Social Entrepreneurship Academy Manual

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Submitted by:

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Chapter 1. Introduction to the Social Entrepreneurship Academy

The Social Entrepreneurship Academy Manual is designed as a comprehensive operational and guidance document that supports the effective implementation of the Social Entrepreneurship Academy (SEA) under the *Invest for Change – I4CH project*. The manual provides a structured framework that defines the programme's objectives, training curriculum, eligibility and selection procedures, and monitoring and evaluation mechanisms. It is intended to ensure consistency, transparency, and quality in programme delivery, while also serving as a replicable model for future academy cycles.

1.1 Introduction to the Social Entrepreneurship Academy

SEA is designed as an integrated learning, incubation, and acceleration programme that supports the development of sustainable and impact-driven social enterprises. Beyond functioning as a traditional training programme, the Academy operates as a capacity-building platform, innovation space, and ecosystem support mechanism, enabling participants to develop, test, and strengthen their social enterprise ideas within a structured and supportive environment.

The SEA combines structured learning with practical application, mentorship, and peer collaboration. It provides participants with access to tailored training modules, networking opportunities, and ecosystem actors, including experts, institutions, and potential investors. In doing so, the Academy contributes to the development of a collaborative and dynamic social entrepreneurship ecosystem. The programme is grounded in a transformational learning approach, focusing not only on knowledge acquisition but also on personal development, leadership skills, and the ability to drive social change. Participants are actively engaged in developing their own ventures throughout the programme, ensuring that learning is directly linked to real-world application.

The design of the SEA is based on key European best practices in social entrepreneurship education. The Academy adopts an experiential and action-based learning approach, where participants learn through practical assignments, real projects, and continuous application of knowledge. This ensures that learning remains relevant, applied, and focused on solving real societal challenges. In addition, the SEA follows an interdisciplinary and ecosystem-based model, bringing together actors from academia, civil society, the private sector, and the investment community. This multi-stakeholder approach reflects the way successful social enterprises operate and contributes to strengthening collaboration within the ecosystem.

The Academy also integrates non-formal and participatory education methods, including interactive workshops, peer learning, and collaborative problem-solving. This learner-centred approach enhances engagement, fosters innovation, and encourages critical thinking. A strong emphasis is placed on impact-oriented training, ensuring that participants develop solutions that generate measurable social and environmental outcomes, aligned with broader development priorities.

Finally, the SEA is structured as a programme-based learning journey, guiding participants through a coherent process from idea development to business model refinement. By the end of the programme, participants are expected to have developed a well-structured and validated social enterprise concept, including key elements such as a business model, initial financial planning, and an impact framework.

1.2. Programme Logic and Theory of Change

The SEA is based on a results-oriented logic that links capacity building with enterprise development and ecosystem strengthening. By equipping participants with entrepreneurial competencies, practical tools, and mentorship support, the programme enables them to develop sustainable and impact-driven solutions. These solutions contribute to strengthening social enterprises, improving their access to finance, and enhancing their ability to generate social impact. In the long term, this contributes to the development of a more resilient and inclusive social entrepreneurship ecosystem.

1.3. Programme Objectives

SEA aims to contribute to the development of a dynamic and sustainable social entrepreneurship ecosystem in Kosovo by strengthening the capacities of social enterprises and impact-driven initiatives, in alignment with the objectives of the *Invest for Change – I4CH project*.

The overall objective of the Academy is to enhance the capacity of social entrepreneurs to design, develop, and grow sustainable business models that generate measurable social impact and improve their readiness for accessing funding and investment opportunities.

Specifically, the SEA aims to:

- Strengthen the entrepreneurial, managerial, and strategic capacities of social enterprises through experiential and action-based learning
- Support the development of financially sustainable and impact-driven business models
- Improve participants' readiness to access finance and engage with impact investment opportunities
- Promote innovation and the use of digital and scalable solutions in addressing social challenges
- Foster collaboration and networking among social entrepreneurs, institutions, private sector actors, and investors
- Enhance participants' ability to measure, manage, and communicate social impact

Through these objectives, the Academy contributes to strengthening the pipeline of social enterprises and supporting inclusive and sustainable economic development.

1.4. Expected Outcomes

The SEA is expected to deliver a range of outcomes at the participant, enterprise, and ecosystem levels, reflecting European approaches to social entrepreneurship development.

At the participant level, the programme will result in enhanced entrepreneurial competencies, leadership skills, and increased confidence to develop and implement social enterprise initiatives. Participants will gain practical experience in designing solutions, making strategic decisions, and applying business tools to address social challenges.

At the enterprise level, participants are expected to develop well-structured and validated social enterprise concepts, including a business model, basic financial planning, and an initial impact framework. While not all ventures may be fully investment-ready at this stage, the programme aims to significantly improve their readiness for further development, scaling, and access to funding opportunities.

At the ecosystem level, the Academy will contribute to strengthening a collaborative and interconnected social entrepreneurship environment, by facilitating networking, partnerships, and knowledge exchange among key stakeholders. The programme will also support the development of a pipeline of impact-driven enterprises, contributing to long-term social and economic development.

1.5. Target Beneficiaries

The SEAis designed to support a diverse group of beneficiaries across different levels of the social entrepreneurship ecosystem, ensuring both direct and systemic impact.

At the individual level, the programme targets aspiring and early-stage social entrepreneurs, including youth, professionals, and changemakers who are motivated to address social and environmental challenges. Particular attention is given to young people, women, and individuals from underrepresented or vulnerable groups, in line with European priorities on inclusion and social innovation.

At the organizational level, the Academy supports existing social enterprises, NGOs, and small businesses transitioning towards social enterprise models. These organizations are expected to have a basic level of operational experience and a clear social mission, and are seeking to strengthen their sustainability, scalability, and impact.

At the ecosystem level, the SEA engages support organizations, networks, incubators, and other stakeholders, fostering collaboration, partnerships, and knowledge exchange. This contributes to strengthening the broader social entrepreneurship ecosystem and creating a supportive environment for long-term development.

1.6. Role of the Social Entrepreneurship Academy within the Invest for Change – I4CH Project

The SEA serves as a central capacity-building and ecosystem development component within the *Invest for Change – I4CH project*, contributing to the project's overall objective of strengthening the social economy and impact investment ecosystem across the Western Balkans. In alignment with the project's focus on improving access to finance, enhancing the capacities of impact-driven businesses, and fostering regional collaboration, the Academy provides a structured platform for developing the skills, knowledge, and readiness of social enterprises to grow and increase their impact.

Within this framework, the SEA plays a key role in linking capacity development with access to finance, addressing a critical gap in the social entrepreneurship ecosystem. By equipping participants with practical competencies in areas such as financial sustainability, business model development, governance, and investment readiness, the Academy supports social enterprises in strengthening their ability to engage with investors and funding opportunities promoted through the broader I4CH initiative. In this way, the SEA contributes to the development of a pipeline of viable and impact-driven enterprises, capable of progressing toward investment readiness and long-term sustainability.

Furthermore, the Academy contributes to the development of a more connected, collaborative, and resilient ecosystem, in line with the regional approach of the I4CH project. Through its interdisciplinary and participatory model, the SEA brings together social entrepreneurs, support organizations, private sector actors, and potential investors, fostering knowledge exchange, partnerships, and peer learning. This supports the project's objective of strengthening linkages between ecosystem actors and promoting a shared understanding of social entrepreneurship and impact investment across the region.

In addition, the SEA contributes to the project's emphasis on policy dialogue and long-term ecosystem development by generating practical insights and evidence from programme implementation. The experiences and lessons learned from the Academy can inform future programme design, support policy discussions, and contribute to the development of more enabling frameworks for social enterprises at both national and regional levels.

Overall, the SEA functions as a key operational mechanism of the *Invest for Change – I4CH project*, translating its strategic objectives into concrete actions at the enterprise level. Through a combination of training, mentorship, and ecosystem engagement, the Academy contributes to strengthening the capacities of social enterprises and supporting inclusive, green, and sustainable economic development in Kosovo and the wider Western Balkans region.

Chapter 2: Social Entrepreneurship Ecosystem in Kosovo

2.1. Conceptualizing the Social Enterprise Ecosystem: Definitions and Frameworks

Social enterprises are conceptualized in diverse ways across national legislations, policy frameworks, academic discourse, and practice, reflecting the evolving and context-dependent nature of the field. The most widely used definitions across EU Member States include organizational definitions, which focus on the intrinsic characteristics of social enterprises, and sector-specific definitions, which concentrate on particular types of organizations, especially those engaged in labor market integration, such as work integration social enterprises (WISEs)[1]. Organizational definitions tend to

[1] European Commission (2020) Social enterprises and their ecosystems in Europe. Comparative synthesis report. Authors: Carlo Borzaga, Giulia Galera, Barbara Franchini, Stefania Chiomento, Rocío Nogales and Chiara Carini. Luxembourg: Publications Office of the European Union. Available at https://europa.eu/!Qq64ny and at link

have a broader and expanding scope, encompassing multiple domains of activity and often being embedded in legal frameworks that apply to one or several legal forms. In contrast, sector-specific definitions are typically policy-driven and closely linked to funding mechanisms, particularly those associated with the European Social Fund (ESF), and are primarily oriented toward promoting social inclusion. As a result, in several EU contexts, the understanding of social enterprises is often narrowly associated with WISEs, even though this represents only a subset of the broader concept[2].

The Social Business Initiative further refines the understanding of social enterprises by identifying three interrelated dimensions: the entrepreneurial/economic, social, and inclusive ownership-governance dimensions[3]. Social enterprises engage in commercial activities and assume economic risk, distinguishing them from both traditional non-profit organizations and the public sector, while simultaneously pursuing explicit social objectives that respond to evolving societal needs. Moreover, their governance structures emphasize inclusivity, stakeholder participation, and limitations on profit distribution to ensure alignment with their social mission. The interaction among these three dimensions ultimately determines whether an organization qualifies as a social enterprise. Beyond their structural characteristics, social enterprises aim to generate measurable social, environmental, and community impact, contributing to smart and inclusive growth through social innovation and by addressing unmet needs, including skills development and workforce inclusion[4][5].

The Law *on Social Enterprises*[6] defines social enterprise as "a legal person irrespective of the manner of its establishment, which contains social objectives in its charter, conducts economic activities, carries out production of goods and services in the general interest of society and integrates people from vulnerable working groups". The Kosovo definition of social enterprises is closely aligned with EU standards, as it reflects the entrepreneurial/economic dimension through the conduct of economic activities and the social dimension by emphasizing the production of goods and services in the general interest of society. However, it diverges from broader EU conceptualizations by narrowly focusing on the integration of vulnerable groups and omitting explicit reference to inclusive governance and limitations on profit distribution, which are key elements in the European.

2.1. Social Enterprise Ecosystem

The social enterprise ecosystem can be understood through an analytical framework composed of four interrelated pillars: the capacity of citizens to self-organise and drive bottom-up initiatives; the level of visibility and recognition of social enterprises across political, legal, and societal spheres; access to diverse resources, including start-up support, income-generating opportunities, repayable finance, and fiscal incentives; and the advancement of research, education, and skills development that strengthen the sector's capacity to address social and economic challenges. The interaction among these elements shapes the overall ecosystem, while their relative significance varies across

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[2] European Commission (2020) Social enterprises and their ecosystems in Europe. Comparative synthesis report. Authors: Carlo Borzaga, Giulia Galera, Barbara Franchini, Stefania Chiomento, Rocío Nogales and Chiara Carini. Luxembourg: Publications Office of the European Union. Available at https://europa.eu/!Qq64ny and at link

[3] European Commission (2020) Social enterprises and their ecosystems in Europe. Comparative synthesis report. Authors: Carlo Borzaga, Giulia Galera, Barbara Franchini, Stefania Chiomento, Rocío Nogales and Chiara Carini. Luxembourg: Publications Office of the European Union. Available at https://europa.eu/!Qq64ny and at link

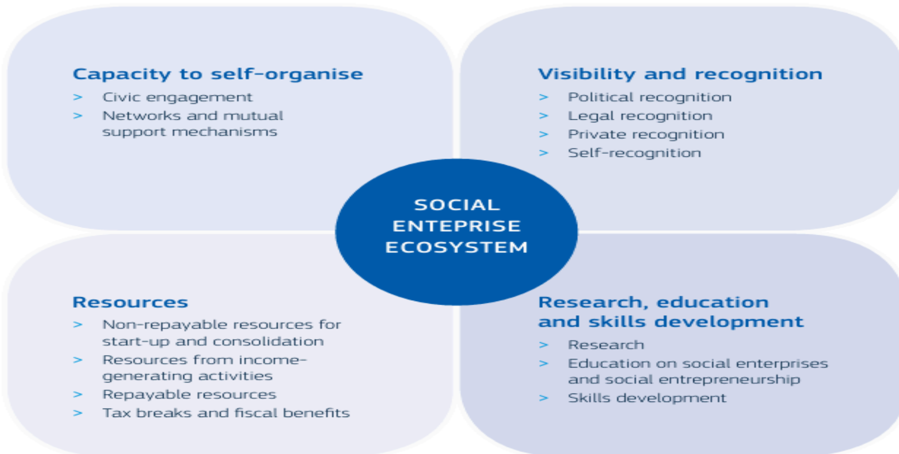
[4] European Commission. (2015a). *A map of social enterprises and their eco-systems in Europe: Synthesis report*. Directorate-General for Employment, Social Affairs and Inclusion. https://data.europa.eu/doi/10.2767/458972

[5] European Commission (2015). The Social Business Initiative of the European Commission. Retrieved 25/3/2026.

[6] Official Gazette of Kosovo (2018). Law No. 06/L-022 on Social Enterprises. Available at link

countries and evolves over time depending on the maturity and development stage of social enterprises[7].

Figure 1 Social Enterprise Ecosystem



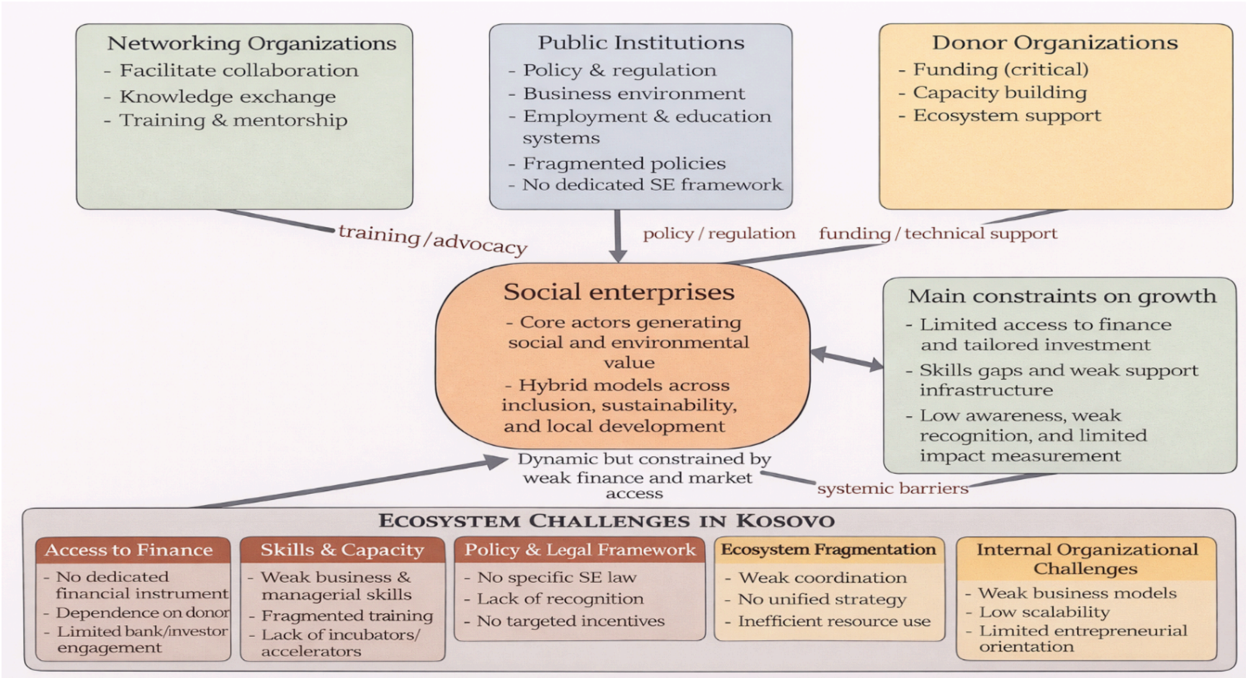
Source: European Commission (2020)

2.2. Social Enterprise Ecosystem in Kosovo

This section provides an analysis of the social enterprise ecosystem in Kosovo. A detailed list of networking organisations, social enterprises, public institutions, and donor organizations is presented in the Appendix. This study report, examines the mapping of the social enterprise system, relies on secondary data sources, including information from the Social Enterprises Map platform Available at link to analyses Social Enterprise Ecosystem. However, comprehensively identifying and mapping all relevant institutions, networks, donors, and social enterprises presents a significant methodological challenge due to the absence of a centralized and publicly accessible database. Consequently, the analysis is based on a combination of available online sources and a snowball sampling approach, whereby additional entities were identified through existing networks and references, which may limit the completeness of the mapping. Based on the mapping and analysis of stakeholders the figure 2 shows the social enterprise ecosystem and the role of each stakeholder in the ecosystem.

Figure 2 Social Enterprises Ecosystem and Challenges in Kosovo

[7] European Commission (2020) Social enterprises and their ecosystems in Europe. Comparative synthesis report. Authors: Carlo Borzaga, Giulia Galera, Barbara Franchini, Stefania Chiomento, Rocío Nogales and Chiara Carini. Luxembourg: Publications Office of the European Union. Available at https://europa.eu/!Qq64ny and at link



Source: Author's own elaboration based on ecosystem analysis.

2.2.1. Networking Organizations

Networking organisations and support actors play a critical role in shaping the social enterprise ecosystem by facilitating collaboration, knowledge exchange, and advocacy. Their contribution is particularly significant in contexts where formal institutional support is still developing, as they help bridge gaps between different stakeholders, including civil society, the private sector, and public institutions. Through awareness-raising, training, and mentorship, these actors contribute to building the foundational capacities required for social enterprises to emerge and operate effectively. They also play an important role in promoting social entrepreneurship as a concept, thereby strengthening visibility and encouraging participation from new actors.

However, their impact is often constrained by fragmentation and the absence of a unified strategic framework. Many of these actors operate within specific thematic areas such as environment, youth, or inclusion, rather than through a coordinated social enterprise agenda. As a result, while they collectively contribute to ecosystem development, their efforts are dispersed and not always aligned. This limits the potential for systemic impact, as collaboration remains project-based and dependent on external initiatives rather than being embedded in a structured and sustainable coordination mechanism.

2.2.2. Social Enterprises

Social enterprises constitute the core of the ecosystem, as they directly generate social and environmental value through economic activities. The diversity of sectors in which they operate reflects their adaptability and responsiveness to a wide range of societal challenges, including social inclusion, environmental sustainability, and local economic development. This diversity indicates that social enterprises in Kosovo are not confined to a single operational model but instead encompass a variety of approaches, including service provision, production, and innovative business models. Such variation demonstrates the sector's potential to contribute to multiple policy areas simultaneously, including employment, innovation, and the green transition.

Despite this diversity, social enterprises face structural limitations that affect their sustainability and scalability. Many operate with hybrid models that rely on a combination of market income, donor funding, and external support, which can create financial instability. In addition, limitations in business capacity, access to finance, and market integration restrict their ability to grow and compete effectively. As a result, while the sector is dynamic and innovative, it remains constrained by the broader weaknesses of the ecosystem, particularly in terms of long-term financial sustainability and institutional support.

2.2.3. Public Institutions

Public institutions play a central role in defining the regulatory and policy environment in which social enterprises operate. Their responsibilities span multiple domains, including business registration, employment policy, education and skills development, and environmental regulation. This multi-sectorial involvement reflects the inherently cross-cutting nature of social enterprises, which operate at the intersection of economic and social policy. In principle, this creates opportunities for social enterprises to engage with various public systems and benefit from a wide range of support mechanisms.

In practice, however, the involvement of multiple institutions often results in a fragmented and insufficiently coordinated policy environment. Social enterprises are typically addressed indirectly through broader policies related to SMEs, employment, or social inclusion, rather than through dedicated strategies or targeted instruments. This lack of specificity limits the effectiveness of institutional support and creates barriers in accessing appropriate resources, incentives, and recognition. Consequently, while public institutions provide an essential framework for the ecosystem, their role remains only partially enabling and lacks the strategic coherence needed to fully support sector development.

2.2.4. Donor Organizations

Donors and development partners are among the most influential actors in the social enterprise ecosystem, particularly in terms of providing financial resources and technical support. Their interventions often focus on promoting inclusive development, employment, innovation, and sustainability, all of which align closely with the objectives of social enterprises. In the absence of dedicated national funding mechanisms, donor support plays a crucial role in enabling the establishment and early development of social enterprises, as well as in supporting capacity-building and ecosystem-level initiatives.

At the same time, the strong reliance on donor funding introduces structural challenges. The ecosystem becomes dependent on external resources, which are often project-based and time-limited, rather than on sustainable, long-term financing mechanisms. This dependency can limit the ability of social enterprises to plan strategically, scale their operations, and achieve financial independence. Furthermore, donor-driven approaches may lead to fragmented interventions and reduce local ownership of the ecosystem. As a result, while donors are essential for the current functioning of the ecosystem, their dominant role also highlights the need for stronger domestic support systems and more sustainable financing structures.

2.3. Barriers and Ecosystem Challenges for Social Enterprises in Kosovo

Social entrepreneurs in Kosovo operate in a challenging environment shaped by financial, institutional, and cultural barriers. Limited access to funding and investment opportunities often constrains the growth and long-term sustainability of their initiatives, while weak institutional support and unclear legal frameworks make it difficult to navigate regulations and gain formal recognition. At the same time, low public awareness and understanding of social entrepreneurship further limit their ability to expand their impact and engage broader community support. These challenges and barriers are synthesized based also on European Commission reports[8].

2.3.1. Access to Finance

Access to finance represents one of the most critical barriers for the development of social enterprises in Kosovo. The current ecosystem lacks dedicated financial instruments or policy mechanisms specifically designed to support social entrepreneurship. Based on a review of existing policies and strategic documents, there are no measures that are directly targeted at social enterprises, nor are there policies specifically dedicated to their development. As a result, social enterprises largely depend on donor funding and international organisations, which continue to play a crucial role in supporting these enterprises, often through project-based or short-term financial assistance rather than sustainable financing solutions. This dependency creates instability and limits the ability of social enterprises to plan for long-term growth or scale their operations. Furthermore, the absence of tailored financial products, such as social investment funds or impact financing instruments, restricts access to capital from traditional financial institutions. Similar to trends observed across Europe, financial institutions in Kosovo often lack an understanding of the hybrid nature of social enterprises, perceiving them as high-risk entities with limited profit potential. This perception reduces the willingness of banks and investors to provide loans or equity financing, thereby reinforcing financial exclusion within the sector. In addition, financing challenges are not limited to the start-up phase but persist throughout the lifecycle of social enterprises. Limited opportunities for scaling and growth financing further constrain their ability to expand impact, indicating a structural gap in the financial ecosystem where both early-stage and growth-stage support mechanisms remain insufficiently developed.

2.3.2. Skills and Capacity

The lack of adequate skills and organisational capacity is another significant barrier affecting social enterprises in Kosovo. Many social entrepreneurs, particularly young individuals, face challenges related to business planning, financial management, and operational strategy. Deficiencies in business, financial, and managerial skills are among the most prominent challenges during the start-up phase of social enterprises[9]. Donor organisations continue to play an important role in supporting youth, vulnerable groups, and unemployed individuals, often in cooperation with public institutions, by providing training, mentorship, and capacity-building initiatives. However, despite these efforts, challenges related to skills and capacity constraints persist. These interventions are frequently fragmented, short-term, and lacking continuity, limiting their long-term effectiveness. Consequently, social entrepreneurs may acquire basic skills but struggle to develop advanced

[8] For example these reports mention several barriers and challenges that Social Enterprises faced or continue to face in European Union. e.g., European Commission (2015a). The Social Business Initiative of the European Commission. Retrieved 25/3/2026, Available at link

[9] Andjelic J., Petricevic T. (2020) Regional Study and Guidelines on Social Entrepreneurship in the Western Balkans - Albania, Bosnia and Herze govina, Kosovo*, Montenegro, North Macedonia, Serbia. RYCO, Tirana

competencies necessary for sustainability, innovation, and competitiveness in the market. Moreover, the absence of specialised support infrastructure, such as business incubators, accelerators, and advisory services tailored to social enterprises, further exacerbates these challenges. Without structured and consistent capacity-building systems, social enterprises in Kosovo remain constrained in their ability to professionalise operations and adapt to evolving market conditions.

2.3.3. Lack of dedicated policy and underdeveloped legal frameworks

A major structural constraint within the Kosovo social enterprise ecosystem is the lack of a dedicated and enabling policy and legislative framework. Currently, there is no comprehensive legal framework specifically designed to recognise, regulate, and support social enterprises. Instead, existing policies apply broadly to all business entities, failing to account for the unique hybrid nature and social mission of social enterprises. This lack of legal recognition creates multiple challenges. Social enterprises often struggle to identify appropriate legal forms that align with their dual economic and social objectives. Additionally, the absence of targeted policies limits access to fiscal incentives, public support schemes, and formal recognition, which are crucial for sector development. At the European level, similar patterns have been identified, where the absence of high-level strategies and specialised support measures is considered a significant obstacle to the growth of social enterprises. Furthermore, the lack of a stable and coherent policy framework reduces institutional support and discourages investment in the sector. Without clear legislation and strategic direction, social enterprises in Kosovo operate in an uncertain regulatory environment, which hinders their development and long-term sustainability.

2.3.4. Institutional and Ecosystem Fragmentation

The social enterprise ecosystem in Kosovo is characterised by a high degree of fragmentation and limited coordination among key stakeholders. While various actors including government institutions, donor organisations, and civil society are involved in supporting social entrepreneurship, and despite the presence of numerous networking organisations and civil society initiatives actively promoting and supporting the sector, their efforts are often uncoordinated and lack a unified strategic approach. This fragmentation leads to inefficiencies in resource allocation and limits the overall effectiveness of support mechanisms. The absence of national and local strategies, as well as investment plans promoting public-private partnerships, further weakens the ecosystem. As a result, social enterprises operate within a disjointed environment where support is inconsistent and often dependent on short-term external initiatives. At the same time, although networking organisations exist, the lack of strong, well-integrated collaboration platforms reduces opportunities for systematic knowledge sharing, partnerships, and collective action. Compared to more developed European ecosystems, where structured and coordinated networks are gradually emerging, Kosovo’s ecosystem remains underdeveloped and heavily reliant on external actors.

