IN SITU – CE 1494

Pilot action template for implementation of the reg. IN SITU Social Innovation Hubs

Deliverable D.T3.2.2

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1. Introduction

Contributing to all specific objectives but in particular SO3 'Validating the strategy blueprint", T3 will focus on improving the skills and social entrepreneurial competences of 240+ trained persons at the regional Social Innovation Hubs and in the transnational network. This is why the pilot action template will show the overview for the six regions and how they want to implement the outputs in order to create a Social Innovation Hub.

All activities have the clear goal of creating employment for the long-term unemployed or specific target group defined by each region. It will implement validated models for social business and community initiatives and an intensive training and mentoring program for and with the unemployed. As a result, 240+ viable social enterprises and social initiatives (10+ per reg. per 2x training & mentoring rounds) will be trained.

Six regional Social Innovation Hubs as pilot actions will be implemented in the PP regions (A.T3.2) as the physical places for the trainings and for piloting the new type tailored and comprehensive Intergenerational development support scheme methodology (A.T2.2). As a further pilot action, the transnational Social Innovation Hubs´ Network will be implemented to pave the way for a transnational approach to intergenerational unemployment and social exclusion using all benefits of the "biomimicry" concept.

The A.T3.3 activities are reg./trans. initiatives with the aim to foster the reg./trans. ´social innovation footprint´ in the PP reg. T3 is the logical follow-up of T2. Target groups will be activated and involved in process-related comm. creating a bottom-up participatory process.

2. Pilot action template

In preparation for the regional pilot actions and implementation of the regional hub (D.T3.2.4 to D.T3.2.9), a pilot action template has been created.

A pilot action means the practical implementation of novel schemes like methods or tools. The experimental nature aims at testing, evaluating and/or demonstrating the feasibility and effectiveness of a scheme. Therefore, it includes both the testing of innovative solutions and the demonstration of applying existing solutions to a certain territory/sector. The results and practices are ideally utilized and transferred to other institutions and territories. A pilot action is limited in its extent and must be unprecedented in a comparable environment.

It is necessary to keep in mind that these aims and ideas might shift again in the future. Each region has filled in its pilot action template. The following deliverable gives an overview of the results. The completed templates can be found at the end of the document.

The template focusses on the following criteria:

First, the location that the social innovation hub will take place in. Thereby, it is important to differentiate whether it is within or outside an In Situ partner's institution.

All partners are planning to host the Social Innovation Hubs (SIH) within an In Situ partner's institution. The Veneto region, moreover, wants to create additional social innovation hubs hosted by regional stakeholders.

The SIH's area ranges from 34 square meters (Veneto) to 130 square meters (Stuttgart). The region of Vienna still needs to append their area.

Concerning the number of staff, every region but Vienna (number of staff: three) agrees on having four employees.

Afterwards, the partners describe their aims and goals and what they want to achieve with the SIH training and how they picture the state at the end of the project. While all regions agree on the inclusion of long-term unemployed and the promotion of social innovation, there are different characteristics and specified target groups:

The region of Rijeka applies a wider definition of the original target group description because of the local labor market circumstances. The programs in the Silesian, as well as the Veneto region, emphasize on building a network. Veneto, furthermore, specializes in disadvantaged, long-term unemployed women. Silesia, meanwhile, focuses on long-term unemployed with a disability. The region of Stuttgart centers on the integration of the creative industries and people with a migrant or refugee background. The Slovenian partners, on the one hand, mainly aim at sustainability and follow the original project target group. Hence, once the program officially stops, it is still open to new participants. The partners in Vienna, on the other hand, split the two generations. The older generation (age 50+) are mentors for the younger generation. The younger generation consists of students (age 14-18). They participate in the social entrepreneurship workshops.

Next, the partners describe the necessary steps to achieve the aims and goals. To do so, they set up a regional, short milestone plan. The results are very diverse. What they all have in common is networking at the beginning of the plan.

To judge whether the goals have been reached by the end of the project, the participants determine several indicators. There are two main categories: hard indicators like the number of established social enterprises or the number of workshops, and soft indicators, for instance feedback sheets from participants. The results are very similar in this category.

After that, the regions do the research to identify possible challenges and opportunities working with their target group. For that matter, it is vital to adapt to the target group. Due to the diverse target groups, it is hard to find analogies. What can be said is that they all prioritize encouraging and empowering the target group so they are able to exploit their full potential.

The next category are the activities that are going to take place in the social innovation hubs. Some regions (Rijeka and Silesia) already have quite concrete plans like weekly meetings. Other regions like Stuttgart, Veneto, and Vienna concentrate on flexibility and adjusting the activities for the target group. The social innovation hub in Maribor plans on providing extra activities in collaboration with other projects, as there are plenty of other social innovation focused projects in the region.

Another aspect are the challenges and strengths of each region. The partners describe how the training program can improve the current situation. Generally speaking, In Situ spreads social innovation in the different regions by encouraging and teaching the target groups.

In the next step, regional needs for social innovation and required changes are identified. For Rijeka, Silesia and Maribor the main demand is improving the whole framework for social innovation by properly defining it or increasing awareness. The other three partners (Stuttgart, Veneto, Vienna) see social innovation as a solution to regional needs like transferring social values or social inclusion.

That leads right to the following category: social innovation. The need for a clear definition of social innovation is mentioned multiple times. There are also numerous best practices of social entrepreneurship in the different regions.

Furthermore, the partners describe their idea of an innovative regional SIH. The hubs can create an innovative atmosphere by using innovative methods, being open to everyone and treating participants like real creators instead of receivers of social innovation. Besides that, the transnational exchange is the main factor so the hubs can learn from each other as well.

To reach all the goals mentioned above, developing a social innovation network in the country/region is crucial. The network could consist of collaborations with other projects about social innovation (e.g. Maribor, Silesia), regular meetings of social innovators and stakeholders/key players (e.g. Stuttgart, Vienna, Rijeka) or simply building more social innovation hubs (Veneto).

Another important aspect overall is the structure of the six-month training. The partners agree on doing workshops about basic skills first and some networking events. After that, the workshops and coaching dive deeper.

Lastly, every region explains how the project can be sustainable. The partners' main thought is either blending the SIH idea into other projects or forming a strong network of key players, stakeholders and social innovators to support the project. The Veneto region also proposes peer to peer mentoring.

3. Conclusions

As can be seen in the overview of the pilot action template, there are many things the regions have in common and the need to exchange these ideas is present. Hard facts such as the location and area of the SIHs can vary in each region. However, as soon as it comes to the training program content or definition of social innovation the regions in Central Europe come closer together.

Additionally, this first pilot action template leads to the comprehensive implementation of the SIH. This is the basis for the regional pilot action templates Deliverable D.T3.2.4 to D.T3.2.8 (due date Jan 2022) and Deliverable D.T3.2.3 Pilot action template document for the transnational IN SITU Social Innovation Network.

Region Vienna

Location (Full Address – where will the Social Innovation Hub take place?)	BildungsHub Board of Education for Vienna, Wipplingerstraße 28, 1010 Vienna, AUSTRIA
Is the Social Hub located within or outside an In Situ partner institution (if outside, which institution is hosting the SIH?)	The SIH is located within the premises of the Vienna Board of Education.
Area (m²)	tbc

Number of staff at the SIH and number of working hours/week (FTE)	PP2: 10h/a week
	LP: approx. 3 people, in total approx. 10h/week (but needs to be adapted probably)
Name(s) of the SIH manager(s)	Julia Rusin, Cornelia Steiner-Nia

Aims/Goals	IN SITU VIENNA Mission :
Describe shortly what you want to achieve with the SIH training and where you want to be by the end of project lifetime	Fostering a positive impact on society by **making Social Entrepreneurship inclusive** and creating spaces of inspiration and empowerment, where citizens – disregarding of their background – are seen as creators, not receivers, of social innovation.
	1st approach:
	The SIH will be a place where our training programme will take place for pupils, with an intergenerational element accompanying the 6 months programme. Retirees who have experience with (social) projects and Social Entrepreneurship will join the pupils' program as inspirators & mentors. The training program will consist of a basic and an advance workshop series, adapting to the pupils' needs, it will lead them to creative ideas on how to solve societal problems/challenges. Sourcing these problems they will start creating interesting business ideas and/or social initiatives. The pupils will work on their ideas within creative workshops and will be supported by mentors (retirees). In addition efforts are being made to connect the trainees to an internship. At the same time the mentors will learn how to support younger people, share their experience, knowledge & skills.
	2nd approach:
	The SIH sets the focus on (young) woman, who have difficulties entering into the labour markets. Therefore we are going to hold the workshops locally at organisations, that are working with that target group. The organisations can choose one or two workshops out of our training-package – based on the needs of their clients. If the workshop "excursion to a Social Business" or "project workshop" gets chosen, it will have an intergenerational element with the Social Entrepreneurship-retirees as mentors & inspirators.
Steps	-form more cooperation's with schools, female empowerment & elderly support organisations (March' 2020)
What kind of steps do you need to take in order to achieve what you want? Set up a regional short milestone plan (not the one from the AF, but what you need to do in order to be successful with the project).	- creating a training-program that can be flexible adopted to the needs of pupils and of (young) unemployed women
	-form cooperation's with agents of the spheres of social politics and social businesses (May` 2020)
	-exchange with the teachers of the pupils that are going to participate (May` 2020)
	-find good trainers for specific input ('experts') (June 2020)

