PromYSE: PROMoting Youth Social Entrepreneurship
Short-term staff training event

REPORT

Date: 3 – 7 September 2018.

Location: Vilnius, Lithuania.

Leader: Diversity Development Group (DDG), Lithuania.

Partners delivering training: The IARS International Institute, United Kingdom; Diesis COOP, Belgium; Family and Childcare Centre (KMOP), Greece; Canary Wharf Consulting LTD, United Kingdom; ICSE & Co, Italy.

Aims

- cross cultural learning between different countries project partner participants;

- understand success factors of social entrepreneurship from the best international practises;

- increase the knowledge and capacity of the Promyse participating organisations;

- refine the finalise the Promyse training material and courses in the international group settings, in order to be appropriate at a European level.

Outline

This short-term staff training event has included:

- 1 day introductions, social networking, team building and cultural awareness raising;

- 1 day with presentations from each partner: thematic presentation of country situation and good practise in social entrepreneurship;

- 1 day visits to local best practices;

- 1 day critical analysis and reflections on so far outputs of the project including piloting 5 modules among participants;

- 1 day evaluation, feedback and collective learning.

Participants

Each partner organisation, except Canary Wharf Consulting LTD and Family and Childcare Centre (KMPO), participated through three delegates.

As Canary Wharf Consulting LTD has technical responsibility for the construction of the training platform, not for its content, so it was represented by 1 staff member.

KMOP was represented by 2 staff members because of the *force majeure*. KMOP has initially arranged participation of 3 members of its staff/volunteers, but because of the major fire disaster in Athens region just before the training and one of the planned participants suffering from it, just 2 representatives could come.

All delegates had a formal link with the partner organisation such as being a staff member, a youth trainer, a researcher, a volunteer, a member or an intern. This was because it was expected for the delegates to take back the gained knowledge and experience to their organisation and country, so that a multi-plier effect would be achieved in all participating countries and beyond.

At least one of the three delegates per organisation was a young person.

Partners' responsibilities

All partners took responsibility for delivering different elements of the training:

- each partner presented its country situation and good practise in the field of social entrepreneurship;
- each partner conducted a session for one of the training modules, that was prepared by corresponding organization.

After the training each organisation that has participated was expected to pass on the knowledge and experience gained during the training to their remaining project volunteers, staff and other members. Methods to do it are left at partners' convenience and responsibility.

Accreditation

IARS has accredited the training with Continuing Professional Development (CPD) status and issued corresponding certificates to participants.

Other important information

The training was conducted in English.

Each day was started with informal training exercises to energize participants and to focus attention on day activities.

Each day was finalized with informal training exercises to evaluate the day and to get feedback what could be improved in the next days.

Day 1

First day of the training, **3rd of September**, was aimed at Social networking & team building.

Dr. Theo Gavrielides, IARS International Institute founder & director welcomed the participants and introduced the project, results achieved so far and the general conception of the training.

Dr. Jurga Mataitytė-Diržienė, representative of Diversity Development Group, presented the detailed agenda of the training and conducted team building exercises, that allowed participants to get to know each other, to name expectations for the training and to develop trust in each other, that later facilitated the process of cooperation and teamwork.

Day 2

Second day of the training, **4ᵗʰ of September**, was aimed at sharing practices: partners presentations.

Franceska Aziz from IARS International Institute presented UK situation in one area of social entrepreneurship and a project: "Young Carers and Employment in the United Kingdom". The project engaged with young people across the certain borough to provide face to face training and supported them to begin their journey into entrepreneurship. From the feedback and learning these courses have given, an online course was created which anyone can take to build their skills in business management and entrepreneurship. Thanks to the support of NatWest bank, many elements of this course have been able to link into their learning and are supported by the team there too. Those who complete the course gain access to the online hub where they can share ideas and discuss the challenges they are facing in building their businesses.

Anastasia Costantini from Diesis COOP made thematic presentation of EU situation and good practise in social entrepreneurship.

Despite the gradual convergence of social enterprise concepts at EU level, social enterprises are still conceived in significantly different ways and take a range of organizational and legal forms in different countries across Europe.

Thus, in this training session, Diesis, starting from the definition of social economy in Europe and through some key figures, presented an excursus concerning the existing situation and different national legislative status of the social and solidarity economy in Europe, with a specific focus on Belgium situation. Through the presentation of few good practices of social enterprises within the health sector in Belgium, Diesis went deep in the country analysis. Belgium is quite update on the topic and many services and good cases are present on the national territory.

In this training session, the trainees have learned different ways in which Social solidarity economy is applied in the different national context. The trainers, through the presentation of few good practices, looked at Belgium situation of social enterprises involved in healthcare and social welfare sectors.

Vassilis Filippidis from Canary Wharf Consulting (assisting KMOP), made thematic presentation of country situation in Greece and good practice.

