



Iceland
Liechtenstein
Norway grants



Social Innovation Brokers
WE FOR YOU

GUIDEBOOK FOR TRAINERS & TRAINEES

Coordinator and Editor:

Eva Fabry, Director of the European Centre for Women and Technology

Katarzyna Pilch, Project Coordinator at Linking Foundation

Iceland 
Liechtenstein
Norway grants



Social Innovation Brokers

WE FOR YOU

The Social Innovation Brokers Project (Project Nr. EOG/21/K3/W/0042) benefits from 181.060 € grant from Iceland, Liechtenstein and Norway through the EEA Grants, from 01.05.2022 to 30.04.2024.

The Social Innovation Brokers (BIS) project presents a pilot version of a vocational training for Social Innovation Brokers, the first in Poland and in Central and Eastern Europe (CEE).

The Transfer of Knowledge project is initiated by the Linking Foundation in Krakow, Poland and realized in partnership with ECWT - The European Centre for Women and Technology with Secretariat in Oslo, Norway.

Acknowledgements to Stanislaw Iwan (Linking Foundation), Katarzyna Pilch (Linking Foundation), Staszek Alwasiak (Foundation Ignatianum), Dr. Edna Pasher (ISCI – Israel Smart Cities Institute), Yossi Pasher (Edna Pasher & Associates), Jenny Averhed (MIR Academy).

This document may not be copied, reproduced, or modified in whole or in part for any purpose without written permission from the Social Innovation Brokers Partnership. In addition, an acknowledgement of the authors of the document and all applicable portions of the copyright notice must be clearly referenced.

© Copyright 2022

Iceland 
Liechtenstein
Norway grants

The content of this publication is the sole responsibility of the Authors and the Project Partners and can in no way be taken to reflect the views of the EEA Grants Funding organizations.

Implemented by:



TABLE OF CONTENTS

| | |
|---|-----------|
| i. Introduction..... | 6 |
| ii. Executive Summary..... | 8 |
| iii. The Guidebook Social Innovation Brokers Train the Trainers Course..... | 10 |
| MODULE 1: Introduction to the Social Innovation Brokers Trainin..... | 10 |
| Session 1.1 Selecting Sancho Panzas with 21st century skills..... | 10 |
| Tool 01: Introduction to the Social Innovation Brokers Training..... | 13 |
| How to use the Guidebook?..... | 14 |
| Social Innovation Brokers Mentoring..... | 15 |
| Tool 02: Key concepts of Social Innovation..... | 17 |
| 2.0 Definition of Social Innovation..... | 17 |
| 2.1 Who are Social Innovators?..... | 20 |
| 2.2 Social innovation and social entrepreneurship..... | 21 |
| 2.3 Social innovation and social and economic conditions in Poland..... | 21 |
| 2.4 Social entrepreneurship and innovation in Norway..... | 26 |
| Tool 03: Why Train the Trainers in Malopolska Region?..... | 30 |
| MODULE 2: Team Building and Individual Commitments..... | 32 |
| Session 2.1 Getting started..... | 32 |
| Who is the Train the Trainers Guidebook for?..... | 32 |
| What is the structure of the Guidebook?..... | 32 |
| Methodological notes..... | 32 |
| Certification..... | 33 |
| Tool 4: Introduction of Participants, Icebreakers & Team Building..... | 34 |
| MODULE 3: The Social Innovation Brokering Process..... | 35 |
| Tool 5: Ideation: Understanding needs and identifying potential solutions..... | 36 |
| Tool 6: Developing, prototyping and piloting ideas and implementing the projects..... | 39 |
| Tool 7: Monitoring - Sustaining -Scaling up..... | 40 |
| Tool 8: Learning and evolving until a systemic change..... | 43 |
| MODULE 4: The Success Factors of Social Innovation..... | 45 |