	-finalize regional methodology according to TTT (August 2020) -re-evaluate methodology and training format after first round (March 2021)
Indicators Which indicators will show by the end of project lifetime that you reached your goals for establishing a regional SIH? (e.g. number of events and participants, average evaluation, extended network…)	- number of workshops carried out within project lifetime - excursions to social businesses - number of participants (pupils, mentors,…) - number of regional cooperation partners throughout the project - number of events surrounding SIH - number of internships in social businesses/social start ups - number of inspirational talks of social entrepreneurs -number of business ideas/initiatives developed
Target group Describe your target group and why you chose them.	**.) Pupils ~age 14-18:** Studies about activities of labor market integration are criticizing that they start "too late". Which means that these activities should start already *within* the school system as prevention of future school drop-outs, unemployment and frequent job changes. **.) (Young) unemployed women** In comparison to men, women still are a marginalised group within the labour market (precarious work, gender pay gap, more present within the low-wage sector, difficulties entering the labour market after giving birth, etc.). Therefore we see the importance to offer (young) women trainings of empowerment and competence extension. **.) Retirees** The senior4success study of 2019 shows that 2/3 of retirees still would like to be employed. Elderly have a lot of life experience that is not valuated enough by society. At the same time retirees often feel – because of the absence of labour market – useless for the society, even though they have lots of knowledge and experience that should be tapped to and could be useful for younger people. We want to involve especially retirees that have experience with developing and/or working for/with Social Businesses, so that they would have the main role as inspirators and mentors when it comes to the projects.
User Research What are the challenges and opportunities working with your target groups in the training program? What is their aim for the six months?	**.) Pupils ~age 14-18:** *Challenges*: Before the workshops/trainings start, it is crucial to talk about expectations, the class itself, existing knowledge,… with the class teachers. This is a very important step in order to carry out smooth and fruitful workshops and to avoid any misunderstandings or contrary expectations. To activate the intrinsic motivation could be challenging too. Therefore, good and qualified trainers, working closely together with

the teachers, are important to understand the group dynamics and to activate the pupils' interests with corresponding methods and tools. It will also be a challenge to bring the pupils and the 50+ mentors together in a fruitful way. Within the development process of the workshops, this will be taken into account and adequate methods will be planned before the workshops.

Opportunities: Pupils will be involved into the IN SITU program not only during the on-site workshops at the regional SIH, but they will also have tasks to fulfil in between the workshops. This continued involvement of the pupils will lead to a deeper insight into the project's fields (social innovative entrepreneurship) and will lead to more sustainable results. Furthermore, the pupils will be dealing with societal challenges they detect in their every day lives – thus leading to a very high motivation building up on their interests. This will be the 'starting point' from which the pupils could create their own social projects, business ideas and get career aspirations. Besides that, they have the possibility to get to know different professions and to get inspired by the Social Entrepreneurship world. They have the possibility to learn more about group dynamics, teamwork and finally about themselves. If they are really motivated, we would like to give them the possibility to get an internship within a social business and/or to support them with their social project. Because of the intergenerational exchange they*ll create a different and positive image of "retirees".

Aim:

Not sitting in class within their school hours, but to experience something "different". To spend an inspiring and activating time, to get to know each other better outside of the conventional classroom-sphere.

.) Unemployed (young) women:

Challenges:

Due to their absence of the labour market and participation within different labour-market-integrative measures, they might be kind of supersaturated and resigned by such trainings and workshops. In this context a good & clear communication with the organisations will be important to tackle the real needs & interests of the participants, so that they see the trainings as useful for their personal, as well as for their career path.

Opportunities:

The (young) women get the chance to get an insight into a new possible "working field", when it comes to Social Entrepreneurship and Social Business. At the same time they can – with the help of mentors and an empowering training-setting -get the needed drive & inspiration for their further career path. They learn more about their interests, skills & strengths and how to develop a project based on that. Furthermore they

could switch their perspective and starting to see challenges as (Social Business) possibilities.

Aim:

Learning more about a new working field & discipline. Getting in touch with Social Businesses & Social Entrepreneurs. Putting their dreams step by step into a project.

.) 50+:

Challenges:

To support them in their own believe in their self-efficacy, might be another challenge. Finding the right balance between valuing and including their experience and including/over-valuing it too much within the workshops. To promote them, without overstraining them. The acceptance of the pupils to see them as their mentors. Therefore, a good coaching and preparation from our side and the coordination process between the mentors and the trainers is important.

Opportunities:

A higher self-confidence and self-efficacy. Being in the position of giving support (to the pupils and to us) and being valued for their experience and skills. At the same time learning new skills and developing their competences. Finding new passions and interests. As the workshops will be hold within the organisations, they don*t have to change so much about their daily structure and they will be in an already familiar place.

Aims:

To try something new. Getting in contact with young people. Experiencing their age as a societal resource and not an social obstacle. The possibility to share what they have learned, when it comes to Social Business & labour market. Feeling valued because amongst other things of their age, experience & skills.

Activities Which highlight activities are going to take place in your SIH? How often do you plan to host activities at the venue per month?	The highlight activities are going to be the workshops that will address the interests and skills of the participants, their opinions about what should change within our society (and how), project development and teamwork. Besides that, inspirational talks of Social Entrepreneurs, excursions to Social Businesses and the presentation of the developed social projects are going to be the highlight activities. Within the "Bildungshub" we are going to have at least 2 workshops per month. When it comes to the organisations, we are planning to have at least 1-2 workshops per month there.
Region Describe the region briefly. What challenges are there?	The region of Vienna, is a city where social innovations always have played a great role and where at the same time the government has given a lot of support within its welfare-system. Even if the quality of life is a pretty high one in Vienna, there are still lots of people that – because

What is already going well? What can you bring into the training programme? What do you need to learn?	of various reasons – don't have access to that life standard and/or the public support system.
	Besides that, demographical statistics show that Vienna has an ageing society. With that the topic of age discrimination should be appointed, because it is inherent within the society on a micro- as well as on a macro perspective. Instead of integrating elderly with their resources into our society, they mostly get excluded, which can be seen within the unemployment statistics and the topic of loneliness/isolation.
	At the same time the school system is very selective. That educational social selection starts with the 4th grade. Pupils that are privileged and have an socio-economical high background have higher chances to get good grades, to get to a better school and to finally develop a satisfying professional career. The probability that pupils from a 'lower' socio-economic background enter into a lower school, drop out, don't find a job or are "working poors" is much higher.
	Our strategy and training program both want to address these regional challenges by entering the educational system and by combining it with positioning elderly people as mentors and co-trainers.
	For that we need to learn how to coach and support the mentors properly, how to activate the intrinsic motivation of the pupils and how to cooperate with a specific system like the school system and its teachers.
Needs What are your regional needs for Social Innovation? What needs to be changed? And how can it be changed?	The needs are already mentioned before. So within these challenges Social Innovations are needed.
	When it comes to the ageing society it would be important to create new and inclusive ways of living that build an attractive alternative for older people to old people`s homes (that are rather excluding elderly from society than including) or living by themselves, that can lead to loneliness. Social Innovations within the care-system are important too, because not everyone has family that could take care of older people or the financial possibilities to effort caregivers.
	The School System isn't adopting to the changes within society and the global and local needs. It is still referring to a past context and history that seems content- and structurally related outdated. Even if there are studies and results when it comes to proper learning from the fields of neuroscience and psychology – it doesn't find its way into the school system. In addition it is creating social inequality because of its social selectivity. This could be changed by alternative and innovative schools for everyone – disregarding of their socio-economical background- that are supported by the government. Or the social innovation/change comes from the education policy itself.
Social Innovation What does social innovation to your region? What kind of best practice examples do you know?	It is hard to answer that question, because the term "social innovation" allows lots of interpretations and opens up lots of questions, e.g. where does a social innovation begin and where does it start? What counts as social innovation and what doesn't? How is it understood within a region (if there is a regional consent about the definition). These questions show the diversity of social innovations. Taking that diversity into account, social innovations have until now often

