) Identification of specific needs – as we mentioned above, this have been conducted through the focus groups (previous project period) and the questionnaire (present project period).

2) Initial clarification interview with respondents. We sent the questionnaire to almost 20 organizations and will work with a third of them. In the follow up interview we aim to define the specific needs for mentoring, their expectations about the frequency and methods of working, and their specific contribution that they undertake.

3) Personal meeting to set up the mentoring workplan. During this meeting we will analyse their situation by the following aspects:

a) detailed description of products and services – listing up revenue and cost composition – with the aim of ending up with a viable and realistic cost control structure at each partner,

b) marketing and business development situation - who does what, partnership and networking situation, possible developments – business plan revision – with the aim of defining tasks and methods for revenue and profit growth,

c) management structure and processes – aim is end up with as much specification as possible in various management activities,

d) organizational development – change management according to our own Change Clinic[[2]](#footnote-2) methodology , internal and external development (culture, environment, leadership, people management).

4) Mentoring work: after the mentoring agreement we will support pilot organizations in two ways:

a) personal and group meetings with the SE – working according specific situation and aiming at the defined goals,

b) workshops with all the involved SEs – specific subject areas like networking, smart methods of management and conducting business, pitching to investors or partners, time management, communication. Our idea is to present the efforts and development of our pilots to the stakeholder roundtable and discuss networking and market development possibilities with them.

*Planned tools during the mentoring process:*

* Questionnaire
* Tests (management skills, management competences)
* Individual consulting – via internet and personally
* Group consulting
* Meeting with the Stakeholder Roundtable
* Document analysis and joint interpretation
* Organizational development: change management, team building
* Networking
* Programs with workshops, presentation and training elements
* Smart methods (environmental analysis with internet tools – eg. Pestleweb, remote team work via web meeting, virtual market

Written assignments and joint interpretation. We suggest other project partners to follow the establishment of the mentoring work as we did – with sound planning and engagement of the mentored partners. The key of this effort is the mutual responsibility and the SEs should not see it as a do-as-you-like process with no commitment or see a possible exit point at a certain work-in-progress state when they are uncomfortable with the extra burden of dealing with additional tasks to regular operation. Also we see that it is essential to agree on the working method and that each party keeping to it.

Selected pilot participants are:

* Angyalliget Public Benefit Foundation – Sütifarm Ltd.: Balmazújváros – Northern Great Plain region; catering and food production with mentally disabled people
* Búzavirág Alapítvány/Foundation: Vámosújfalu – Northern-Hungary region; main activity – labour rehabilitation program for disabled people, handcraft products
* Hetedhét Határ Szociális Szövetkezet/Social Cooperative: Gyulaj – Southern-Transdanubia region; food products, complex community development program and working opportunity for former unemployment people
* Homoki Varázskert Szociális Szövetkezet/Social Cooperative: Kecskemét – Southern Great Plain region, agricultural labour program for homeless people
* Napsugár67 Foundation: Gyöngyöspata – Northern Hungary region; gardening and food production with bio methods; with mentally disabled workers
* Remodel Studio Nonprofit Organization: Szeged – Southern Great Plain region, furniture restoration and redesigning with the work of unemployment people
* Szimbiozis Foundation: Miskolc – Northern Hungary region, complex rehabilitation labour program for disabled people

1. **AIMS AND OBJECTIVES OF THE PILOT ACTION**

*(please define aims and objectives of the pilot action you intend to implement) (max. 1/2 page, bullet points)*

We have a threefold goal structure with the mentoring activities. Firstly, we would like to provide as specific and tailor made support for our pilot partners as possible. We would like to maintain a responsible cooperation with them during the process with predefined results and involvement from each party. Secondly, we are aimed at fostering the communication and networking among these organizations and try to pilot at least one networking operation among them. Thirdly, we would like to establish HCSOM as a networking center for social enterprises in Hungary with the partnership of KONETT Team as the professional provider for mentoring and training.

1. **TARGET GROUPS**

*(please define direct and indirect target groups, present their main needs which will be addressed, and explain how you will motivate, select and engage target groups to join pilot action) (max. 1 page, bullet points)*

Our target group for the mentoring activities are representatives of social enterprises from the underdeveloped regions of Hungary (representing all the convergence regions except of Central Hungary Region). For the pilot activities we will work with the most influential people from each SE – this means we will have one contact who will be responsible for organizing their staff for mentoring activities and also a couple of other people who will participate in various activities. These people can be the General Manager of the SE, the most important owner if he/she participates in operation, operative managers (if any), key experts and management team members (division leaders, service leaders).