2.3.5. Awareness, Recognition, and Social Impact Measurement

A lack of awareness and recognition of social entrepreneurship represents another important barrier in Kosovo. Many individuals, including youth and potential entrepreneurs, have limited understanding of the concept, benefits, and opportunities associated with social enterprises. This low level of awareness reduces participation and limits the growth of the sector. In addition, social enterprises often struggle with demonstrating and measuring their social impact. The absence of standardised tools and frameworks for impact measurement reduces transparency and credibility, particularly in the eyes of investors and policymakers. As highlighted in European studie[10]s, this lack of measurable impact can significantly affect access to finance and market opportunities. Ultimately, the combination of low visibility, weak recognition, and limited impact measurement capacity constrains the development of a strong and sustainable social enterprise sector. Addressing these challenges requires not only awareness-raising initiatives but also the development of robust systems for monitoring and reporting social impact.

In addition at the organisational level, social enterprises face internal challenges that directly affect their sustainability and capacity for growth. One of the key issues is the lack of viable and scalable business models, often linked to a strong dependence on public sector funding as a primary source of revenue. This reliance limits financial autonomy and exposes organisations to risks associated with policy changes or funding cuts. Furthermore, many social enterprises experience a lack of entrepreneurial orientation and commercial expertise, which restricts their ability to operate competitively in the market. This is closely connected to deficits in managerial and professional skills, particularly those required for scaling up activities and managing complex hybrid business structures. As a result, even when external opportunities exist, internal organisational weaknesses can prevent social enterprises from fully capitalising on them, highlighting the need for both ecosystem-level reforms and targeted capacity-building interventions.

Chapter 3. Legal and Institutional Framework

This chapter outlines the legal framework at both the Kosovo and European Union levels, providing a comprehensive overview of the relevant laws, regulations, and policy instruments that shape the area under study. The institutional framework, on the other hand, has already been addressed in the previous chapter through an in-depth ecosystem analysis. That section explored the key actors, their roles, and the interactions between institutions, thereby offering a foundational understanding of how the system operates in practice. Building on that analysis, the current chapter focuses specifically on the legal dimension to complement the broader institutional perspective. The chapter first presents a brief overview of the legal framework in Kosovo, then the legal framework at the European Union level.

[10] European Commission. (2015a). *A map of social enterprises and their eco-systems in Europe: Synthesis report*. Directorate-General for Employment, Social Affairs and Inclusion. https://data.europa.eu/doi/10.2767/458972

3.1. Legal framework on Social Enterprises in Kosovo

3.1.1. The Law on Social Enterprises

The law on Social Enterprises constitutes a significant step toward formalizing and institutionalizing the sector. It provides a clear legal identity, embeds social inclusion objectives, and establishes mechanisms for accountability and public-sector engagement. However, its effectiveness is contingent upon the development of complementary support systems, including targeted financing instruments, capacity-building initiatives, and improved policy coordination. Without these enabling conditions, there is a risk that the framework remains formally robust but practically constrained in its ability to foster a diverse and sustainable social enterprise ecosystem. The development of social entrepreneurship in Kosovo is underpinned by Law No. 06/L-022 on Social Enterprises, adopted in 2018[11], which establishes the legal status, guiding principles, and operational parameters for social enterprises. This primary legislation is complemented by a set of implementing regulations introduced in 2020, which detail procedures related to registration, reporting, monitoring, and verification of social enterprise status[12]. Together, this legal package constitutes a comprehensive attempt to formalize and regulate the sector within a defined institutional framework.

A central contribution of the law lies in its provision of a distinct legal identity for social enterprises. By differentiating them from both non-governmental organizations and conventional profit-oriented businesses, the framework reduces institutional ambiguity and enables more precise policy targeting. Furthermore, the law introduces a hybrid governance model, requiring social enterprises to operate within market-based conditions while adhering to principles such as limited profit distribution, transparency, and participatory governance. Importantly, the legislation explicitly aligns social enterprise activity with public-interest objectives, particularly in relation to labour market inclusion and the provision of services for marginalized populations.

- **Typology and Functional Scope**

The Kosovo framework adopts a dual-category approach to social enterprises, reflecting two distinct operational models. Category A encompasses organizations engaged in the delivery of socially oriented services, including social care, disability services, elderly care, and psychosocial support. Category B, by contrast, includes enterprises that integrate disadvantaged individuals into the labour market, requiring that at least 30 percent of employees belong to vulnerable groups while engaging in economic production or service provision. This classification represents a deliberate policy choice

[11] Official Gazette of Kosovo (2018). Law No. 06/L-022 on Social Enterprises. Available at link

[12] Note: for more (i) Official Gazette of Republic of Kosova (2020). Regulation (GRK) No. 17/ 2020 on the Registration Procedures of Social Enterprises. Available at link; (ii) Official Gazette of Republic of Kosova (2020). Regulation (GRK) No. 18/2020 on Reporting Procedures on the Achievement of Social Objectives and Financial Reports2. Available at link; (iii) Official Gazette of Republic of Kosova (2020). Regulation (GRK No. 19/2020 of Procedures for Obtaining, Rejection and Forfeiture of Social Enterprise Status as well as the Composition of Commision2. Available at link; (iv) Official Gazette of Republic of Kosova (2020). Regulation (GRK) No.20/2020 on Responsible Authorities of Monitoring, Auditing, and Procedures for Fines and Complaints of Social Enterprises. Available at link; (v) Official Gazette of Republic of Kosova (2020). Udhëzimi Administrativ (Mpms) Nr. 02/2020 Për Licencimin e Organizatave Jo Qeveritare dhe Subjekteve Juridike Private që Ofrojnë Shërbime Sociale dhe Familjare. Available at link; (vi) Official Gazette of Republic of Kosova (2021). REGULATION (GRK) - NO. 02/2021 On the Areas of Administrative Responsibility of the Office of the Prime Minister and Ministries. Available at link

to incorporate both service-delivery and work-integration models within a single legal structure. While this approach broadens the scope of recognition, it also introduces functional heterogeneity within the sector. The operational, managerial, and financial requirements of these two categories differ substantially, suggesting that uniform support mechanisms may be insufficient. From a policy and capacity-building perspective, this implies the need for differentiated support pathways tailored to the specific characteristics of each model.

- **Social Inclusion Orientation and Capacity Requirements**

A defining feature of the Kosovo framework is its strong emphasis on social inclusion. The law conceptualizes disadvantaged groups as individuals facing significant barriers to labour market participation and positions social enterprises as mechanisms for their integration and support. This orientation situates Kosovo's model closer to a public-benefit and work-integration paradigm, rather than a purely entrepreneurial or innovation-driven approach. Consequently, social enterprises are required to operate at the intersection of economic activity and social service provision. This dual mandate necessitates a diverse set of competencies, including business development, inclusive employment practices, safeguarding mechanisms, and the measurement and reporting of social outcomes. The emphasis on measurable impact further reinforces the accountability dimension of the framework.

- **Financial Structure and Profit Distribution Constraints**

The regulatory framework imposes clear limitations on profit distribution, allowing social enterprises to allocate a maximum of 30 percent of profits to stakeholders while requiring the majority to be reinvested in pursuit of social objectives. This provision serves as a safeguard against mission drift and ensures the primacy of social impact within the enterprise model. However, this constraint also has important implications for financing. Limited profit distribution may reduce the attractiveness of social enterprises to traditional investors, thereby necessitating alternative financing approaches. These may include blended finance instruments, grants, concessional funding, guarantees, and impact-oriented investment mechanisms. As such, financial sustainability within the sector is closely linked to the availability of tailored financing instruments and the capacity of enterprises to access them.

- **Compliance Framework and Administrative Burden**

The legal framework establishes a structured and relatively stringent compliance regime. Organizations seeking social enterprise status must submit a formal application, including a business plan, and are subject to a decision-making process within a defined timeframe. Once registered, social enterprises are required to submit annual reports detailing their social objectives, activities, financial performance, inclusion outcomes, and governance practices. Oversight and monitoring responsibilities are assigned to relevant public institutions. While these mechanisms enhance transparency, accountability, and mission integrity, they also introduce a considerable administrative burden. Smaller or early-stage organizations, particularly those with limited managerial and reporting capacities, may face challenges in meeting these requirements. This creates a potential access barrier, whereby more established or institutionally supported entities are better positioned to comply, potentially limiting inclusivity within the sector.

- **Public Sector Linkages and Institutional Support**

The framework explicitly integrates social enterprises within the broader public policy environment. It enables public institutions at both central and local levels to engage social enterprises through procurement contracts, subsidies, and grant mechanisms. In addition, designated ministries are responsible for the registration, supervision, and promotion of social enterprises, including the provision of financial support for their development. This institutional linkage indicates that the framework is not purely declarative but seeks to establish an operational relationship between social enterprises and the state. Nevertheless, the extent to which these provisions translate into effective and accessible support mechanisms remains a critical factor for the sector's development. The relatively high administrative and compliance requirements may disproportionately affect smaller organizations, potentially restricting entry and participation. Furthermore, the legal framework appears insufficiently integrated with dedicated financial incentives, such as tax benefits, preferential procurement arrangements, or targeted funding instruments. This disconnect between legal recognition and material support may limit the practical effectiveness of the framework. Additionally, the absence of a comprehensive national strategy specifically focused on social enterprise development represents a structural gap. Current support is dispersed across broader policy domains, including SME development, innovation, and social inclusion. This fragmented approach may result in limited coordination, duplication of interventions, and insufficiently tailored support for the unique needs of social enterprises.

In addition, the draft law on social enterprises in Kosovo presents several conceptual and practical limitations that may hinder the development of the sector. It imposes restrictive definitions and operational conditions, such as limiting activities, requiring specific employment quotas for marginalized groups, and excluding certain organizational forms, which do not fully align with international best practices. Additionally, the law appears to favor non-governmental organizations over business-oriented social enterprises and lacks clarity in key areas, including the definition of marginalized groups and the transition of existing entities into social enterprises. Furthermore, the proposed framework introduces bureaucratic procedures and control mechanisms that may discourage participation and innovation, particularly for smaller or emerging enterprises. Restrictions on ownership structures, financial transfers, and business conversions further reduce flexibility, while the absence of supportive incentives limits sector growth. Overall, the law would benefit from a broader, more inclusive, and flexible approach that reflects local realities and encourages innovation, sustainability, and alignment with global social enterprise practices[13].

3.1.2. The Strategy for Industrial Development and Business Support

The Strategy for Industrial Development and Business Support 2030[14], presents a comprehensive and growth-oriented framework which has included also SME development as Kosovo did not adopt any strategy directly related to SME development. This does not include any direct reference to social enterprises, nor does it define or treat them as a distinct policy category within industrial or business development. The strategy is primarily designed as Kosovo's first comprehensive industrial policy framework, focusing on increasing competitiveness, supporting SMEs, fostering innovation, and

[13] Kartallozi Indira and Xhemajli, Valmir (2017). The Rise of Future Leaders: Social Enterprise in Kosovo. Available at link

[14] Ministry of Industry, Entrepreneurship and Trade (2023). Strategy for Industrial Development and Business Support 2030. Available at link

promoting sustainable and green industrial growth aligned with the National Development Strategy 2030. However, indirectly, the strategy creates an enabling environment highly relevant to social enterprises through several core pillars: it promotes inclusive and sustainable industrialization, supports SME access to finance and markets, encourages innovation and value-chain integration, and emphasizes green and circular economy approaches all areas where social enterprises typically operate or can contribute to society.

This indirect inclusion is important for several reasons. First, it shows that social enterprises are implicitly embedded within the broader SME and industrial ecosystem, rather than being excluded altogether; they can benefit from general business support instruments such as grants, financing schemes, and innovation policies. Second, it highlights a policy gap: despite their potential to contribute to inclusive employment, social cohesion, and sustainable development, social enterprises are not explicitly recognized or strategically leveraged as a distinct driver of economic transformation. Finally, this has practical implications without explicit recognition, social enterprises may face difficulties accessing tailored support, visibility, and institutional backing, meaning their impact depends largely on their ability to navigate general business policies rather than benefiting from targeted measures. Overall, the strategy reflects a broader pattern in Kosovo's policy framework: social enterprises are indirectly supported but not systematically integrated, which limits their potential role as a strategic instrument for inclusive and sustainable economic development.

3.1.3. Economic Reform Program (ERP)

A measure supporting social enterprises was introduced in the Economic Reform Programme (ERP) 2020–2022, which included financial support through grants and subsidies for licensed non-governmental organizations (around 50 NGOs) and approximately 30 registered social enterprises to deliver social services and promote the employment of vulnerable groups; however, in more recent frameworks, particularly the ERP 2025–2027, social enterprises are no longer directly addressed. The programme does not include explicit references to social enterprises nor does it recognize the social economy as a distinct policy sector; instead, it focuses on macroeconomic stability, fiscal discipline, and competitiveness, aiming to strengthen a functioning market economy through investment and structural reforms. Nevertheless, the ERP indirectly creates a policy environment aligned with the role of social enterprises by prioritizing employment generation, economic inclusion, and resilience, while earlier frameworks also emphasized social protection, poverty reduction, and the inclusion of vulnerable groups. This suggests that although the programme supports areas where social enterprises typically operate such as social services and inclusion it treats these as part of broader economic and social policies, without developing targeted instruments or support mechanisms, thereby leaving social enterprises implicitly relevant but institutionally underrepresented within Kosovo's economic reform agenda[15].

3.1.4. Integrated Waste Management Strategy Action Plan

[15] Government of Republic of Kosovo (2025). Economic Reform Programme (ERP). Available at [link]

The Integrated Waste Management Strategy Action Plan is important for social enterprises because it creates opportunities for them to engage in recycling, reuse, and circular economy activities that generate both environmental and social value. It also supports job creation and inclusion of vulnerable groups by enabling social enterprises to participate in sustainable waste management services and local green initiatives. Kosovo has replaced its previous strategy with the new *Integrated Waste Management Strategy (2024–2035) and Action Plan (2024–2026)*[16], based on *Law on Waste (No. 04/L-060)*[17] and the Law *(No. 08/L-071)*[18] New strategy and action plan place substantially greater emphasis on the circular economy than the earlier documents. The Action Plan for Strategic Objective 4, *"Initiating Kosovo's transition towards a circular economy by maximizing the use of resources/materials from the waste sector,"* provides a clear framework for sustainable resource use that also generates economic opportunities and reduces environmental impacts. With a total budget of €58.1 million for 2024–2030 (€22.4M in 2024–2026 and €35.6M in 2027–2030), it is built on four interlinked sub-objectives: (i) Waste Prevention includes reducing waste generation at the source, improving product design, and promoting sustainable consumption through the National Waste Prevention Program, single-use plastics reduction, food waste prevention, home composting, and repair/reuse networks; (ii) Increasing Reuse, Recycling, and Processing Rates introducing mandatory source separation for priority waste streams, expanding collection and treatment infrastructure, implementing Extended Producer Responsibility (EPR) schemes for packaging, e-waste, batteries, and end-of-life vehicles, and establishing a deposit-return system for beverage containers; (iii) Awareness and Education running targeted anti-illegal dumping campaigns, promoting recycling, and integrating environmental education into school curricula to drive long-term behavioral change; and (iv) Promoting Innovation and Research establishing a Circular Economy Centre to support SMEs, fostering industry academia cooperation, and launching competitive grants for circular economy technologies and business models[19].

3.1.5. National Development Strategy and Plan

Kosovo's National Development Strategy and Plan 2030 defines a development trajectory centered on a favorable business environment, value-added manufacturing and services, innovation, digitization, circular economy, and international market integration. It explicitly states that Kosovo's economic transformation should be based on competitive, innovative and green enterprises integrated in international markets, with state support for quality standards and financial assistance for innovation and digitization[20].

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[16] Government of Kosovo (2024). Kosovo Integrated Waste Management Strategy (2024-2035) and Action Plan (2024-2026). Available at link

[17] Official Gazette of the Republic of Kosova (2012). *Law on Waste (No. 04/L-060). Available at link*

[18] Official Gazette of the Republic of Kosova (2022). Law No. 08/L-071 On Amending and Supplementing the Law No.04/L-060 on Waste. Available at link

[19] Government of Kosovo (2024). Kosovo Integrated Waste Management Strategy (2024-2035) and Action Plan (2024-2026). Available at link

[20] Government of Republic of Kosovo (2023). National Development Strategy and Plan 2030. Available at link

For social enterprises, this is highly relevant even though the strategy is not social-enterprise-specific. The document sets the macroeconomic direction within which social enterprises will have to compete and grow. It prioritizes a fair and competitive business environment, digital transformation and innovation in SMEs and startups, industrial upgrading, circular economy, internationalization of enterprises, and export-oriented investment. The key analytical point is that NDSP 2030 treats economic modernization and inclusion as parallel national priorities, but it does not explicitly frame social enterprises as a distinct vehicle for achieving them. That creates both a gap and an opportunity. The gap is the absence of a clearly articulated national role for social enterprises inside the core economic transformation agenda. The opportunity is that social enterprises can be positioned as implementers of exactly the kind of model the strategy values: innovative, green, market-connected, and socially inclusive enterprises. NDSP 2030 strongly supports modules on digitalization, product/service innovation, circular-economy thinking, growth planning, standards and certification, and internationalization. It also suggests that social enterprises should not be trained as protected welfare actors only; they need to be trained as competitive economic actors with a social mission.

3.1.6. Program for Protection and Promotion of Human rights and Fundamental Freedoms

The Programme for the Protection and Promotion of Human Rights and Fundamental Freedoms 2021–2025 of the Government of Kosovo integrated elements of the Economic Reform Programme (ERP) 2020–2022, which aimed to improve the legal framework for social services and social assistance, strengthen financing and decentralization (including through the Special Grant for Social Services), reform the Social Assistance Scheme, support licensed NGOs providing social services, support registered social enterprises, and build the capacities of social workers through training programmes; however, in subsequent years, ERP frameworks have not maintained specific measures targeting social enterprises for social inclusion. The human rights programme is particularly important because it explicitly links the realization of human rights with the functioning of social service systems, institutional cooperation, and capacity building, while also recognizing key implementation gaps such as insufficient human and financial resources, limited understanding of new legislation, lack of professional expertise, administrative constraints, weak inter-institutional coordination, and at times limited political will. Furthermore for social enterprises, formal legal recognition is not sufficient, as they require stronger institutional support, access to sustainable financing, clearer operational frameworks, and enhanced capacities (including reporting, partnership-building, and service delivery systems) to operate effectively in a context where policy execution is inconsistent. Overall, the programme does not directly treat social enterprises as a strategic policy priority, but rather acknowledges them indirectly and in a limited manner primarily through references to broader social service and inclusion policies thereby reinforcing the pattern that, while legally recognized, social enterprises remain peripheral and not systematically integrated into Kosovo's core development and human rights policy agenda[21].

[21] Government of Republic of Kosovo (2021). Program for Protection and Promotion of Human rights and Fundamental Freedoms. Available at link

3.1.7. Strategy for the Advancement of the Rights of Roma and Ashkali Communities

This strategy is highly relevant because it moves beyond general inclusion language and defines a concrete objective to increase equal access to sustainable employment and reduce poverty among Roma and Ashkali communities. It stresses the need to improve access to employment, employment services, career development opportunities, and social services, and it explicitly encourages private-sector participation in reducing unemployment and poverty. It also discusses incentive measures for employers and vocational training approaches. From a social-enterprise perspective, this is an important signal that social enterprises can serve as a practical mechanism for inclusive employment and livelihood pathways for communities facing persistent exclusion. The strategy effectively supports a view of social enterprise as a bridge between labour-market policy, anti-poverty policy, and local economic development.[22]

3.1.8. Strategy for the Rights of Persons with Disabilities

Kosovo's Strategy for the Rights of Persons with Disabilities 2025–2030 is newer and directly aligned with NDSP 2030. It sets strategic objectives around improving rights, services, and accessibility for persons with disabilities. While it is not a social-enterprise strategy, it is highly relevant because disability inclusion is central both to Category A social enterprises and to work-integration models under the social-enterprise law. It is important to emphasize that the disability inclusion in Kosovo is now not only a social-policy issue but part of the country's current strategic planning architecture. Social enterprises that work in disability-related services, supported employment, accessibility solutions, or inclusive product/service design sit directly within this policy agenda. The Academy should therefore include disability-inclusive enterprise practices, reasonable accommodation, accessible service design, and disability-sensitive impact measurement[23].

3.2. Legal framework, policy documents and strategies on social enterprises in European Union

3.2.1. EU Social Economy Action Plan

The EU Social Economy Action Plan (2021–2030) serves as the central EU framework dedicated to supporting social enterprises and the broader social economy[24]. It focuses on creating a supportive environment by improving legal frameworks, increasing access to finance, strengthening capacity-building, and enhancing visibility. Through its comprehensive approach, which integrates legal, financial, and institutional measures aligned with green and digital priorities, the plan has boosted the recognition of social enterprises, improved their access to funding and markets, and

[22] Government of Republic of Kosovo (2022). Strategy for the Advancement of the rights of the Roma and Ashkali communities in the Republic of Kosovo 2022-2026 and The Action Plan 2022-2024. Available at link

[23] Government of Republic of Kosovo (2025). Strategy for the Rights of Persons with Disabilities 2025-2030. Available at link

[24] European Commission (n,d). Social Economy Action Plan. Retrieved March 26, 2026. Available at link

encouraged Member States to develop supportive national strategies.[25]. It seeks to unlock their full potential by improving regulatory conditions, expanding access to funding and markets, and strengthening their visibility and recognition. The plan highlights the role of social enterprises in job creation, social inclusion, and tackling societal challenges, especially within green and digital transitions. Structured around three priorities creating a supportive legal and policy environment, enhancing funding and capacity-building opportunities, and increasing sector recognition it introduces concrete actions such as new funding mechanisms, support platforms, and encouragement for Member States to develop national strategies. Building on earlier initiatives like the Social Business Initiative and the Start-up and Scale-up Initiative, it represents the most comprehensive and operational EU strategy for advancing social enterprises[26]. In the last section will be presented these initiatives shortly.

3.2.2. Developing Social Economy Framework Conditions

The *Council Recommendation on Developing Social Economy Framework Conditions (2023)* serves as a key policy instrument encouraging EU Member States to establish supportive ecosystems for social enterprises through improved legal recognition, taxation systems, access to finance, and public procurement practices. Its effectiveness stems from its role in translating EU-level priorities into national policy reforms and promoting coordination across countries. This has led to stronger institutional recognition of social enterprises, increased policy harmonization, and the development of more structured support mechanisms at the national level[27].

3.2.3. European Pillar of Social Rights (2017) and its 2021 Action Plan

The European Pillar of Social Rights (2017) and its 2021 Action Plan provide an overarching framework for employment, social inclusion, and poverty reduction in the EU. Although not exclusively focused on social enterprises, it is highly relevant because it positions them as key actors in achieving inclusive labour markets and social cohesion. Its success lies in embedding social objectives within the EU's economic agenda and setting measurable targets, which has strengthened inclusive employment policies and reinforced the role of social enterprises in integrating vulnerable groups into the workforce[28].

3.2.4. EU Industrial Strategy

The EU Industrial Strategy integrates the "Proximity and Social Economy" ecosystem into the EU's industrial policy, recognizing social enterprises as contributors to innovation, resilience, and sustainable economic growth. Its success comes from mainstreaming the social economy into industrial and competitiveness policies rather than treating it as a separate niche sector. This has led to greater integration of social enterprises into value chains, improved access to innovation and transition funding, and a stronger role in supporting the green and digital transformation of the

[25] European Commission (2021). Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions Building an economy that works for people: an action plan for the social economy. Available at link

[26] European Commission (n,d). Social Economy Action Plan. Retrieved March 26, 2026. Available at link

[27] European Commission (2023). Commission Recommendation (EU) 2023/2836 of 12 December 2023 on promoting the engagement and effective participation of citizens and civil society organisations in public policy-making processe. Available at link

[28] European Commission (2021). European Pillar of Social Rights Action Plan. Available at link

European economy. The EU Industrial Strategy[29] positions the social economy within the broader concept of a *social market economy*, emphasizing that competitiveness must go hand in hand with social inclusion, quality employment, and improved living standards. While the strategy does not explicitly define or target social enterprises as a separate policy category, it embeds them indirectly through its focus on SMEs, local value creation, skills, and inclusive growth, and through the introduction of an ecosystem-based approach to industrial policy. Within this framework, the "Proximity and Social Economy"[30] ecosystem is recognized as part of Europe's economic structure, integrating social enterprises, cooperatives, and associations into value chains and industrial development, thereby positioning them as relevant economic actors rather than marginal ones.

This approach is important because it reflects a shift in EU policy thinking, where the social economy is linked to key transitions such as the green and digital transformation, particularly through its role in circular activities, local services, and community-based production. Importantly, the strategy also paved the way for concrete follow-up instruments, including transition pathways and stakeholder platforms for the "Proximity and Social Economy" ecosystem, which support collaboration, skills development, financing, and innovation, while recognizing the sector's significant contribution to employment and inclusive growth. As a result, social enterprises gain indirect access to broader industrial policies, funding mechanisms, and innovation systems; however, since this recognition remains largely implicit, it also highlights a policy gap, as social enterprises are integrated into the system without being supported through dedicated measures, leaving their development dependent on general SME and industrial policies rather than targeted social economy instruments[31].

3.2.5. Transition Pathway for the Proximity and Social Economy

The *Transition Pathway for the Proximity and Social Economy (2022)* is a major EU policy initiative developed under the Industrial Strategy to support the transformation of the social economy in line with green and digital transitions. It provides a structured roadmap with 14 action areas and around 30 measures aimed at enhancing the resilience, sustainability, and competitiveness of social economy actors, including social enterprises. These measures address key areas such as the green transition (e.g. circular value chains and local environmental initiatives), digitalisation (e.g. data use and innovation), as well as access to finance, technology, and skills development. A distinctive aspect of this pathway is its collaborative approach, bringing together social enterprises, public authorities, and networks to co-create and implement solutions through voluntary "pledges," thereby ensuring practical and coordinated action across stakeholders[32,33].