	proven that alternative ways, creative and unconventional solutions can work. If they are effective and efficient, .) they have the ability to create new and decent – not exploitative- jobs and fields of work. .) they can raise the "Social Entrepreneurship" – courage within the civil society and politics. .) they can tackle social and ecological issues together WITH people who are affected One best practice example would be *Magdas Hotel*, that we visited turing the Study Visit in Vienna, the inclusive school *Prosa* and the bakery *Vollpension,* where elderly women are working.
Innovation What would an innovative regional SIH look like for you?	Innovation will be the core of the SIH. The way we combine and adapt our training format for the pupils, the way we choose our methodology and the way we will implement the intergenerational scheme. We believe the whole programme we want to establish to be an innovation in itself: that the pupils, (young) unemployed women and retirees are being viewed as creators, not receivers, of social innovation.
Network Describe how you developed and approached the Social Innovation network in your country/region. Also mention how you want to continue.	We contacted different main actors within the Social innovation/ Social Entrepreneurship scene in Vienna. Besides that we contacted organisations that are not so much involved within that S.I/ S.E. scene, but who are still addressing social and ecological issues with promoting social innovations – sometimes without naming it like that. Last but not least we contacted organisations that are not addressing or involved within the topic of social innovation, but who are open and interested into it (e.g. social institutions). Principally time we are looking consciously to get a variety and diversity within our IN SITU-social innovations-network. We would continue with the Regional Focus Group, where some of them are going to participate. Besides that want – after exploring possible synergies and connecting points – to cooperate with some of them and involve them within our project in various ways.
Structure What kind of structure do you expect for the six months training? Which additional help can you provide in addition to the training (e.g. networking events, mentoring, coaching, overtaking entrance fees to conferences…)	A workshop series with several classes, first starting with more general workshops about personal strengths, team building, entrepreneurship etc. Then going more into depth for the implementation of the Idea generation phase. 7 workshops at least per class, Excursions to social business, mentoring throughout several workshops, inspirational talks from social entrepreneurs With the 2nd approach the organisations can choose one or two workshops of our training program selectively and flexibly.
Sustainability Write down what you need in order to work sustainably for the SIH and how to include sustainability as topic in the	Sustainability of SIH is most importantly for the time after the project, to be able to set up an alternative funding opportunity, hence we already start now setting up the foundation of very strong partnerships that can then turn into fruitful cooperation, interlinking In Situ to the regional ecosystem of social innovation, entrepreneurship and social education.

	program. Also explain how this can be reached.	Sustainability as topic in the program will be a crucial part of our training format. The participants will be receiving methodology were sustainability-environmental and social- will be of outmost importance, guiding their social initiatives and businesses in a sustainable direction.
		At the same time, we aim at anchoring the IN SITU training concept in the Viennese School System.
	Additional comments	

Region Veneto

Location (Full Address – where will the Social Innovation Hub take place?)	Headquarter @ ENAIP Veneto - Verona [*Via Bencivenga - Biondani 1 - 37133 VR*]
	Action widespread @ partners' regional associations / institutions (*the territorial Hubs*)*
	* Still formal agreements setting the boundaries of the cooperation are about to be signed therefore at the time of writing is not possible to name the various organisations (nonprofit organizations (NPOs), trade unions, associations, universities, education institutions).
Is the Social Hub located within or outside an In Situ partner institution (if outside, which institution is hosting the SIH?)	In the ENAIP Veneto premises the first Social Hub has already been implemented. It is a physical space with an internet connection, laptops, where disadvantaged future entrepreneurs can meet and where they will improve skills and competences. It will be available also after project lifetime.
	In the Veneto Region the "IN SITU" approach will be focused in the creation of multiple social hubs, not only in the partner institution, but also hosted in the premises of the regional stakeholders (trade unions, associations).
Area (m^2)	Enaip SIH 34 m^2
Number of staff at the SIH and number of working hours/week (FTE)	Enaip SIH 2 internal (*20 hours / week*) + 2 external
Name(s) of the SIH manager(s)	Enaip SIH - Elisa De Martini

Aims/Goals	Together with all the associated local / regional institutions involved in the regional Hubs network, the purpose is to reach the target group with

Describe shortly what you want to achieve with the SIH training and where you want to be by the end of project lifetime	actions aiming at their **individual empowerment.** In particular the training will support the identified target (disadvantaged unemployed women) to integrate into the labour market by enhancing their entrepreneurial skills, competencies and mentality and personal skills and motivation.
	Added value of the project will be the creation and the strengthening of a strategic regional network formed by care and third sector organizations, entrepreneurship experts, university. These institutions will become "innovation hubs" and will support their beneficiaries in the social innovation process, enabling them to become a part of the national and transnational IN SITU network. These actors will also contribute to the training suggesting innovative strategies, materials and sharing good practises. The involved stakeholders will take part also into the implementation of an intergenerational exchange with the younger participants, sharing competences and supporting younger women to identify a professional path that help their integration or reintegration into the Labour Market.
Steps What kind of steps do you need to take in order to achieve what you want? Set up a regional short milestone plan (not the one from the AF, but what you need to do in order to be successful with the project).	• forging relationships with local actors to build the regional network of social hubs • share knowledge and methodologies with operators of regional social hubs through joint training actions • together with regional social hubs, identify participants in regional actions • carry out training and tutoring during the two half-year sessions foreseen by the project • make long-term agreements with the various regional social hubs • insist with the continuous involvement of regional key players / public institutions The IN SITU SIH network will impact profoundly on the early stage entrepreneurial process of disadvantaged women, from the acquisition of motivation, through opportunity perception, idea validation, the identification of resources, negotiations to get into business, and the subsequent birth and survival of the firm. For nascent disadvantaged entrepreneurs, the social network is a paramount context within which entrepreneurship is enacted.
Indicators Which indicators will show by the end of project lifetime that you reached your goals for establishing a regional SIH? (e.g. number of events and	As a minimum requirement, the purpose is to reach the project target indicators being considered as valuable enough for setting the start phase of the regional SIHs. During the project duration, it is expected an increase in the number of social Innovation Hubs. The innovative approach (biomimicry and peer training) brings many advantages, but, at the same time, will have to face with the difficulty in

participants, average evalua-tion, extended network…)	assessing the impact of the training and mentoring activities and the lack of appropriate monitoring and evaluation indicators.
Target group Describe your target group and why you chose them.	The identified target group is: young and 50+ **long-term unemployed women**. According to the Regione Veneto official data, there is in Veneto, an increase in female employment. In Veneto Region, in fact, in 2017, 45.9% of employed people are women, with an increase over the previous year of + 5.1%, and with an increase of + 3.7% in female employees with managerial positions. New employees were in 2017 50.7% women, and registered women career promotions amount to 45%. However, **the top jobs remain a male prerogative,** with only 21% of female in top executive positions and 33% of women in executive position. **Women's job remains more mobile, with a greater use of part-time** (31.8% against 4.3% for men in 2017) **and greater rate of terminations at the end of the contract** (44.6% against 34.5% for men in 2017). **There is also a gender salary difference**: the average gross male salary amounts to about € 39,631 for men, against € 32,530 for women (-18%).
User Research What are the challenges and opportunities working with your target groups in the training program? What is their aim for the six months?	The project will support the involved key-players and stakeholder to remove the above mentioned obstacles that prevent **full equality between men and women**, so that women have the same opportunities in all areas of community life: in work, in institutions, in society. In particular, the training activities will help this disadvantaged target group to implement its **need of employability**. Disadvantaged women entrepreneurs typically lack access to some or all of these positive **networking** outcomes, due to the paucity of resources at their disposal, including financial, social and human capital. The aim for the six months is to open up a wider range of opportunities, ease the access to a more diverse and extensive pool of "collective" resources. The training and the network will bridge "structural holes" in the entrepreneur's own network of direct contacts, by offering access to new relationships. Moreover, the training and mentoring will extend and deepen human capital and entrepreneurial skills, both for entrepreneurs, and for the local "eco-system"
Activities Which highlight activities are going to take place in your SIH? How often do you plan to host activities at the venue per month?	The action will be flexible as possible to be better compliant with both the single social hub and the target group needs and constraints. However, the core action will consist of class and virtual training sessions, individual mentoring and coaching and the realisation of individual projects to be transformed in real business plans in case of opportunity / request. Location, frequency and length of the actions will be tailored according to the target group with the idea of acting as a one-stop-shop for the whole duration of the piloting semester. The action will be more purpose oriented rather than structured and fixed, meaning that the services will

be specifically settled and implemented starting from a basis and background common to all the social hubs, and anyway coordinated by the IN SITU regional partners.

The peer mentors will help beneficiaries through various forms of support: learning facilitator, supportive coach and behavioural role model. These roles constitute the pillars of a typology of entrepreneurial peer mentoring. This approach represents a first benchmark of best practices for future studies.

IN SITU originality/value is the construction of a new typology for entrepreneurial learning support, which will provide an important contribution in the field of entrepreneurship education.