The trainees have learned about the existing situation of the social and solidarity economy in Greece as well as about the best practices that exist in the field of social enterprises, particularly in the field of health and social welfare. The social and solidarity economy sector in Greece is young and has great potential for developing and expanding its impact. The Greek organizations of this sector are looking to address some of the country's most important challenges, especially poverty and unemployment, but they also seek to promote and present an alternative economic model. The social and solidarity economy sector has a dynamic potential that can be distinguished in many of the newly established organizations, as well as in their ambition to develop their turnover and their workforce. These organizations also show a large variety, not only in their legal form, but also in their social goals and areas of activity. Their economic and social contribution has scope and depth, but at the same time there are many challenges: each organization and category have different priorities, ways of networking, needs and obstacles to overcome.

Vaida Aišauskaitė and Jurga Mataitytė-Diržienė, DDG made presentation on: Social entrepreneurship in Lithuania: development, current situation and future plans.

In Lithuania concept of social enterprise is not new, it has special legislation and subsidies. Legislation is aimed at employment of disabled and other vulnerable groups. Big financial support was given to these enterprises by state over the years. But the practical way in which the law was implemented and lack of effectiveness of integration of vulnerable groups into open labour market, has compromised the concept of social enterprises, so there is a discussion currently about amendments of the current Social Enterprise Law and adoption of new Social Business Development Law. New law aims to define the concept of social business entity, the rules to get the status of social business and conditions to lose it, to define forms of possible state financial support and main principles for evaluations of positive social impact.

Aferdite Shani, ICSE & Co, presented: Thematic presentation of country situation in Italy and good practise.

Presenting social business model and creating social values in not only a privilege linked to represented organization or to Italy, thus is an international value that often have no borders even in the activity created, and present similarities in all countries. In Italian case the thematic presentation had same conceptual model that can be applied to all European countries. For this reason, the trainees have learned theoretical model taken and extracted from an international level, with some short examples from Italy. Many business activities can be found in Italy, that have a high social values, and in general charity and the idea of doing "good for the community" or working for the welfare state is "sufficiently" developed in the concept of voluntarism and charity. Instead, well designed social businesses are less developed, and the concept is rather new. The lack of information and training/education are the main factor that cause this short supply. Public grants to help develop new social business activities and managerial skills are only responding to some material helps not covering the building up of the activity. Social business activities usually have specific requirements and issues that a commercial activity or a productive activity doesn't have. For instance: many enterprises sustain programs have special grants for furniture and machinery but no sustain on workers' assumption, or to specific trainings.

Visit to *Reach for Change Lithuania*, one of the social enterprise incubators in Lithuania took place in the afternoon. Director of organization, Jurgita Ribinskaitė-Glatzer, shared organizations experience in the development of social entrepreneurship ideas and projects, explained the forms of support, that are provided by Reach for Change and presented some of the best practices, that were nurtured at the incubator.

Participants have also visited one of the *social enterprises* working close to the incubator, *"Urban Laboratory"*, got to know how the idea of it was born, grown and implemented. They have also found out about its business model, work and sustainability principles.

Day 3

5th of September was aimed at: Piloting & local practices.

Anastasia Costantini from Diesis COOP, implemented testing of the Promyse training module 5: Setting up a social enterprise.

During the training session participants understood what is a social enterprise business model, how to start to define their business idea and moreover what are the first steps to go through to set up a social enterprise. They understood what a social enterprise is and how it works in health care system. The participants were supported in the discussion concerning the analysis of the local context where they would like to set up the business as well as the definition of the challenges coming from that environment.

A practical exercise to work on their business idea helped them to start the first steps through the feasibility of their business and to translate the idea in a more concrete business project.

Jurga Mataitytė-Diržienė, DDG, implemented testing of the module 2: Human centred design in service provision.

Participants have learned about concept of the method, main stages of human centred design, when planning their social business enterprise. In a practical exercise, continuing from the ideas developed in previous session, they have worked on designing their planned services with the main focus on the needs of their potential clients.

In the afternoon field *visit to local best practice: National Institute for Social Integration* took place. Organization creates and applies social innovations, which supports the integration of the persons from various socially vulnerable groups within the manifold society. It is implementing five continuous programmes and one of them is social entrepreneurship accelerator SOCIFACTION.lt. Žmogui.lt is distinctive by application of the complex problem solving pattern, direct inclusion of the of the socially vulnerable groups and youth in the public activities.

It's representatives Donata Telišauskaitė and Aleksej Roščin presented general activities of the organization in promoting social entrepreneurship in Lithuania and two specific programs "Senjoro" and "Social Taxi". "Senjoro" is providing individualized social services to elderly people. "Social taxi" is providing transportation services to severely disabled persons that cannot use any other means of transportation. Representatives shared the stories about the beginning of their projects, it's development and future plans on expanding. They also presented financial mechanisms to keep the project running, challenges that they are facing and the impact, that these projects are making on its clients lives.

