



SENTINEL

WP T2

Testing Social Enterprise Support Models

ACTIVITY A.T2.1

Pilot Actions Testing Social Enterprise Start-up Incubation

&

ACTIVITY A.T2.2

Pilot Actions Testing Social Business Mentoring and Networking

D.T.2.2.1 Pilot Activity Concept – Innovative Networks Pilot action implemented in Carnia and Cadore (Italy)

By Central European Initiative – Executive Secretariat

October 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.

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

The purpose of SENTINEL's pilot action in Carnia and Cadore (Italy) is to demonstrate that Social Enterprises - Social Cooperative in the specific case - can be actor of local development in the identified marginal areas, promoting coherent sets of interventions that respond to local objectives and needs, and that are conceived and implemented, from a broad partnership established at local level.

Starting from an in-depth analysis on the Social Entrepreneurships (SEs) state of the art and the needs' analysis carried out in the first phase of SENTINEL, some critical issues have emerged, such as:

- the burn out risk;
- the lack of training and entrepreneurial skills;
- the lack of connection between SEs and their territory;
- SE's weak networking connections;
- some problems in interfacing with public administration;
- the marginality and the dimensions;
- the communication weakness and the so called digital divide.

In mountain areas, these critical issues are worsened by the peripheral geographic position. Unfortunately, since now, few has been done in order to solve the problems identified, to enhance the role of SEs in the mountain areas and to increase the know-how of local companies. Therefore, to overcome these critical issues, SEs need to improve their social and economic role as well as to increase and reaffirm their role in the local communities.

In order to do this, changes should be made to:

- recover the social pact between the parties;
- support joint micro-projects;
- recover/reconstruct a political dimension by opening a dialogue with local entities;
- introduce facilitators capable of connecting actors and parties from different territories;
- intensify skills development and tune better the SEs training;
- improve communication (e.g. internal-external relations and networking)
- and create, finally, a joint cultural action.

For the pilot action implementation, the Central European Initiative – Executive Secretariat published a public procurement with the aim to promote a pilot activity that could address the challenges and the needs highlighted by the analysis carried out. A joint initiative has been taken by two social cooperatives very well established in two target areas Carnia and Cadore, *Cramars Cooperativa Sociale & Cadore SCS Onlus* that established an ATI (temporary enterprise organisation, a legal framework of collaboration foreseen by the Italian legislation) to submit a pilot proposal. ATI *Cramars and Cadore* has been awarded with the pilot action project and they will work jointly in the implementation.

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

From SEs to Community Hubs: territorial capital value and tools & methodologies for Local Development.

3. SUMMARY OF THE PILOT ACTION

The pilot action is based on three main pillars:

- territorial animation
- training
- social entrepreneurship development.

These are crucial dimensions for setting a new vision of SEs' role in local communities and they will be developed in all the phases of the pilot.

The executive plan is composed by three main Actions and the related Measures.

- **ACTION 1 – The content: starting from stakeholders, systematize the territorial capital value of the two SEs.**
 - Measure 1.1 – The reference resource map.
 - Measure 1.2 – Identification and interviews with stakeholders.
 - Measure 1.3 – Toolbox design and first comparative analysis.
- **ACTION 2 – Territorial capital value composition: restitution and formation of communities on the meaning of territorial capital value and social entrepreneurship.**
 - Measure 2.1 – Tool box contents construction.
 - Measure 2.2 – Informing communities.
 - Measure 2.3 – Creation of comparative indices of territories.
 - Measure 2.4 – From territorial capital value to social value.
- **ACTION 3 – The container: an infrastructure for social entrepreneurship and local development.**
 - Measure 3.1 – Social entrepreneurship and innovative *networks*.
 - Measure 3.2 – Canvas Business model.
 - Measure 3.3 – Setting up a joint development vision for Carnia and Cadore