| | |
|---|-----|
| Session 4.1: The necessary skills set of Social Innovation Brokers..... | 45 |
| Tool 9: Knowledge in the specific field..... | 45 |
| Tool 10: Human Centered Design Thinking Approach..... | 49 |
| Tool 11: Project management and delivery and communicating with stakeholders and partners..... | 56 |
| Tool 12: Communicating the project - Reporting on Impact..... | 66 |
| Session 4.2: Creating Social Entrepreneurship..... | 81 |
| Tool 13: Social entrepreneurship mindset & skills of a social entrepreneur..... | 81 |
| What is social entrepreneurship?..... | 81 |
| What is a social business?..... | 81 |
| The 7 principles of social businesses..... | 82 |
| Is my business idea innovative?..... | 82 |
| From theory to practice..... | 83 |
| Tool 14: How to set up social enterprise?..... | 84 |
| Tool 15: Legal framework..... | 86 |
| Clarification of terms that are used in the Law on Social Economy..... | 86 |
| Social enterprise organization and rules of operation..... | 87 |
| Rules for obtaining and losing the status of a social enterprise and supervision of a social enterprise..... | 88 |
| Tool 16: Visualizing different business models & The Business Model Canvas..... | 90 |
| What is a business model?..... | 90 |
| Good Resource: St. Gallen Business Model Navigator..... | 90 |
| Examples of business models used in social enterprises..... | 91 |
| Business Model Canvas..... | 93 |
| Advantages of the BMC..... | 93 |
| History of the BMC..... | 94 |
| Elements of the BMC..... | 94 |
| Tool 17: Social Enterprise Marketing..... | 98 |
| STEP 1 - Define your target audience..... | 98 |
| STEP 2 – Set goals..... | 100 |
| STEP 3 – Conduct a content audit..... | 100 |
| STEP 4 – Develop a content calendar..... | 102 |
| STEP 5 – Identify KPIs..... | 103 |

| | |
|---|------------|
| STEP 6 – Budget for your social media..... | 104 |
| STEP 7 – Monitor and analyze..... | 105 |
| STEP 8 – Engage with your audience..... | 106 |
| Tool 18: Scaling your idea, alternative financing, raising impact investment capital..... | 108 |
| Tool 19: Available funding opportunities (funding bodies and programs)..... | 115 |
| Tool 20: Design, writing and implementation of a Business Plan..... | 118 |
| What is a Business Plan?..... | 118 |
| For who is it?..... | 118 |
| What is important in a business plan?..... | 118 |
| Elements of a good business plan..... | 119 |
| Tool 21: Social innovation camp for empowering young social entrepreneurs..... | 125 |
| Some inspirational videos for key to success as a Social Innovation Broker..... | 126 |
| Tool 22: Pushing the industry - Focus on social impact oriented project planning.... | 129 |
| Tool 23: Building alliances & creating ecosystems - the Quadruple Helix model..... | 132 |
| Success stories of building alliances and creating ecosystems:..... | 133 |
| Tool 24: Networks and Community Building..... | 135 |
| Module 5: Looking back to Move Forward..... | 137 |
| Session 5.1: Training Evaluation..... | 137 |
| Tool 25: Focus Groups..... | 137 |
| GLOSSARY..... | 138 |
| REFERENCES..... | 140 |
| Useful links & Contacts..... | 142 |
| List of Handouts..... | 144 |

FULL VERSION OF THE GUIDEBOOK AVAILABLE ON OUR WEBSITE: <https://socialinnovationbrokers.eu/resources/>

i. Introduction

Social Innovation Brokers is a project created based on collaboration between the Linking Foundation in Krakow, Poland and the European Centre for Women and Technology, with Secretariat in Oslo, Norway.

The aim of the Social Innovation Brokers project is to develop, and pilot based on a Transfer of Knowledge approach an innovative training for Social Innovation Brokers – the bridge builders, who connect innovators with stakeholders and help them bring their ideas to life.

Linking Foundation founded and led by Piotr Olszowka is passionate about ‘Supporting Local Ties’, training and motivating people in various non-profit projects dedicated to women and youths, especially involving business Digital Transformation, e-commerce and marketing.

European Centre for Women and Technology

ECWT is the leading European Platform for women in Digital Transformation, for safeguarding the gender dimension and DEIS (diversity, equity, inclusion and sustainability) and for measurably and significantly increasing the number of girls and women in STEM careers, in education, workforce, entrepreneurship and leadership.

