

WP T2

**Testing Social Enterprise Support Models**

ACTIVITY A.T2.2

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

**Pilot Activity Concept**

* Final version -

FOUNDATION FOR IMPROVEMENT OF EMPLOYMENT POSSIBILITIES, PRIZMA and FOUNDATION FOR SOCIAL INVESTMENT, FUND05 (SI)

September 2018

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)*

Social entrepreneurship in Slovenia has still not reached a satisfactory level, primarily because the poor knowledge and lack of understanding of the concept of social entrepreneurship, its principles, goals and benefits. Therefore, the potential of social entrepreneurship in Slovenia is unexploited.

In the last two years the number of SEs have increased considerably (especially in Podravje region), probably due to the specific incentives relating to public funding which required a social enterprise status. Consequently, there is a large share of SEs with the lack of entrepreneurial, business and financial skills, as well as without proper market research, viable business model and knowledge of the market. Especially, since many of SEs were established by/as NGOs and often lack skillsto shift from project-based funding to income generating activities on the market.

Social enterprises should be aware of their special role in the society, which brings with it the responsibility for the business and for the society. It is sometimes difficult to coordinate two most exposed, sometimes contradictory values – making a profit and doing good for society. Therefore, along with their self-awareness, the support from the environment should be provided in a way not to make them dependent but to empower them for their mission.

Due to the specifics that SEs are facing, the need for personalized treatment in form of mentoring was identified. The preferable mentoring program should involve mixed team of mentors, covering areas of marketing, management and sustainable business models. Such support would be crucial in the start-up phase, but also a certain period during the phase of development and growth. Besides the mentoring, also the need for training is being detected, covering contents from entrepreneurship, team work, management, financing, communication, product development, marketing, HR development, digitalization, etc.

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

Social Enterprise HUB

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)*

The pilot activity will be implemented in the Podravje region, which is with its unemployment rate and GDP one of the underdeveloped regions of Central Europe.

To provide personalized support to SEs will pilot within its model deliver following activities:

* + Setting up a support model

*(elaboration of support model structure and procedures, identification of support service areas, setting up standards and competency profiles for involved mentors, advisers and trainers (support team); identification and recruitment of team members; initial training for team members on social economy and social innovation, interaction with SEs and pilot delivery)*

* + Empowering SEs

*(each SE is assigned a (social) mentor and during the interview they prepare a development plan for the SE; mentor is coordinating the engagement of appropriate (business) advisers to help develop SEs weak areas; joint trainings are organised for SEs to strengthen their skills according to identified weaknesses; peer learning activities are organised for benchmarking; networking with support organisations and businesses)*

* + Hosting regular SE clubs

*(mentoring and advising activities are to be complemented with regular monthly events, enabling networking between SEs, SEs and other companies and stakeholders, exchange of information and experiences, mutual learning and cross fertilization, planning of joint activities)*

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)*

The aim of the pilot action is to support SEs to be able to play a prominent role in local economy. With the objective to improve SEs managerial competencies and entrepreneurial mind-sets, the pilot will:

* + Develop holistic approach to provision of individualized business support
  + Set up the network of social mentors and business advisers to support empowerment of SEs
  + Promote peer learning through exchange of ideas, knowledge and experiences
  + Support SEs networking with businesses and support organisations in carrying out marketing activities
  + Establish cooperation of existing SE support organisations in the region

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)*

The pilots target group are owners, managers and employees of SEs in Podravje region with the lack of business knowledge and entrepreneurial mind-set. Their specific needs were already identified with the questionnaire during the initial analysis on SE needs conducted within the Sentinel project. The SEs from the region will be approached on the individual base by social mentors, coming to their local environment to interview them and draw a development plan for the empowerment process. The mentoring and advising activities will be implemented at the SEs locations, while training and networking takes place at different locations throughout the Podravje region. This will enable better accessibility and availability of such services especially for SEs located in communities outside the regional centres.

Indirect target group of the pilot are social mentors and business advisers who will be involved in network of supporting model for SEs. They will be selected taking into account the established standards and competencies profile and engaged according to the specific needs of SEs (applies to advisers). Prior to getting in touch with SEs they will be trained in social economy and social innovation topics as well as mentoring process (the latter applies to mentors).

Another indirect target group of the pilot are SE support organsations and other businesses that will be involved in networking activities with SEs and will be a part of the supporting model. They consist from members of national project stakeholder group and other stakeholders identified by SEs in their local environment.

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

* Support team ready to interrelate with SEs
* SEs selected and recruited for the empowerment process
* SEs development plans prepared with clear aims
* Joint trainings and peer learning sessions delivered
* First SE networking sessions organised
* Mentoring and advising processes delivered and evaluated