The involved SEs will mainly rely on internal resources in order to increase the know-how of companies located in marginal areas and to develop specific skills in local development. The main activity, given by the researching and analysis within the two entrepreneurial experiences, allows a comparison between the territories and the single local entities. To this end, in each territory, local action coordinators have been identified. They will work with the general coordinator of the action, whose task is to ensure the homogeneity of the interventions, the output implementation and compliance with the time-schedule. Each of the local coordinators will be supported by a research

group, and in order to compare the research work and the results, inter-operational meetings will be organized as training sessions for SEs. On the one hand, the training activity will be operated within the cooperatives, relative to methodological approach, tools and functions; on the other hand, it will be connected to the necessary skills to create a SEs networking. This is accompanied by widespread outreach training and by territorial animation, with the aim to develop a business plan that can set criteria to develop innovative networks of SEs and to give a common vision of the whole mountain area Carnia and Cadore.

4. AIMS AND OBJECTIVES OF THE PILOT ACTION

The pilot action, consisting of three main pillars mentioned above (territorial animation, training, social entrepreneurship development), is set in order to achieve the aims and objectives set out below.

- **AIMS:**
 - To create and to manage innovative networks and collaborations in the medium and long term with a view to sustainable local development (Action 1).
 - To re-define and to enhance the territorial capital value (Action 2).
 - To create networks to re-launch economies in marginal areas (Measure 2.4).
 - To increase the know-how of companies located in marginal areas.
 - To increase awareness of one's own economic and social potential through the use of collected data (Action 3).

- **OBJECTIVES:**
 - To set up a common methodology through research activities (Measure 1.1).
 - To promote entrepreneurial skills through workshops and training (Measure 1.2).
 - To develop a toolbox (Measure 1.3).
 - To identify and to address the critical issues of marginal areas (Measure 2.1).
 - To inform communities about the potential of territorial capital value and the social entrepreneurship opportunities (Measure 2.2).
 - To identify ideas for entrepreneurial initiatives.

5. TARGET GROUPS

- **Direct Target Groups:**
 - **SEs staff:** the internal SEs staff will be involved – in parallel and joint sessions - in training activities aimed at defining the potential skills and the operational capabilities of the SEs.

 - **Local social enterprises:** they will be directly involved, through meetings and training activities, to increase know-how and develop specific skills in local development and increase territorial capital value. They will be involved through the participation in training workshops to boost economic productivity in marginal areas.

- **Territorial Communities (Cadore, Carnia):** direct involvement of the local population on the potential socio-economic development of the two areas. The following will be organized: presentation and training meetings in each of the two territories to relaunch the role of SEs within the communities; and two working tables for the study of potential entrepreneurial projects.
- **Indirect Target Groups:**
 - **The involved regions (Friuli Venezia Giulia Region, Veneto Region):** The two regions will benefit from the socioeconomic development and the improvement of capacities in the two marginal areas, by means of collaboration between the local communities and local businesses supported by SEs and the regional institutions and organisations.
 - **Other mountain and marginal communities:** institutions and the municipalities in other marginal areas will benefit from the activities and results of the pilot action through transferability activities of promoted by the involved SEs in the marginal areas of Cadore and Carnia.

6. MOST IMPORTANT MILESTONES OF THE IMPLEMENTATION OF THE PILOT

- **Milestone 1 - February 2019:** Interviews of stakeholders (Action 1, Measure 1.2).
- **Milestone 2 – March 2019:** Toolbox construction (Action 2, Measure 2.1).
- **Milestone 3 – April 2019:** Mid-term evaluation (Action 2, Measure 2.4).
- **Milestone 4 – September 2019:** Canvas Business Model (Action 3, Measure 3.2).