Linking Foundation and the European Centre for Women and Technology have come together to find common solution in their first joint project IntegrART for empowering and integrating migrant communities through Digital Creativity and their success in creating a growing Community of Practice around the agenda during 2021-2023 has quickly led to synergies and spinoffs.

In 2022, a few months before the outbreak of the war on Ukraine Linking Foundation and ECWT formulated the need for making joint actions towards developing a totally new type of Social Innovation Brokers Training. The political development after the 24th

February 2022 has given special impetus to speeding up their work to find the most efficient and effective solutions to the social challenges of the exponentially growing number of refugees in the Malopolska region and in Poland in general.

ii. Executive Summary

Social innovations are defined by the European Commission, OECD and the Polish National Centre for Research & Development as *innovative solutions that have a predefined social objective, are used to meet specific social needs, lead to the development and strengthening of civic society, and are based on cross-sectoral and inter-area cooperation between actors, thereby also changing social relations.* Realizing the potential of social innovation and social entrepreneurship in tackling pressing societal challenges, the European Commission has been since year 2013 intensively working to promote social innovation as *a source of growth and job creation.*

The present Guidebook desires to serve as a practical resource for both Social Innovation Broker trainers and trainees.

The Guidebook aims to support two main objectives:

- To provide a practical vocational training for Social Innovation Brokers, who will engage as unstoppable Sancho Panzas with 21st Century Skills and who will be able to develop needs based social innovation projects in their local and regional environment.
- To share good examples and build a community for supporting the daily work of Social Innovation Brokers and to constantly evaluate and improve their results and impact.

Guidebook for the Social Innovation Brokers Train the Trainers Course

| | |
|---|---|
| MODULE 1 Introduction to Social Innovation Brokers Training | <p>Session 1.1 Selecting Sancho Panzas with 21st century skills</p> <p>Tool 01: Key concepts of Social Innovation</p> <p>Tool 02: Why Train the Trainers in Malopolska Region?</p> |
| MODULE 2 Team Building and Individual Commitments | <p>Session 2.1 Getting Started</p> <p>Tool 03: Introduction of Participants</p> <p>Tool 04: Building a Social Innovation Brokers Community</p> <p>Tool 05: Ice-Breakers & Team Building</p> |
| MODULE 3 The Social Innovation Brokering Process | <p>Session 3.1 The 4 key stages of doing social innovation</p> <p>Tool 06: Ideation: Understanding needs and identifying potential solutions</p> <p>Tool 07: Developing, prototyping and piloting ideas</p> <p>Tool 08: Monitoring - Sustaining -Scaling up</p> <p>Tool 09: Learning and evolving until a systemic change</p> |
| Module 4 Success Factors of Social Innovation Brokerage | <p>Session 4.1 The necessary skills set of Social Innovation Brokers</p> <p>Tool 10: Knowledge in the specific field</p> <p>Tool 11: Human centered design thinking approach</p> <p>Tool 12: Project management and delivery</p> <p>Tool 13: Communicating the project - Reporting on Impact</p> |
| | <p>Session 4.2 Creating Social Entrepreneurship</p> <p>Tool 14: Social entrepreneurship mindset & skills of a social entrepreneur</p> <p>Tool 15: How to set up a social enterprise?</p> <p>Tool 16: Legal framework: in the EU and on a national level</p> <p>Tool 17: Visualizing different business models & The Business Model Canvas</p> <p>Tool 18: Social Enterprise Marketing</p> <p>Tool 19: Scaling your idea, alternative financing, raising impact investment capital</p> <p>Tool 20: Design, writing and implementation of a Business Plan</p> <p>Tool 21: Social innovation camp for empowering young social entrepreneurs</p> <p>Tool 22: Pushing the industry - Focus on social impact oriented project planning</p> |
| | <p>Session 4.3 Enabling conditions for Social Innovation</p> <p>Tool 23: Building alliances & creating ecosystems the Quadruple Helix model</p> <p>Tool 24: Networks and Community Building</p> |
| Modul 5 Looking back to Move Forward | <p>Session 5.1 Training Evaluation</p> <p>Tool 25: Focus Groups</p> |