Day 4

6th of September continued with: Piloting & local practices.

Vassilis Filippidis, Canary Wharf Consulting (assisting KMOP), implemented testing of the module 4: Creating networks and synergies with social actors (Communication strategies).

Trainees were familiarized with the notion of communication strategy as it applies to social enterprises. This module discusses the importance of networks and synergies for social enterprises at all levels from the establishment of a social enterprise, including its financing, to getting both financial and social dividends. Whether for-profit or non-profit, an enterprise relies on its network(s) for maximizing its impact and increasing its dividends. Moreover, in this module learners have explored the various ways of creating networks and synergies with social actors at the different levels required for the establishment and running of a social enterprise, while they have also learned the principles for designing a communication strategy and for assessing the social impact of an enterprise. The last part of the training involved a group exercise in which learners were involved in designing their own communication strategy for a prosperous Social Enterprise that they want to create in the future. The communications strategy is a very important document that expresses the goals and methods of an organization's outreach activities, including what an organization wishes to share with the public and whom the organization is trying to reach.

Aferdite Shani, ICSE & Co, implemented the testing of the module 7: Developing a social business model and a business plan.

This session was dedicated to the creation of a theoretical model to be applied to concrete ideas of social business. The fundamental aim was to clear the difference between a normal business that created social values and a social business built with the only aim to create social values. In general, a social business permit at the investors to make economic surplus but the economic profit generated by social business and from the entrepreneur have to be reinvested in the business in order to guarantee advantage for the beneficiaries and for the whole community. The objective was to guarantee to the trainee some measurement and practical concepts of building their own social business being aware of the need to better service and fulfil social needs. Some components were given as a structures of a common business models that can be considered the starting point for the construction of a model that, obviously, cannot be based on simply replication of conventional for-profit business model.

Natalia Filippon, IARS International Institute, implemented the testing of the module 10: Measuring and Scaling Social Impact.

What is social impact? Social impact is the positive change that organisation has created or effected over time. This change could be social, economic and/or environmental. As a charity or social enterprise, creating positive social impact is at the heart of what you

do and you must be able to identify, understand and capture the full value of the impact of your activities. Understanding, measuring and communicating impact is extremely important for marketing purposes and to win new contracts and secure existing funders & customers. Impact is also central to organisation's strategy as it helps to know whether you are meeting your mission and vision in the long-term. Your team, your funders, your clients and your other stakeholders will want to know – showing your impact makes you accountable to them.

Trainees were thinking about impact they were making choices; choosing between one option and another. Constantly exploring different options and changing what you do makes it more likely that you will be successful in creating the biggest impact you can.

Why is important that we measure impact? Responding to the question "So what do you do?" is something everyone has to do but even more so for social enterprise. This is because the right answer goes beyond making money; the key answer is explaining your social and environmental impact. Measuring impact is the recognised way in which you show the value your organisation is delivering to its beneficiaries and society as a whole.

The goal of impact assessment is to bring about a more ecologically, socio-culturally and economically sustainable and equitable environment. Impact assessment, therefore, promotes community development and empowerment, builds capacity, and develops social capital (social networks and trust).

Measuring impact is like telling your story. You can follow the process through from A: the problem to B: what you did to C: fixing the problem. It makes you way more enticing to potential funders, too.
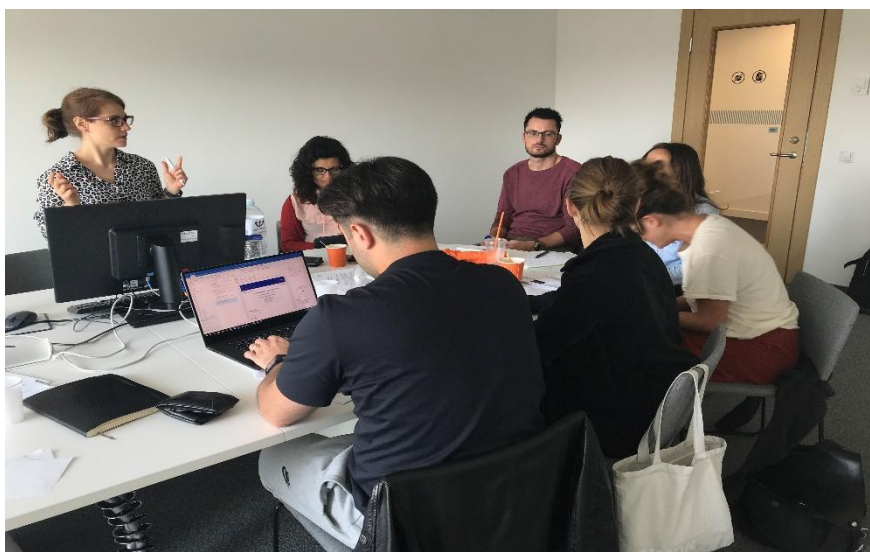
In the afternoon *visit to local best practice*: "Orūs namai/Dignity House" took place. This social project is aimed at innovative way to solve poverty and loneliness problems of older people. One of the problems in Lithuania – old and very expensive to maintain flats and seniors isolated in them and struggling to pay their maintenance bills. "Dignity house" offers seniors to rent their flats (that stay seniors' property) and to move in into flats provided by project. Income from flat rental will cover fully maintenance of dignified house flats and pensions will be left for other needs of their owners (which otherwise are fully spent on maintenance expenses). Besides separate flats seniors have a common space to meet, communicate and do what they like.