Targeted SEs are in their 3-10 years of operation. Having said that it is true that one of them starts a new SE right now. Most of them are target organizations for social support (i.e. provide social services subsidized by the State) and parallely engage in entrepreneurial activities. Some of the target organisations are more business oriented and hopefully can contribute with sharing experiences with the other partners through the mentoring occasions.

We have identified the key mentoring needs in two phases. Firstly, in the previous project period, we conducted needs analysis during which some of our targeted pilot partners have participated. Our country report summarized the findings. Secondly, we compiled a questionnaire for the targeted pilot partners with questions on more detailed information on their social entrepreneurial activities and their experience and further needs in mentoring. Although some of their needs diverge, managerial support, marketing and business development consulting and networking help are common elements of their requirements.

1. **MOST IMPORTANT MILESTONES OF THE IMPLEMENTATION OF THE PILOT**

Most important activities of the pilot are

* Recruiting participating SEs (*finished* )
* Questionnaire with pilot SEs (*performed*)
* Discussion and definition of specific needs (*finished*)
* Signing working agreement with pilot SEs (ongoing)
* Setting up specific workplans (ongoing)
* First mentoring meetings (ongoing)
* Individual mentoring (ongoing)
* Group mentoring (training) (planning phase)
* Setting up media community and virtual workspace
* Mid-term evaluation and modification of workplan
* Selection of and implementation of site visits
* Final evaluation
* Recommendations for finalizing the toolbox
* Networking with Stakeholder Roundtable
* Setting up the advocacy network
* Press release and conferences
* Communication via partners and project social media

Milestones:

* Workplan and working agreement
* Mentoring individually and jointly
* Half-term evaluation of products
* Pilot start and results
* Study visit
* Stakeholder networking
* Final products
* Final evaluation of results

1. **ACTIVITIES, IMPLEMENTATION PLAN AND EXPECTED RESULTS OF THE PILOT ACTION** (schedule)

*Please schedule accurately the implementation of your pilot by filling in the following table. Please try to define as many actions as it is realistic. Increase the number of rows, if needed.*

***As the above chapter indicates we have already started preparation and actual mentoring . We do not include those activities in the below table.***

| **Months**  **Activities** | **2018**  **10** | **11** | **12** | **2019**  **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **Responsible &**  **Participating actor** | **Location** | **Expected outputs/ results** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Finalization of agreements and workplan | x | x | x |  |  |  |  |  |  |  |  |  | Responsible: KONETT  Participating: | All SE locations *(see chapter 3*) | Signed agreement, written work plan with results and indicators |
| Individual mentoring on monthly basis and ongoing support via telecommunication and smart tools | x | x | x |  | x | x | x | x | x | x | x | x | Responsible: KONETT  Participating: | All SE locations *(see chapter 3*) | Developing results according to the work plans |
| Group mentoring (training and workshop) |  | x |  |  | x |  | x |  | x |  | x |  | Responsible: KONETT  Participating: HCSOM | Budapest | Development on common activities, establishment on progress on networking pilot |
| Site visit |  |  |  |  |  |  | x |  |  |  |  |  | Responsible: HCSOM  Participating: KONETT | To be defined |  |
| Networking with the Stakeholder Roundtable and Establishing the Advocacy Network |  |  | x |  |  | x |  |  |  | x |  |  | Responsible: HCSOM  Participating: KONETT | Budapest | Multiplying outreach and results through the involvement of Stakeholder Roundtable partners. Providing the basis for sustainable Advocacy network |
| Media support, Press releases, Virtual market |  | x | x |  | x | x | x | x | x | x | x | x | Responsible: HCSOM  Participating: | Budapest | Supporting the pilot with social media and press communication |

1. **BUDGET FOR IMPLEMENTATION OF PILOT ACTION[[3]](#footnote-3)** (please plan the budget of your pilot action based on the application form**)**

