@ESEN European Social Economy Network

Newsletter N° 2 - 2021

As observed by Sophie Bacq and G. T. Lumpkin "because COVID-19 is a massive health crisis with implications for major social problems such as housing and hunger, the demands of the crisis call for a re-evaluation of the function of social entrepreneurs and a shift in their role – from individual agents of change to collective resource orchestrators". More than a reflection, reinforcing the significance of ESEN action.

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Transnational Report on Successful Stories and Recommendations for Social Entrepreneurship Enhancement

"Social entrepreneurs are not content just to give a fish or teach how to fish. They will not rest until they have revolutionized the fishing industry." – Bill Drayton

The Transnational Report, accomplished in August 2020, includes a set of recommendations (see tables on page 3) for social entrepreneurship enhancing and key points for improvements on training, support, sharing of good practices and networking. It is the basis for the elaboration of the **@ESEN Programme and Syllabus**, but it also a self-standing document, useful to anyone interested in the subject.

The report is based on the comprehensive cross-analysis of the five national reports, for which desk and field researches were conducted in the partners' countries - Cyprus, Greece, Italy, Poland, and the UK.

The desk research consisted of the analysis of relevant social economy legislations, publications, projects and databases available on national levels. Details can be found in National Reports available on the project website.

The field research was conducted through a semi-structured questionnaire addressed to @ESEN target groups in each county.

These activities achieved the result to collect significant experiences and a relevant range of good practices helpful to anyone interested in designing, developing and implementing social entrepreneurial activities.

The activity "on field" resulted in the collection of some exemplar experiences that constitute an exemplar set of good practices. **25 good practices** (5 per country) of social entrepreneurship covering different sectors and showing how social entrepreneurship is a mindset, an ethical project and attitude that can qualify the entrepreneurial spirit holistically. Good practices were identified based on the following set of criteria: effectiveness, efficiency, planning, monitoring and evaluation, versatility, innovation, ethics, entrepreneurship and maturity.

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The idea of sharing those good practices was to give the examples to follow and inspire other SEs. Moreover, these good practices not only identify theoretical models and successful experiences but also persons who are possible to get in touch with to share ideas and initiatives.

Indeed, **ESEN Partnership** also aims to act as a connection hub for sharing ideas, projects and improvement processes. Significantly, all the selected enterprises have decided to scale their impact, chosen methods which are different and depended on the type of activities provided by enterprises, the available resources, and the environment they operated in. Transnational and national reports are freely available on the project website.

European Social Entrepreneurship Programme

The second intellectual output is one of the central activities of the project and aims to develop an integrated learning and support programme for those who are already involved with or are interested in developing or supporting social enterprises.
The ESEN programme is based on the identified needs of social enterprises and recommendations from the findings in IO1. The educational pathway and its contents have to be considered as collaborative training laboratory, based on peer learning approaches and exchanges of ideas on experiences.

Partners have outlined a modular structure that matches a set of units of competence / knowledge and skills.
The pilot's articulation is designed in 5 modules:

- Business Management addressing aspect of Social enterprise Business plan, Risk Assessment /Progress monitoring, Strategy, Stakeholder identification and analysis.
- Convey Social Innovation and Impact dealing with Prototyping / Testing, Value Proposition.
- Social Enterprise Marketing Target Audience Mapping and testing, Market Assessment, Strategic Communication for Social Enterprises / Networking.
- Fundraising & Resources developing aspects related to Financial Strategy, FairShares model - power sharing
- among stakeholders, Pitching, Activation of untapped community finance and power.
- Human Resource Power, addressing following themes: Working with a team, Diversity Management, Effective Communication and Conflict Resolution.

The foreseen length of training activity is 40 hours. The educational approach assures delivery both in presence and online. Activities will be implemented according a case-study method, in a peer-learning dynamic and with aim to guide participants to focus social entrepreneurship ideas and improving their activities.

European Social Entrepreneurship Syllabus

A syllabus is going to be developed taking a European perspective, including examples, case studies, business models and strategies from the participating countries, achieving a European impact.

The goal is to set up an innovative and functional learning and training system to support European social entrepreneurship, a flexible instrument incorporating modern scientific concepts, methods & techniques and satisfying the needs of different target groups in an integrative way.

The Syllabus must be understood not only as a static document but as a collaborative framework where it is possible to:

- understand social entrepreneurship in the context of changing social arrangements;
- think and communicate about social values in concrete terms;
- share and discuss about models to launch, lead, manage, and evaluate a social venture;
- have an orientation about funding sources for the venture;
- exchange receive critical feedback on specific concepts for social entrepreneurship before taking the plunge.

It will be digitalised and offered in SCORM format through the ESEN e – platform (IO4).

Partnership activities

The pandemic context has impacted the ESEN activity forcing the rearrangement of organisational settings, communication approaches and meetings. Partners have therefore experienced the dynamics and constraints of the virtual dimension that emphasizes some aspects but weaken some others.

The impression is that humans are made for being virtuous more than virtual, but in the meantime blended should be ok. Anyway, the National teams have found the way to work proactively in a remote (but not "distant") approach during the II° (15.07.2020) and III° (17.12.2020) on line meetings and the discussions have been profitably pro-active.

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Recommendations for improvement in training a networking

Based on the outcome of the field research can be concluded that **@ESEN training** should be comprehensive and in particular, it should address the following categories:

- → Effectiveness and efficiency;
- → Planning of the company's activities;
- → Monitoring and evaluation;
- → Innovation;
- → Ethical activities;
- → Evaluation of the company's entrepreneurship;
- → Communication and promotion;
- → Solutions to social problems;
- → Stability and maturity.

Methodology and approaches

The support for SE should be offered in the form of online training (which is a very important aspect especially during the COVID-19 pandemic).

It was indicated that the training should be addressed to all kinds of SE from those in the infantry stage to the ones in the mature one. It should therefore contain both basic information about setting up an SE as well as more advanced information such as, for example, risk assessment or diversifying revenue sources.

The future **@ESEN Training** will take all that information into account during the preparation of @ESEN Programme, Syllabus and e-learning.

Tasks for next 6 months

In all Partner' Countries, regardless of the legislative degree of development, there is a need for good network support for social enterprises.

This urge is sharpened by the pandemic. The main drivers of the future @ESEN network are:

- → exchange of opinions and advice;
- → sharing the problems;
- → solutions and good practices;
- → integration, promotion of social economy and education both new and established SEs.

The Partners, for the next phase, are especially committed in:

→ **IO2 E.S.E. Programme –** Finalisation of the training programme and delivery of pilot courses testing and validating contents and approaches.

→ **IO2 E.S.E. Syllabus –** building up off this learning and training system including organised material matching actual needs of trainees and learners.

→ **IO3 E.S.E. Platform –** Development and digitalization of online @ESEN learning material and resources in SCORM format (after final versions of Curriculum content and Syllabus translated into national languages).

Project Partners

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www.ios.edu.pl

Institute for Private Enterprise
and Democracy
(Poland)
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Tiber Umbria Comett
Education Programme
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Social Enterprise
International LTD
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Emphasys Centre
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Project website in 4 languages:
https://esen.ios.edu.pl

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