Region Describe the region briefly. What challenges are there? What is already going well? What can you bring into the training programme? What do you need to learn?	The Veneto Region is affected by a process of profound transformation after the crisis, with some important evolutionary phenomena, in particular those of the socio-demographic context. Moreover a strong influence of some recent processes (technological progress, globalization, etc.) strongly influenced the characteristics of the labour market. Concerning the target group, the presence of women among employed persons has grown significantly. In particular, the female presence reaches a certain consistency in the tertiary sector and, in recent years, it appears to be driving employment recovery in dependent work, in contrast with the heavy negative dynamics for men. In other words, in the crisis, women "suffered" less than men: the losses were limited to a few hundred units. Veneto Region has allocated € 3 million of subsidy for female entrepreneurship and is investing in female entrepreneurship. Indeed, women represents 27.1% of the company holders in Veneto Region. Entrepreneurship is a key through which women can both empower themselves and contribute to inclusive and sustainable development.
Needs What are your regional needs for Social Innovation? What needs to be changed? And how can it be changed?	At regional level, the main need is the the insertion and reintegration of disadvantaged people, mainly unemployed women, both young and 50+. This category of disadvantaged actors need **active social inclusion** pathways aimed at employability and relocation. In particular, disadvantaged women that wish to re-enter the labour market need **work-support interventions, mentoring, training, apprenticeships and self-entrepreneurship courses**. The region needs to **avoid the waste of human and economic potential**, new social categories found themselves below the poverty line in Veneto Region and for this reason there is a need of an innovative approach to social inclusion focused on occupational integration, through the offer of **active policies and personalized services**, with the aim of stably reducing new poverty also through the enhancement of private social resources. Specific women's needs are also: **after-school care and babysitting, networks in the case of disabled children and elderly dependents**.

Social Innovation What does social innovation to your region? What kind of best practice examples do you know?	Veneto Region, in its regulation (- Promoting social innovation and transmitting ethics" initiative - DGR n. 948/2016), decided to mainly focus on 4 areas of social innovation: - **Corporate governance** for the promotion of CRS approach oriented towards management innovation and sustainability;- **Supply chain,** to develop sustainable policies and practices relating to relationships with customers, suppliers and end consumers;- **Natural environment, energy and emissions for the development of actions aimed at environmental protection, rationalization of resources, reduction of pollution, education of eco-compatible lifestyles**; - **Local territory and community** to encourage the creation of a network that contributes to promoting the development of social capital and the creation of synergistic and constructive interactions with the main territorial actors.
	The Veneto Region has been working for over a decade to promote entrepreneurial social innovation in order to invest in quality of work, respect for the environment , social justice and economic prosperity of the entire territory In 2019 I,5 Million euro was allocated to fund social innovation projects, i.e. the project "*Responsabilmente*", aimed at measuring the performances connected to the corporate social responsibility policies for Veneto enterprises:
	- Identification of a correlation between the corporate social responsibility policies that can be activated and activated and the performance of Veneto companies;
	- Identification of an integrated set of indicators, able to give a qualitative-quantitative vision of the effects deriving from the application of corporate social responsibility policies by the Veneto companies;
	- Creation of a replicable and scalable tool to map active behaviors, impacts expected over time and relevant performance).
	In Veneto Region social innovation means:
	-for Customers: easier access to information and obtaining answers, better quality of products and services, better brand position and increased perceived quality of the corporate brand, greater loyalty, etc.;
	-for Suppliers: respecting payment times and methods, improving relationships, increasing negotiating correctness, etc.;
	-for Management and entrepreneurs: better medium-long term economic-financial performance, greater capacity for innovation, increased confidence in management, etc.;
	- for Workers: better balance between work and private life, involvement in decision-making processes, sharing of values, etc.;
	- for Environment: energy savings, lower costs for waste disposal, correct use of natural resources, etc.

Innovation What would an innovative regional SIH look like for you?	SIH (Social Innovation Hubs) will be an innovative service within the institutions that will implement and sustain the IN SITU Network. They will provide a new type of sustain to entrepreneurship through a peer approach and through biomimicry. For this reason, in order to disseminate the new approach, in the Regione Veneto Vision, there will be a transnational network (with the other project partners), but there will be also a national SIH network. In order to make accessible to disadvantaged women all benefits of the "biomimicry" concept, it is necessary to create more than one SIH. This approach desirable to overcome the difficulty of reaching beneficiaries with traditional methods. One of the main difficulties is precisely to offer an innovative method, and apply it outside the traditional training and mentoring offer. This will enhance biomimicry and peer approach. Peer education is known as sharing of information and experiences among individuals with something in common. Trade Unions, associations, NGO are already assisting people that need help. IN SITU will provide them with the skills to develop their knowledge, attitudes, and entrepreneurial way of thinking that are necessary for positive behavior modification through the establishment of accessible and inexpensive preventive and psychosocial support. This approach is to be considered as the preferred strategy to reach unreachable beneficiaries such as long term unemployed women, to approach and discuss topics that are insufficiently addressed within other contexts. Recorded data confirm that peer- led interventions are more accepted, and thus more successful than teacher-led interventions. IN SITU innovative methodology will include formal and informal tutoring in unstructured settings during the course of everyday interactions or individual discussions and counselling. Various methods will be adopted (e.g. communicating information, behaviour modification and development of skills).
Network Describe how you developed and approached the Social Innovation network in your country/region. Also mention how you want to continue.	Since the very first steps in the project both the regional partners (PP3 and PP4) have started to involve local / regional organisations and the main social key players with the purpose of build-up an operative regional network of social hubs. The same implementation of the supporting activities towards the target group is going towards that direction: the single activities will be performed at each single organisation's premises according to a flexible structure to be more effective and tailored to the real needs of the final beneficiaries. IN Situ will definitely be a contribution towards the UNESCO Roadmap for Implementing the Global Action Programme on Education for Sustainable Development, including both the objective to "reorient education and learning so that everyone has the opportunity to acquire the knowledge, skills, values and attitudes that empower them to contribute to sustainable development", as well as that "to strengthen

	education and learning in all agendas, programmes and activities that promote sustainable development" (UNESCO, n.d.).
Structure What kind of structure do you expect for the six months training? Which additional help can you provide in addition to the training (e.g. networking events, mentoring, coaching, overtaking entrance fees to conferences…)	See above [*Activities*] Apart of the project regional networking / dissemination actions (e.g. Regional Focus Groups) direct talks / meeting with the main regional social players have been and will be implemented so as to set a sort of "control room" to better deploy the action in the territory. At the same time dissemination media (public conferences, social media, communication material, press articles, …) will be implemented also to reach the general public to reach the proper audience for being more effective on the regional policy making process. Additional help will be provided through informal tutoring in unstructured settings during the course of everyday interactions or individual discussions and counselling.
Sustainability Write down what you need in order to work sustainably for the SIH and how to include sustainability as topic in the program. Also explain how this can be reached.	In order to work sustainably it is necessary to implement a wide regional network. The use of peer mentoring programs is expected to be widely accepted because of the potential of such programs to be implemented in a cost-effective manner. This approach will ensure the sustainability and effectiveness of the peer mentoring approach. First of all, peers are considered more convincing than outsiders. In addition, the trainers who have received training to become IN SITU peer trainers constitute a new generation of social work professionals. The peer approach will also enhance the future sustainability of the project thanks to the fact that the new methods of training (less labour intensive and more cost effective) will not require the resources needed to provide long residential traditional training courses.
Additional comments	

Region Stuttgart

Location (Full Address – where will the Social Innovation Hub take place?)	Stuttgart Media University Pavillon Nobelstr. 10 70569 Stuttgart
Is the Social Hub located within or outside an In Situ partner	The SIH is located on Stuttgart Media University premises.

institution (if outside, which institution is hosting the SIH?)	
Area (m²)	130m²
Number of staff at the SIH and number of working hours/week (FTE)	
Name(s) of the SIH manager(s)	Violetta Fasulo, Margit Wolf, Niclas Ciziroglou