*Since the majority of the costs of your pilot will be covered by Sentinel project, it is essential from planning point of view to use the project’s budget structure during the financial planning of your pilot. On the other hand, it is useful for you to plan your pilot as detailed as it is possible. It will definitely help the implementation. In line with this, after the completion of the implementation plan, please estimate the required budget of your pilot in EUR, based on the application form, using the table below. Increase the number of rows, if needed. You could also use excel table and copy it in to this document if you wish to.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Activities** | **Staff cost** | **Overhead** | **Travel & accommodation** | **External expertise** | **Total** |
| HCSOM |  |  |  |  | 82,324 k EUR |
| KONETT |  |  |  |  | 64,497 k EUR |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

1. **PILOT LOGICAL FRAMEWORK / LOGFRAME**

| **Action description** | **Indicators** | **Means of verification** | **Risks / Assumptions[[4]](#footnote-4)** |
| --- | --- | --- | --- |
| **Overall objective (Aim/Goal)** *[[5]](#footnote-5)*  *We aim at multiplying individual SEs performance on the market through networking. We plan that HCSOM and KONETT together can serve as consulting and mentoring center for SE networking* | *At least one pilot networking of the participants*  *At least on joint action on the market .[[6]](#footnote-6)* | *Progress will be monitored through the virtual marketplace and during the group mentoring meetings.* | *n/a* |
| **Specific objective (Purpose/Outcome)[[7]](#footnote-7)**  *We plan that the network and cooperation will be sustained through the HCSOM coordinated and KONETT consulted network mentoring centre.* | *We plan to keep the established network alive in the next three years and plan to include at least one new member per year in the next three years[[8]](#footnote-8).*  *Specific development objectives in terms of market will be set up during the pilot work plans. That will be included in the logframe later this Autumn.* | *Pilot participants actively networking during next three years and one new member joins yearly .* | *It is important that all pilot partners strengthen their market development* |
| **Results (Outputs)**  *Network and pilot action of participants in pilot.*  *Established mentoring center (HCSOM with KONETT professional involvement).* | *At least one action of networking on the market..[[9]](#footnote-9)*  *Regular group mentoring activities.*  *Canvas, plans, investor pitches (at least one from each mentoree)* | *During the group meeting through the projects.*  *Quarterly reviews during the project..* | *We expect that active cooperation among pilot SEs and the involvement of stakeholders roundtable multiply the possible results SEs could achieve individually* |
| **Activities**  *Selection , evaluation and specific needs assessment of pilot partners* | *n/a* | *n/a* | *We assume that the specification of pilot SEs and the discussion of workplan and involvement can be a sound basis to build on during the actual mentoring?* |

1. **CONTACT DETAILS FOR THE PERSON RESPONSIBLE FOR THE PILOT**

|  |  |
| --- | --- |
| Name/Surname: | **Peter Nagy** |
| Position within the organization: | **Expert** |
| E-mail address: | **nagy.peter@konett.hu** |
| Skype address: | **pnverefa** |
| Phone & mobile phone: | **+36305031577** |

1. Working title – we will finalize it during the forthcoming weeks [↑](#footnote-ref-1)
2. <https://www.konett.org/change-clinic.html>

   https://www.konett.org/celp-m-change-management-modell.html [↑](#footnote-ref-2)
3. a detailed plan for budget will be prepared during our planning meeting on the 3rd week of September [↑](#footnote-ref-3)
4. Factors external to the pilot which are likely to influence the work of the pilot management has little control, and which need to exist to permit progress to the next level. [↑](#footnote-ref-4)
5. The ultimate result to which your pilot is contributing – the impact of the pilot. [↑](#footnote-ref-5)
6. Impact indicators usually take longer to be realised and would require long term evaluation. Please try to choose few which measure changes that you expect to occur during the lifetime of the pilot. [↑](#footnote-ref-6)
7. The change that accurs if the pilot outputs are achieved – the effect of the pilot. [↑](#footnote-ref-7)
8. Outcome indicators measure intermediate changes as a result of the pilot activities, for example changes in knowledge and attitudes, increased acces to and utilisation of services, increased quality of services…. [↑](#footnote-ref-8)
9. Output indicaors measure the immediate results of pilot activities and tell as if activities are happening as planned, for example number of SEs particiapting, number of mentors trained, number of measures introduced… [↑](#footnote-ref-9)