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

Activities	Months	10	11	12	1	2	3	4	5	6	7	8	9	Responsible & Participating actor	Location	Expected outputs/ results
1.1 Measure														Responsible: CEI-ES Participating: ATI Cramars La Cadore	Carnia and Cadore	Construction of a common methodology: researching activity; 3 days of inter-operational work.
1.2 Measure														Responsible: CEI-ES Participating: ATI Cramars La Cadore Other local SEs Local Institutions, Stakeholders, Experts	Carnia and Cadore	Stakeholders identification (2 workshops); stakeholders involvement (20 interviews in Carnia, Cadore).
1.3 Measure														Responsible: CEI-ES Participating: ATI Cramars La Cadore Other local SEs Local Institutions, Stakeholders, Experts	Carnia and Cadore	Toolbox design with external experts support in order to understand the first comparative analysis results; 2 workshops for verify the validity of the proposed solutions.
2.1 Measure														Responsible: CEI-ES Participating: ATI Cramars La Cadore	Carnia and Cadore	Identifying significant data that make up the share capital: 2 workshops and researching activities.
2.2 Measure														Responsible: Participating: ATI Cramars La Cadore Other local SEs Local Institutions	Carnia and Cadore	Training and informing communities: 2 presentation meetings and min. 2 working tables.

														Stakeholders and local communities		
2.3 Measure														<u>Responsible:</u> CEI-ES <u>Participating:</u> ATI Cramars La Cadore	Carnia and Cadore	Data collection and database creation.
2.4 Measure														<u>Responsible:</u> CEI-ES <u>Participating:</u> ATI Cramars La Cadore Other local SES Local Institutions Stakeholders, Experts, local communities, general public	Carnia and Cadore	Network formation for the creation of new economies in marginal areas: training event linked to the pilot action included in Innovalp; training on toolbox application; mid-term evaluation.
3.1 Measure														<u>Responsible:</u> CEI-ES <u>Participating:</u> ATI Cramars La Cadore Other local SES	Carnia and Cadore	New possibilities for social and economic innovations: local coordinators researching activities; 4 inter-cooperative workshops.
3.2 Measure														<u>Responsible:</u> CEI-ES <u>Participating:</u> ATI Cramars La Cadore	Carnia and Cadore	Identify essential information for the creation of a interregional network: Business Canvas model liability; final report.
3.3 Measure														<u>Responsible:</u> CEI-ES <u>Participating:</u> ATI Cramars La Cadore	Carnia and Cadore	Identify criteria for a joint development plan of the two areas Carnia and Cadore

8. BUDGET FOR IMPLEMENTATION OF PILOT ACTION (please plan the budget of your pilot action based on the application form)

As set in the AF, the total amount foreseen for the pilot action in Italy is in the “external expert” budget line. The following budget breakdown refers to the amount awarded to the ATI Cramars and Cadore for the pilot action implementation.

Activities	Staff cost	Overhead	Travel & accommodation	External expertise	Total	%
Researching (Measures 1.1, 1.2, 1.3; 2.1, 2.3; 3.1, 3.2)	9.200	460	1.000	5.500	15.700	39%
Inter-operational meetings	3.600	180	1.200	-	4.800	12%
Information/Formation	4.000	200	300	4.000	8.300	21%
Interviews (structuring, realization)	2.850	143	-	1.800	4.650	12%
Evaluation	-	-	-	1.200	1.200	3%
General coordination, reporting preparation, business model formulation	2.642	132	300	2.400	5.342	13%
Total	22.298	1.115	2.800	14.900	39.998	-
Percentage (%)	56%	3%	7%	37%	-	-

9. PILOT LOGICAL FRAMEWORK / LOGFRAME

A Logframe as a tool for improving the planning, implementation, management, monitoring and evaluation of projects. It is a way of structuring the main elements in a project and highlighting the logical linkages between them. In Logical Framework Matrix (or Logframe) the pilot is defined in terms of hierarchy of objectives (inputs, activities, results, specific objectives and overall objectives plus a set of defined assumptions and a framework for monitoring and evaluating achievements (indicators and sources of verification).