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

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Months**  **Activities** | **10** | **11** | **12** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **Responsible &**  **Participating actor** | **Location** | **Expected outputs/ results** |
| Elaboration of support model structure and procedures | x |  |  |  |  |  |  |  |  |  |  |  | Responsible: PRIZMA  Participating: FUND05 | Maribor | Holistic network support model |
| Identification of support service areas | x |  |  |  |  |  |  |  |  |  |  |  | Responsible: PRIZMA  Participating: FUND05 | Maribor | Set of support service areas |
| Setting up the standards and competency profiles for support team members | x |  |  |  |  |  |  |  |  |  |  |  | Responsible: PRIZMA  Participating: FUND05 | Maribor | Basis for the selection of mentors and advisers |
| Identification and recruitment of support team members |  | x | x |  |  |  |  |  |  |  |  |  | Responsible: PRIZMA  Participating: FUND05 | Maribor | Appointed members of the support team |
| Initial training for support team members |  | x | x | x |  |  |  |  |  |  |  |  | Responsible: PRIZMA  Participating: external experts | Maribor | Team members ready to interact with SEs |
| Networking with support organisations and businesses |  | x | x | x | x | x | x | x | x | x | x | x | Responsible: PRIZMA  Participating: FUND05, stakeholders | Different locations in Podravje region | Established relationships for sustainable cooperation |
| Engagement of SEs and preparation of their development plans |  |  | x | x | x | x | x | x |  |  |  |  | Responsible: PRIZMA  Participating: social mentors | Different locations in Podravje region | 30 SEs on board and plan for their empowerment set up |
| Mentoring and advising SEs |  |  | x | x | x | x | x | x | x | x | x | x | Responsible: PRIZMA  Participating: external experts (social mentors & business advisers) | Locations of involved SEs | 30 SEs with improved business processes |
| Joint training and peer learning sessions |  |  |  |  | x | x | x | x | x | x | x |  | Responsible: PRIZMA  Participating: FUND05, external experts (trainers) | Different locations in Podravje region | 30 SEs with improved managerial and entrepreneurial skills |
| Regular monthly networking events – SE clubs |  |  |  | x | x | x | x | x | x | x | x | x | Responsible: PRIZMA  Participating: FUND05, local stakeholders | Different locations in Podravje region | Community of SEs with shared experiences and knowledge |

1. **BUDGET FOR IMPLEMENTATION OF PILOT ACTION** (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** |
| Elaboration of support model structure and procedures | 1.504,80 | 225,72 | / | / | 1730,52 |
| Identification of support service areas | 188,10 | 28,22 | / | / | 216,32 |
| Setting up the standards and competency profiles for support team members | 376,20 | 56,43 | / | / | 432,63 |
| 865,26 | 752,40 | 112,86 | / | / | 865,26 |
| 3904,64 | 2.173,60 | 326,04 | / | 1.405,00 | 3904,64 |
| Networking with support organisations and businesses | 2.612,50 | 391,88 | / | 1.575,00 | 4579,38 |
| Engagement of SEs and preparation of their development plans | 4827,90 | 724,19 | / | 2.415,00 | 7967,09 |
| Mentoring and advising of Ses | 6.081,90 | 912,29 | / | 3.955,00 | 10949,19 |
| Joint training and peer learning sessions | 2.549,80 | 382,47 | / | 1.960,00 | 4892,27 |
| Regular monthly networking events – SE clubs | 1.922,80 | 288,42 | / | 1.190,00 | 3401,22 |
| **TOTAL** | **22.990,00** | **3.448,52** | **/** | **12.500** | **38.938,50** |

1. **PILOT LOGICAL FRAMEWORK / LOGFRAME**

|  |  |  |  |
| --- | --- | --- | --- |
| **Action description** | **Indicators** | **Means of verification** | **Risks / Assumptions[[1]](#footnote-1)** |
| **Overall objective (Aim/Goal)** *[[2]](#footnote-2)*  SEs able to play a prominent role in local economy. | Increased market share of social economy. | Yearly economic reports. | *n/a* |
| **Specific objective (Purpose/Outcome)[[3]](#footnote-3)**  Improved managerial competencies and entrepreneurial mind-sets of SEs in the region. | Increased income and number of employees in SEs. | Yearly economic reports. | SEs perceived as drivers of social economy and work integration. |
| **Results (Outputs)**  30 SEs with improved business plan and/or equipped with new business skills.  Established base group of mentors and advisors.  Established network of SEs in the region. | Number of SEs involved in supporting measures.  Number of mentors, trainers and advisors engaged in supporting the SEs.  Number of sustainable networks established to support SE sector in the future. | Mid-term status report.  Summary report. | SEs apply new plans and skills in the practice.  SEs continue to cross-fertilize and mutually learn from each other and other stakeholders.  Mentors and advisors ready to support SE sector continuously. |
| **Activities**   1. Setting up a SE support model 2. Empowering SEs 3. Hosting regular SE clubs | *n/a* | *n/a* | Support model has a clear structure and procedure.  Enough trainers, mentors and advisers can be involved.  30 SEs are interested in mentoring and networking. |

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

|  |  |
| --- | --- |
| Name/Surname: | **Mateja Karničnik** |
| Position within the organization: | **Head of HRD** |
| E-mail address: | **m.karnicnik@fundacija-prizma.si** |
| Skype address: | **mateja.karnicnik1** |
| Phone & mobile phone: | **++386 2 333 13 31**  **++386 41 258 338** |

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. [↑](#footnote-ref-1)
2. The ultimate result to which your pilot is contributing – the impact of the pilot. [↑](#footnote-ref-2)
3. The change that accurs if the pilot outputs are achieved – the effect of the pilot. [↑](#footnote-ref-3)