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[29] European Commission (2020). Communication from the Commission to the European Parliament, the European Council, the Council, the European Economic and Social Committee and the Committee of the Regions a New Industrial Strategy for Europe. Available at link

[30] European Commission. (n.d.). *Proximity and social economy ecosystem*. Retrieved March 26, 2026. Available at link

[31] European Commission (2020). Communication from the Commission to the European Parliament, the European Council, the Council, the European Economic and Social Committee and the Committee of the Regions a New Industrial Strategy for Europe. Available at link

[32] European Commission (n,d). The transition pathway on proximity and social economy. Retrieved March 26, 2026. Available at link

[33] European Commission (n,d). Transition pathways. Retrieved March 26, 2026. Available at link

3.3. Successful Initiatives

3.3.1. The Start-up and scale-up initiative

The European Commission has shown commitment to supporting social economy ecosystems through the Start-up and Scale-up Initiative (2016), which aims to help innovative businesses grow by removing barriers in the single market, improving access to partnerships and skills, and facilitating access to finance. Within this framework, social enterprises are recognized as part of the broader entrepreneurial ecosystem, particularly in relation to social innovation and inclusive growth, but they are not treated as a distinct policy category. Instead, they are included alongside start-ups and SMEs and supported through general measures, reflecting an indirect approach where their role is acknowledged but not specifically targeted through dedicated instruments[34].

The regulation on Start-up and Scale-up Initiative acknowledges social enterprises as part of the broader entrepreneurial and innovation ecosystem, particularly in relation to social innovation and inclusive growth, but does not treat them as a distinct policy category. Instead, social enterprises are addressed alongside start-ups and SMEs, with the document highlighting common challenges such as limited access to finance, difficulties in scaling, and low visibility. While it recognizes their role in addressing societal challenges through innovative, impact-driven business models, it supports them primarily through general entrepreneurship and SME measures rather than dedicated instruments. As a result, social enterprises are included indirectly, reflecting an approach where they are valued for their contribution to innovation and social inclusion but not yet fully developed as a standalone policy priority[35]

3.3.2. The social business initiative (SBI)

The Social Business Initiative was introduced as a short-term action plan to support the development of social enterprises as key actors in the social economy and drivers of social innovation, while also initiating a broader discussion on their long-term development. It outlines 11 priority measures structured around three main thematic areas[36]

Theme 1: Improving access to finance included three actions**.** Action 1: included framework on social investment funds**.** Based on the Regulation (EU) No 346/2013 on European Social Entrepreneurship Funds (EuSEF) establishes a common EU framework to facilitate investment in social enterprises by creating the "EuSEF" label for funds that dedicate at least 70% of their capital to businesses with a primary social objective and limited profit distribution. Rather than regulating social enterprises directly, the regulation defines them through investment criteria, emphasizing measurable social impact and reinvestment of profits, while introducing harmonized rules, transparency requirements, and an EU passport for fund managers. Its main contribution is improving access to finance, increasing investor confidence, and enabling cross-border investment, thereby strengthening the financial ecosystem and growth potential of social enterprises across the EU European Commission

[34] European Commission (n,d). Social enterprises. Retrieved March 26, 2026. Available at link

[35] European Commission (2016). Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions Europe's next leaders: the Start-up and Scale-up Initiative. Available at link

[36] European Commission (n,d). Social enterprises. Retrieved March 26, 2026. Available at link

(2024).[37] Action 2 focuses on encouraging the development of microcredit in Europe by strengthening legal and institutional frameworks in line with the European Code of Good Conduct[38]. Action 3 proposes establishing an EU financial instrument, such as the Programme for Employment and Social Innovation (EaSI), to improve access to funding. Action 4 prioritizes social enterprises as key investment targets within the European Regional Development Fund and the European Social Fund.

Theme 2: Increasing visibility of social entrepreneurship includes four actions. Action 5 aims to identify best practices by creating comprehensive registers and mapping social enterprise ecosystems. Action 6 involves developing a public database of labels and certifications for social enterprises. Action 7 supports national and regional governments in introducing measures to promote, finance, and strengthen social enterprises. Action 8 focuses on creating multilingual platforms for information exchange, networking, and improving access to EU funding.

Theme 3: Making the legal environment friendlier for social enterprises inclues three actions**.** Action 9 seeks to simplify rules for legal recognition of European Cooperative Societies, establish a legal status for European foundations, and study mutual societies. Action 10 emphasizes incorporating quality and working conditions as key criteria in public procurement, especially in social and health services. Action 11 aims to simplify rules for granting public aid to social and local services, thereby supporting the growth of social enterprises.

3.3.3. Case study: Social Enterprise Academy United Kingdom

The Social Enterprise Academy (SEA) is a leading institution in the field of social entrepreneurship education, founded in 2004 in Scotland. Operating as a social enterprise itself, SEA is dedicated to supporting individuals and organizations that aim to create positive social and environmental impact. Its core mission is to develop leadership capacity and entrepreneurial skills among those working within the social economy, through structured and experiential learning approaches[39].

A defining characteristic of the Social Enterprise Academy is its emphasis on participatory and learner-led education. Rather than adopting traditional lecture-based teaching methods, SEA delivers programs that prioritize peer learning, reflection, and real-world application. Participants are encouraged to draw from their own experiences, collaborate with others, and directly apply acquired knowledge within their organizations. This approach enables the development of practical competencies such as social impact measurement, financial sustainability, and organizational leadership[40]

SEA offers a wide range of programs tailored to different target groups, including emerging social entrepreneurs, established leaders, and young people. Its curriculum includes accredited qualifications, leadership development courses, and capacity-building workshops. One of its most

[37] European Commission (2024). Regulation (EU) No 346/2013 of the European Parliament and of the Council of 17 April 2013 on European social entrepreneurship funds Text with EEA relevance. Available at link

[38] European Commission (n,d). European Code of Good Conduct for Microcredit Provision. Retrieved March 27, 2026. Available at link

[39] Social Enterprise Academy. (n.d.). *About us*. Retrieved March 25, 2026, Available at link

[40] Peer Learning Partnership. (2021). *Case study: Social Enterprise Academy*. Available at link

notable initiatives is the Social Enterprise Schools program, which integrates social entrepreneurship into education systems by enabling participants to design and operate their own social enterprises. This program has been implemented across Scotland, England, and Wales, demonstrating the Academy's ability to scale its model across different regions[41].

In terms of impact, the Social Enterprise Academy has reached tens of thousands of learners across multiple countries, contributing significantly to the growth and professionalization of the social enterprise sector. Its work has supported the creation and strengthening of numerous social enterprises, while also fostering a global network of practitioners committed to social innovation. The Academy's international expansion highlights the adaptability of its methodology and its relevance in diverse socio-economic contexts[42].

Furthermore, SEA collaborates with governments, educational institutions, and non-governmental organizations to deliver its programs and extend its reach. This partnership-based model enhances its ability to influence policy, strengthen ecosystems, and promote the integration of social entrepreneurship into formal and non-formal education systems. Through its holistic approach, the Social Enterprise Academy has positioned itself as a key actor in advancing social enterprise education and leadership development in Europe and beyond[43].

Chapter 4. Training Curriculum

This chapter presents the detailed training curriculum[44] of the SEA, designed as a comprehensive and structured learning journey that integrates knowledge acquisition, practical application, and venture development. In line with European best practices in social entrepreneurship education, the curriculum follows an integrated and sequenced approach that supports participants in progressing from problem identification and idea generation to the development of sustainable and impact-driven social enterprise models. The training design combines problem-based learning, project development, mentoring, peer exchange, and continuous practical application. Each module is delivered through a mix of short conceptual inputs, interactive group discussions, hands-on

[41] Social Enterprise Academy. (n.d.). *Social Enterprise Schools*. Retrieved March 25, 2026, Available at link
[42] Peer Learning Partnership. (2021). *Case study: Social Enterprise Academy*. Available at link
[43] Social Enterprise Academy. (n.d.). *About us*. Retrieved March 25, 2026, Available at link

[44] Note: we use the term "curriculum" because it reflects a structured, intentional learning pathway, not just a collection of activities or workshops. In the context of the Social Entrepreneurship Academy, "curriculum" emphasizes that the program is carefully designed with clear learning objectives, progressive modules, and measurable outcomes. It shows that participants are not only exposed to ideas, but are guided step-by-step from understanding social challenges, to developing entrepreneurial skills, to implementing real solutions. Using the term also signals quality, consistency, and a recognized educational framework, which strengthens credibility and ensures that learning is purposeful and impactful.

exercises, real-life scenarios, guest contributions, and team-based assignments. Throughout the programme, participants work on developing a concrete social enterprise concept, ensuring that each module produces a specific output that contributes to the overall business plan and final pitch. The modules are standardized to ensure consistency in delivery by trainers, while maintaining flexibility to adapt to the needs of different participant groups and local contexts. It is important to emphasize that 12 modules will be covered for one month.

The Academy is structured into twelve interconnected modules, each addressing a key component of social enterprise development. These include:

1. Foundations of Social Entrepreneurship & Ecosystem Navigation
2. Legal Framework & Institutional Engagement
3. Financial Sustainability & Revenue Models
4. Investment Readiness & Alternative Financing
5. Business Model Design & Strategy
6. Market Access & Customer Development
7. Branding, Marketing & Storytelling
8. Partnerships & Ecosystem Collaboration
9. Governance & Leadership
10. Impact Measurement & Reporting
11. Scaling & Innovation Strategies
12. Digital Transformation for Social Enterprises

Together, these modules provide a holistic framework that equips participants with the technical, managerial, and strategic competencies required to design, implement, and grow social enterprises.

Each module is designed with clearly defined learning objectives, detailed content, and practical components, ensuring that participants not only understand key concepts but are also able to apply them in real-world contexts. Through this structured and progressive curriculum, the Social Entrepreneurship Academy enables participants to develop concrete outputs throughout the programme, culminating in a well-developed and validated social enterprise concept.

4.1. Methodology for Delivering the Social Entrepreneurship Training Module

I. Teaching Approach

The social entrepreneurship module will be delivered through a practice-oriented, participant-centered, and results-driven approach, designed to strengthen participants'[45] capacity for venture development, investment readiness, and scaling.
The methodology emphasizes active engagement, peer learning, and real-world application, ensuring that participants not only understand key concepts but also apply them directly to the development of their own social enterprise initiatives.

[45] Note: This document refers to participants to individuals and organizations.

II. Learning Approach

To ensure depth of learning and relevance to real-world entrepreneurial contexts, the module will integrate the following approaches:

- Experiential learning where participants will work on real-life business challenges and case studies drawn from social enterprises.
- Case-based learning in which an analysis of successful and failed social enterprises, with a focus on scaling strategies and impact models.
- Expert engagement where Guest sessions with social entrepreneurs, investors, and business professionals to provide practical insights.
- Applied project development, participants will progressively develop and refine their own social enterprise concepts throughout the module.
- Digital learning tools, where some selective use of digital platforms to support engagement, research, and knowledge reinforcement will be employed.

III. Delivery Methods

The training will be delivered through a structured combination of interactive and practice-oriented methods, including:

- Targeted input sessions (mini-lectures) nased on focused sessions introducing key concepts such as business modeling, financial sustainability, and impact measurement.
- Facilitated discussions and group work by enabling participants to critically reflect and apply concepts to real-world contexts.
- Hands-on exercises and simulations where practical activities, including role-playing and scenario-based decision-making, to strengthen entrepreneurial competencies.
- Applied workshops in which dedicated sessions where participants work directly on developing their ventures with facilitator support[46]

IV. Project-Based / Experiential Learning

A core component of the methodology is project-based learning, through which participants will:

- Work in small teams or individually to develop a social enterprise concept
- Progress through key stages of venture development, including problem definition, market validation, business modeling, financial planning, and impact design
- Refine their ideas based on continuous feedback from mentors and peers
- Present their ventures through a final investment-oriented pitch

V. Guest Speakers & Real-World Exposure

To strengthen the practical dimension of the program:

- Experienced social entrepreneurs, NGO leaders, and business experts will be invited to share insights and lessons learned
- Sessions will focus on real challenges, scaling journeys, and investment readiness
- Participants will engage in interactive discussions, Q&A, and problem-solving exercises.

VI. Engagement & Learning Reinforcement

[46] Note: Interactive tools may be used selectively to support engagement and reinforce learning, but they are not central to the methodology.

To support active participation and knowledge retention:

- Interactive elements and short knowledge checks may be integrated throughout the sessions
- Scenario-based exercises will be used to simulate real business decision-making contexts
- Engagement strategies will be aligned with the professional level of the program, ensuring both participation and depth of learning

VII. Assessment & Feedback Methods

Assessment will be continuous and performance-based, focusing on practical application rather than theoretical testing. Participants will be evaluated based on:

- Active participation and contribution to discussions and group work
- Quality, feasibility, and scalability of their social enterprise concepts
- Progress in developing their venture throughout the module
- Final pitch presentation, including clarity, impact potential, and investment readiness

VIII. Peer & Instructor Feedback

Ongoing feedback is a central component of the learning process:

- Participants will engage in structured peer review, providing constructive feedback on each other's ideas
- Facilitators will conduct regular check-ins and mentoring sessions to support progress
- Feedback will focus on strengthening business models, impact logic, and readiness for scaling

IX. Learning Outcomes

Through this methodology, participants will:

- Develop practical skills in designing and managing social enterprises
- Strengthen their capacity for strategic thinking, problem-solving, and innovation
- Gain competencies in investment readiness, financial planning, and impact measurement
- Be equipped to launch, grow, or scale social enterprises that address community challenges in a sustainable and impactful way.

4.2. Modules

4.2.1. Module 1: Foundations of Social Entrepreneurship & Ecosystem Navigation

I. Module Overview

This module introduces participants to the foundations of social entrepreneurship and situates social enterprises within the wider ecosystem in which they emerge, operate, and grow. It helps participants move beyond a general aspiration to "do good" and instead understand social enterprise as a structured, mission-driven approach that combines social value creation with entrepreneurial discipline, stakeholder engagement, and long-term sustainability. The module also provides a practical introduction to ecosystem navigation by helping participants identify the institutions, communities, market actors, support organisations, and policy structures that influence venture development.

Participants explore the differences between traditional businesses, NGOs, and hybrid models, while also examining how social enterprises respond to social or environmental challenges through market-based and mission-led solutions. The module lays the conceptual groundwork for the rest of the Academy by strengthening participants' understanding of the social enterprise landscape, the role of ecosystems, and the importance of positioning a venture within a supportive and realistic operating context.

II. Learning Objectives

- Understand the concept, characteristics, and defining features of social enterprises.
- Differentiate between social enterprises, traditional businesses, NGOs, and other hybrid organisational forms.
- Identify the key actors that shape the social enterprise ecosystem and analyse their roles.
- Assess the opportunities, constraints, and support mechanisms present in the local operating environment.
- Position a social enterprise idea within a relevant ecosystem of stakeholders, institutions, and support structures.

III. Core Content

- Introduction to social entrepreneurship, including the origins of the concept, the role of social innovation, and the logic of combining mission with entrepreneurial practice.
- Key features of social enterprises, including social purpose, earned-income orientation, reinvestment logic where relevant, accountability to stakeholders, and the balancing of impact with operational sustainability.
- Distinctions between social enterprises, NGOs, charities, cooperatives, and conventional businesses, with attention to differences in mission, governance, revenue, and accountability.
- Overview of the social enterprise ecosystem, including public institutions, municipalities, ministries, donors, civil society organisations, private sector actors, educational institutions, business support providers, incubators, accelerators, and investor networks.
- Stakeholder and ecosystem mapping, including the identification of actors who influence, support, regulate, enable, or benefit from a social enterprise.
- Local context analysis, including social and economic needs, barriers to enterprise development, informal systems, cultural dynamics, and ecosystem gaps.
- The role of ecosystem navigation in venture development, including how social enterprises build legitimacy, identify allies, access support, and avoid isolation.
- Examples of social enterprises that succeeded because they understood how to work with ecosystem actors rather than trying to operate independently from them.

IV. Training Methodology

- Interactive lecture introducing core concepts, terminology, and examples from social entrepreneurship practice.
- Facilitated group discussion on local social and environmental challenges and on the actors already working in these spaces.
- Stakeholder and ecosystem mapping workshop in which participants visually identify the institutions, communities, and organisations relevant to their venture idea.

- Case-study review of social enterprises operating in different ecosystem conditions, including both enabling and difficult environments.
- Short quiz, reflection exercise, or guided debrief to reinforce conceptual distinctions and ecosystem awareness.

V. Practical Activities

- Participants define a social or environmental problem they are interested in addressing and discuss why a social enterprise approach may be appropriate.
- Teams create an ecosystem map showing key institutions, communities, market actors, support organisations, and possible partners relevant to their idea.
- Participants identify at least three ecosystem opportunities and three ecosystem constraints affecting their venture concept.
- Groups reflect on what kinds of support, legitimacy, permissions, or partnerships they would need in order to move their idea forward.

VI. Outputs / Deliverables

- Ecosystem and Stakeholder Map.
- Problem and Context Analysis Note.
- List of Key Ecosystem Actors and Engagement Opportunities.
- Initial Venture Positioning Statement.

4.2.2. Module 2: Legal Framework & Institutional Engagement

I. Module Overview

This module provides participants with a practical understanding of the legal and institutional environment relevant to social enterprises. Rather than treating legal issues as purely technical matters, it helps participants understand how legal form, regulatory obligations, institutional procedures, and public-sector engagement shape the credibility, risk profile, and operational freedom of a venture. The module supports informed decision-making around registration, governance, reporting, partnerships, contracting, and compliance, while also helping participants recognize when specialist legal advice is required.

The module also places particular emphasis on institutional engagement, since many social enterprises need to interact with municipalities, ministries, public agencies, licensing authorities, procurement systems, or regulators. Participants therefore learn not only the basics of legal structure and compliance, but also how to navigate institutional processes in a realistic and strategic way.

II. Learning Objectives

- Recognize the main legal forms available to social enterprises and compare their implications.
- Understand the basic registration, reporting, and compliance obligations associated with different organisational structures.
- Identify the institutional actors and administrative systems relevant to venture establishment and operation.
- Assess legal and regulatory risks related to staffing, service delivery, partnerships, finance, and data management.

- Prepare a basic compliance and institutional engagement plan for the enterprise.

III. Core Content

- Overview of legal forms commonly used by social enterprises, including NGOs, associations, cooperatives, companies, foundations, and hybrid arrangements, together with the strategic implications of each.
- Registration and establishment procedures, including founding documentation, reporting obligations, administrative interfaces, and relevant approvals or permits where applicable.
- Basic compliance requirements, including accounting and tax obligations, labour law considerations, reporting duties, licensing, procurement rules, consumer obligations, and data protection responsibilities.
- Contracts and agreements relevant to social enterprises, including partnership agreements, service contracts, procurement relationships, memoranda of understanding, supplier terms, and customer conditions.
- Legal and regulatory risk areas such as liability, governance failures, misclassification of workers, non-compliance penalties, safeguarding obligations, and misuse of restricted funding.
- Institutional engagement and public-system navigation, including communication with municipalities, ministries, inspectorates, licensing offices, registries, and donor or programme authorities.
- The relationship between legal design, governance, mission protection, transparency, and long-term organisational credibility.
- Indicators that a venture should seek professional legal or accounting advice rather than relying only on internal interpretation.

IV. Training Methodology

- Short legal and institutional briefing by the trainer, focused on practical interpretation rather than abstract legal theory.
- Case-study comparison of different legal forms and institutional pathways for sample social enterprise scenarios.
- Facilitated discussion on common compliance and registration mistakes made by early-stage ventures.
- Guest input or Q&A session with a legal practitioner, compliance specialist, accountant, or institutional representative.
- Interactive quiz or checklist review to reinforce legal terminology, obligations, and institutional procedures.

V. Practical Activities

- Participants compare two or three possible legal forms for their venture and discuss the operational, governance, and financial trade-offs of each.
- Teams identify the main registrations, permissions, reports, or approvals that would be required during the first year of operation.
- Participants prepare a basic legal and regulatory risk register focused on the most relevant issues for their enterprise model.
- Groups analyse a simple institutional engagement scenario, such as applying for an approval, responding to an inspection, or entering into a municipal partnership.

VI. **Outputs / Deliverables**

- Legal Form Selection Note with justification.
- Compliance Checklist for the first year of operation.
- Basic Legal and Regulatory Risk Register.
- Institutional Engagement Action List.

4.2.3. Module 3: Financial Sustainability & Revenue Models

I. **Module Overview**

This module develops participants' ability to think financially without losing sight of mission. It introduces the core principles of financial sustainability in a social enterprise and helps participants understand how revenue models, cost structures, pricing choices, and resource mobilisation strategies influence long-term viability. The module encourages realistic thinking about what it costs to deliver impact and how a venture can combine earned income with grants, donations, or other forms of support when appropriate. Participants are guided to translate their business model into a basic financial logic that can support planning, decision-making, and communication with funders or partners.

The module is designed to help participants move away from vague ideas of "raising money" and toward disciplined thinking about revenue generation, affordability, cost recovery, and sustainability. It also helps participants understand the tension between inclusion and financial viability, and how social enterprises can manage that tension responsibly.

II. **Learning Objectives**

- Identify the main revenue streams available to social enterprises and assess which combinations are suitable for different models.
- Understand fixed and variable costs and the main drivers that influence cost structure and pricing.
- Prepare basic financial projections and use break-even logic in venture planning.
- Assess the relationship between mission delivery, affordability, pricing, and financial sustainability.
- Recognize the implications of dependency on grants, donations, or unstable income sources.

III. **Core Content**

- Revenue model options for social enterprises, including direct sales, subscriptions, service fees, membership fees, procurement contracts, sponsorships, grants, donations, blended finance, and hybrid income structures.
- Cost structure analysis, including direct costs, indirect costs, staffing, materials, logistics, rent, technology, outreach, administration, and compliance-related expenses.
- Pricing strategy, including cost-based pricing, value-based pricing, subsidised pricing, cross-subsidisation, and considerations of affordability and access for different target groups.
- Break-even thinking, including the difference between profitability, liquidity, and sustainability, and how each affects venture survival.
- Basic financial forecasting, including revenue assumptions, cost assumptions, monthly cash-flow awareness, and simple scenario planning for optimistic, moderate, and conservative cases.

- Resource mobilisation beyond cash, including in-kind support, partnerships, volunteer contributions, shared infrastructure, and how to value these realistically without overstating sustainability.
- Financial risk areas in social enterprises, including overdependence on one donor, underpricing, unrealistic sales assumptions, delayed payments, and weak cost tracking.
- The use of financial information for internal decision-making, external communication, and venture credibility.

IV. Training Methodology

- Short conceptual input on financial terminology and common financial pitfalls in early-stage ventures.
- Guided budgeting exercise using a simplified social enterprise financial template.
- Group work on revenue model selection and pricing logic for participant ventures.
- Simulation activity in which participants respond to changes in costs, demand, payment delays, or funding conditions.
- Short quiz or applied calculation challenge to reinforce break-even and revenue-cost concepts.

V. Practical Activities

- Teams estimate their main start-up and operating costs using a simple budgeting tool.
- Participants identify at least two realistic revenue streams and justify why these are suitable for their model.
- Teams prepare a basic financial projection for the first six to twelve months of operation.
- Participants discuss affordability, access, and mission-risk trade-offs in relation to pricing and cost recovery.

VI. Outputs / Deliverables

- Basic Financial Sustainability Plan.
- Initial Budget and Cost Structure Sheet.
- Revenue Model Map and Pricing Rationale.
- Simple Break-even Estimate and Financial Assumptions Note.

4.2.4. Module 4: Investment Readiness & Alternative Financing

I. Module Overview

This module prepares participants to understand the funding landscape for social enterprises and to position their ventures for external finance. It introduces the logic of investment readiness and clarifies the differences between grants, philanthropy, debt, equity, patient capital, revenue-based financing, and other alternative instruments. The focus is not only on pitching for money, but on understanding what different funders expect, what evidence of readiness is required, and how social enterprises can present a credible case for support.

Participants learn how to frame their impact, business model, financial logic, governance, and growth potential in a way that is realistic, responsible, and aligned with funder priorities. The module also emphasizes that not all financing is appropriate for all ventures, and that choosing the wrong type of finance can create mission drift, operational stress, or financial risk.

II. Learning Objectives

- ♦ Differentiate between grants, philanthropy, debt, equity, patient capital, and alternative financing instruments.
- ♦ Understand what investors and funders typically assess when evaluating a social enterprise.
- ♦ Identify the current stage of a venture and the most realistic financing options available at that stage.
- ♦ Strengthen investment readiness through better articulation of model, team, impact, governance, and financial logic.
- ♦ Develop a clear and credible financing narrative and pitch outline.

III. Core Content

- ♦ Overview of the impact finance ecosystem, including donor programmes, public funds, foundations, angel investors, social investors, banks, challenge funds, competitions, and corporate social investment mechanisms.
- ♦ Funding instruments and when they are appropriate, including seed grants, innovation grants, recoverable grants, loans, equity, patient capital, revenue-based finance, and blended structures.
- ♦ Alternative financing options such as crowdfunding, community finance, cooperative member capital, guarantee schemes, matched funding, sponsorship, and strategic partnerships.
- ♦ Investor and funder expectations, including the importance of team credibility, evidence of need, proof of demand, governance, legal readiness, financial discipline, impact logic, and use-of-funds clarity.
- ♦ Investment readiness gaps commonly found in early-stage ventures, including weak documentation, unclear unit economics, unrealistic growth claims, incomplete compliance, or poor understanding of risk.
- ♦ Pitching and fundraising communication, including how to explain the problem, the solution, the business model, the impact case, the financial case, and the funding ask.
- ♦ Basic due diligence considerations, including organisational documents, financial records, governance arrangements, contracts, legal status, and reporting capacity.
- ♦ The strategic risks of external finance, including dependency, repayment burden, investor misalignment, and mission drift.

IV. Training Methodology

- ♦ Mini-lecture combined with examples of different financing routes for early-stage and growth-stage social enterprises.
- ♦ Guest input from an investor, donor representative, financing intermediary, or social entrepreneur who has raised external funding.
- ♦ Group analysis of sample pitch decks, funding applications, or investment summaries.
- ♦ Pitch simulation in which teams present to a mock funding panel and receive structured feedback.
- ♦ Short quiz or reflective exercise to match venture types and maturity levels with appropriate financing instruments.

V. Practical Activities

- ♦ Participants diagnose the current financing stage of their own venture idea and define a realistic financing pathway.
- ♦ Teams prepare a basic use-of-funds outline showing what capital is needed, for what purpose, and what results are expected.
- ♦ Participants draft the core elements of a funding or investment pitch, including problem, solution, impact, traction, financial logic, and ask.
- ♦ Teams practise answering common funder questions on sustainability, risk, impact evidence, and readiness.