Aims/Goals Describe shortly what you want to achieve with the SIH training and where you want to be by the end of project lifetime	The SIH training in the Stuttgart region is called "Empowered by Social Entrepreneurship". The empowerment approach is an opportunity to overcome obstacles together with the participants, to equip them optimally with a combination of entrepreneurial, social and creative economic skills and thus pave the way to self-employment or employment. What is particularly important is regaining self-esteem and a fast track to labour market. Through the integration of the creative industries, we have access to innovative methods, flexible forms of organisation and the opportunity to learn from the innovative power of the creative industries, which helps us to develop and foster social innovation.
Steps What kind of steps do you need to take in order to achieve what you want? Set up a regional short milestone plan (not the one from the AF, but what you need to do in order to be successful with the project).	• analysing the needs of the target group • setting up the final training program with respect to the needs of the target group • organising the most suitable coaches and mentors • take part in the TTT in order to gain more know-how • developing a marketing strategy to reach the target group and receive as much applications as possible • making sure the chosen participants get inspired and well prepared for the labour market • keeping up their engagement, with the help of a well-designed program, inspiring mentors and training methods • building a sustainable social innovation network with already existing initiatives, the mentors and of course the training program participants
Indicators Which indicators will show by the end of project lifetime that you reached your goals for establishing a regional SIH? (e.g. number of events and	Good indicators will be • Overall evaluation for events & training programme = 8.5 or more • In total 20+ participants/teams to the training programme or more

participants, average evaluation, extended network…)	• Reached more than 70 people and more than 20 institutions by focus group events • At least 10 people/teams founded their business or got a (new) job thanks to the empowerment training
Target group Describe your target group and why you chose them.	Due to the lack of skilled workers in the Stuttgart Region, the regional economy depends on new citizens and on the qualification of unemployed. The integration of new citizens and unemployed into the labour market means integrating them in the society. This can be people with migrant or refugee background, long-term unemployed or people in redefinition phases of their lives.
User Research What are the challenges and opportunities working with your target groups in the training program? What is their aim for the six months?	The challenge in working with the target group is and will be that the target group is a new one for us. It will be difficult to reach potential participants for the SIH through our existing communication channels. This in turn opens up opportunities to enter into new collaborations, to try out new communication measures, to develop and establish new networks. The target group is looking for well-prepared entrepreneurial content, they want to change professionally, further their education, gain a foothold in the regional economy and most importantly of all, they are interested in social innovations and creative economic methods.
Activities Which highlight activities are going to take place in your SIH? How often do you plan to host activities at the venue per month?	Some of the events will have to be defined at a later stage but so far, we plan the focus group events to be one of the highlight events. We want to talk to the target group and stakeholders at the same time – we want them to mingle and network, too. The venue will change. During the training programme 4 workshops + 2 activities will take place per month. As we still must work out what the needs of our target group really is, this might differ at a later stage, too.
Region Describe the region briefly. What challenges are there? What is already going well? What can you bring into the training programme? What do you need to learn?	The Stuttgart Region is an international region, determined by its automotive, mechanical engineering and creative industries. In order to adapt to a modern, digitized and social economy and society, the region depends on highly trained workers. The shortage of skilled workers (8 %) cannot be overcome only by activating already skilled workers. Therefore, the Stuttgart Region is dependent on new citizens and the qualification of long-term unemployed. Companies and job seekers need advice on qualifications and integration.
Needs What are your regional needs for Social Innovation? What needs to be changed? And how can it be changed?	The Stuttgart Region is an immigration region. Many different people, with different languages and different cultures call the region their home. Social innovations can help to integrate new citizens. Diverse teams and companies are demonstrably more successful and social entrepreneurship is one way of achieving a high level of diversity. The tradition of corporate responsibility is old in the Stuttgart Region and these social values can be transferred to the future through social innovation. Additionally, there is a change in the economy approaching as the automotive sector is facing a huge change. This means new

	opportunities for the companies but also for the employees who might need to search for a new job.
Social Innovation What does social innovation to your region? What kind of best practice examples do you know?	Social innovation encourages people to reflect on their past actions and economic activities. Innovative social ideas enable economic and socially compatible growth with a view to sustainability. An impressive example of social entrepreneurship from the Stuttgart region is The Female Company. With tampons made of pesticide-free organic cotton, they have created a healthier and fairer alternative to existing products. Through a viral marketing campaign, The Female Company also drew attention to the fact that tampons are taxed like "luxury goods" in Germany. Thanks to the media attention, the tax was lowered in 2020.
Innovation What would an innovative regional SIH look like for you?	An innovative regional SIH should be a platform for new, creative, sustainable and conscious ideas. The Hub would be open for everyone who wants to learn about social innovation, entrepreneurship and sustainability. The SIH would be part of local and transregional network of social innovators. There would be an intergenerational and intercultural exchange of experience and knowledge.
Network Describe how you developed and approached the Social Innovation network in your country/region. Also mention how you want to continue.	At the beginning, the desk research for activities and actors in the field of social innovation enabled us to classify where something is already happening and where there is still a need for offers. Many bilateral discussions with social innovators have helped to refine the SIH training programme and many collaborations have been initiated. In future, regular meetings of social innovators in the region must continue to take place, for example in form of organised get-togethers, talks or workshops. It is important to integrate new activities into existing structures in order to establish a strong common basis for a network for social innovation and social entrepreneurship
Structure What kind of structure do you expect for the six months training? Which additional help can you provide in addition to the training (e.g. networking events, mentoring, coaching, overtaking entrance fees to conferences…)	The structure will probably be: > starting at the end of September > one workshop per week > additional German lessons (relevant to start-up topics), 1 per month > one thinktank per month -> intergenerational exchange and network setup > "competence team" of 5-6 members who will ensure the mentoring > up to 2 coaching sessions covered (e.g. financial or legal advice we are not allowed to give) > network events covered? Public transport? Has to be discussed
Sustainability Write down what you need in order to work sustainably for the	In order to work sustainably on the SIH there should be 1. Money to grant the training programme

SIH and how to include sustainability as topic in the program. Also explain how this can be reached.	> The money could come from other programmes and could be leveraged. Or the policy stakeholders see the need of an accelerator programme for social businesses and tackle it with the IN SITU approach. 2. Room available > The room could be the Playpark at Stuttgart Media University – if it persists. Otherwise other rooms have to be found. 3. Enough interested participants > The Stuttgart region is not a metropolitan area which is why we have to take care not to have too many offers. The last point is a good indicator that the other option of a sustainable SIH is to merge it with already existing offers and work jointly with other stakeholders in a comprehensive training programme which also convinces the policy stakeholders.
Additional comments	

Region Rijeka

Location (Full Address – where will the Social Innovation Hub take place?)	STEP RI, Radmile Matejčić 10, 51000 Rijeka, Croatia
Is the Social Hub located within or outside an In Situ partner institution (if outside, which institution is hosting the SIH?)	The SIH is located at STEP RI premises.
Area (m²)	65m²
Number of staff at the SIH and number of working hours/week (FTE)	4 SIH staff = 2,6 FTE
Name(s) of the SIH manager(s)	Anita Pribanić

Aims/Goals Describe shortly what you want to achieve with the SIH training	

and where you want to be by the end of project lifetime	Promote social innovation, inclusion and intergenerational learning in Croatia, aiming at a better social and work inclusion of long term unemployed.
Steps What kind of steps do you need to take in order to achieve what you want? Set up a regional short milestone plan (not the one from the AF, but what you need to do in order to be successful with the project).	Steps and milestones: 1) Develop a regional IN SITU network (expert support, care and third sector organisations, social innovation and entrepreneurship experts and public/private funding initiatives) and keep in regular contact 2) Co-organise and participate at study visits with regional network stakeholders 3) Develop a methodology for social initiative and social enterprise support, including a thorough set of widely appropriate tools and materials to be used in all regional SIHs 4) Organise Train The Trainer trainings for entire IN SITU network 5) Promote the methodology within the region 6) Launch a call to promote the integration of the disadvantaged groups into the labour market through social innovation and new social enterprises 7) Promote IN SITU SIH empowerment and capacity building activities in order to ensure a wide reach among the target group 8) Implement the IN SITU tailored social business and initiative development service and support scheme twice and tweak methodology accordingly if needed 9) Assess the impact of the IN SITU SIH programme 10) Promote regional and national IN SITU strategy endorsement
Indicators Which indicators will show by the end of project lifetime that you reached your goals for establishing a regional SIH? (e.g. number of events and participants, average evalua-tion, extended network…)	1) Number of trained persons 2) Number of organised joint workshops 3) Number of consulting and mentoring hours 4) Number of satisfied beneficiaries (evaluations) 5) Number of social initiatives established 6) Number of social enterprises established 7) Number of regional and international networks developed through the project 8) Number of stakeholders implementing IN SITU methodologies
Target group Describe your target group and why you chose them.	Since a specific subgroup of the IN SITU target group, that is long-term unemployed (age-group) - 29 / 50 + , cannot be defined in Croatia, the