It's founder Marija Budnikaitė has explained the way she came up with idea of innovative residential services for poor elderly persons, the way she found investors for the project, renovated the place and criteria for selection of residents. Also talked about future plans for duplication of the idea in other regions of Lithuania and the importance of communication when implementing socially innovative idea.

Day 5

7th of September was aimed at: Collective learning, critical analysis & reflections of the modules and training.

Aferdite Shani, ICSE & Co, in the session "What we have learned?" has implemented an evaluation of change of knowledge regarding the social entrepreneurship. The results show increase in knowledge. Another tool was used to evaluate what participants have learned on a wider scale and topics. Results show positive evaluation of different training aspects.
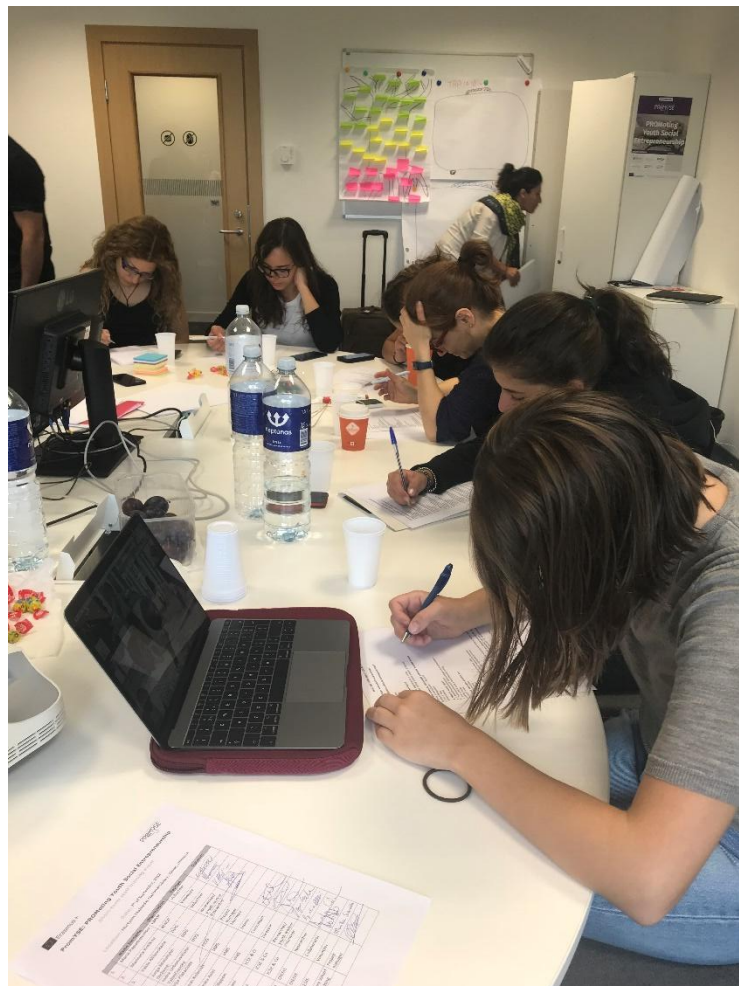
Jurga Mataitytė-Diržienė, DDG, has conducted evaluation of the whole training, using non formal training methods. Participants were asked to reflect and share with the group what they have learned and are taking back with them. Some of the things were: new knowledge in general and about social business specifically, inspiration for potential ideas, teamwork, research and training skills.

Some things that participants have fared of in the beginning of training and were happy to leave behind, as they did not come true were: not learning anything new, negativity, stress, anxiety.

Another tool used during the week, with the aim to be more social friendly and innovative, was the Mentimeter.com that is a interactive and real-time group expression

thought and feelings. Entering to https://www.menti.com/ participants could express and their feeling and thought about the training and also confront them with all the group, so to be a shared audience's sense of participation.

This was also a tool to measure the participation of the whole group, in order to change or better something.

What was interesting for you today?

Training was closed by issuing CPD accredited certificates to the participants of the training by DDG representative Vija Platačiūtė.