Outputs / Deliverables

- Investment Readiness Self-Assessment.
- Funding Strategy Note identifying relevant sources and preferred instruments.
- Use-of-Funds Outline.
- Draft Pitch Deck or Financing Narrative.

4.2.5. Module 5: Business Model Design & Strategy

I. Module Overview

This module introduces the foundations of business model design for social enterprises and guides participants through the development of models that intentionally combine social value creation with financial viability. The module positions the social enterprise as a mission-driven organisation that uses entrepreneurial methods to address a clearly defined social or environmental challenge. Participants explore how value is created for beneficiaries, customers, partners, and communities, and how a venture can balance mission, market demand, and operational sustainability.

The module supports participants to move from a broad idea to a structured strategic logic by clarifying the problem being addressed, the target groups involved, the value proposition offered, and the organisational model required to deliver it. It also encourages participants to see business model design not as a one-time exercise, but as a process of strategic choice, testing, and refinement.

II. Learning Objectives

- ♦ Understand the core elements of a social enterprise business model and how they relate to strategy.
- ♦ Define the social or environmental problem the venture is addressing and identify the main beneficiary groups and customer segments.
- ♦ Develop a value proposition that integrates impact logic, customer needs, and market relevance.
- ♦ Use the Social Business Model Canvas or an equivalent tool to structure a venture model.
- ♦ Recognize strategic assumptions that need to be tested and refined over time.

III. Core Content

- ♦ Introduction to social enterprise business models, including how mission, revenue, operations, and impact are integrated within a coherent strategic structure.
- ♦ Problem definition and beneficiary analysis, including how to move from a broad issue to a focused problem statement grounded in evidence, user need, and local reality.
- ♦ Value proposition design, including the social value offered to beneficiaries, the economic value offered to customers, and the organisational value offered to partners or supporters.

- Detailed use of the Social Business Model Canvas or equivalent framework, including key partners, activities, resources, customer segments, channels, cost structure, revenue streams, and impact proposition.
- Stakeholder mapping and ecosystem positioning as part of strategic design, including relationships with communities, institutions, NGOs, private firms, and supporters.
- Strategic choices around differentiation, delivery model, target group prioritisation, and sequencing of growth or validation steps.
- Identification of assumptions and risks within the model, including assumptions related to demand, delivery capacity, affordability, stakeholder behaviour, and impact pathways.
- Review of selected social enterprise examples to illustrate viable model choices and common design mistakes.

IV. Training Methodology

- Mini-lecture introducing key concepts and the logic of business model design in mission-driven ventures.
- Interactive group discussion on the difference between a good cause, a project idea, and a viable enterprise model.
- Hands-on workshop in which teams complete a first version of the Social Business Model Canvas for their venture.
- Peer review and feedback session to test the clarity, coherence, and realism of proposed models.
- Short quiz or reflective exercise to reinforce terminology, model logic, and strategic decision-making.

V. Practical Activities

- Teams formulate a one-sentence problem statement and define their target beneficiary and customer groups.
- Participants complete a stakeholder map and identify who benefits, who pays, who influences, and who enables the model.
- Teams draft an initial value proposition and test it through peer feedback.
- Participants prepare a first version of their Social Business Model Canvas, including a list of assumptions to validate later.

VI. Outputs / Deliverables

- Completed Social Business Model Canvas.
- Problem Statement and Beneficiary-Customer Profile.
- Stakeholder Map and Value Proposition Statement.
- List of Key Strategic Assumptions to Validate.

4.2.6. Module 6: Market Access & Customer Development

I. Module Overview

This module supports participants to understand their customers and beneficiaries more deeply and to develop practical strategies for accessing and engaging markets. It emphasizes that successful social enterprises are not built only on mission and good intentions; they are also built on a strong understanding of customer needs, behaviours, purchasing logic, barriers to access, and the conditions under which people are willing to use, trust, or pay for a product or service. Participants learn how to test assumptions, validate demand, and improve product-market fit in ways that remain aligned with mission and inclusion.

The module also addresses the routes through which social enterprises reach customers, beneficiaries, or institutional buyers. Participants explore distribution channels, customer journeys, sales logic, trust-building, and methods for gathering feedback. The goal is to help ventures move from internally defined ideas to externally validated offers that respond to real demand and realistic market conditions.

II. Learning Objectives

- Identify and segment the main customer groups, beneficiary groups, and market actors relevant to the venture.
- Understand customer needs, preferences, pain points, and decision-making behaviour through basic user research methods.
- Test and validate demand for products or services and identify assumptions that require evidence.
- Develop market access, sales, and distribution strategies suited to the enterprise model.
- Build simple customer feedback and relationship mechanisms that support continuous improvement.

III. Core Content

- Customer and beneficiary segmentation, including the distinction between users, payers, decision-makers, influencers, and institutional buyers.
- Methods for understanding customer needs, including interviews, observation, focus groups, rapid surveys, community listening, and informal market research.
- Demand validation and product-market fit, including how to test assumptions related to need, willingness to pay, willingness to engage, and relevance of the proposed offer.
- Customer journey mapping, including awareness, interest, first contact, purchase or enrolment, use experience, retention, referral, and repeat engagement.
- Market access strategies, including direct sales, retail partnerships, digital channels, community-based distribution, intermediated delivery, institutional contracts, and referral pathways.
- Basic sales logic for social enterprises, including trust-building, value communication, handling objections, and navigating the tension between mission language and market language.
- Customer relationship management and feedback loops, including how to gather, interpret, and act on user insight in a structured but practical way.
- Barriers to market access such as low awareness, limited trust, affordability constraints, geographic reach, low digital access, stigma, or institutional gatekeeping.

IV. Training Methodology

- Trainer input on customer development, market validation, and common errors in assuming demand without evidence.
- Customer journey mapping workshop in which participants analyse how a user discovers, evaluates, accesses, and experiences their offer.
- Role-play exercises simulating customer interviews, beneficiary conversations, and basic sales or outreach interactions.
- Case-study analysis of social enterprises that successfully built market access through different channels and trust-based strategies.
- Short reflection or quiz on customer assumptions, market risks, and the difference between need and demand.

V. Practical Activities

- Participants define and profile their priority customer and beneficiary groups, including their main needs, motivations, and barriers.
- Teams design a simple customer interview guide to test key assumptions about value, access, and willingness to pay or participate.
- Participants map a customer journey for their venture and identify the most fragile points in that journey.
- Groups develop a basic market access and distribution strategy, including one or two priority channels and a feedback mechanism.

VI. Outputs / Deliverables

- Customer and Beneficiary Profiles.
- Market Validation Plan.
- Customer Journey Map.
- Market Access and Distribution Strategy.

4.2.7. Module 7: Branding, Marketing & Storytelling

I. Module Overview

This module supports participants to build a clear, credible, and mission-aligned market presence for their social enterprise. It emphasizes that marketing in a social enterprise is not only about promotion; it is about understanding audiences, communicating value, building trust, and telling a compelling impact story without exaggeration. Participants learn how to create a brand identity that reflects the venture's mission and values, while also speaking effectively to customers, beneficiaries, partners, funders, and the wider community.

The module helps participants understand the relationship between value proposition, audience insight, positioning, and communication choices. It also addresses ethical communication and the importance of authenticity, dignity, and accuracy when telling stories about communities or impact.

II. Learning Objectives

- Develop a brand identity that reflects the mission, values, and audience priorities of the social enterprise.
- Understand the relationship between value proposition, audience insight, and marketing strategy.
- Use storytelling techniques to communicate social value and impact in a credible and respectful way.
- Select appropriate communication channels and outreach methods for different target groups.
- Design a practical marketing and communication plan for the venture.

III. Core Content

- Branding fundamentals, including brand purpose, identity, tone of voice, key messages, visual consistency, and the role of trust in mission-led ventures.
- Audience segmentation and communication design, including differences between customers, beneficiaries, partners, funders, media, and community stakeholders.
- Marketing strategy for social enterprises, including positioning, local outreach, relationship marketing, community engagement, digital presence, and reputation-building.
- Storytelling for impact, including how to communicate the problem, the human story, the enterprise response, and the results without exploiting or oversimplifying experience.
- Communication channels such as websites, social media, newsletters, WhatsApp groups, local events, partnerships, earned media, and direct engagement.
- Brand risk and ethical communication, including dignity in representation, safeguarding sensitive information, avoiding mission-washing, and not overstating impact.
- Message testing and adaptation for different audiences, including the difference between a mission statement, a slogan, a campaign message, and a funding narrative.
- Examples of strong and weak branding and communication in the social enterprise field.

IV. Training Methodology

- Interactive lecture supported by examples of social enterprise brands, campaigns, and communication materials.
- Workshop in which teams define their brand purpose, core messages, tone of voice, and audience priorities.
- Storytelling exercise using a simple narrative framework to communicate problem, solution, and impact.
- Group review of sample posts, websites, one-pagers, or visual materials to identify strengths and weaknesses.
- Short quiz or message-testing exercise to reinforce communication concepts and audience adaptation.

V. Practical Activities

- Participants create a basic brand profile including mission, values, tone of voice, personality, and key message pillars.
- Teams map their target audiences and identify the most effective communication channels for each group.
- Participants draft a short enterprise narrative or impact story suitable for a website, brochure, pitch, or presentation.
- Teams prepare a simple three-month marketing and communication plan with priority actions and responsible persons.

VI. **Outputs / Deliverables**

- Brand Identity Framework.
- Target Audience and Channel Map.
- Storytelling Narrative or Impact Story Draft.
- Marketing and Communication Plan.

4.2.8. Module 8: Partnerships & Ecosystem Collaboration

I. **Module Overview**

This module focuses on the role of collaboration in strengthening social enterprise success and ecosystem development. Participants learn to identify the stakeholders they depend on, the actors they can influence, and the organisations with which they can co-create value. The module emphasizes that social enterprises rarely succeed in isolation: they often need referral relationships, implementation partners, local authorities, buyers, investors, support organisations, educational institutions, and trusted community actors. Participants therefore learn practical tools for stakeholder analysis, partnership design, relationship management, and collaboration strategy.

The module also reinforces the idea that ecosystem collaboration is not only a tactical activity but a strategic capability. Strong partnerships can increase legitimacy, reduce costs, expand reach, improve service quality, strengthen advocacy, and create opportunities for scale or systems change.

II. **Learning Objectives**

- Understand how ecosystems and collaborative relationships influence the success, legitimacy, and growth prospects of social enterprises.
- Map the stakeholders relevant to a venture and analyse their interests, influence, incentives, and potential value.
- Develop strategies for building and managing partnerships across sectors.
- Improve networking, collaboration, and partnership communication skills.
- Identify where partnerships can strengthen implementation, reach, finance, learning, or policy influence.

III. **Core Content**

- Ecosystem thinking in social entrepreneurship, including the roles of public institutions, communities, NGOs, investors, private companies, universities, intermediaries, and peer enterprises.
- Stakeholder mapping and prioritisation, including power-interest analysis, alignment of incentives, and the identification of possible champions, gatekeepers, or blockers.
- Types of partnership relevant to social enterprises, including referral relationships, implementation partnerships, co-delivery arrangements, procurement relationships, sponsorships, mentoring, and advocacy alliances.

- Partnership design, including collaboration goals, expected value for each side, roles and responsibilities, accountability mechanisms, and conditions for trust.
- Relationship management and communication, including how to make partnership asks, frame mutual value, maintain engagement, and address misalignment early.
- Ecosystem collaboration for growth and resilience, including collective action, peer learning, alumni networks, and community-of-practice approaches.
- Common partnership risks, including unclear expectations, unequal power, dependency, mission misalignment, and reputational exposure.
- Examples of partnership-based social enterprise growth and local ecosystem strengthening.

IV. Training Methodology

- Trainer-led input on ecosystem collaboration concepts followed by structured stakeholder mapping exercises.
- Group work using prioritisation tools to categorise actors by influence, interest, and strategic relevance.
- Role-play or simulation in which participants propose a partnership, negotiate terms, or respond to a difficult partner scenario.
- Guest contribution from an ecosystem actor, municipality, support organisation, buyer, or enterprise partner.
- Peer learning exercise where teams exchange contacts, collaboration ideas, and examples of partnership opportunities.

V. Practical Activities

- Participants produce a stakeholder map for their venture and classify key actors by type, role, and priority.
- Teams define a shortlist of partnership opportunities and draft the value proposition for each partner.
- Participants prepare a simple outreach or engagement approach for one priority stakeholder or institution.
- Groups reflect on what collaboration capacities they need to build internally in order to manage partnerships effectively.

VI. Outputs / Deliverables

- Stakeholder Map.
- Partnership Engagement Plan.
- Priority Partner Value Proposition Note.
- Networking and Outreach Actions List.

4.2.9. Module 9: Governance & Leadership

I. Module Overview

This module develops the leadership and governance capacities needed to manage a social enterprise ethically, inclusively, and effectively. It addresses the specific leadership challenge of balancing financial performance with social purpose and explores how governance structures can protect mission, improve accountability, strengthen decision-making, and reduce organisational risk. Participants reflect on their own leadership styles, identify the roles needed in an effective team and governance structure, and consider how to build a culture of trust, participation, and responsibility.

The module emphasizes inclusive leadership and mission stewardship. It supports participants to move beyond founder-centric thinking and to understand governance not as bureaucracy, but as a practical system for role clarity, oversight, ethical decision-making, and long-term resilience.

II. Learning Objectives

- ♦ Understand the purpose of governance in protecting mission, ensuring accountability, and supporting effective management.
- ♦ Recognize different leadership styles and reflect on the demands of leading a mission-driven enterprise.
- ♦ Define the roles and responsibilities needed for an effective team and governance structure.
- ♦ Apply principles of ethical, inclusive, and transformational leadership in decision-making.
- ♦ Identify common governance and leadership risks in early-stage social enterprises.

III. Core Content

- ♦ Governance fundamentals, including the role of founders, boards, advisory groups, management teams, and stakeholder voice in mission-led organisations.
- ♦ Mission protection mechanisms and accountability, including transparency, reporting, conflict-of-interest awareness, and clarity of authority and oversight.
- ♦ Leadership in social enterprises, including transactional and transformational leadership, inclusive leadership, adaptive leadership, and leading under uncertainty and resource constraints.
- ♦ Team formation and management, including role allocation, delegation, communication, trust-building, volunteer engagement, and staff support.
- ♦ Decision-making practices, conflict resolution, and the management of tensions between social purpose, financial pressure, speed, inclusion, and accountability.
- ♦ Governance and leadership risks such as founder dependency, weak delegation, mission drift, burnout, informal decision-making, and unclear lines of responsibility.
- ♦ Building an organisational culture that supports learning, participation, ethical conduct, and shared mission ownership.
- ♦ Practical examples of governance arrangements and leadership challenges from social enterprise practice.

IV. Training Methodology

- ♦ Interactive lecture combined with reflective questioning and short leadership examples.
- ♦ Self-assessment exercise on personal leadership styles, strengths, and development needs.
- ♦ Role-play scenarios focused on conflict, ethical dilemmas, and difficult team or governance decisions.
- ♦ Peer feedback sessions where participants review each other’s proposed governance and leadership arrangements.

- Facilitated discussion on how social enterprises can create safe, inclusive, and accountable working environments.

V. Practical Activities

- Participants map their current or proposed governance structure and identify missing roles or weak points.
- Teams develop a basic roles-and-responsibilities matrix for founders, staff, volunteers, advisors, or board members.
- Participants analyse a short scenario involving mission drift, conflict of interest, or founder overload and propose a response.
- Each participant prepares a leadership reflection on the style of leader they want to become and the capacities they need to strengthen.

VI. Outputs / Deliverables

- Governance Structure Diagram.
- Roles and Responsibilities Matrix.
- Leadership Reflection Note.
- List of Governance and Leadership Risks with Proposed Mitigation Actions.

4.2.10. Module 10: Impact Measurement & Reporting

I. Module Overview

This module equips participants with the practical tools needed to define, track, review, and communicate the results of their social enterprise. It emphasizes that impact measurement is not only a reporting requirement but also a management function that improves strategy, learning, accountability, and credibility. Participants learn how to move from broad mission statements to measurable outcomes by defining a theory of change, selecting indicators, identifying data sources, and setting up realistic review routines.

The module is designed to help participants create an impact framework that is rigorous enough to be useful but simple enough to be implemented by early-stage ventures. It also addresses responsible reporting and the importance of not making claims that cannot yet be supported with evidence.

II. Learning Objectives

- Understand the difference between activities, outputs, outcomes, and long-term impact.
- Develop a basic theory of change for a social enterprise idea or venture.
- Select appropriate indicators and simple methods for data collection, review, and reporting.
- Use impact data to support learning, management, communication, and fundraising.
- Recognize the limits of measurement and avoid overclaiming results that cannot yet be demonstrated.

III. Core Content

- Core concepts in impact measurement, including why measurement matters for accountability, strategic learning, credibility, and stakeholder communication.

- Theory of Change development, including problem definition, target group, intervention logic, outputs, short-term outcomes, long-term outcomes, assumptions, and risks.
- Indicator design, including quantitative and qualitative indicators, baseline thinking, targets, proxy indicators, and practical data sources.
- Data collection methods suitable for social enterprises, including surveys, interviews, observation, attendance records, platform data, administrative records, and beneficiary feedback.
- Monitoring and review routines, including monthly or quarterly review, team learning cycles, dashboard thinking, and the use of data in management decisions.
- Impact reporting and communication, including how to present results responsibly in reports, funding applications, pitches, marketing materials, and stakeholder updates.
- Introduction to alignment with broader frameworks such as the Sustainable Development Goals or more advanced concepts such as SROI (Social Return Investment), while keeping the focus on practical implementation.
- Common measurement mistakes, including confusing outputs with outcomes, collecting too much data, ignoring assumptions, and reporting aspiration as evidence.

IV. Training Methodology

- Concept lecture with concrete examples of weak versus strong impact logic and poor versus credible reporting practice.
- Guided workshop in which teams develop their own theory of change.
- Small-group exercise to convert broad goals into measurable indicators and practical data sources.
- Peer feedback sessions to test whether indicators are understandable, realistic, and meaningful.
- Scenario-based quiz or review exercise on common measurement and reporting mistakes.

V. Practical Activities

- Participants build a draft theory of change for their venture.
- Teams identify a small set of priority indicators and decide how and when data will be collected.
- Participants draft a simple monitoring routine linked to management or reporting cycles.
- Groups test whether their proposed indicators measure meaningful change rather than only activity volume.

VI. Outputs / Deliverables

- Theory of Change Diagram.
- Impact Indicator Framework.
- Basic Monitoring and Review Plan.
- Impact Reporting and Communication Note.

4.2.11. Module 11: Scaling & Innovation Strategies

I. Module Overview

This module prepares participants to think about growth and innovation in a disciplined and mission-consistent way. It addresses the common assumption that scaling always means becoming bigger and instead introduces multiple approaches to increasing reach, depth, replication, adaptation, or systems influence. Participants explore when an enterprise is ready to scale, what capacities need strengthening first, and how to avoid mission drift while growing. The module also highlights the importance of partnerships, experimentation, and innovation in ensuring that growth remains responsible and context-sensitive.

By combining scaling and innovation, the module helps participants understand that expansion is not only about size; it is also about improving the model, increasing relevance, responding to change, and finding better ways to deliver impact. Participants are encouraged to think strategically about what kind of scale makes sense for their venture and what innovation is truly useful rather than fashionable.

II. Learning Objectives

- Understand different forms of scaling and determine which are most suitable for a specific venture.
- Assess organisational readiness for growth, replication, adaptation, or expansion.
- Identify operational, financial, human-resource, and mission-related risks associated with scaling.
- Explore innovation approaches that improve relevance, efficiency, resilience, or impact quality.
- Develop a realistic scaling pathway that preserves quality, impact, and mission integrity.

III. Core Content

- Concepts of scaling, including scaling out, scaling up, scaling deep, replication, franchising, licensing, partnership-led growth, systems influence, and policy engagement.
- Readiness assessment for scale, including operational maturity, leadership, governance, impact evidence, financial stability, team capacity, and quality assurance systems.
- Balancing social scale and financial scale, including the risk of rapid commercial growth without adequate impact management or beneficiary readiness.
- Innovation in social enterprises, including service innovation, process innovation, partnership innovation, digital innovation, and adaptive problem-solving in response to market or community feedback.
- Growth planning, including phased expansion, pilot-to-scale pathways, market entry choices, resourcing needs, and implementation sequencing.
- Partnerships and financing for scale, including local delivery partners, public institutions, investors, distributors, ecosystem enablers, and strategic alliances.
- Scaling risks such as mission drift, overextension, weak quality control, staff burnout, premature expansion, and innovation that adds complexity without value.
- Examples of social enterprises that scaled responsibly or innovated effectively, as well as cases where expansion created strain or diluted impact.

IV. Training Methodology

- Trainer input supported by examples of different scaling paths and innovation choices used by social enterprises.
- Case-study comparison of ventures that scaled responsibly versus those that struggled during expansion.
- Group discussion to distinguish between growth ambition, evidence-based readiness, and the role of innovation.

- Scenario exercise in which participants decide whether, when, and how to expand under resource constraints or changing market conditions.
- Short reflective quiz or prioritisation exercise on scale-readiness criteria and innovation priorities.

V. Practical Activities

- Participants complete a simple scale-readiness and innovation-needs self-assessment.
- Teams define what scaling should mean for their own venture and what success would look like in practical terms.
- Participants identify the capacities, partnerships, financing, and systems they would need before expanding or replicating.
- Teams prepare a phased growth and innovation roadmap for the next one to three years.

VI. Outputs / Deliverables

- Scaling and Innovation Strategy Plan.
- Scale-Readiness Assessment.
- Growth Roadmap with phases, capacities, and risks.
- Priority Innovation Actions List.

4.2.12. Module 12: Digital Transformation for Social Enterprises

I. Module Overview

This module equips participants to use digital tools strategically in order to improve efficiency, reach, data management, customer engagement, and service delivery. It does not treat digitalisation as an end in itself; instead, it helps participants identify where digital tools can solve operational problems, expand access, improve learning, or strengthen enterprise resilience. The module is especially relevant for social enterprises that want to serve dispersed users, communicate at low cost, collect data more effectively, manage customers or beneficiaries more efficiently, or build new digital service channels.

Participants are encouraged to think critically about digital readiness, affordability, inclusion, data responsibility, and implementation priorities. The module helps participants move from ad hoc tool use toward a more intentional digital transformation approach aligned with mission and capacity.

I. Learning Objectives

- Understand the relevance of digital transformation for social enterprise operations, outreach, and impact delivery.
- Identify digital tools that can strengthen communication, project management, customer service, sales, or data collection.
- Assess the digital readiness of the enterprise and prioritise realistic improvements.
- Develop an online presence and digital systems strategy aligned with mission and audience needs.
- Recognise digital risks and inclusion issues, including privacy, cybersecurity, unequal access, and low digital literacy among users.

II. Core Content

- Introduction to digital transformation and how it differs from simply using social media or basic office tools.

- Digital tools for internal operations, including collaboration tools, project management systems, customer relationship management, inventory tools, payment systems, accounting tools, and scheduling platforms.
- Digital channels for external engagement, including websites, social media, email newsletters, online marketplaces, messaging platforms, e-commerce options, and community-based digital communication.
- Digital service delivery and hybrid models, including online training, booking systems, remote support, digital content, and blended online-offline service structures.
- Data use for decision-making, including basic metrics, customer feedback, operational tracking, dashboard thinking, and the role of data in funding and impact reporting.
- Digital readiness assessment, including infrastructure, staff skills, budget, device access, workflow maturity, and capacity for implementation and maintenance.
- Digital inclusion and digital risk, including privacy, cybersecurity awareness, accessibility, unequal access to devices or connectivity, and the need for user-friendly solutions.
- Examples of social enterprises using digitalisation to strengthen delivery, market access, community engagement, or operational resilience.

III. Training Methodology

- Mini-lecture with practical demonstrations of selected tools, platforms, and low-cost digital workflows.
- Case-study review of social enterprises that use digitalisation to reach customers, collect data, or improve service delivery.
- Small-group exercise to assess the digital strengths, weaknesses, and priorities of participant ventures.
- Hands-on planning exercise to select realistic tools and implementation steps rather than ideal but unaffordable systems.
- Interactive quiz or discussion on digital choices, risks, inclusion, and implementation trade-offs.

IV. Practical Activities

- Participants conduct a simple digital readiness assessment for their venture.
- Teams select a small set of tools for communication, operations, sales, data management, or service delivery.
- Participants design an online presence and digital systems plan covering website, social media, messaging, and data processes.
- Groups discuss how to make digital solutions accessible and appropriate for intended users, beneficiaries, or customers.

V. Outputs / Deliverables

- Digital Transformation Strategy.
- Digital Readiness Assessment.
- Online Presence and Channel Plan.
- Priority Tools and Implementation List.

Chapter 5 - Eligibility Criteria

This chapter establishes the eligibility framework governing participation in the SEA. Its purpose is to ensure that applicants are aligned with the programme's mission, demonstrate sufficient readiness for participation, and possess the capacity and motivation to benefit from a structured learning, incubation, and acceleration pathway.

In line with European best practices in social enterprise support, the eligibility framework is designed to balance openness and accessibility with quality assurance. SEA seeks to remain inclusive and welcoming to diverse applicants, including first-time founders and community-based actors, while also ensuring that participants have a credible basis for engagement and a realistic opportunity to progress through the Academy.

The eligibility framework also supports effective use of programme resources. By defining a clear threshold for participation, SEA can provide more targeted mentorship, peer learning, technical support, and follow-up assistance to applicants who are most likely to benefit from the programme and convert learning into measurable social value.

5.1 Guiding Principles

I. Mission alignment

Eligibility must be grounded in a genuine commitment to addressing a social and/or environmental challenge.

II. Equal opportunity

Eligibility rules must be applied consistently and without discrimination on the basis of gender, age, ethnicity, disability, religion, political opinion, sexual orientation, or socioeconomic background.

III. Proportionality

Evidence required from applicants should be appropriate to their stage of development; early-stage applicants should not be expected to demonstrate the same level of formalisation as established organisations.

IV. Transparency

Requirements, documentation, and decision rules must be communicated in clear language before the launch of the call.

V. Readiness for learning

Eligibility should assess not only what applicants have already achieved, but also whether they are ready to learn, test, adapt, and implement feedback.