	Rijeka regional partners decided to keep this "wider definition" of target group as their regional focus in order to reach project targets.
User Research What are the challenges and opportunities working with your target groups in the training program? What is their aim for the six months?	Ever since Croatia became a member of the EU in 2013, youth unemployment has decreased by more than half, but young and older people are still the two groups most affected by unemployment. Young people miss skills needed by the labour market and thus struggle finding their first job, while on the other hand older workers' have difficulties finding a new job after being unemployed, due to the low request on the labour market for older employees. By first ensuring empowering and self-assessment activities, followed by social entrepreneurial and social initiative promoting workshops and mentoring, the target group is aware of its employability and self-employability increase.
Activities Which highlight activities are going to take place in your SIH? How often do you plan to host activities at the venue per month?	Joint workshops, along with mentoring and consulting will take place at regional SIH. These will be accompanied by intergenerational events so that the two target group generations can learn from each other by exchanging experiences, bridging missing skills and competences. The planned monthly activity cycle for each six month support programme will consist of 2-3 lectures, along with 1 mentoring/consultation week, and 1 intergenerational event in the form of an informal networking event. In parallel, SIH staff will communicate regularly with SIH participants via email/phone and in person regarding workshops' materials and topics, preparation for mentoring & consultation hours etc. Moreover, SIH staff will share interesting and useful information regarding various employment, funding or empowerment opportunities.
Region Describe the region briefly. What challenges are there? What is already going well? What can you bring into the training programme? What do you need to learn?	In 2018, the unemployment rate in Adriatic Croatia was around 9,4 % (EU28 average 6,8%). Youth unemployment rate was 24,6%, which puts Adriatic Croatia in top five EU NUTS 2 regions with highest youth unemployment rates. Unemployment rate for age group 50-64 was 4.7%. High youth unemployment rates reflect the difficulties that young people face in securing jobs or engaging in self-employment. Older people on the other hand do not have especially high unemployment rates, but when they do become unemployed, they are less likely to find a job, and more likely to leave the labour force in discouragement. A particular problem is long-term unemployment (when a person is unemployed for more than 12 months) which potentially leads to poverty and social exclusion. People unemployed for long periods of time are facing the risk to lose their knowledge and skills or they become obsolete, they lose self-esteem and a sense of self-reliance. According to the OECD data, in 2018, 40.2% of unemployed people in Croatia (there is no data for Adriatic Croatia available) are long-term unemployed. Long-term unemployed persons often have limited employability, due to their low level of educational attainment, loss of skills and the substantial expenditures that are necessary to restore these skills. They also face significantly lower earnings and restricted career prospects. The

	participation rate of the long-term unemployed in employment programmes is usually very low.
	Globalisation and technological progress have an ever-increasing effect on daily life, and the demand for different types of labour and skills is evolving at a rapid pace.
	There are a number of measures that could and should be designed and implemented to help encourage people to find a new job, or start a business themselves: the promotion of a life-cycle approach to work, encouragement of lifelong learning, promotion of social innovation/social entrepreneurship and its potential for job creation, providing support to entrepreneurial initiatives, ensuring equal opportunities.
	The City of Rijeka and STEP RI, through their business and innovation support know-how, can contribute to the above-mentioned measures through the envisaged SIH six month training programme of the target group, accompanied by the regional stakeholders who can ensure target group involvement.
	The IN SITU target group is not the usual target group of the regional Croatian partners, thus the regional partnership is looking forward to discover, learn and test efficient long-term unemployed empowerment and (self)employability support activities.
Needs What are your regional needs for Social Innovation? What needs to be changed? And how can it be changed?	In Croatia, social innovation is currently in a grey zone, without a clear definition nor legal framework. Currently in Croatia there are only about a dozen social entrepreneurs, along with a slightly higher number of civil initiatives tackling topics that could be defined as socially innovative. These numbers are still relatively low and the potential of generation sustainable social solutions is not fully exploited.
	In order to change this, a clearer definition, accompanied by a larger number of structural incentives promoting social innovation, social entrepreneurship and social initiatives, could be a positive way for the establishment and promotion of social innovation in the region. Moreover, awareness activities have to be implemented as well, but in order to be efficient, these ought to be followed by structural incentives.
Social Innovation What does social innovation to your region? What kind of best practice examples do you know?	In Croatia, social innovation mostly tackles the following challenges: unemployment, equal education, renewable energy, sustainable development, social inclusion and poverty reduction. We can see that these are in line with the SDGs.
	Some best practices (non-exhaustive list): Humana nova, Okus doma, E-glas, Braille riddles, Social Innovation Laboratory, Ostrog school, RiUse center, Riperaj, ACT Grupa, Brodoto, CEDRA, eBank, Ulične svjetiljke, etc.
Innovation What would an innovative regional SIH look like for you?	As the name itself states, an efficient Social Innovation Hub should be a one stop shop in the region where interested parties can gather info regarding social innovation, social business and social initiatives. It should also be an active Hub where regular workshop, mentoring and networking events take place. In one sentence, a SIH ought to be an inspiring and motivating socially innovative environment, where new

	changemaking ideas/strategies/concepts/processes/products/ services/business models and methodologies are created and fostered all the way to the market/society. Community building, along with innovative and sustainable knowledge sharing is essential to achieve this.
Network Describe how you developed and approached the Social Innovation network in your country/region. Also mention how you want to continue.	Network development began with the identification of stakeholders, or better a desk research job identifying all relevant stakeholders. The next step was the creation of a regional database including all the identified stakeholders. Relevant stakeholders were contacted and regional focus groups organised. Relevant stakeholders are included in the planning of regional activities, pilots and TTTs. A strong cooperation is envisaged also in the future, during and after IN SITU project duration, in order to promote project activities, outputs and developed strategies.
Structure What kind of structure do you expect for the six months training? Which additional help can you provide in addition to the training (e.g. networking events, mentoring, coaching, overtaking entrance fees to conferences…)	• workshops • mentoring and consulting • networking • integrational learning • free 24/7 co-working space access • free reading material • international fairs participation • pitch preparation • info & news updates regarding training, (self)employment, matchmaking and funding opportunities • grant and project writing support and revision
Sustainability Write down what you need in order to work sustainably for the SIH and how to include sustainability as topic in the program. Also explain how this can be reached.	Project ideas focusing on Sustainable development goals will be prioritised in the local SIH. In order to encourage SGD ideas development and application to the regional SIH, local SIH staff will include SDGs as a topic in the support programme and in promotional activities. Sustainability, as a whole, can only be ensured if the SIH support methodology is acknowledged and supported by the entire stakeholder network. Thus, strategy development and implementation of the strategies in a structural way by stakeholders is an essential step for reaching sustainability.
Additional comments	

Region Slaskie

Location (Full Address – where will the Social Innovation Hub take place?)	WSB University Cieplaka 1 c 41-300 Dąbrowa Górnicza
Is the Social Hub located within or outside an In Situ partner institution (if outside, which institution is hosting the SIH?)	The SIH is located on WSB University premises.
Area (m2)	30m² (co-working zone) + 40m2 (office premises – part of WSB library with computers, free wi-fi and chill out zone).
Number of staff at the SIH and number of working hours/week (FTE)	SIH manager and one SIH administrative assistant – WSB staff Training coordinator for ½ FTE from September 2020 to August 2021 = approx. 20h/week Thematic trainers – for specific workshops/lecturers etc.
Name(s) of the SIH manager(s)	Michał Szyszka, PhD.

| **Aims/Goals**

Describe shortly what you want to achieve with the SIH training and where you want to be by the end of project lifetime | Silesian SIH will be supported by Silesian triangle and together they will work on transnational approach to tackling intergenerational unemployment and social exclusion. SIH will bring together younger and the older (50+) unemployed citizens so that these two generations can learn from each other by exchanging experiences, bridging missing skills and competences. In Silesia region we will work with people with disabilities which are now the biggest group of long term unemployed Silesia citizens. The training will be based on the concept of blended learning. The main pillar of the course will be based on face-to-face workshops (mentoring & consulting) and supported by introduction of e-learning methodologies and visiting successful Silesian social businesses and Polish makerspaces (makers communities). The course material would be modified according to the needs of participants and added to a network environment in forms of notes, videos and lecturers for online accessing. The SIH will facilitate the communication among workshop participants via cloud-based instant messaging platform and discussion forums to promote collaboration and knowledge sharing, which would result in learning network creation.

Additionally, the key players in the regional triangles will learn from each other and a dynamic capacity building process will take place throughout the SIH life circle at different levels. SIH would play the role of liaison among the key players to establish and promote effective practices of electronic communication. WSB partner in SIH implementation will be regional authority of Silesia Region.

Representatives of socially excluded groups know their social problems the best and, with a support of SIH (WSB) and triangle experts on Management, Economics, Education, ICT, Health (physiotherapy), Transport and Logistics, Security (inc. Cybersecurity), will prototype innovative solutions to solve some social problems in Silesia Region.