It is about setting your goals first and then getting into the glassroots – what you actually need to do. You have to look at all the boxes in the table as a sequence using and “if and then” logic to test the logframe. A simple test is to ask if your logframe satisfies the following: **[1] IF** these activities are undertaken **AND** the assumptions hold true, **THEN** the intended outputs will be created. **[2] IF** these outputs are delivered **AND** the assumptions hold true, **THEN** the purpose will be achieved. **[3] IF** the purpose is achieved **AND** the assumptions hold true, **THEN** the intervention will have contributed to the goal.

An example of »if and then« logic:

***If** we establish a community committee (activity) **and** people are enthusiastic (assumption) **then** we'll have the capacity to build and manage a playground (output). **If** we have a playground (output) **and** it's easy to maintain (assumption) **then** children will have fun (purpose). **If** children are having fun (purpose) **and** families continue to grow in the village (assumption) **then** we'll reach the goal of a happy community.*

Ideally, the Logframe is prepared on **one page**, which requires short and specific descriptions in bullet points.

Useful reading before starting to write a logframe:

- <https://www.theguardian.com/global-development-professionals-network/2015/aug/17/how-to-write-a-logframe-a-beginners-guide>
- https://www.unodc.org/documents/human-trafficking/Toolkit-files/08-58296_tool_10-3.pdf
- <https://www.betterevaluation.org/en/evaluation-options/logframe>
- https://www.byggdastofnun.is/static/files/IPA/SN_4_How_to_fill_out.pdf

Action description	Indicators	Means of verification	Risks / Assumptions ¹
Overall objective (Aim/Goal) ² Creation of innovative networks in marginal areas.	Number of networks created or improved; Role/number of SEs involved in marginal areas; number/type/origin of stakeholders involved; number/type of innovative activities performed	Final report on pilot action	n/a
Specific objective (Purpose/Outcome) ³ Territorial animation to define the territorial capital value, to activate local communities and stakeholders and to promote the role of SEs. Training activities to develop skills and capacities for enhancing SEs and boosting local development. Social enterprises development in a framework of innovative local alliances.	Role/number of SEs involved in marginal areas; number/type/origin of stakeholders/participants in the training activities; origin/gender of participants; number of local communities/local organisations involved; number of meetings and training activities; level of satisfaction of participants.	Questionnaires; register of attendance.	Difficulties in the involvement of local people/local enterprises; lack of stakeholders' participation; problems in obtaining required skill experts on the area; problems in reaching local communities marginal areas.
Results (Outputs) Creation of Sustainable Networks; Development of Local Entrepreneurship opportunities; Know-how increased; Increased awareness; Business Canvas model.	Number/type/origin of new Local SEs involved; number of public local administrations involved; number/type of sustainable local development networks, number of business plans.	Mid-term evaluation; final report.	Problems i: identifying SEs, in finding skilled experts required, in reaching local communities marginal areas; difficulties in the relationship with local public authorities/administrations.

¹ 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.

² The ultimate result to which your pilot is contributing – the impact of the pilot.

³ The change that occurs if the pilot outputs are achieved – the effect of the pilot.

<p>Activities</p> <p>Reference resource map. Stakeholders identification and interviews. Workshops and interviews (10 in Carnia, 10 in Cadore). Toolbox design and comparative analysis. 2 presentation meetings, 2 workshops for training and informing communities. Creation of comparative indices of territories. Training event on toolbox application. Inter-cooperative workshops. Definition of a business model.</p>	<p>Role/number of SEs involved in marginal areas; number/type/origin of stakeholders/participants in the workshops and training activities; origin/gender of participants; number of local communities/local organisations involved; number of meetings and training activities; level of satisfaction of participants; number of business plan.</p>	<p>Questionnaires; register of attendance; minutes of meetings and workshops; Mid-term evaluation; final report.</p>	<p>Difficulties in the involvement of local people/local enterprises; lack of stakeholders' participation; problems in obtaining required skill experts on the area; problems in reaching local communities marginal areas.</p>
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10. CONTACT DETAILS FOR THE PERSON RESPONSIBLE FOR THE PILOT

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