5.2 General Eligibility Requirements

All applicants, regardless of category, must meet the following general eligibility requirements:

Table 1 General Eligibility Requirements

Requirement	Explanation
Social and/or environmental mission	Applicants must demonstrate a clearly defined intention to create positive change for individuals, communities, or the environment. The mission should be explicit, credible, and reflected in the proposed activities.
Problem-solution logic	Applicants must present a coherent explanation of the social or environmental problem they aim to address, the target group affected, and the way in which their proposed solution responds to that need.
Commitment to full participation	Applicants must confirm their willingness to attend and actively participate in all compulsory programme components, including workshops, mentoring sessions, peer-learning activities, assessments, and required reporting.
Willingness to build or scale	Applicants must show readiness either to develop a new social enterprise idea or strengthen, validate, and scale an existing social enterprise initiative.
Collaboration and communication skills	Applicants must demonstrate the ability to engage constructively with trainers, mentors, peers, beneficiaries, and partners in a collaborative learning environment.
Ethical conduct and inclusivity	Applicants must commit to principles of integrity, respect, non-discrimination, and responsible engagement with communities and stakeholders.

Source: Author’s

5.3 Applicant Pre-Test and Baseline Readiness Assessment

In addition to the documentary eligibility review, all applicants shall complete a mandatory pre-test as part of the application and selection process. The pre-test is not intended to exclude applicants solely on the basis of academic performance. Rather, it serves as a baseline readiness and diagnostic tool that helps SEA assess applicants fairly, identify learning needs, and tailor support during the programme.

The pre-test may assess, in a proportionate and accessible manner, the applicant's understanding of social entrepreneurship principles, the problem they seek to address, basic impact logic, business model awareness, financial literacy, and motivation for participation. The structure may include a mix of short-answer questions, scenario-based questions, self-assessment items, and practical reflection prompts.

The results of the pre-test shall be used for three complementary purposes:

I. first, to inform the selection process by assessing readiness and seriousness of engagement;
II. second, to establish a baseline against which participant progress can later be measured through post-testing; and
III. third, to support differentiated learning pathways, mentoring allocation, and curriculum adaptation.

SEA shall ensure that the pre-test is designed in clear language, is accessible to applicants from diverse educational and professional backgrounds, and does not create unnecessary barriers to entry. Reasonable accommodations should be made where needed to ensure equitable participation.

5.4 Specific Eligibility Criteria by Applicant Category

5.4.1 Individuals (Aspiring Social Entrepreneurs)

Individuals applying to SEA should present a validated idea, concept note, or early-stage initiative that addresses a concrete social or environmental need.

They should demonstrate an understanding of the problem context, the affected beneficiaries or stakeholders, and the proposed pathway through which their idea can generate value.

Applicants at this stage are not required to have a registered business or formal legal entity, but they must show seriousness of intent, capacity for follow-through, and openness to testing assumptions and adapting their model.

5.4.2 Organizations (Existing Social Enterprises, NGOs, Cooperatives or Similar Entities)

Organisations applying to SEA should demonstrate existing activities, services, pilot actions, or operational experience relevant to the social or environmental challenge they address.

They must provide evidence of engagement with beneficiaries, communities, users, clients, or partner institutions, showing that the proposed work is grounded in actual needs and stakeholder relationships.

Applicant organisations should also demonstrate a development need that SEA can realistically support, such as business model strengthening, impact measurement, financial sustainability, growth planning, partnership development, or scaling strategy.

5.4.3 Ecosystem Actors

Ecosystem actors may include incubators, support organisations, local development agencies, universities, business support centres, municipalities, networks, or other institutions that contribute to the enabling environment for social entrepreneurship.

Such applicants must demonstrate relevant experience in entrepreneurship support, innovation promotion, capacity building, community development, or ecosystem coordination.

They must also show a credible capacity to contribute to wider ecosystem strengthening through partnership, outreach, knowledge sharing, or co-creation within the SEA framework.

5.5 Exclusions and Ineligibility

Applicants may be deemed ineligible where the proposed initiative is unrelated to a social or environmental purpose, where false or misleading information is submitted, where participation commitments cannot reasonably be met, or where the proposed activities conflict with applicable law, ethical standards, or the core values of SEA.

Programme management may also exclude applications that are incomplete after the closing date, fail to include mandatory documentation, or do not complete the required pre-test within the prescribed application period.

5.6 Required Documentation

To support a transparent and evidence-based eligibility review, applicants must submit the following documents and materials:

- a completed application form;
- a project, initiative, or organisation description, including mission, stage of development, and current activities;
- a statement of intended social impact, including the target group and expected outcomes;
- team information, including roles, competencies, and relevant experience;
- a motivation statement explaining why the applicant seeks admission to SEA and how participation will support development goals;
- completion of the mandatory applicant pre-test; and
- any optional supporting material, such as a pitch deck, concept note, prototype, references, registration documents, partnership letters, or available impact data.

SEA may request clarifications or additional evidence during the screening process where necessary to verify eligibility, provided that all applicants are treated fairly and consistently.

Chapter 6 - Selection and Evaluation Framework

This chapter defines the structured evaluation framework used to assess eligible applications. The framework is intended to ensure that selection is transparent, objective, merit-based, and aligned with recognised European standards for entrepreneurship, innovation, and social impact support programmes.

The evaluation system is designed not only to identify promising initiatives, but also to recognise potential in emerging applicants who may not yet be fully mature but who demonstrate strong mission alignment, growth capacity, and readiness for development. The use of common criteria, weighted scoring, and documented decision-making supports both fairness and accountability.

6.1 Evaluation Principles

I. **Consistency**
- All eligible applications shall be assessed against the same published criteria and scoring framework.

II. **Objectivity**
- Evaluators shall base their judgement on evidence contained in the application, pre-test results, interviews, and any permitted supporting materials.

III. **Transparency**
- The selection process, criteria, and sequence of steps shall be communicated clearly in advance.

IV. **Conflict-of-interest management**
- Evaluators and selection committee members must disclose any actual or perceived conflicts of interest and recuse themselves where appropriate.
- **Inclusiveness and diversity**

Ehere applications are of comparable quality, SEA may consider diversity factors such as gender balance, geographic spread, underserved communities, and representation of different sectors or beneficiary groups, provided this is done consistently and transparently.

6.2 Evaluation Criteria

I. **Social Impact Potential**

The extent to which the initiative addresses a significant social or environmental challenge, demonstrates relevance to the needs of beneficiaries, and has the potential to generate meaningful positive outcomes.

II. **Innovation**

The degree to which the applicant introduces a novel, improved, or contextually differentiated solution, method, partnership model, or delivery mechanism.

III. **Financial Sustainability**

The credibility of the proposed revenue model, resource strategy, cost awareness, or broader sustainability pathway needed to maintain operations over time.

IV. Scalability and Replicability

The extent to which the initiative can grow in reach, deepen impact, or be adapted and replicated in other communities, sectors, or geographies.

V. Team Capacity

The qualifications, experience, commitment, and complementary competencies of the founder, team, or organisational structure responsible for implementation.

VI. Motivation and Commitment

The applicant's readiness to engage fully in the SEA journey, to learn from mentoring and feedback, and to devote time and effort to implementation.

VII. Ecosystem Contribution

The degree to which the applicant is likely to contribute to peer learning, partnerships, ecosystem building, and wider collective value beyond their own venture.

6.3 Role of the Pre-Test in Evaluation

The applicant pre-test forms an integral part of the evaluation framework. It should be used as a complementary source of evidence rather than as a stand-alone determinant of selection. Pre-test performance may help evaluators understand an applicant's baseline knowledge, learning readiness, and ability to engage with the programme curriculum.

Where appropriate, pre-test results may contribute directly to the scoring of motivation, readiness, or team capacity, particularly where the programme call explicitly states how such results will be considered. The pre-test may also be used qualitatively during interviews to explore the applicant's assumptions, strengths, and development needs.

After programme completion, a corresponding post-test should be administered to participants in order to measure learning progression, validate programme effectiveness, and generate evidence for quality improvement and accountability.

6.4 Scoring Framework

Table 2: Scoring Framework

Criterion	Score Range	Weight	Assessment Focus
Social Impact Potential	0-20	20%	Problem relevance, beneficiary value, outcomes
Innovation	0-15	15%	Novelty, differentiation, added value
Financial Sustainability	0-15	15%	Revenue logic, resource realism, continuity
Scalability	0-15	15%	Growth, replication, expansion potential
Team Capacity	0-15	15%	Skills, execution ability, commitment
Motivation	0-10	10%	Readiness, engagement, learning drive
Ecosystem Contribution	0-10	10%	Partnership, knowledge sharing, collaboration

Source: Author's

Evaluators should use a standardised scoring rubric with descriptors for low, medium, and high performance under each criterion. Narrative comments should accompany the score sheet to justify major strengths, weaknesses, or borderline decisions.

6.5 Selection Process

I. **Stage 1 - Eligibility screening**

Programme staff review the application for completeness, compliance with eligibility requirements, and completion of mandatory documentation, including the pre-test.

II. **Stage 2 - Technical evaluation**

Eligible applications are assessed by trained evaluators against the published evaluation criteria and scoring framework.

III. **Stage 3 – Shortlisting**

Applications with the strongest overall scores, or those meeting a pre-defined threshold, are shortlisted for the next stage.

IV. **Stage 4 - Interviews and/or pitch sessions**

Shortlisted applicants may be invited to present their initiative, answer questions, clarify assumptions, and demonstrate commitment and coachability.

V. **Stage 5 - Final selection**

The final decision is made by the designated selection committee on the basis of scores, qualitative insights, strategic balance, and documented justification.

The final composition of the cohort may take into account strategic balance across geography, thematic focus, gender, and representation of underserved communities, provided that such considerations are applied transparently and do not undermine the integrity of merit-based assessment.

6.6 Record-Keeping, Feedback, and Appeals

SEA should maintain adequate records of eligibility decisions, evaluator score sheets, interview notes, and final selection outcomes. This supports internal quality assurance, auditability, donor reporting where applicable, and institutional learning.

Where programme resources permit, applicants who are not selected may receive brief feedback summarising key strengths and areas for development. SEA may also establish a limited administrative review mechanism for cases involving alleged procedural error, provided that such a mechanism does not reopen merit-based decisions unless a substantive irregularity is identified.

Chapter 7: Application Process

This chapter sets out the application process for the Social Entrepreneurship Academy. Its purpose is to ensure that recruitment and intake procedures are accessible, transparent, timely, and easy to navigate for all potential applicants.

A well-designed application process is essential for widening participation, reducing unnecessary administrative burden, and ensuring that promising applicants are able to present their ideas clearly and fairly. The process should therefore be communicated in plain language, supported by clear guidance, and managed in a manner that promotes confidence in the integrity of the programme.

7.1 Call for Applications

SEA shall launch an open call for applications through appropriate communication channels, which may include programme websites, social media, partner organisations, universities, chambers, incubators, civil society networks, municipalities, and other entrepreneurship or community-development platforms.

The call should specify, at a minimum, the objectives of the programme, target applicant categories, eligibility criteria, mandatory documentation, pre-test requirement, selection criteria, key dates, programme duration, expected participant commitments, and instructions for submission.

To promote broad and diverse participation, outreach efforts should be designed to reach underrepresented groups, remote communities, women-led initiatives, young social innovators, and applicants with limited prior access to entrepreneurial support structures.

7.2 Applicant Information and Support

Before the submission deadline, SEA should provide accessible applicant guidance materials, such as an application guide, frequently asked questions, explanatory webinars, or information sessions. These support measures help ensure that applicants understand the programme expectations and are able to submit complete and high-quality applications.

Where possible, technical support should be available for questions related to the application platform, required documents, or completion of the pre-test. Any guidance offered must be general in nature and should not provide an unfair advantage to individual applicants.

7.3 Application Submission

Applications must be submitted through the designated application channel or online platform within the published deadline. The platform should be designed to be simple, stable, and accessible, with confirmation of successful submission provided to applicants.

Late submissions, incomplete submissions, or applications missing mandatory components may be declared inadmissible unless the call expressly provides for limited exceptions. SEA should state clearly whether applicants may edit submissions prior to the deadline and whether corrections may be requested after submission.

7.4 Application Form

The application form should be proportionate, user-friendly, and structured to capture the information necessary for eligibility screening and merit-based evaluation without imposing excessive administrative burden. Depending on the applicant category, the form should include the following elements:

Table 3: Application form

Form Component	Content to be Provided
Applicant details	Name, contact information, legal status where applicable, geographic location, and applicant category.

Project or organisation description	Summary of the initiative, mission, stage of development, core activities, and current status.
Problem and solution	Description of the social or environmental issue being addressed and explanation of the proposed response.
Target beneficiaries	Primary beneficiaries, users, or communities served, including evidence of need or engagement.
Team information	Founders, staff, volunteers, or partners involved, together with relevant skills and roles.
Impact objectives	Expected social or environmental outcomes, intended indicators, and theory of change where available.
Motivation	Reasons for applying, expected benefits from SEA participation, and commitment to complete the programme.
Pre-test completion	Confirmation and submission of the applicant's mandatory baseline pre-test results or completion status, as determined by the call procedure.

Source: Author's

7.5 Pre-Test Administration within the Application Process

The mandatory pre-test should be administered during the application period, either as an integrated section of the application form or as a linked assessment completed before final submission. Applicants should receive clear instructions regarding the format, deadline, estimated duration, and technical requirements of the pre-test.

SEA should ensure that the pre-test is proportionate to the objectives of the programme, does not duplicate information unnecessarily, and remains focused on assessing baseline readiness and learning needs. The pre-test should be securely administered and recorded so that results can be connected to the evaluation file of each applicant.

Where digital access barriers may exist, SEA should consider alternative or supported completion methods, provided that confidentiality, fairness, and comparability are preserved.

7.6 Acknowledgement, Screening, and Next Steps

Following submission, applicants should receive acknowledgement that their application has been received. SEA should then proceed with administrative screening, completeness checks, and verification of required documents and pre-test completion.

Applicants who pass the eligibility stage may be advanced to technical evaluation and, where applicable, invited to interview or pitch stages. Applicants should be informed of the expected timeline for decisions and any additional steps required from them.

7.7 Data Protection and Confidentiality

All personal data, organisational information, and submitted materials must be processed in accordance with applicable data protection rules and confidentiality standards. Access to application files should be limited to authorised staff, evaluators, and committee members involved in the selection process.

Sensitive information should be handled responsibly, stored securely, and used only for the purposes of programme administration, evaluation, monitoring, and reporting as communicated in the call documentation.

7.8 Continuous Improvement

SEA should review the application process after each cohort cycle using applicant feedback, evaluator observations, completion rates, pre-test and post-test comparisons, and diversity data. This allows the Academy to continuously improve accessibility, clarity, and selection quality over time.

Lessons learned from each cycle should inform future updates to forms, communication materials, pre-test content, evaluator guidance, and cohort design.

Chapter 8: Monitoring and Evaluation Framework

This chapter establishes the framework through which the Academy tracks delivery quality, measures participant learning, assesses enterprise readiness, and evaluates broader programme and network-level results. It is designed to ensure accountability, continuous improvement, and evidence-based decision-making across the full programme cycle. This chapter establishes the Monitoring and Evaluation (M&E) Framework of the SEA. It sets out the principles, structures, tools, responsibilities, and processes through which the Academy will monitor implementation, assess participant progress, evaluate the quality of programme delivery, and measure results at participant, enterprise, programme, and network level.

The M&E framework is intended to function both as an operational management tool and as a strategic learning mechanism. At an operational level, it enables the Academy to track whether activities are being delivered on time, according to the curriculum, and with the required level of quality. At a strategic level, it provides evidence on whether the Academy is achieving its intended results, where adjustments are required, and how future programme cycles can be strengthened.

The framework therefore serves several complementary purposes. It supports quality assurance, because it allows programme managers to verify whether sessions, mentoring, assignments, and support services are delivered consistently. It supports participant development, because it tracks changes in knowledge, skills, confidence, and practical application over time. It supports accountability, because it creates a clear evidence base for reporting to partners and stakeholders. Finally, it supports institutional learning, because it captures lessons from implementation and feeds them back into programme improvement.

The Monitoring and Evaluation Framework is fully integrated into the design of the Academy. It is not limited to a final assessment at the end of the programme; rather, it is embedded throughout the participant journey, from outreach and application to final pitch, post-programme follow-up, and network engagement. In this way, monitoring and evaluation become a continuous process of observation, analysis, reflection, and improvement. The Monitoring and Evaluation Framework is a central pillar of the Social Entrepreneurship Academy. It ensures that the Academy is not only well delivered, but also able to demonstrate learning, enterprise progress, programme quality, and broader network contribution in a systematic and credible way.

By integrating applicant entry assessment, pre-tests and post-tests, continuous assessment, project-based review, final pitch evaluation, feedback loops, follow-up tracking, and network-level monitoring, the Academy creates a comprehensive evidence system that supports both accountability and improvement. This enables the programme to remain practical, responsive, and impact-oriented while continuously strengthening the quality of future Academy cycles.

8.1 Objectives of the Monitoring and Evaluation Framework

The specific objectives of the Monitoring and Evaluation Framework are to ensure that the Academy can measure results in a systematic and credible manner while also generating practical insights that improve programme relevance and effectiveness.

- To monitor whether the Academy is being implemented in accordance with the approved curriculum, delivery plan, timeline, and quality standards.
- To establish a reliable baseline on participant knowledge, skills, readiness, and expectations at the beginning of the programme.
- To measure participant learning and competency development over the duration of the Academy through pre-tests, post-tests, assignments, observation, and project-based assessment.
- To assess the quality and progress of participant ventures, including business model development, financial planning, impact planning, governance, market positioning, and implementation readiness.
- To evaluate the effectiveness of trainers, mentors, guest contributors, learning methods, and support mechanisms.
- To capture participant satisfaction, perceived relevance, and the practical usefulness of the Academy's modules, mentoring, networking opportunities, and tools.
- To assess the extent to which the Academy contributes to collaboration, referral pathways, partnerships, and wider ecosystem or network development.

- To provide evidence for internal management, reporting, communication, future programme design, and long-term institutional learning.

8.2 Monitoring and Evaluation Principles

The Academy applies a set of core principles to ensure that monitoring and evaluation are implemented in a credible, useful, and proportionate way. These principles guide tool selection, data collection, analysis, reporting, and use of findings.

8.2.1 Results Orientation

Monitoring and evaluation are focused on results rather than only on activities. While attendance, number of sessions, and completion of assignments are important, the Academy places equal emphasis on what changes as a result of participation. This includes changes in knowledge, confidence, entrepreneurial competencies, project quality, readiness for implementation, and contribution to wider ecosystem development.

8.2.2 Learning Orientation

The framework is designed to support learning, not only control. Data collected through tests, assignments, surveys, observations, and reviews will be used to improve delivery, strengthen mentoring, and adjust content where needed. Participants are also expected to use evaluation feedback to improve their own projects and performance.

8.2.3 Practicality and Proportionality

The Academy uses tools that are sufficiently robust to produce meaningful evidence, while remaining practical and manageable for participants, trainers, and programme staff. The framework avoids unnecessary complexity and seeks to balance rigour with feasibility, particularly for early-stage ventures and diverse participant groups.

8.2.4 Transparency and Consistency

Assessment criteria, scoring systems, and reporting processes are clearly defined and consistently applied across the programme. Participants should understand how progress is assessed, what is expected of them, and how results will be used. Consistency in tools and procedures also strengthens fairness and comparability.

8.2.5 Inclusion and Ethical Practice

Monitoring and evaluation processes must be inclusive, respectful, and ethically sound. The Academy will ensure that tools are understandable, accessible, and sensitive to participants from different backgrounds. Data will be collected and handled in a way that respects confidentiality, privacy, dignity, and informed consent.

8.2.6 Usefulness for Decision-Making

The ultimate purpose of collecting data is to support decision-making and improvement. Information that is collected but not used has limited value. The Academy will therefore ensure that findings are reviewed at agreed intervals and translated into practical actions related to curriculum refinement, participant support, mentoring quality, and future programme planning.

8.3 Results Chain and Logic of Measurement

The Monitoring and Evaluation Framework is structured around a clear results chain that links programme inputs and activities to outputs, outcomes, and longer-term impact. This allows the Academy to understand not only what has been delivered, but also what has changed and why.

- Inputs include trainers, mentors, curriculum materials, tools, venues, digital platforms, guest experts, and programme management resources.
- Activities include training sessions, workshops, peer-learning exercises, mentoring, assignments, coaching, networking events, exposure sessions, and final pitch preparation.
- Outputs include completed modules, attendance records, test results, business model canvases, financial plans, impact frameworks, governance notes, digital plans, stakeholder maps, pitch decks, and final business plans.
- Outcomes include increased knowledge, stronger entrepreneurial and managerial skills, improved enterprise models, greater investment or funding readiness, stronger confidence, and improved ability to measure and communicate social impact.
- Impact includes stronger or newly created social enterprises, improved employability, broader social or environmental value creation, and stronger collaboration across the social entrepreneurship ecosystem.

At network level, the framework also tracks how the Academy contributes to relationships, collaboration, referrals, peer exchange, and engagement between participants and external actors. This is important because the success of social entrepreneurship initiatives often depends not only on the quality of the enterprise itself, but also on the strength of the surrounding support environment.

8.4 Levels of Monitoring

To ensure a comprehensive understanding of programme performance, monitoring is conducted across five interconnected levels: implementation level, participant level, enterprise level, programme level, and network level. Each level captures a different dimension of progress and together they provide a holistic picture of performance and impact.

8.4.1 Implementation Level Monitoring

Implementation level monitoring focuses on whether the Academy is being delivered as planned and to the required standard. This level is concerned with delivery fidelity, operational effectiveness, and quality assurance. It addresses questions such as whether modules took place on time, whether trainers covered the intended content, whether mentoring was provided as planned, and whether participants had access to the expected support and learning resources.

Typical implementation data includes session schedules, attendance records, trainer logs, mentoring records, completion of planned activities, and internal notes on delivery quality. Monitoring at this level helps identify operational issues early, such as inconsistent attendance, weak pacing, insufficient time allocation, or gaps between curriculum design and actual delivery.

8.4.2 Participant Level Monitoring

Participant level monitoring focuses on the individual learning journey of each participant. It examines progress in terms of knowledge acquisition, practical skill development, confidence, participation, behavioural change, and ability to apply concepts to real project work. This level is especially important because the Academy is not only designed to transfer information, but to build competence and readiness.

Participant monitoring is conducted through baseline assessments, pre-tests and post-tests, continuous assessment, participation tracking, reflective exercises, self-assessment, trainer observations, mentor feedback, and final presentations. Together, these tools provide a richer understanding of development than any single measure alone.

8.4.3 Enterprise Level Monitoring

Enterprise level monitoring focuses on the quality and maturity of the social enterprise ideas or ventures that participants develop during the Academy. It tracks the evolution of the venture from early idea or concept stage toward a more structured, validated, and implementation-ready model.

This includes monitoring progress in problem definition, beneficiary understanding, value proposition design, business modelling, governance planning, financial sustainability, digital readiness, impact measurement, scaling logic, and final business planning. Enterprise monitoring allows the Academy to determine whether the programme is achieving one of its central aims: strengthening the quality, viability, and readiness of social enterprise initiatives.

8.4.4 Programme Level Monitoring

Programme level monitoring focuses on the overall performance and effectiveness of the Academy as a whole. It includes participant satisfaction, completion rates, trainer and mentor quality, balance between theory and practice, accessibility of the programme, appropriateness of tools, and overall coherence of the learning journey.

This level provides management information on whether the Academy is functioning as an integrated programme and whether the design remains relevant, efficient, and responsive to participant needs. It also supports comparison across cohorts and future cycles.

8.4.5 Network and Ecosystem Level Monitoring

Network level monitoring captures the extent to which the Academy strengthens collaboration, trust, knowledge exchange, and connectivity between participants and the wider ecosystem. This dimension is especially important in social entrepreneurship, where success often depends on access to partners, local institutions, support organizations, peers, markets, and potential investors or funders.

The Academy therefore monitors not only individual and enterprise development, but also the formation of partnerships, referrals, joint initiatives, peer support relationships, and engagement with external stakeholders. Network-level monitoring helps determine whether the Academy is contributing to a more collaborative and enabling environment for social entrepreneurship beyond the classroom setting.

8.5 Indicator Framework

The Academy uses a structured indicator framework that combines quantitative and qualitative indicators. Quantitative indicators provide measurable evidence of progress, while qualitative indicators provide context, interpretation, and insight into the quality and meaning of change. Indicators are reviewed periodically to ensure continued relevance and practicality.

Table 4: Indicator Framework

Level	What is Measured	Illustrative Indicators	Main Sources
Implementation	Delivery quality, timeliness, fidelity	Sessions delivered; attendance; mentor sessions completed; trainer logs	Attendance sheets, schedules, trainer reports
Participant	Learning, participation, confidence, skills	Pre/post test score change; assignment completion; engagement; self-assessed readiness	Tests, assignments, observation, surveys
Enterprise	Venture quality and readiness	Business model quality; financial plan completion; impact framework; pitch score	Rubrics, mentor reviews, pitch panel scores
Programme	Overall performance and participant experience	Completion rate; satisfaction; trainer effectiveness; inclusion metrics	Surveys, internal reviews, cohort data
Network	Collaboration and ecosystem contribution	Partnerships formed; referrals; stakeholder engagement; follow-up collaboration	Event records, surveys, interviews, follow-up tracking

Source: Author's

8.5.1 Implementation Indicators

- Number and percentage of modules delivered according to the approved curriculum and schedule.
- Number of training hours delivered per module and per cohort.
- Participant attendance rate by session, module, and overall programme cycle.

- Retention rate from programme start to programme completion.
- Number of mentoring or coaching sessions delivered compared with plan.
- Timeliness of assignment submission and completion of required outputs.
- Operational issues identified and resolved during implementation.

8.5.2 Participant Indicators

- Baseline score at entry, including applicant pre-test results where relevant.
- Improvement between pre-test and post-test scores at module level and programme level.
- Participation in discussions, group work, peer review, and practical exercises.
- Quality of module outputs prepared by each participant or team.
- Self-assessed confidence in entrepreneurial, leadership, and strategic capacities.
- Observed improvement in problem-solving, communication, teamwork, and decision-making.
- Readiness to continue with implementation, incubation, or further development after the Academy.

8.5.3 Enterprise Indicators

- Number of ideas converted into structured social enterprise concepts.
- Quality and completeness of the Social Business Model Canvas or equivalent business model tool.
- Clarity of problem statement, beneficiary profile, and value proposition.
- Completion and quality of financial projections, pricing rationale, and sustainability plan.
- Existence and quality of an impact logic, theory of change, and indicator framework.
- Quality of governance plan, legal readiness note, marketing plan, digital strategy, and growth roadmap.
- Final pitch score and assessment of implementation readiness.