As a specificity of Silesian SIH we would like to introduce training participants to creative industries and makers movement initiatives that |

	may be an alternative way to develop their business ideas to solve social problems in Silesia Region.
	SIH, thanks to cooperation with OWES (Social Economy Support Centers), may extend support for the most promising ideas and initiatives. SIH may provide financial support and training to participants for implementation of their social business ideas.
	We are hoping for the pilot training to result in social initiatives and businesses, run by IN SITU participants, to solve some of social problems of target groups in Silesia Region. We would like to finish this project with SIH stabile structure and external stakeholders network to work with Silesia Region citizens, people with disabilities, WSB students (also the foreigners) on next social businesses and start-ups.
Steps What kind of steps do you need to take in order to achieve what you want? Set up a regional short milestone plan (not the one from the AF, but what you need to do in order to be successful with the project).	1. Recruitment of experiences trainers and mentors – 28th February – end of March 2020 2. SIH Establishment - 17th March 2020 3. Strong triangle network to support training participants – March-May 2020 4. Participants recruitment – cooperation with local authorities, CIS (Social Integration Centres), OWES (Social Economy Support Centres) – March – April 2020. 5. First training: September 2020 – February 2021 6. Second Training: March 2021 – August 2021
Indicators Which indicators will show by the end of project lifetime that you reached your goals for establishing a regional SIH? (e.g. number of events and participants, average evalua-tion, extended network…)	Indicators per project: 1. At least 20 initiative ideas 2. At least 2 visits in makerspaces 3. At least 2 meetings with Social Economy Support Centres representatives 4. At least 80 participants 5. At least 20 participants with disabilities in IN SITU training programme
Target group Describe your target group and why you chose them.	About 4.5 million inhabitants live in the Śląskie Voivodeship. The unemployed constitute of less than 2% of the total population. The percentage of the unemployed and long-term unemployed constantly decreases. Despite these statistics, the groups in which a high unemployment rate has been identified are still long-term unemployed (44.2% of all unemployed) and people with disabilities (5 764 people). During implementation of the IN SITU project people with disabilities, as well as long-term unemployed young and elderly regional citizens will work with experts on social innovation in a form of social initiatives and social enterprises aimed at supporting disabled people both in everyday life and workplace.
User Research What are the challenges and opportunities working with your target groups in the	People with disabilities are really determined to join labour market with equal rights. They just lack the opportunity and adequate support to do it. The main challenge of working with this target group are they physical obstacles – the disabilities.

training program? What is their aim for the six months?	SIH would like to face this problem by employing mobile trainers. Some training activities will take place in different locations, ie. in local authorities facilities close to where participants live.
	Additionally we would like to use ICT tools to communicate with participants. Some of them may participate online in few activities. SIH, for training purposes, may use WSB innovative multimedia conference room with streaming equipment
Activities Which highlight activities are going to take place in your SIH? How often do you plan to host activities at the venue per month?	We are planning to hold workshops and trainings at SIH premises. Mentoring and consulting may be provided in any venue in the Silesia Region. Mentors will contact participants in advance to meet them in the most suitable place and time. We will try to be as flexible as possible in order to make participation in SIH training the least troublesome to our participants with disabilities.
Region Describe the region briefly. What challenges are there? What is already going well? What can you bring into the training programme? What do you need to learn?	The Silesian Voivodeship is located in the southern part of Poland and covers an area of 12,333 km2, which is 3.9% of the area of Poland. It is characterized by the highest population density in Poland—372 people/km2—especially in the areas around the centrally located Metropolitan Association of Upper Silesia and the Dąbrowa Basin, where there are as many as 1000 people per km2 in some places. On 30 June 2014, the Silesian Voivodeship had 4,593,358 inhabitants, which constituted nearly 12% of the population of the entire country, making it the second most populous region in Poland. Silesia has the largest number of cities of over 100,000 inhabitants in Poland. Most poviats (districts) are strongly urbanized: they do not have agricultural functions and are often used as "bedrooms" or recreation areas for the inhabitants of large cities. The economic development of the region is primarily related to the mining industry (hard coal), the steel industry, and the important role of rail transport. The cities of the region are heavily biased in economic terms (mono-functionality). After the political and economic breakthrough of the 1990s, the region was subject to far-reaching economic degradation, which translated into numerous problems and unfavourable social phenomena (unemployment, poverty, and the social degradation of urban districts and environments). Nowadays, there is economic development in the region, which is intensive but disproportionate in geographical and social terms. The development of the conurbation and the successful economic transformation (e.g., Katowice, Gliwice, and Tychy) that are generating social development are accompanied by stagnation and significantly slower dynamics of development in the provincial units, which is exacerbated by possibilities for the exploitation of natural resources, the logistical possibilities of locating new plants, possibilities related to restructuring, and a lack of access to transport and road infrastructure. Although the Silesian Voivodeship has the smallest range of social welfare beneficiaries according to the data of the Central Statistical O_ce, amounting to 3.8% (in 2017, the average share of beneficiaries in the total population of Poland was 5.7%), such a measurement (in the field of sociocultural and economic revitalization) still constitutes a significant challenge in terms of social policy in virtually all territorial units of the Silesian Voivodeship, including those that are currently undergoing intensive development. This is due to a number of reasons, such as the fact that there are still socially degraded areas (cumulative poverty and grouped environments of social welfare clients). Problems and unfavourable social phenomena closely correlate with cases of breaking the law, keeping with returns to

scale in terms of the most urbanized conurbation in Poland. Silesian Police data for 2018 indicate the initiation of almost 95,000 preparatory proceedings in connection with crimes, which translates to a little more than 2000 proceedings per every 100,000 inhabitants of the province.

The province is characterized by a significant share of national minorities. According to census data, there are 20,000 Germans living in the province (which constitutes 0.43% of the total population of the Silesian Voivodeship) and less numerous representatives from other nationalities, as well as Czech and Moravian minorities. Many people who claim to belong to the Silesian nationality or to the Silesian ethnic group also live there. In the 2011 census, there were 318,000 people (about 7% of the total population of the Silesian Voivodeship) who declared Silesian nationality only and 382,000 declarations of double identification (including 370,000 of Silesian-Polish identification).

What is already going well?

Social and cultural revitalization of the areas with the internal potential (Katowice – the Silesian capital, Siemianowice, Gliwice: special Economic Zones; Tychy, Gliwice: areas with the best public transportation in the region; Bielsko-Biala: areas with specific resources)

What do you need to learn?

- How revitalization activities and social and vocational activization activities have been run in other regions
- Is there a continuous professional development support for ‚Social change' Leaders (entrepreneurs, initiators, chairmen of social economy organizations)
- How the innovative solutions are tested and commercialized thanks to public funding
- What kind of activities would be the most effective for the activization of the people with disabilities into the labour market
- What kind of activities would be the most effective for the activization of the long term unemployed into the labour market
- What kind of activities would be the most effective for the activization of the people over the age of 50 into the labour market

Needs What are your regional needs for Social Innovation? What needs to be changed? And how can it be changed?	European Innovation Scoreboard shows that Poland received 61,1 points for the years 2011-2018, which means that Poland (including the Silesian Voivodeship) is characterized as country promoting moderate innovations in comparison to other EU countries (and regions). It is placed as the fourth last on the list, followed by Croatia, Bulgaria and Romania. From the 26 indicators grouped into five categories, it is worth listing the following Human Resources, education, patents, resources available for innovative businesses and results of these business activities measured in the sales value of new and upgraded products, capital expenditure on information and telecommunication technology, internet access

Despite the multidimensional support and promotion of the social innovation on the level of regional policy and public means investment (structural funds, regional contests etc.), there is still lack of effective solutions independent from initial financing mechanisms.

There are many different innovative initiatives and solutions in Silesian Voivodeship (for example carer's support services, telemedicine, remote work, activities of the social cooperative like printing houses, urban greenery maintenance, construction and renovation work) which were established thanks to EU funding but have not been included into the mechanisms of the multi-sector social policy. Additional public financing is required for these initiatives to continue the activities.

- Commercialization of the innovative implementations like assisted care for disabled, who can enter the labour market
- Job creation for people over 20 and 50 years of age with special needs
- Flexible solutions related to labour market for example remote work or shortened working time
- Research investigating what motivates and demotivates young unemployed and unemployed over the age of 50 to enter the labour market
- Project's participants job expectations

Social Innovation What does social innovation to your region? What kind of best practice examples do you know?	There are no lists provided by Silesian Voivodeship with the guidelines defining and categorising innovative business activities. There are no regional records, reports and analyses related to social innovation in the voivodeship. The lack of the external instructions is challenging for the Hub's activities and its staff. There are different models of social policy (commercial, public and non-for profit) of implementation of the innovative business activities in Silesian Voivodeship Selected solutions: • Foundation „Leżę i Pracuję" in Katowice, which created the first marketing agency, which employs paralyzed people. Within the social innovation framework, agency is creating prototypes and testing different solutions in order to include people with disabilities into the labour market : https://lezeipracuje.pl/co/ The activities of the Foundation are a definite success and it became a semi-finalist of the European Contest for Social Innovation. • Social cooperative "Rybka". The cooperative was set up by seven people including people with disabilities and in the long term unemployment. Since 2011 it runs stylish, regional coffee shop called „U Rybki" located in vintage district Giszowiec in Katowice. The coffee shop also organises different types of trainings and meetings for example with students or elderly. Homemade cakes and cookies, baked in the coffee shop according to the unique and traditional regional recipes from the best quality local ingredients, are available for purchase. The cooperative is also engaged in the promotion of regional traditions and cultural heritage by organising Silesian evening meetings „Mówię i godom" in the partnership with TV Katowice.