8.5.4 Programme Indicators

- Overall completion rate and proportion of participants progressing through all required modules.
- Participant satisfaction with training quality, relevance, pacing, accessibility, and practical usefulness.
- Participant satisfaction with mentoring, guest sessions, networking opportunities, and learning environment.
- Trainer and mentor effectiveness based on structured feedback and internal review.
- Diversity of participants, including representation of women, youth, and underrepresented groups where relevant.
- Balance between conceptual learning and practical application across the programme.
- Overall assessment of whether the Academy achieved its defined objectives and expected outcomes.

8.5.5 Network and Ecosystem Indicators

- Number of external stakeholders engaged through guest lectures, mentoring, networking sessions, referral pathways, or final pitch activities.
- Number and quality of partnerships or collaboration opportunities identified during the programme.
- Evidence of peer-to-peer support, exchange of resources, co-creation, or joint problem-solving among participants.
- Number of follow-up contacts, referrals, meetings, or collaborations initiated after programme events.
- Participant perception of increased access to networks, institutions, private sector actors, investors, or support organizations.

- Evidence that the Academy contributed to stronger visibility and connectivity of the social entrepreneurship ecosystem.

8.6 Assessment and Measurement Tools

The Academy uses a mixed-method assessment system. This allows the programme to capture not only what participants know, but also how they apply that knowledge, how their projects evolve, and how they experience the programme. The use of multiple tools also improves the reliability of findings because no single tool is sufficient to capture the full range of outcomes expected from a programme of this nature.

8.6.1 Applicant Entry Assessment and Baseline

Where appropriate, applicants will complete an entry assessment during or immediately after the application process. The purpose of this assessment is not only to support selection, but also to establish an initial baseline of participant knowledge, readiness, expectations, and support needs. This baseline helps the Academy understand the starting point of the cohort and identify the level of diversity in prior knowledge and experience.

The entry assessment may include short knowledge questions, self-assessment questions on entrepreneurial readiness, and short prompts related to the applicant's idea, motivation, and understanding of the social problem they wish to address. The results can be used to tailor orientation sessions, identify participants who may require additional support, and compare baseline readiness with endline results.

8.6.2 Pre-Test and Post-Test System

A mandatory pre-test and post-test system is applied across the Academy. Pre-tests are conducted before the start of the overall programme and, where relevant, before selected modules. Post-tests are conducted at the end of selected modules and at the completion of the programme. This system is one of the Academy's core tools for measuring learning progress.

Pre-tests are designed to establish baseline understanding of key concepts before instruction takes place. Post-tests are designed to measure what participants have understood, retained, and can apply after the learning process. To ensure that the tests are meaningful, they should not be limited to memorization or recall. They should include a mix of knowledge-based questions, scenario-based questions, interpretation tasks, and short applied exercises.

Pre- and post-test results are analysed at individual, module, and cohort level. At individual level, they help identify participants who may need additional support. At module level, they show whether the module effectively transferred knowledge and developed understanding. At cohort level, they provide evidence of overall learning progress and support reporting on programme effectiveness.

8.6.3 Continuous Assessment

Continuous assessment is used throughout the programme to monitor ongoing performance and participation. This includes attendance, involvement in exercises, group contribution, quality of assignments, punctuality in submission, ability to respond to feedback, and practical application of concepts to project work.

Continuous assessment is important because the Academy is based on experiential and project-based learning. Many of the most significant outcomes of the programme, such as improved judgement, teamwork, problem-solving, and leadership, are better captured through ongoing observation and interaction than through a one-time final test.

8.6.4 Assignment and Deliverable Review

Each module generates one or more outputs or deliverables, such as a business model canvas, stakeholder map, budget estimate, governance note, digital strategy, theory of change, or marketing plan. These outputs are reviewed against clear criteria to assess understanding and practical application. Review may be conducted by trainers, mentors, or both, using structured rubrics.

Assignment review helps ensure that each participant or team is making concrete progress from module to module. It also helps management identify where common weaknesses are emerging across the cohort, for example in financial planning, impact logic, or market understanding.

8.6.5 Project-Based Evaluation

Because the Academy is designed around the development of a concrete social enterprise concept, project-based evaluation is a central component of the M&E framework. This form of assessment evaluates how well participants translate learning into a coherent and viable venture model. It is especially useful because it captures integration across modules rather than isolated subject knowledge.

Project-based evaluation should consider the quality of the problem definition, understanding of beneficiaries, strength of the solution, viability of the business model, realism of financial assumptions, clarity of the impact logic, and overall implementation readiness. It should also assess whether the venture reflects the social mission and values expected from the programme.

8.6.6 Final Pitch Evaluation

The final pitch serves as a summative assessment and public demonstration of learning. It allows participants to synthesize the work completed across all modules and communicate their venture to a panel. The panel may include trainers, mentors, programme representatives, and invited external stakeholders.

Pitch evaluation should use clear scoring criteria, such as relevance of the problem addressed, clarity of the solution, quality of the business model, financial sustainability, impact potential, implementation readiness, quality of presentation, and ability to respond to questions. Pitch scores should be complemented by qualitative comments, as these often provide more actionable guidance for participants than numerical scores alone.

8.6.7 Surveys, Reflection Tools, and Qualitative Feedback

Structured feedback surveys are administered after modules, at mid-point, and at the end of the programme. These tools capture participant perception of relevance, quality, difficulty level, inclusiveness, facilitation style, and practical usefulness. They are especially important for identifying issues that may not be visible through scores and attendance alone.

In addition to surveys, the Academy will use reflection tools such as quick end-of-session reflections, learning journals, guided discussion, or facilitated review sessions. Trainers and mentors will also provide narrative observations on participant development, engagement, readiness, and support needs. These qualitative methods help interpret numerical results and enrich the evidence base.

8.6.8. Data Collection Plan

The Academy will collect data at defined points throughout the programme cycle in order to ensure consistency and avoid ad hoc or fragmented evaluation. A clear data collection plan helps staff understand what information must be collected, by whom, when, and for what purpose.

Table 5: Data Collection Plan

Stage	Main Data Collected	Responsible	Timing	Purpose
Application and onboarding	Applicant entry assessment, expectations, baseline profile	Programme team	Before programme start	Selection support and baseline establishment
Before each module or selected modules	Pre-test, readiness check	Trainer / programme team	Immediately before delivery	Baseline for module-level learning
During module delivery	Attendance, participation, assignment progress, observations	Trainer / mentor	Throughout module	Implementation and continuous assessment
After each module	Post-test, output review, participant feedback	Trainer / programme team	Immediately after delivery	Measure learning and module quality
Mid-programme	Cohort review, satisfaction, mentor review	Programme management	At midpoint	Identify risks and corrective action
End of programme	Final post-test, pitch scores, endline survey	Programme team and panel	At programme completion	Assess results and completion
Post-programme follow-up	Implementation status, funding progress, partnerships, collaboration	Programme team	Three to twelve months after completion	Track outcomes, impact, and network effects

Source: Author’s

8.8 Roles and Responsibilities

Clear roles and responsibilities are essential for a functioning Monitoring and Evaluation system. Monitoring cannot be treated as the sole responsibility of one individual; rather, it requires coordinated action across programme management, trainers, mentors, and where relevant, external reviewers.

8.8.1 Programme Management

Programme management is responsible for the overall design, coordination, and quality assurance of the M&E system. This includes preparing tools and templates, maintaining the monitoring calendar, consolidating data, reviewing findings, coordinating internal review meetings, and preparing reports.

8.8.2 Trainers

Trainers are responsible for administering pre-tests and post-tests where required, tracking attendance, facilitating continuous assessment, reviewing module assignments, and providing structured qualitative feedback on participant progress and common learning gaps.

8.8.3 Mentors and Coaches

Mentors and coaches contribute qualitative insight into participant development, venture quality, implementation readiness, and support needs. Their role is especially important in understanding issues that may not be visible through classroom assessment alone.

8.8.4 Evaluation Panels or External Reviewers

Where final pitches, mock investment panels, or external reviews are used, panel members should apply common scoring criteria and provide concise qualitative comments. Their participation strengthens objectivity and exposes participants to perspectives beyond the training environment.

8.8.5 Participants

Participants also have a role in the M&E framework. They are expected to complete assessment tools honestly, engage in reflection, submit assignments on time, and provide constructive feedback on the programme. Their participation is critical to the quality and usefulness of the evidence collected.

8.9 Data Management and Quality Assurance

Data collected through the Academy must be managed in a secure, consistent, and reliable manner. A sound data management approach supports both accountability and confidence in the findings.

8.9.1 Standardization of Tools

All core tools, including tests, surveys, attendance sheets, mentor templates, scoring rubrics, and reporting formats, should be standardized across the programme. Standardization reduces inconsistency, strengthens comparability, and improves data quality.

8.9.2 Accuracy and Validation

Programme staff should periodically review data for accuracy, completeness, and plausibility. This includes checking attendance records, ensuring tests are properly recorded, verifying that scoring sheets are complete, and identifying missing or inconsistent information before analysis.

8.9.3 Confidentiality and Secure Storage

Participant data should be stored securely, with access limited to authorized programme personnel. Personal data, test results, and feedback should be handled confidentially and used only for legitimate programme purposes. Where results are reported externally, information should be aggregated unless individual consent has been obtained.

8.9.4 Data Retention and Traceability

The Academy should maintain organized records that allow results to be traced back to source documents where necessary. This is important for internal verification, programme review, and any future audit or reporting requirement. At the same time, retention should remain proportionate and aligned with applicable data protection standards.

8.10 Analysis, Review, and Learning Loops

Monitoring and evaluation only become meaningful when data is analysed and translated into action. The Academy therefore establishes regular review points through which findings are discussed and used for programme improvement.

8.10.1 Module Review

After each module, trainers and programme staff should review attendance, test results, assignment quality, and participant feedback. This allows timely adjustments to pacing, explanation, support materials, or practical exercises before the next module begins.

8.10.2 Mid-Programme Review

A structured mid-programme review should be conducted to examine overall cohort progress, participation patterns, recurring challenges, mentoring needs, and emerging strengths. This review provides an opportunity to identify participants or teams who require additional support and to correct issues before final outputs are due.

8.10.3 Endline Review

At the end of the programme, results should be analysed across multiple sources, including final tests, assignments, pitch scores, surveys, mentor observations, and completion data. This review should assess the extent to which the Academy achieved its objectives and expected outcomes.

8.10.4 Post-Programme Learning

Follow-up after programme completion is important for understanding medium-term outcomes such as enterprise continuation, implementation progress, partnership development, funding access, or continued collaboration within the network. These findings should be documented and used to improve future programme cycles, alumni engagement, and ecosystem support strategies.

8.11 Feedback and Continuous Improvement Mechanisms

The Academy integrates feedback mechanisms at multiple points to ensure that learning from implementation is immediately translated into programme improvement. Feedback is collected not only from participants, but also from trainers, mentors, guest speakers, judges, and external stakeholders where relevant.

Examples of improvement actions based on feedback may include revising module duration, simplifying tools, increasing time for practical exercises, adjusting the balance between theory and mentoring, introducing additional guidance on financial planning or impact measurement, or strengthening network opportunities where participants require more external exposure.

The Academy will maintain a simple improvement log or action tracker to document what issues were identified, what corrective actions were agreed, who is responsible, and whether the action was implemented. This helps ensure that feedback leads to visible change rather than remaining purely descriptive.

8.12 Reporting Framework

Monitoring and evaluation results should be synthesized into concise and structured reports that support both internal management and external accountability.

8.12.1 Internal Reporting

Internal reports should summarize implementation status, attendance, completion, learning progress, assignment quality, participant support needs, and any delivery issues requiring management attention. Internal reporting may be monthly, module-based, or aligned with major programme milestones.

8.12.2 End-of-Cycle Reporting

At the end of each Academy cycle, a consolidated report should present key findings related to participation, learning outcomes, enterprise results, participant satisfaction, lessons learned, and recommendations for the next cycle. This report should combine both quantitative results and qualitative analysis.

8.12.3 External Reporting and Communication

Selected findings may also be used for partner reporting, communication materials, stakeholder presentations, or advocacy purposes. In such cases, the Academy should present results accurately and responsibly, avoiding exaggerated claims or impact statements that cannot be supported by evidence.

8.13 Risks and Limitations in Measurement

The Academy recognizes that monitoring and evaluation have practical limits. Not all outcomes can be captured immediately, and not all change can be attributed solely to the programme. Participants may enter with very different starting points, some ventures may take longer to mature, and some external factors may influence results beyond the control of the programme.

For this reason, the Academy will interpret findings carefully and use multiple sources of evidence wherever possible. Quantitative scores should be complemented by qualitative insights, and long-term impact claims should be made cautiously unless supported by follow-up data. Recognizing these limitations strengthens the credibility of the framework rather than weakening it.

8.14 Ethical Considerations

All monitoring and evaluation activities must be carried out in an ethical manner. Participants should be informed about the purpose of assessments and feedback tools, and data collection should be proportionate to programme needs. The Academy will avoid intrusive or unnecessary data collection and ensure that participants are treated with respect throughout the process.

Particular care should be taken when collecting stories, testimonials, or examples related to beneficiaries or vulnerable groups. Such information should be used responsibly, without compromising dignity, privacy, or safety. Ethical practice also requires that evaluation results be used constructively to support development rather than to stigmatize or discourage participants.

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Appendix

Social Enterprise Ecosystem

Table A1: Organizations, NGO's and private businesses supporting social enterprises

Organization	Type	Area of Influence	Description	Role in the Social Enterprise Ecosystem
Atlas Institute	Think tank	Public policy, economic research	A think tank focused on economic research and public policy analysis, contributing to evidence-based policymaking and public debate in Kosovo.	Shapes policy environment for SEs
Balkan Green Foundation	NGO	Environment, green transition	Promotes sustainable development and green transition in the Western Balkans through research, advocacy, and policy engagement.	Enables environmental SEs through advocacy
Climate Awareness Association	NGO	Environment, education	Works to raise awareness on climate change and environmental protection through education, advocacy, and community engagement initiatives.	Supports demand for environmental SEs
Coalition 27	Network	Environment, EU integration	A civil society coalition advocating for environmental protection and supporting Kosovo's alignment with EU environmental and climate acquis.	Influences regulatory frameworks
Coca-Cola HBC Kosova	Private company	CSR, sustainability	A private sector company contributing to sustainability through corporate social responsibility initiatives, including environmental protection and resource efficiency.	Supports SEs via partnerships
Fight or Flight	NGO	Youth, arts	Engages youth through creative expression, activism, and social impact initiatives, often focusing on arts and civic participation.	Develops future social entrepreneurs
Fondacioni Jeshil	NGO	Environment	Promotes environmental protection and sustainable development through community-based initiatives, awareness-raising, and advocacy.	Strengthens green SE ecosystem
Innovation Centre Kosovo	Incubator	Entrepreneurship	Supports startups and entrepreneurship through incubation, mentoring, training, and networking programs.	Supports early-stage SEs
KADC	Professional org	Design, urban development	Promotes innovation in architecture, design, and urban development, contributing to sustainable and creative industries in Kosovo.	Enables creative SE sectors
Kosovalive	Media	Journalism	Produces investigative journalism and multimedia storytelling to raise public awareness on social and environmental issues.	Raises awareness of SE impact

Kosovo CSR Network	Network	Corporate responsibility	A non-profit organization that promotes corporate social responsibility and sustainable business practices in Kosovo by connecting businesses, institutions, and civil society, and supporting initiatives related to social inclusion, environmental protection, and sustainable development.	Creates SE partnerships
MAIA	Private company	Innovation	A company focused on developing innovative, design-oriented products that enhance user experience, contribute to improved urban living, and support environmental sustainability.	Supports innovation ecosystem
PAMKos	NGO	Environment	An environmental NGO focused on promoting environmental protection through advocacy, public awareness, and community engagement.	Supports green SE conditions
Preferred by Nature/University of Helsinki	International organization	Sustainable supply chains	An international organization working on sustainable land use and responsible supply chains through certification, advisory services, and projects in forestry, agriculture, and climate.	Enables market access
Riinvest Institute/Greem Action Space	Think tank	Policy	A program within Riinvest Institute focused on environmental sustainability, policy research, and multi-stakeholder engagement.	Supports SE policy frameworks
Rilindja Gjelbër	NGO	Green economy	Supports green economy development and environmental sustainability through advocacy, civic engagement, and policy initiatives.	Supports green SE growth
Sustainable Living Kosovo	NGO	Sustainability	Promotes sustainable lifestyles through education, awareness campaigns, and community-driven environmental initiatives.	Builds demand for SE products
Shoqata e Gastronomeve	Association	Gastronomy	Represents and supports the gastronomy sector by promoting local cuisine, professional standards, and industry collaboration.	Supports sector-based SEs
Western Balkans Green Growth Alliance	Network	Green economy	A regional initiative promoting green economy development and cooperation among stakeholders in the Western Balkans.	Strengthens regional SE ecosystem
Women in Data Kosovo	Network	Technology	Promotes women's participation in data science and technology through training, mentorship, and professional networking.	Supports inclusive SE ecosystem

Women in Energy and Mining	Network	Energy	Advocates for gender equality and supports the participation and advancement of women in the energy and mining sectors.	Supports diversity in SE sectors
Women in Tech Kosovo	Network	Technology	Empowers women and girls in technology through education, mentorship, and networking opportunities.	Supports women-led SEs
Kosovar Social Enterprise Foundation	Support org	Social entrepreneurship	Supports the development of social enterprises in Kosovo through capacity-building, advocacy, and ecosystem development.	Direct SE support
BB Green Kosova	Media/NGO	Environment	An environmental organization and media platform that focuses on green journalism, raising awareness about environmental issues in Kosovo through reporting, public dialogue, and educational content. It aims to inform citizens about environmental challenges such as pollution, climate change, and biodiversity, while encouraging community engagement and institutional accountability	Increases SE visibility
Prizren's Guides Star	Association	Tourism	An association of tourist guides based in Prizren, Kosovo, representing the interests of local tourism professionals and supporting visitors from national and international markets. The organization promotes cultural heritage tourism through guided experiences, contributing to the preservation and promotion of local traditions.	Supports tourism SEs
Kujdesi IM	NGO	Social services	Provides respite care services for elderly individuals and people with disabilities, supporting social inclusion, dignity, and well-being.	Aligns with SE social missions
Follow Up	NGO	Social inclusion	Focuses on the education, capacity-building, and psychosocial support of vulnerable groups, aiming to support their integration and active participation in society.	Builds SE target groups
Action for Mothers and Children (AMC)	NGO	Health	A non-profit organization dedicated to improving the health and well-being of mothers and children in Kosovo through healthcare support, capacity-building of medical professionals, and awareness-raising initiatives.	Supports SE-linked services
People in Need (PIN) Kosovo	INGO	Development	The Kosovo mission of People in Need, an international non-governmental organization that implements development and humanitarian programs	Supports SE ecosystem indirectly

			focused on education, social inclusion, economic development, and good governance.	
Let's Do It Peja (LDIP)	NGO	Environment	A local environmental organization that promotes environmental protection through community clean-up actions, awareness campaigns, and youth engagement initiatives, particularly in the Peja region.	Supports grassroots SE environment
Kosovo Environmental Network (KEN)	Network	Environment	A network of environmental civil society organizations in Kosovo that works to strengthen cooperation, advocacy, and public participation in environmental protection and sustainable development.	Strengthens SE collaboration

Table A2: Social Enterprises

Name	Type	Sector	Impact Area	Target Group	Business Model	Description
YMCA Camp Pjetershan	Social enterprise (NGO-led)	Education / Tourism	Youth development	Youth, schools, CSOs	Service-based	A training and campsite center in Gjakova offering non-formal education, leadership development, and residential programs for youth and organizations.
YMCA Charity Shops	Social enterprise (NGO-led)	Retail / Textile	Environment, employment	Women, youth	Sales of second-hand goods	Shops selling donated clothing to promote recycling, generate income, and support employment and community programs.
Agro-Florentina	Impact business	Agriculture / Food processing	Rural development, employment	Farmers	Production & export	An enterprise collecting and processing mushrooms and medicinal plants while supporting rural farmers through training and market access.
Botanic	Impact business	Agriculture	Environment, rural development	Farmers	Production & sales	A regenerative agriculture company promoting sustainable farming, ecosystem restoration, and farmer empowerment.
MIA Bags Handcrafted	Social enterprise	Manufacturing / Textile	Women empowerment, environment	Women	Product sales	A women-led initiative creating handcrafted products from recycled materials, promoting sustainability and creative reuse.

KCSS	NGO	Social services / Health	Wellbeing, inclusion	Vulnerable groups	Donor-funded	Provides psychosocial support and self-help services addressing mental health, addiction, and community wellbeing.
Bubble Pub	Social enterprise	Hospitality / Culture	Social inclusion (LGBT+)	LGBT+ community	Service-based	An inclusive social space combining hospitality, cultural events, and community engagement for Kosovo's LGBT+ community.
SEREC	Social enterprise	Textile / Circular economy	Environment, employment	Youth, women	Retail + training	A circular initiative combining second-hand clothing retail with training programs to promote reuse and employment.
Kosova Makers League	Social enterprise / NGO	Education / Technology	Youth empowerment, education	Students	Program-based	A platform promoting STEM and robotics education, encouraging innovation, teamwork, and inclusivity.
Teshavesha 1 & 2	Social enterprise (NGO-led)	Retail / Textile	Health, environment, employment	Women, families	Charity shop	Clothing resale initiatives supporting health programs while promoting recycling and employment opportunities.
KB Krusha	Social enterprise	Agriculture	Women empowerment, rural development	Women	Production & sales	A women-led agricultural initiative supporting income generation and strengthening rural community resilience.
VeshDesh	Impact startup	Digital / Fashion	Circular economy	Consumers	Marketplace platform	An online platform for buying and selling second-hand clothing, reducing textile waste and promoting reuse.
ReUse	Social enterprise	Recycling / Technology	Environment, youth empowerment	Youth	Manufacturing	Produces 3D printing filament from recycled plastic, encouraging innovation and sustainability.
35 Degrees	Impact business	Health products	Health awareness, inclusion	General public	Product sales	Develops ergonomic health products while promoting awareness of wellbeing and sustainable materials.

LENS 3R Centre	Social enterprise	Recycling / E-waste	Environment	Community, businesses	Service-based	A center focused on collection and recycling of electronic waste, promoting circular economy solutions.
Gambini Coffee	Social enterprise	Hospitality	Youth employment	Youth	Café services	A café that creates job opportunities and provides practical skills development for young people.
Izolimi Plast	Impact business	Construction / Recycling	Environment, circular economy	Industry	Manufacturing	Transforms plastic waste into insulation materials, supporting recycling and sustainable construction.
Ozon Space	Impact business	Environmental services	Environmental protection	Businesses, institutions	Consulting	Provides environmental consulting and supports compliance with sustainability standards.
DyVo	Social enterprise	Design / Circular economy	Environment, innovation	Youth, creatives	Product + lab	Transforms plastic waste into products and offers a collaborative space for sustainable innovation.
Pema	NGO	Social services	Inclusion, disability support	Children with disabilities	Donor-funded	Provides daycare, therapy, and psychosocial services for children with disabilities.
Kosovo Glass Recycling	Impact business	Recycling	Environment	Industry	Production	Collects and transforms glass waste into reusable materials, supporting circular economy development.
GoBeyond	Impact business	Agriculture / Circular	Sustainability, innovation	Farmers, industry	Production	Develops insect-based protein solutions as sustainable alternatives for feed and food systems.
KIVO	Impact business	Manufacturing	Circular economy	Industry	Production	Produces plastic packaging materials while contributing to recycling and industrial sustainability.
Common Store	Impact startup	Digital / Retail	Circular economy	Consumers	Online marketplace	A digital platform for second-hand clothing promoting sustainable fashion and reuse.
Formon	Impact business	Technology / Manufacturing	Innovation, environment	Businesses, startups	Services & sales	Provides 3D printing solutions and promotes sustainable production using recycled materials.
Tiki Design	Social enterprise	Creative industry	Circular economy	Designers, community	Product sales	Produces furniture and interior items from reused materials, supporting sustainable design.

Amel Chocolate	Impact business	Food processing	Local production	Consumers	Product sales	An artisanal chocolate brand focusing on quality, craftsmanship, and creative production.
Loop SMC	Impact business	Marketing / Communication	Sustainability	Businesses	Service-based	A marketing company promoting sustainability through campaigns, storytelling, and communication strategies.
ProArt	Company	Construction	Infrastructure	Clients	Service-based	An architectural and engineering company providing design and construction services.
BioTech Agriculture	Startup	Agriculture / Tech	Innovation	Farmers	Technology solutions	Develops smart agriculture systems improving efficiency through digital tools and automation.
Enchele	Startup	ICT	Innovation	Households	Product development	Creates smart home solutions improving energy efficiency, safety, and convenience.
YMCA	NGO	Education / Social services	Youth development	Youth	Donor-funded	Provides programs in education, leadership, and social inclusion for young people.
Botanic LLC	Impact business	Agriculture	Environment	Farmers	Production	Produces organic herbal products using sustainable practices and local resources.
Solarit	Training center	Education / Energy	Skills development	Youth, professionals	Training services	Provides training in renewable energy and solar systems to build workforce capacity.
Klubi Dëshira – Punë Dore	Social enterprise	Handicrafts / Manufacturing	Social inclusion, employment	People with disabilities	Product sales	A social enterprise empowering people with disabilities through handicraft production, skills development, and inclusive employment opportunities.
#amë Down Syndrome Kosova	Social enterprise	Food / Services	Social inclusion, employment	People with Down syndrome	Product sales / services	A social enterprise initiative supporting people with Down syndrome through employment, skills development, and social inclusion activities.
Aromë Biskote	Social enterprise	Food processing	Youth employment, women empowerment	Young women	Product sales	A social enterprise founded by young women producing bakery products, promoting entrepreneurship, employment, and economic inclusion.

Fresh n'Gote	Social enterprise (early-stage)	Food / Services	Youth engagement, entrepreneurship	Youth	Service-based	A youth-led social enterprise initiative promoting entrepreneurship and practical skills development through a community-based business concept.

Table A3: Public Institutions Supporting the Social Enterprise Ecosystem

Institution	**Type**	**Area of Influence**	**Role in the Social Enterprise Ecosystem**
Ministry of Industry, Entrepreneurship and Trade (MIET)	Public institution	Entrepreneurship, SME development	Leads policies on entrepreneurship and SMEs, shaping the legal and regulatory environment in which social enterprises operate and grow.
Kosovo Investment and Enterprise Support Agency (KIESA)	Public agency (under MIET)	Enterprise support, investment, exports	Provides direct support to businesses through grants, export promotion, and investment facilitation, enabling scaling and market access for social enterprises.
Kosovo Business Registration Agency (KBRA / ARBK)	Public agency	Business registration, formalization	Responsible for business registration and formalization, enabling social enterprises to operate legally and access financial and institutional support.
Ministry of Finance, Labour and Transfers (MFLT)	Public institution	Employment, labour market, social inclusion	Designs employment and social inclusion policies, supporting social enterprises that create jobs and integrate vulnerable groups.
Employment Agency of the Republic of Kosovo (EARK / APRK)	Public agency (under MFLT)	Employment services, labour market programs	Connects job seekers with employers and implements labour market measures, supporting recruitment and workforce integration for social enterprises.
Ministry of Education, Science, Technology and Innovation (MESTI)	Public institution	Education, skills development	Oversees vocational education and training systems that provide workforce skills and enable partnerships for social enterprises.
Ministry of Culture, Youth and Sport (MCYS)	Public institution	Youth development, innovation	Supports youth engagement and non-formal education, acting as an entry point for youth-led social enterprises and innovation.
Kosovo Environmental Protection Agency (KEPA)	Public institution	Environment, regulation, data	Provides environmental standards and data, enabling social enterprises in recycling, circular economy, and environmental services.

Kosovo Landfill Management Company (KLMC)	Public enterprise	Waste management infrastructure	Manages waste systems and infrastructure, creating operational opportunities for social enterprises in recycling and circular economy.

Table A4: Donor Organizations Supporting the Social Enterprise Ecosystem in Kosovo

Donor Organization	Type	Area of Influence	Role in the Social Enterprise Ecosystem
European Commission (EU Office in Kosovo)	Multilateral donor	Economic development, governance	Funds programs supporting entrepreneurship, social inclusion, and innovation.
United Nations Development Programme (UNDP)	Multilateral donor	Inclusive development	Supports social innovation and local economic development initiatives.
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ Kosovo)	Bilateral donor (Germany)	Sustainable development	Supports vocational training and green economy programs.
Helvetas Swiss Intercooperation	Bilateral NGO	Skills development	Supports employment and entrepreneurship programs.
United States Government (USAID / US Embassy)	Bilateral donor (USA)	Economic development	Funds workforce and private sector development programs.
European Bank for Reconstruction and Development (EBRD)	International financial institution	Finance	Provides financing and advisory services to enterprises.
Swisscontact	International development organization	Private sector development	Supports SMEs and entrepreneurship.
LuxDev (Luxembourg Development Cooperation Agency)	Bilateral donor	Skills, employment	Supports vocational training and workforce development.
Heinrich Böll Foundation	International foundation	Environment, governance	Supports sustainability and civic initiatives.
Caritas (Caritas Internationalis)	Faith-based donor network	Social inclusion	Supports vulnerable groups and livelihood initiatives.
UN-Habitat	Multilateral agency	Urban development	Supports sustainable local development initiatives.

Swedish International Development Cooperation Agency (Sida)	Bilateral donor	Inclusion, democracy	Supports inclusive economic development.
Swiss Agency for Development and Cooperation (SDC)	Bilateral donor	Economic development	Supports employment and governance initiatives.
Austrian Development Cooperation (ADC)	Bilateral donor	Social inclusion	Funds employment and inclusion projects.

Module 1: Foundations of Social Entrepreneurship & Ecosystem Navigation

Module Overview	This module introduces participants to the foundations of social entrepreneurship and situates social enterprises within the wider ecosystem in which they emerge, operate, and grow. It helps participants move beyond a general aspiration to "do good" and instead understand social enterprise as a structured, mission-driven approach that combines social value creation with entrepreneurial discipline, stakeholder engagement, and long-term sustainability. The module also provides a practical introduction to ecosystem navigation by helping participants identify the institutions, communities, market actors, support organisations, and policy structures that influence venture development. Participants explore the differences between traditional businesses, NGOs, and hybrid models, while also examining how social enterprises respond to social or environmental challenges through market-based and mission-led solutions. The module lays the conceptual groundwork for the rest of the Academy by strengthening participants' understanding of the social enterprise landscape, the role of ecosystems, and the importance of positioning a venture within a supportive and realistic operating context.
Module Objectives	• Understand the concept, characteristics, and defining features of social enterprises. • Differentiate between social enterprises, traditional businesses, NGOs, and other hybrid organisational forms. • Identify the key actors that shape the social enterprise ecosystem and analyse their roles. • Assess the opportunities, constraints, and support mechanisms present in the local operating environment. • Position a social enterprise idea within a relevant ecosystem of stakeholders, institutions, and support structures.
Training Content	• Introduction to social entrepreneurship, including the origins of the concept, the role of social innovation, and the logic of combining mission with entrepreneurial practice. • Key features of social enterprises, including social purpose, earned-income orientation, reinvestment logic where relevant, accountability to stakeholders, and the balancing of impact with operational sustainability. • Distinctions between social enterprises, NGOs, charities, cooperatives, and conventional businesses, with attention to differences in mission, governance, revenue, and accountability. • Overview of the social enterprise ecosystem, including public institutions, municipalities, ministries, donors, civil society organisations, private sector actors, educational institutions, business support providers, incubators, accelerators, and investor networks. • Stakeholder and ecosystem mapping, including the identification of actors who influence, support, regulate, enable, or benefit from a social enterprise. • Local context analysis, including social and economic needs, barriers to enterprise development, informal systems, cultural dynamics, and ecosystem gaps. • The role of ecosystem navigation in venture development, including how social enterprises build legitimacy, identify allies, access support, and avoid isolation. • Examples of social enterprises that succeeded because they understood how to work with ecosystem actors rather than trying to operate independently from them.

Training Methodology	• Interactive lecture introducing core concepts, terminology, and examples from social entrepreneurship practice. • Facilitated group discussion on local social and environmental challenges and on the actors already working in these spaces. • Stakeholder and ecosystem mapping workshop in which participants visually identify the institutions, communities, and organisations relevant to their venture idea. • Case-study review of social enterprises operating in different ecosystem conditions, including both enabling and difficult environments. • Short quiz, reflection exercise, or guided debrief to reinforce conceptual distinctions and ecosystem awareness.
Practical Activities	• Participants define a social or environmental problem they are interested in addressing and discuss why a social enterprise approach may be appropriate. • Teams create an ecosystem map showing key institutions, communities, market actors, support organisations, and possible partners relevant to their idea. • Participants identify at least three ecosystem opportunities and three ecosystem constraints affecting their venture concept. • Groups reflect on what kinds of support, legitimacy, permissions, or partnerships they would need in order to move their idea forward.
Outputs / Deliverables	• Ecosystem and Stakeholder Map. • Problem and Context Analysis Note. • List of Key Ecosystem Actors and Engagement Opportunities. • Initial Venture Positioning Statement.
Tasks / Practical Work	● During this module, participants will engage in practical exercises including: ● Concept Application Exercise ● Participants apply key concepts relevant to the module. ● Framework Application Exercise ● Participants use structured tools introduced in the module. ● Scenario-Based Exercise ● Participants analyze cases and propose solutions. ● Group Work ● Participants collaborate in teams and receive peer feedback. ● Practical Output Development ● Participants develop concrete outputs directly applicable to their venture.
Session Breakdown	● Morning: concepts, frameworks, guided exercises

	• Afternoon: workshops, group work, presentations, feedback
Time Frame	1 full training day (6–8 hours)
Assessment	Participants will demonstrate learning through practical outputs, exercises, and presentation of results.
Learning Outcomes & Indicators	Participants will apply concepts correctly, develop outputs, and demonstrate understanding through exercises and presentations.

Module 2: Legal Framework & Institutional Engagement

Module Overview	This module provides participants with a practical understanding of the legal and institutional environment relevant to social enterprises. Rather than treating legal issues as purely technical matters, it helps participants understand how legal form, regulatory obligations, institutional procedures, and public-sector engagement shape the credibility, risk profile, and operational freedom of a venture. The module supports informed decision-making around registration, governance, reporting, partnerships, contracting, and compliance, while also helping participants recognize when specialist legal advice is required. The module also places particular emphasis on institutional engagement, since many social enterprises need to interact with municipalities, ministries, public agencies, licensing authorities, procurement systems, or regulators. Participants therefore learn not only the basics of legal structure and compliance, but also how to navigate institutional processes in a realistic and strategic way.
Module Objectives	• Recognize the main legal forms available to social enterprises and compare their implications. • Understand the basic registration, reporting, and compliance obligations associated with different organisational structures. • Identify the institutional actors and administrative systems relevant to venture establishment and operation. • Assess legal and regulatory risks related to staffing, service delivery, partnerships, finance, and data management. • Prepare a basic compliance and institutional engagement plan for the enterprise.
Training Content	• Overview of legal forms commonly used by social enterprises, including NGOs, associations, cooperatives, companies, foundations, and hybrid arrangements, together with the strategic implications of each. • Registration and establishment procedures, including founding documentation, reporting obligations, administrative interfaces, and relevant approvals or permits where applicable. • Basic compliance requirements, including accounting and tax obligations, labour law considerations, reporting duties, licensing, procurement rules, consumer obligations, and data protection responsibilities. • Contracts and agreements relevant to social enterprises, including partnership agreements, service contracts, procurement relationships, memoranda of understanding, supplier terms, and customer conditions.

	• Legal and regulatory risk areas such as liability, governance failures, misclassification of workers, non-compliance penalties, safeguarding obligations, and misuse of restricted funding. • Institutional engagement and public-system navigation, including communication with municipalities, ministries, inspectorates, licensing offices, registries, and donor or programme authorities. • The relationship between legal design, governance, mission protection, transparency, and long-term organisational credibility. • Indicators that a venture should seek professional legal or accounting advice rather than relying only on internal interpretation.
Training Methodology	• Short legal and institutional briefing by the trainer, focused on practical interpretation rather than abstract legal theory. • Case-study comparison of different legal forms and institutional pathways for sample social enterprise scenarios. • Facilitated discussion on common compliance and registration mistakes made by early-stage ventures. • Guest input or Q&A session with a legal practitioner, compliance specialist, accountant, or institutional representative. • Interactive quiz or checklist review to reinforce legal terminology, obligations, and institutional procedures.
Practical Activities	• Participants compare two or three possible legal forms for their venture and discuss the operational, governance, and financial trade-offs of each. • Teams identify the main registrations, permissions, reports, or approvals that would be required during the first year of operation. • Participants prepare a basic legal and regulatory risk register focused on the most relevant issues for their enterprise model. • Groups analyse a simple institutional engagement scenario, such as applying for an approval, responding to an inspection, or entering into a municipal partnership.
Outputs / Deliverables	• Legal Form Selection Note with justification. • Compliance Checklist for the first year of operation. • Basic Legal and Regulatory Risk Register. • Institutional Engagement Action List.
Tasks / Practical Work	● During this module, participants will engage in practical exercises including: ● Concept Application Exercise ● Participants apply key concepts relevant to the module. ● Framework Application Exercise ● Participants use structured tools introduced in the module. Scenario-Based Exercise ● Participants analyse cases and propose solutions. ● Group Work ● Participants collaborate in teams and receive peer feedback. ● Practical Output Development

	• Participants develop concrete outputs directly applicable to their venture.
Session Breakdown	• Morning: concepts, frameworks, guided exercises • Afternoon: workshops, group work, presentations, feedback
Time Frame	1 full training day (6–8 hours)
Assessment	Participants will demonstrate learning through practical outputs, exercises, and presentation of results.
Learning Outcomes & Indicators	Participants will apply concepts correctly, develop outputs, and demonstrate understanding through exercises and presentations.

Module 3: Financial Sustainability & Revenue Models

Module Overview	This module develops participants' ability to think financially without losing sight of mission. It introduces the core principles of financial sustainability in a social enterprise and helps participants understand how revenue models, cost structures, pricing choices, and resource mobilisation strategies influence long-term viability. The module encourages realistic thinking about what it costs to deliver impact and how a venture can combine earned income with grants, donations, or other forms of support when appropriate. Participants are guided to translate their business model into a basic financial logic that can support planning, decision-making, and communication with funders or partners. The module is designed to help participants move away from vague ideas of "raising money" and toward disciplined thinking about revenue generation, affordability, cost recovery, and sustainability. It also helps participants understand the tension between inclusion and financial viability, and how social enterprises can manage that tension responsibly.

Module Objectives	• Identify the main revenue streams available to social enterprises and assess which combinations are suitable for different models. • Understand fixed and variable costs and the main drivers that influence cost structure and pricing. • Prepare basic financial projections and use break-even logic in venture planning. • Assess the relationship between mission delivery, affordability, pricing, and financial sustainability. • Recognize the implications of dependency on grants, donations, or unstable income sources.
Training Content	• Revenue model options for social enterprises, including direct sales, subscriptions, service fees, membership fees, procurement contracts, sponsorships, grants, donations, blended finance, and hybrid income structures. • Cost structure analysis, including direct costs, indirect costs, staffing, materials, logistics, rent, technology, outreach, administration, and compliance-related expenses. • Pricing strategy, including cost-based pricing, value-based pricing, subsidised pricing, cross-subsidisation, and considerations of affordability and access for different target groups. • Break-even thinking, including the difference between profitability, liquidity, and sustainability, and how each affects venture survival. • Basic financial forecasting, including revenue assumptions, cost assumptions, monthly cash-flow awareness, and simple scenario planning for optimistic, moderate, and conservative cases. • Resource mobilisation beyond cash, including in-kind support, partnerships, volunteer contributions, shared infrastructure, and how to value these realistically without overstating sustainability. • Financial risk areas in social enterprises, including overdependence on one donor, underpricing, unrealistic sales assumptions, delayed payments, and weak cost tracking. • The use of financial information for internal decision-making, external communication, and venture credibility.
Training Methodology	• Short conceptual input on financial terminology and common financial pitfalls in early-stage ventures. • Guided budgeting exercise using a simplified social enterprise financial template. • Group work on revenue model selection and pricing logic for participant ventures. • Simulation activity in which participants respond to changes in costs, demand, payment delays, or funding conditions. • Short quiz or applied calculation challenge to reinforce break-even and revenue-cost concepts.
Practical Activities	• Teams estimate their main start-up and operating costs using a simple budgeting tool. • Participants identify at least two realistic revenue streams and justify why these are suitable for their model. • Teams prepare a basic financial projection for the first six to twelve months of operation. • Participants discuss affordability, access, and mission-risk trade-offs in relation to pricing and cost recovery.
Outputs / Deliverables	• Basic Financial Sustainability Plan. • Initial Budget and Cost Structure Sheet. • Revenue Model Map and Pricing Rationale. • Simple Break-even Estimate and Financial Assumptions Note.

Tasks / Practical Work	● During this module, participants will engage in practical exercises including: ● Concept Application Exercise ● Participants apply key concepts relevant to the module. ● Framework Application Exercise ● Participants use structured tools introduced in the module. ● Scenario-Based Exercise ● Participants analyse cases and propose solutions. ● Group Work ● Participants collaborate in teams and receive peer feedback. ● Practical Output Development ● Participants develop concrete outputs directly applicable to their venture.
Session Breakdown	● Morning: concepts, frameworks, guided exercises ● Afternoon: workshops, group work, presentations, feedback
Time Frame	1 full training day (6–8 hours)
Assessment	Participants will demonstrate learning through practical outputs, exercises, and presentation of results.
Learning Outcomes & Indicators	Participants will apply concepts correctly, develop outputs, and demonstrate understanding through exercises and presentations.

Module 4: Investment Readiness & Alternative Financing

Module Overview	This module prepares participants to understand the funding landscape for social enterprises and to position their ventures for external finance. It introduces the logic of investment readiness and clarifies the differences between grants, philanthropy, debt, equity, patient capital, revenue-based financing, and other alternative instruments. The focus is not only on pitching for money, but on understanding what different funders expect, what evidence of readiness is required, and how social enterprises can present a credible case for support. Participants learn how to frame their impact, business model, financial logic, governance, and growth potential in a way that is realistic, responsible, and aligned with funder priorities. The module also emphasizes that not all financing is appropriate for all ventures, and that choosing the wrong type of finance can create mission drift, operational stress, or financial risk.

Module Objectives	• Differentiate between grants, philanthropy, debt, equity, patient capital, and alternative financing instruments. • Understand what investors and funders typically assess when evaluating a social enterprise. • Identify the current stage of a venture and the most realistic financing options available at that stage. • Strengthen investment readiness through better articulation of model, team, impact, governance, and financial logic. • Develop a clear and credible financing narrative and pitch outline.
Training Content	• Overview of the impact finance ecosystem, including donor programmes, public funds, foundations, angel investors, social investors, banks, challenge funds, competitions, and corporate social investment mechanisms. • Funding instruments and when they are appropriate, including seed grants, innovation grants, recoverable grants, loans, equity, patient capital, revenue-based finance, and blended structures. • Alternative financing options such as crowdfunding, community finance, cooperative member capital, guarantee schemes, matched funding, sponsorship, and strategic partnerships. • Investor and funder expectations, including the importance of team credibility, evidence of need, proof of demand, governance, legal readiness, financial discipline, impact logic, and use-of-funds clarity. • Investment readiness gaps commonly found in early-stage ventures, including weak documentation, unclear unit economics, unrealistic growth claims, incomplete compliance, or poor understanding of risk. • Pitching and fundraising communication, including how to explain the problem, the solution, the business model, the impact case, the financial case, and the funding ask. • Basic due diligence considerations, including organisational documents, financial records, governance arrangements, contracts, legal status, and reporting capacity. • The strategic risks of external finance, including dependency, repayment burden, investor misalignment, and mission drift.
Training Methodology	• Mini-lecture combined with examples of different financing routes for early-stage and growth-stage social enterprises. • Guest input from an investor, donor representative, financing intermediary, or social entrepreneur who has raised external funding. • Group analysis of sample pitch decks, funding applications, or investment summaries. • Pitch simulation in which teams present to a mock funding panel and receive structured feedback. • Short quiz or reflective exercise to match venture types and maturity levels with appropriate financing instruments.
Practical Activities	• Participants diagnose the current financing stage of their own venture idea and define a realistic financing pathway. • Teams prepare a basic use-of-funds outline showing what capital is needed, for what purpose, and what results are expected. • Participants draft the core elements of a funding or investment pitch, including problem, solution, impact, traction, financial logic, and ask. • Teams practise answering common funder questions on sustainability, risk, impact evidence, and readiness. Outputs / Deliverables • Investment Readiness Self-Assessment. • Funding Strategy Note identifying relevant sources and preferred instruments.

	• Use-of-Funds Outline. • Draft Pitch Deck or Financing Narrative.
Outputs / Deliverables	• Investment Readiness Self-Assessment. • Funding Strategy Note identifying relevant sources and preferred instruments. • Use-of-Funds Outline. • Draft Pitch Deck or Financing Narrative.
Tasks / Practical Work	● During this module, participants will engage in practical exercises including: ● Concept Application Exercise ● Participants apply key concepts relevant to the module. ● Framework Application Exercise ● Participants use structured tools introduced in the module. ● Scenario-Based Exercise ● Participants analyse cases and propose solutions. ● Group Work ● Participants collaborate in teams and receive peer feedback. ● Practical Output Development ● Participants develop concrete outputs directly applicable to their venture.
Session Breakdown	Morning: concepts, frameworks, guided exercises Afternoon: workshops, group work, presentations, feedback
Time Frame	1 full training day (6–8 hours)
Assessment	Participants will demonstrate learning through practical outputs, exercises, and presentation of results.
Learning Outcomes & Indicators	Participants will apply concepts correctly, develop outputs, and demonstrate understanding through exercises and presentations.

Module 5: Business Model Design & Strategy

Module Overview	This module introduces the foundations of business model design for social enterprises and guides participants through the development of models that intentionally combine social value creation with financial viability. The module positions the social enterprise as a mission-driven

	organisation that uses entrepreneurial methods to address a clearly defined social or environmental challenge. Participants explore how value is created for beneficiaries, customers, partners, and communities, and how a venture can balance mission, market demand, and operational sustainability. The module supports participants to move from a broad idea to a structured strategic logic by clarifying the problem being addressed, the target groups involved, the value proposition offered, and the organisational model required to deliver it. It also encourages participants to see business model design not as a one-time exercise, but as a process of strategic choice, testing, and refinement.
Module Objectives	• Understand the core elements of a social enterprise business model and how they relate to strategy. • Define the social or environmental problem the venture is addressing and identify the main beneficiary groups and customer segments. • Develop a value proposition that integrates impact logic, customer needs, and market relevance. • Use the Social Business Model Canvas or an equivalent tool to structure a venture model. • Recognize strategic assumptions that need to be tested and refined over time.
Training Content	• Introduction to social enterprise business models, including how mission, revenue, operations, and impact are integrated within a coherent strategic structure. • Problem definition and beneficiary analysis, including how to move from a broad issue to a focused problem statement grounded in evidence, user need, and local reality. • Value proposition design, including the social value offered to beneficiaries, the economic value offered to customers, and the organisational value offered to partners or supporters. • Detailed use of the Social Business Model Canvas or equivalent framework, including key partners, activities, resources, customer segments, channels, cost structure, revenue streams, and impact proposition. • Stakeholder mapping and ecosystem positioning as part of strategic design, including relationships with communities, institutions, NGOs, private firms, and supporters. • Strategic choices around differentiation, delivery model, target group prioritisation, and sequencing of growth or validation steps. • Identification of assumptions and risks within the model, including assumptions related to demand, delivery capacity, affordability, stakeholder behaviour, and impact pathways. • Review of selected social enterprise examples to illustrate viable model choices and common design mistakes.
Training Methodology	• Mini-lecture introducing key concepts and the logic of business model design in mission-driven ventures. • Interactive group discussion on the difference between a good cause, a project idea, and a viable enterprise model. • Hands-on workshop in which teams complete a first version of the Social Business Model Canvas for their venture. • Peer review and feedback session to test the clarity, coherence, and realism of proposed models. • Short quiz or reflective exercise to reinforce terminology, model logic, and strategic decision-making.

Practical Activities	• Teams formulate a one-sentence problem statement and define their target beneficiary and customer groups. • Participants complete a stakeholder map and identify who benefits, who pays, who influences, and who enables the model. • Teams draft an initial value proposition and test it through peer feedback. • Participants prepare a first version of their Social Business Model Canvas, including a list of assumptions to validate later.
Outputs / Deliverables	• Completed Social Business Model Canvas. • Problem Statement and Beneficiary-Customer Profile. • Stakeholder Map and Value Proposition Statement. • List of Key Strategic Assumptions to Validate.
Tasks / Practical Work	● During this module, participants will engage in practical exercises including: ● Concept Application Exercise ● Participants apply key concepts relevant to the module. ● Framework Application Exercise ● Participants use structured tools introduced in the module. ● Scenario-Based Exercise ● Participants analyse cases and propose solutions. ● Group Work ● Participants collaborate in teams and receive peer feedback. ● Practical Output Development ● Participants develop concrete outputs directly applicable to their venture.
Session Breakdown	Morning: concepts, frameworks, guided exercises Afternoon: workshops, group work, presentations, feedback
Time Frame	1 full training day (6–8 hours)
Assessment	Participants will demonstrate learning through practical outputs, exercises, and presentation of results.
Learning Outcomes & Indicators	Participants will apply concepts correctly, develop outputs, and demonstrate understanding through exercises and presentations.

Module 6: Market Access & Customer Development

Module Overview	This module supports participants to understand their customers and beneficiaries more deeply and to develop practical strategies for accessing and engaging markets. It emphasizes that successful social enterprises are not built only on mission and good intentions; they are also built on a strong understanding of customer needs, behaviours, purchasing logic, barriers to access, and the conditions under which people are willing to use, trust, or pay for a product or service. Participants learn how to test assumptions, validate demand, and improve product-market fit in ways that remain aligned with mission and inclusion. The module also addresses the routes through which social enterprises reach customers, beneficiaries, or institutional buyers. Participants explore distribution channels, customer journeys, sales logic, trust-building, and methods for gathering feedback. The goal is to help ventures move from internally defined ideas to externally validated offers that respond to real demand and realistic market conditions.
Module Objectives	• Identify and segment the main customer groups, beneficiary groups, and market actors relevant to the venture. • Understand customer needs, preferences, pain points, and decision-making behaviour through basic user research methods. • Test and validate demand for products or services and identify assumptions that require evidence. • Develop market access, sales, and distribution strategies suited to the enterprise model. • Build simple customer feedback and relationship mechanisms that support continuous improvement.
Training Content	• Customer and beneficiary segmentation, including the distinction between users, payers, decision-makers, influencers, and institutional buyers. • Methods for understanding customer needs, including interviews, observation, focus groups, rapid surveys, community listening, and informal market research. • Demand validation and product-market fit, including how to test assumptions related to need, willingness to pay, willingness to engage, and relevance of the proposed offer. • Customer journey mapping, including awareness, interest, first contact, purchase or enrolment, use experience, retention, referral, and repeat engagement. • Market access strategies, including direct sales, retail partnerships, digital channels, community-based distribution, intermediated delivery, institutional contracts, and referral pathways. • Basic sales logic for social enterprises, including trust-building, value communication, handling objections, and navigating the tension between mission language and market language. • Customer relationship management and feedback loops, including how to gather, interpret, and act on user insight in a structured but practical way. • Barriers to market access such as low awareness, limited trust, affordability constraints, geographic reach, low digital access, stigma, or institutional gatekeeping.
Training Methodology	• Case-based analysis focusing on social enterprises that successfully built market access through diverse channels and trust-based strategies. • Interactive workshops dedicated to customer journey mapping, where participants analyze how a user discovers, evaluates, accesses, and experiences their offer.

	• Role-play simulations modeling professional customer interviews, beneficiary conversations, and strategic sales or outreach interactions. • Facilitated professional discussions evaluating customer assumptions, market risks, and the critical distinction between need and demand in a business environment.
Practical Activities	• Participants define and profile their priority customer and beneficiary groups, including their main needs, motivations, and barriers. • Teams design a simple customer interview guide to test key assumptions about value, access, and willingness to pay or participate. • Participants map a customer journey for their venture and identify the most fragile points in that journey. • Groups develop a basic market access and distribution strategy, including one or two priority channels and a feedback mechanism.
Outputs / Deliverables	• Customer and Beneficiary Profiles. • Market Validation Plan. • Customer Journey Map. • Market Access and Distribution Strategy.
Tasks / Practical Work	● During this module, participants will engage in practical exercises including: ● Concept Application Exercise ● Participants apply key concepts relevant to the module. ● Framework Application Exercise ● Participants use structured tools introduced in the module. ● Scenario-Based Exercise ● Participants analyse cases and propose solutions. ● Group Work ● Participants collaborate in teams and receive peer feedback. ● Practical Output Development ● Participants develop concrete outputs directly applicable to their venture.
Session Breakdown	Morning: concepts, frameworks, guided exercises Afternoon: workshops, group work, presentations, feedback
Time Frame	1 full training day (6–8 hours)
Assessment	Participants will demonstrate learning through practical outputs, exercises, and presentation of results.

Learning Outcomes & Indicators	Participants will apply concepts correctly, develop outputs, and demonstrate understanding through exercises and presentations.

Module 7: Branding, Marketing & Storytelling

Module Overview	This module supports participants to build a clear, credible, and mission-aligned market presence for their social enterprise. It emphasizes that marketing in a social enterprise is not only about promotion; it is about understanding audiences, communicating value, building trust, and telling a compelling impact story without exaggeration. Participants learn how to create a brand identity that reflects the venture's mission and values, while also speaking effectively to customers, beneficiaries, partners, funders, and the wider community. The module helps participants understand the relationship between value proposition, audience insight, positioning, and communication choices. It also addresses ethical communication and the importance of authenticity, dignity, and accuracy when telling stories about communities or impact.
Module Objectives	• Develop a brand identity that reflects the mission, values, and audience priorities of the social enterprise. • Understand the relationship between value proposition, audience insight, and marketing strategy. • Use storytelling techniques to communicate social value and impact in a credible and respectful way. • Select appropriate communication channels and outreach methods for different target groups. • Design a practical marketing and communication plan for the venture.
Training Content	• Branding fundamentals, including brand purpose, identity, tone of voice, key messages, visual consistency, and the role of trust in mission-led ventures. • Audience segmentation and communication design, including differences between customers, beneficiaries, partners, funders, media, and community stakeholders. • Marketing strategy for social enterprises, including positioning, local outreach, relationship marketing, community engagement, digital presence, and reputation-building. • Storytelling for impact, including how to communicate the problem, the human story, the enterprise response, and the results without exploiting or oversimplifying experience. • Communication channels such as websites, social media, newsletters, WhatsApp groups, local events, partnerships, earned media, and direct engagement. • Brand risk and ethical communication, including dignity in representation, safeguarding sensitive information, avoiding mission-washing, and not overstating impact. • Message testing and adaptation for different audiences, including the difference between a mission statement, a slogan, a campaign

	message, and a funding narrative. • Examples of strong and weak branding and communication in the social enterprise field.
Training Methodology	• Interactive lecture supported by examples of social enterprise brands, campaigns, and communication materials. • Workshop in which teams define their brand purpose, core messages, tone of voice, and audience priorities. • Storytelling exercise using a simple narrative framework to communicate problem, solution, and impact. • Group review of sample posts, websites, one-pagers, or visual materials to identify strengths and weaknesses. • Short quiz or message-testing exercise to reinforce communication concepts and audience adaptation.
Practical Activities	• Participants create a basic brand profile including mission, values, tone of voice, personality, and key message pillars. • Teams map their target audiences and identify the most effective communication channels for each group. • Participants draft a short enterprise narrative or impact story suitable for a website, brochure, pitch, or presentation. • Teams prepare a simple three-month marketing and communication plan with priority actions and responsible persons.
Outputs / Deliverables	• Brand Identity Framework. • Target Audience and Channel Map. • Storytelling Narrative or Impact Story Draft. • Marketing and Communication Plan.
Tasks / Practical Work	• During this module, participants will engage in practical exercises including: • Concept Application Exercise • Participants apply key concepts relevant to the module. • Framework Application Exercise • Participants use structured tools introduced in the module. • Scenario-Based Exercise • Participants analyse cases and propose solutions. • Group Work • Participants collaborate in teams and receive peer feedback. • Practical Output Development • Participants develop concrete outputs directly applicable to their venture.
Session Breakdown	Morning: concepts, frameworks, guided exercises Afternoon: workshops, group work, presentations, feedback
Time Frame	1 full training day (6–8 hours)
Assessment	Participants will demonstrate learning through practical outputs, exercises, and presentation of results.

Learning Outcomes & Indicators	Participants will apply concepts correctly, develop outputs, and demonstrate understanding through exercises and presentations.

Module 8: Partnerships & Ecosystem Collaboration

Module Overview	This module focuses on the role of collaboration in strengthening social enterprise success and ecosystem development. Participants learn to identify the stakeholders they depend on, the actors they can influence, and the organisations with which they can co-create value. The module emphasizes that social enterprises rarely succeed in isolation: they often need referral relationships, implementation partners, local authorities, buyers, investors, support organisations, educational institutions, and trusted community actors. Participants therefore learn practical tools for stakeholder analysis, partnership design, relationship management, and collaboration strategy. The module also reinforces the idea that ecosystem collaboration is not only a tactical activity but a strategic capability. Strong partnerships can increase legitimacy, reduce costs, expand reach, improve service quality, strengthen advocacy, and create opportunities for scale or systems change.
Module Objectives	• Understand how ecosystems and collaborative relationships influence the success, legitimacy, and growth prospects of social enterprises. • Map the stakeholders relevant to a venture and analyse their interests, influence, incentives, and potential value. • Develop strategies for building and managing partnerships across sectors. • Improve networking, collaboration, and partnership communication skills. • Identify where partnerships can strengthen implementation, reach, finance, learning, or policy influence.
Training Content	• Ecosystem thinking in social entrepreneurship, including the roles of public institutions, communities, NGOs, investors, private companies, universities, intermediaries, and peer enterprises. • Stakeholder mapping and prioritisation, including power-interest analysis, alignment of incentives, and the identification of possible champions, gatekeepers, or blockers. • Types of partnership relevant to social enterprises, including referral relationships, implementation partnerships, co-delivery arrangements, procurement relationships, sponsorships, mentoring, and advocacy alliances. • Partnership design, including collaboration goals, expected value for each side, roles and responsibilities, accountability mechanisms, and conditions for trust. • Relationship management and communication, including how to make partnership asks, frame mutual value, maintain engagement, and address misalignment early. • Ecosystem collaboration for growth and resilience, including collective action, peer learning, alumni networks, and community-of-practice approaches. • Common partnership risks, including unclear expectations, unequal power, dependency, mission misalignment, and reputational

	exposure. • Examples of partnership-based social enterprise growth and local ecosystem strengthening.
Training Methodology	• Trainer-led input on ecosystem collaboration concepts followed by structured stakeholder mapping exercises. • Group work using prioritisation tools to categorise actors by influence, interest, and strategic relevance. • Role-play or simulation in which participants propose a partnership, negotiate terms, or respond to a difficult partner scenario. • Guest contribution from an ecosystem actor, municipality, support organisation, buyer, or enterprise partner. • Peer learning exercise where teams exchange contacts, collaboration ideas, and examples of partnership opportunities.
Practical Activities	• Participants produce a stakeholder map for their venture and classify key actors by type, role, and priority. • Teams define a shortlist of partnership opportunities and draft the value proposition for each partner. • Participants prepare a simple outreach or engagement approach for one priority stakeholder or institution. • Groups reflect on what collaboration capacities they need to build internally in order to manage partnerships effectively.
Outputs / Deliverables	• Stakeholder Map. • Partnership Engagement Plan. • Priority Partner Value Proposition Note. • Networking and Outreach Actions List.
Tasks / Practical Work	● During this module, participants will engage in practical exercises including: ● Concept Application Exercise ● Participants apply key concepts relevant to the module. ● Framework Application Exercise ● Participants use structured tools introduced in the module. ● Scenario-Based Exercise ● Participants analyse cases and propose solutions. ● Group Work ● Participants collaborate in teams and receive peer feedback. ● Practical Output Development ● Participants develop concrete outputs directly applicable to their venture.
Session Breakdown	Morning: concepts, frameworks, guided exercises Afternoon: workshops, group work, presentations, feedback
Time Frame	1 full training day (6–8 hours)
Assessment	Participants will demonstrate learning through practical outputs, exercises, and presentation of results.

Learning Outcomes & Indicators	Participants will apply concepts correctly, develop outputs, and demonstrate understanding through exercises and presentations.

Module 9: Governance & Leadership

Module Overview	This module develops the leadership and governance capacities needed to manage a social enterprise ethically, inclusively, and effectively. It addresses the specific leadership challenge of balancing financial performance with social purpose and explores how governance structures can protect mission, improve accountability, strengthen decision-making, and reduce organisational risk. Participants reflect on their own leadership styles, identify the roles needed in an effective team and governance structure, and consider how to build a culture of trust, participation, and responsibility. The module emphasizes inclusive leadership and mission stewardship. It supports participants to move beyond founder-centric thinking and to understand governance not as bureaucracy, but as a practical system for role clarity, oversight, ethical decision-making, and long-term resilience.
Module Objectives	• Understand the purpose of governance in protecting mission, ensuring accountability, and supporting effective management. • Recognize different leadership styles and reflect on the demands of leading a mission-driven enterprise. • Define the roles and responsibilities needed for an effective team and governance structure. • Apply principles of ethical, inclusive, and transformational leadership in decision-making. • Identify common governance and leadership risks in early-stage social enterprises.
Training Content	• Governance fundamentals, including the role of founders, boards, advisory groups, management teams, and stakeholder voice in mission-led organisations. • Mission protection mechanisms and accountability, including transparency, reporting, conflict-of-interest awareness, and clarity of authority and oversight. • Leadership in social enterprises, including transactional and transformational leadership, inclusive leadership, adaptive leadership, and leading under uncertainty and resource constraints. • Team formation and management, including role allocation, delegation, communication, trust-building, volunteer engagement, and staff support. • Decision-making practices, conflict resolution, and the management of tensions between social purpose, financial pressure, speed, inclusion, and accountability. • Governance and leadership risks such as founder dependency, weak delegation, mission drift, burnout, informal decision-making, and unclear lines of responsibility. • Building an organisational culture that supports learning, participation, ethical conduct, and shared mission ownership. • Practical examples of governance arrangements and leadership challenges from social enterprise practice.

Training Methodology	• Interactive lecture combined with reflective questioning and short leadership examples. • Self-assessment exercise on personal leadership styles, strengths, and development needs. • Role-play scenarios focused on conflict, ethical dilemmas, and difficult team or governance decisions. • Peer feedback sessions where participants review each other's proposed governance and leadership arrangements. • Facilitated discussion on how social enterprises can create safe, inclusive, and accountable working environments.
Practical Activities	• Participants map their current or proposed governance structure and identify missing roles or weak points. • Teams develop a basic roles-and-responsibilities matrix for founders, staff, volunteers, advisors, or board members. • Participants analyse a short scenario involving mission drift, conflict of interest, or founder overload and propose a response. • Each participant prepares a leadership reflection on the style of leader they want to become and the capacities they need to strengthen.
Outputs / Deliverables	• Governance Structure Diagram. • Roles and Responsibilities Matrix. • Leadership Reflection Note. • List of Governance and Leadership Risks with Proposed Mitigation Actions.
Tasks / Practical Work	● During this module, participants will engage in practical exercises including: ● Concept Application Exercise ● Participants apply key concepts relevant to the module. ● Framework Application Exercise ● Participants use structured tools introduced in the module. ● Scenario-Based Exercise ● Participants analyse cases and propose solutions. ● Group Work ● Participants collaborate in teams and receive peer feedback. ● Practical Output Development ● Participants develop concrete outputs directly applicable to their venture.
Session Breakdown	Morning: concepts, frameworks, guided exercises Afternoon: workshops, group work, presentations, feedback
Time Frame	1 full training day (6–8 hours)
Assessment	Participants will demonstrate learning through practical outputs, exercises, and presentation of results.

Learning Outcomes & Indicators	Participants will apply concepts correctly, develop outputs, and demonstrate understanding through exercises and presentations.

Module 10: Impact Measurement & Reporting

Module Overview	This module equips participants with the practical tools needed to define, track, review, and communicate the results of their social enterprise. It emphasizes that impact measurement is not only a reporting requirement but also a management function that improves strategy, learning, accountability, and credibility. Participants learn how to move from broad mission statements to measurable outcomes by defining a theory of change, selecting indicators, identifying data sources, and setting up realistic review routines. The module is designed to help participants create an impact framework that is rigorous enough to be useful but simple enough to be implemented by early-stage ventures. It also addresses responsible reporting and the importance of not making claims that cannot yet be supported with evidence.
Module Objectives	• Understand the difference between activities, outputs, outcomes, and long-term impact. • Develop a basic theory of change for a social enterprise idea or venture. • Select appropriate indicators and simple methods for data collection, review, and reporting. • Use impact data to support learning, management, communication, and fundraising. • Recognize the limits of measurement and avoid overclaiming results that cannot yet be demonstrated.
Training Content	• Core concepts in impact measurement, including why measurement matters for accountability, strategic learning, credibility, and stakeholder communication. • Theory of Change development, including problem definition, target group, intervention logic, outputs, short-term outcomes, long-term outcomes, assumptions, and risks. • Indicator design, including quantitative and qualitative indicators, baseline thinking, targets, proxy indicators, and practical data sources. • Data collection methods suitable for social enterprises, including surveys, interviews, observation, attendance records, platform data, administrative records, and beneficiary feedback. • Monitoring and review routines, including monthly or quarterly review, team learning cycles, dashboard thinking, and the use of data in management decisions. • Impact reporting and communication, including how to present results responsibly in reports, funding applications, pitches, marketing materials, and stakeholder updates. • Introduction to alignment with broader frameworks such as the Sustainable Development Goals or more advanced concepts such as SROI (Social Return Investment), while keeping the focus on practical implementation.

	• Common measurement mistakes, including confusing outputs with outcomes, collecting too much data, ignoring assumptions, and reporting aspiration as evidence.
Training Methodology	• Concept lecture with concrete examples of weak versus strong impact logic and poor versus credible reporting practice. • Guided workshop in which teams develop their own theory of change. • Small-group exercise to convert broad goals into measurable indicators and practical data sources. • Peer feedback sessions to test whether indicators are understandable, realistic, and meaningful. • Scenario-based quiz or review exercise on common measurement and reporting mistakes.
Practical Activities	• Participants build a draft theory of change for their venture. • Teams identify a small set of priority indicators and decide how and when data will be collected. • Participants draft a simple monitoring routine linked to management or reporting cycles. • Groups test whether their proposed indicators measure meaningful change rather than only activity volume.
Outputs / Deliverables	• Theory of Change Diagram. • Impact Indicator Framework. • Basic Monitoring and Review Plan. • Impact Reporting and Communication Note.
Tasks / Practical Work	● During this module, participants will engage in practical exercises including: ● Concept Application Exercise ● Participants apply key concepts relevant to the module. ● Framework Application Exercise ● Participants use structured tools introduced in the module. ● Scenario-Based Exercise ● Participants analyse cases and propose solutions. ● Group Work ● Participants collaborate in teams and receive peer feedback. ● Practical Output Development ● Participants develop concrete outputs directly applicable to their venture.
Session Breakdown	Morning: concepts, frameworks, guided exercises Afternoon: workshops, group work, presentations, feedback
Time Frame	1 full training day (6–8 hours)
Assessment	Participants will demonstrate learning through practical outputs, exercises, and presentation of results.

Learning Outcomes & Indicators	Participants will apply concepts correctly, develop outputs, and demonstrate understanding through exercises and presentations.

Module 11. Scaling & Innovation Strategies

Module Overview	This module prepares participants to think about growth and innovation in a disciplined and mission-consistent way. It addresses the common assumption that scaling always means becoming bigger and instead introduces multiple approaches to increasing reach, depth, replication, adaptation, or systems influence. Participants explore when an enterprise is ready to scale, what capacities need strengthening first, and how to avoid mission drift while growing. The module also highlights the importance of partnerships, experimentation, and innovation in ensuring that growth remains responsible and context-sensitive. By combining scaling and innovation, the module helps participants understand that expansion is not only about size; it is also about improving the model, increasing relevance, responding to change, and finding better ways to deliver impact. Participants are encouraged to think strategically about what kind of scale makes sense for their venture and what innovation is truly useful rather than fashionable.
Module Objectives	• Understand different forms of scaling and determine which are most suitable for a specific venture. • Assess organisational readiness for growth, replication, adaptation, or expansion. • Identify operational, financial, human-resource, and mission-related risks associated with scaling. • Explore innovation approaches that improve relevance, efficiency, resilience, or impact quality. • Develop a realistic scaling pathway that preserves quality, impact, and mission integrity.
Training Content	• Concepts of scaling, including scaling out, scaling up, scaling deep, replication, franchising, licensing, partnership-led growth, systems influence, and policy engagement. • Readiness assessment for scale, including operational maturity, leadership, governance, impact evidence, financial stability, team capacity, and quality assurance systems. • Balancing social scale and financial scale, including the risk of rapid commercial growth without adequate impact management or beneficiary readiness. • Innovation in social enterprises, including service innovation, process innovation, partnership innovation, digital innovation, and adaptive problem-solving in response to market or community feedback. • Growth planning, including phased expansion, pilot-to-scale pathways, market entry choices, resourcing needs, and implementation sequencing. • Partnerships and financing for scale, including local delivery partners, public institutions, investors, distributors, ecosystem enablers, and strategic alliances. • Scaling risks such as mission drift, overextension, weak quality control, staff burnout, premature expansion, and innovation that adds complexity without value.

	• Examples of social enterprises that scaled responsibly or innovated effectively, as well as cases where expansion created strain or diluted impact.
Training Methodology	• Trainer input supported by examples of different scaling paths and innovation choices used by social enterprises. • Case-study comparison of ventures that scaled responsibly versus those that struggled during expansion. • Group discussion to distinguish between growth ambition, evidence-based readiness, and the role of innovation. • Scenario exercise in which participants decide whether, when, and how to expand under resource constraints or changing market conditions. • Short reflective quiz or prioritisation exercise on scale-readiness criteria and innovation priorities.
Practical Activities	• Participants complete a simple scale-readiness and innovation-needs self-assessment. • Teams define what scaling should mean for their own venture and what success would look like in practical terms. • Participants identify the capacities, partnerships, financing, and systems they would need before expanding or replicating. • Teams prepare a phased growth and innovation roadmap for the next one to three years.
Outputs / Deliverables	• Scaling and Innovation Strategy Plan. • Scale-Readiness Assessment. • Growth Roadmap with phases, capacities, and risks. • Priority Innovation Actions List.
Tasks / Practical Work	● During this module, participants will engage in practical exercises including: ● Concept Application Exercise ● Participants apply key concepts relevant to the module. ● Framework Application Exercise ● Participants use structured tools introduced in the module. ● Scenario-Based Exercise ● Participants analyse cases and propose solutions. ● Group Work ● Participants collaborate in teams and receive peer feedback. ● Practical Output Development ● Participants develop concrete outputs directly applicable to their venture.
Session Breakdown	Morning: concepts, frameworks, guided exercises Afternoon: workshops, group work, presentations, feedback
Time Frame	1 full training day (6–8 hours)

Assessment	Participants will demonstrate learning through practical outputs, exercises, and presentation of results.
Learning Outcomes & Indicators	Participants will apply concepts correctly, develop outputs, and demonstrate understanding through exercises and presentations.

Module 12. Digital Transformation for Social Enterprises

Module Overview	This module equips participants to use digital tools strategically in order to improve efficiency, reach, data management, customer engagement, and service delivery. It does not treat digitalisation as an end in itself; instead, it helps participants identify where digital tools can solve operational problems, expand access, improve learning, or strengthen enterprise resilience. The module is especially relevant for social enterprises that want to serve dispersed users, communicate at low cost, collect data more effectively, manage customers or beneficiaries more efficiently, or build new digital service channels. Participants are encouraged to think critically about digital readiness, affordability, inclusion, data responsibility, and implementation priorities. The module helps participants move from ad hoc tool use toward a more intentional digital transformation approach aligned with mission and capacity.
Module Objectives	• Understand the relevance of digital transformation for social enterprise operations, outreach, and impact delivery. • Identify digital tools that can strengthen communication, project management, customer service, sales, or data collection. • Assess the digital readiness of the enterprise and prioritise realistic improvements. • Develop an online presence and digital systems strategy aligned with mission and audience needs. • Recognise digital risks and inclusion issues, including privacy, cybersecurity, unequal access, and low digital literacy among users.
Training Content	• Introduction to digital transformation and how it differs from simply using social media or basic office tools. • Digital tools for internal operations, including collaboration tools, project management systems, customer relationship management, inventory tools, payment systems, accounting tools, and scheduling platforms. • Digital channels for external engagement, including websites, social media, email newsletters, online marketplaces, messaging platforms, e-commerce options, and community-based digital communication. • Digital service delivery and hybrid models, including online training, booking systems, remote support, digital content, and blended online-offline service structures. • Data use for decision-making, including basic metrics, customer feedback, operational tracking, dashboard thinking, and the role of data in funding and impact reporting. • Digital readiness assessment, including infrastructure, staff skills, budget, device access, workflow maturity, and capacity for implementation and maintenance. • Digital inclusion and digital risk, including privacy, cybersecurity awareness, accessibility, unequal access to devices or connectivity,

	and the need for user-friendly solutions. • Examples of social enterprises using digitalisation to strengthen delivery, market access, community engagement, or operational resilience.
Training Methodology	• Mini-lecture with practical demonstrations of selected tools, platforms, and low-cost digital workflows. • Case-study review of social enterprises that use digitalisation to reach customers, collect data, or improve service delivery. • Small-group exercise to assess the digital strengths, weaknesses, and priorities of participant ventures. • Hands-on planning exercise to select realistic tools and implementation steps rather than ideal but unaffordable systems. • Interactive quiz or discussion on digital choices, risks, inclusion, and implementation trade-offs.
Practical Activities	• Participants conduct a simple digital readiness assessment for their venture. • Teams select a small set of tools for communication, operations, sales, data management, or service delivery. • Participants design an online presence and digital systems plan covering website, social media, messaging, and data processes. • Groups discuss how to make digital solutions accessible and appropriate for intended users, beneficiaries, or customers.
Outputs / Deliverables	• Digital Transformation Strategy. • Digital Readiness Assessment. • Online Presence and Channel Plan. • Priority Tools and Implementation List.
Tasks / Practical Work	● During this module, participants will engage in practical exercises including: ● Concept Application Exercise ● Participants apply key concepts relevant to the module. ● Framework Application Exercise ● Participants use structured tools introduced in the module. ● Scenario-Based Exercise ● Participants analyse cases and propose solutions. ● Group Work ● Participants collaborate in teams and receive peer feedback. ● Practical Output Development ● Participants develop concrete outputs directly applicable to their venture.
Session Breakdown	Morning: concepts, frameworks, guided exercises Afternoon: workshops, group work, presentations, feedback
Time Frame	1 full training day (6–8 hours)

Assessment	Participants will demonstrate learning through practical outputs, exercises, and presentation of results.
Learning Outcomes & Indicators	Participants will apply concepts correctly, develop outputs, and demonstrate understanding through exercises and presentations.

Application Form

Application Form 1: Individuals (Aspiring Social Entrepreneurs)

1. Applicant Details

Full Name: ____

Gender: ☐ Female ☐ Male ☐ Prefer not to say

Date of Birth: ____

Email: ____

Phone: ____

Location: ____

Education Level: ☐ High School ☐ Bachelor ☐ Master ☐ Other

Current Status: ☐ Employed ☐ Self-employed ☐ Student ☐ Unemployed

2. Project Description

Title of Idea: ____

Sector: ☐ Education ☐ Health ☐ Environment ☐ ICT ☐ Agriculture ☐ Other

Stage of Development: ☐ Idea ☐ Prototype ☐ Early implementation

Brief Description (max 150 words):

____

____

____

____

3. Problem & Solution

What problem are you addressing?

____

____

____

Describe your solution:

____

____

____

4. Target Beneficiaries

Who are your main beneficiaries?

____

____

How do you know this need exists?

____

____

5. Team

Are you working alone?

☐ Yes ☐ No

If not, list team members and roles:

____

____

____

6. Impact Objectives

What change do you aim to create?

____

____

How will you measure success?

____

____

7. Motivation

Why are you applying?

____

____

What do you expect to gain?

____

____

Commitment to full participation: ☐ Yes ☐ No

8. Additional Information

Pre-test completed: ☐ Yes ☐ No

Supporting materials (optional): ____

9. Declaration

☐ I confirm information is accurate.

Name: ______________________ Signature: ______________________ Date: ________

Application Form 2: Organizations / Social Enterprises

1. Organization Details

Organization Name: ____

Legal Status: ☐ NGO ☐ Social Enterprise ☐ Cooperative ☐ Other

Year Established: ____

Location: ____

Contact Person: ____

2. Organization Description

Mission:

____

____

____

Main Activities:

____

____

____

Stage of Development: ☐ Pilot ☐ Operating ☐ Scaling

3. Problem & Solution

Problem addressed:

____

____

____

Solution provided:

____

____

____

4. Target Beneficiaries

Who do you serve?

Evidence of engagement:

5. Team

Team size and roles:

6. Impact Objectives

Impact achieved or expected:

How do you measure impact?

7. Motivation

Why applying?

Development needs:

Commitment: ☐ Yes ☐ No

8. Additional Information

Pre-test completed: ☐ Yes ☐ No

Supporting materials: ______________________________

9. Declaration

☐ Information is accurate.

Name: ______________________ Signature: ______________________ Date: ________

Application Form 3: Networking / Ecosystem Organizations

1. Organization Details

Name: ____

Type: ☐ Incubator ☐ University ☐ NGO ☐ Municipality ☐ Network ☐ Other

Location: ____

Contact Person: ____

2. Organization Description

Experience in entrepreneurship support:

____

____

____

Main activities:

____

____

____

3. Problem & Contribution

What ecosystem challenge do you address?

____

____

____

How do you contribute?

____

____

____

4. Target Groups

Who do you support?

____

____

5. Team

Key staff and expertise:

____

____

____

6. Impact Objectives

Expected ecosystem impact:

____

____

____

7. Motivation

Why join SEA?

____

____

Expected benefits:

____

____

Commitment: ☐ Yes ☐ No

8. Additional Information

Pre-test completed: ☐ Yes ☐ No

Supporting materials: ____

9. Declaration

☐ Information is accurate.

Name: ____________________ Signature: ____________________ Date: __________