	• Social cooperative „Honolulu", which runs a social club „Drzwi Zwane Koniem" in Katowice. It focuses on activisation and employment of people with disabilities. The club's facilities, which include open stage and a restaurant with bar, enables to organise different types of cultural events. • Artistic Association Bielskie Stowarzyszenie Artystyczne Teatr Grodzki. The organisation was created in 1999 and associates artists, teachers, physiotherapists, cultural initiators, who work to support the groups, which are threatened by social exclusion and have limited access to the world of art and culture – children, youth, adults and elderly. The organisation also runs employment centre for people with disabilities (ZAZ, WTZ) and coordinates different social projects. • Social Cooperative Fajna: http://www.fajna.eu/. It is a transnational, social organisation, which employs people with disabilities, in long term unemployment and threatened by social exclusion. Its main activities are design, PR, marketing soap hand manufacture. • Social Innovation in Gliwice: https://www.klaster.org.pl/ It is made up few organisations, which run different business and social projects. Its areas of expertise are: help to disadvantages, public diplomacy, digitalization.
Innovation What would an innovative regional SIH look like for you?	Silesian SIH will be innovative thanks to its flexibility. We will work with people with disabilities and long term unemployed and introduce them to creative industries and makers movement. Our mobile trainers and mentors may meet with participants in any place in Silesia Region to discuss, verify and test theirs social ideas and initiatives.
Network Describe how you developed and approached the Social Innovation network in your country/region. Also mention how you want to continue.	WSB University (established in 1995) runs Business Incubator for Zagłębie Region (ZIP) which was established in 2015. ZIP is a practical business school for startups. Our main clients are WSB students and Zaglębie Region citizens. ZIP offers infrastructure and training to test a business idea on preferential market conditions and without having to register a business or company. ZIP mentors and trainers are at the same time WSB researchers and practitioners. WSB main fields of education and research are Management, Economics, Education, ICT, Health (physiotherapy), Transport and Logistics, Security (inc. Cybersecurity). ZIP was founded by WSB with support of City of Dąbrowa Górnicza, Local Association of Entrepreneurs and National Incubators Network. ZIP as a unit of WSB University was a partner in many international projects ie. "Internalization of V4 start-ups" (co-funded by IVF) – ZIP staff worked with V4 partners on Visegrad common Smart specializations. ZIP start-ups were presented during networking meetings in Poland, Czechia, Slovakia and Hungary. Some of ZIP start-ups grown in a well prospered companies like: Drones 303 or Lazy bags. Under IN SITU project ZIP will be transformed into Social Innovation Hub (SIH). ZIP network of mentors, trainers, local authorities etc. will now work on social innovations under SIH. Additionally, SIH network will be extended by 13 new key players in social innovations and entrepreneurship, 48 public/private funding initiatives and 86 key players in expert support, care and third sector. During IN SITU implementation strong network on CIS (Social Integration Centres), OWES (Social Economy Support Centres), local authorities and NGOs will be developed. Representatives

	of all this institutions met with us during first focus group meeting in September 2019, where first draft of the structure was created. Then on 28th February (on second focus group meeting) all experts met to talk about detailed SIH action plan. Some of them are SIH trainers and mentors during IN SITU pilot trainings. Network will be also strengthen thank to WSB branches in Cieszyn, Zywiec, Olkusz and Crakow and external stakeholders cooperating with WSB on research, study programmes and as a members of Expert Advisory Board.
Structure What kind of structure do you expect for the six months training? Which additional help can you provide in addition to the training (e.g. networking events, mentoring, coaching, overtaking entrance fees to conferences…)	We will provide: - At least 2 visits in makerspaces, - Workshops in WSB and SIH facilities, - Consultation with ROPS, WUP, OWES and CIS. - Mobile trainers and mentors, - Field testing of participants ideas, - Participation in WSB conferences and events like science festival, Expert Advisory Board meetings, scientific conferences – free of charge.
Sustainability Write down what you need in order to work sustainably for the SIH and how to include sustainability as topic in the program. Also explain how this can be reached.	SIH will be a part of WSB administrative structure after IN SITU finalization. SIH coordinator is Michał Szyszka, PhD. who works at WSB University in Education (Pedagogy) Faculty. He will stay on that position after project finalization. Science Development Department will support SIH in organization and administration of SIH activities. We will also try to maintained SIH idea in other projects, i.e. under International Visegrad Fund with partners from Slovakia, Czechia and Hungary. WSB University runs Expert Advisory Board in Dąbrowa Górnicza and Cieszyn. Experts meet 4 times a year in each localization. SIH activities and ie. Mentoring activities will be promoted and discussed on EAB meetings.
Additional comments	

Region Maribor

Location (Full Address – where will the Social Innovation Hub take place?)	Fundacija PRIZMA Tkalski prehod 4, 2000 Maribor
Is the Social Hub located within or outside an In Situ partner institution (if outside, which institution is hosting the SIH?)	The SIH is located in the premises of PRIZMA Foundation.
Area (m²)	80 m²

Number of staff at the SIH and number of working hours/week (FTE)	At least 4 persons will be part of the SIH. The working hours/week will depend on the actual work done with the participants of the target groups, but in general the SIH will be "open" approx. 30 hours/week.
Name(s) of the SIH manager(s)	Moira Kobše, Gregor Cerar – PP 12 Ozara Natalija Žunko, Aljaž Brodnjak – PP 11 PRIZMA

Aims/Goals Describe shortly what you want to achieve with the SIH training and where you want to be by the end of project lifetime	From our point of view, through SIH training we wish to: • identify potential participants among the target groups of the project that have viable (social business) ideas or desire to actively participate in solving open issues in the society; • equip the participants with the required know-how to either, start and grow their social enterprise or implement a social initiative in their local environment; • provide constant support though SIH, information activities, networking events etc. The ideal state at the end of the project would be a SIH that carries out support to participants that entered it during the project and is also open to new participants that will join it after the project is finished.
Steps What kind of steps do you need to take in order to achieve what you want? Set up a regional short milestone plan (not the one from the AF, but what you need to do in order to be successful with the project).	• March – June 2020: activities of promotion and awareness raising (social media and website posts, media releases, focus group, networking events, workshops for identification of local issues and finding solutions, pitching of ideas, presentations at Employment Service of Slovenia (to counsellors and unemployed); • June 2020 – September 2020: creative workshops for finding solutions to local/regional issues, formation of potential teams for social enterprises/social initiatives. • September 2020 -: launch of the pilot training, provision of mentoring and counselling for participants, connecting with other projects in the area of SE. Also in September 2020 we expect a close coordination and some additional promotional activities with Employment Service of Slovenia, because in that month a lot of young persons that finish schooling are registered as unemployed.
Indicators Which indicators will show by the end of project lifetime that you reached your goals for establishing a regional SIH? (e.g. number of events and participants, average evalua-tion, extended network…)	• Number of participants of the training programme • Number of successfully launched social enterprises • Number of successful social initiatives • Share of satisfied participants of training, counselling, mentoring (based on evaluation questionnaires) • Number of participants from Slovenia on transnational fair

Target group Describe your target group and why you chose them.	Mostly, the target group is pre-determined from the project's application. Since Podravje is comparatively quite a small region, we didn't further narrow the target group (i.e. disabled, migrants etc.) and will strive to work with young and elderly unemployed.
User Research What are the challenges and opportunities working with your target groups in the training program? What is their aim for the six months?	As the current situation on the labour market in our region is quite good, we assume that the persons currently unemployed might have issues with low self-esteem, lower rates of activity and self-motivation. As learned from the 1st focus group, the young in addition lack qualification and work experience, while on the other hand the have an advantage in thinking out of the box and would be more willing to take risks. The elderly is likely to have more issues with some age prejudices and are less likely to face challenges and risks associated with entrepreneurial career and new technologies, however, would have more experience and would look to improve their social security. These challenges would need to be addressed in the process of recruiting participants, during their training and also in providing additional support after the end of the training programme – for this we will provide resources which are available in other related projects that are currently active in the region.
Activities Which highlight activities are going to take place in your SIH? How often do you plan to host activities at the venue per month?	It is our intention that SIH cover comprehensive activities to support all stages in the process of the development of the social businesses or social initiatives. The main activity will be the delivery of the training programme for our target groups together with mentoring, counselling and providing basic information. At the moment it is difficult to determine the exact number of activities per month. Currently, there are several different projects related to social innovation and social entrepreneurship taking place in our premises and which target several target groups or specific areas (e.g. social enterprises, social economy ecosystem, social economy in rural areas). These projects will last until December 2021 or further. We will seek to complementarities and offer the IN SITU participants to take part also in the events organised by these activities if seem appropriate (e.g. networking, access to additional knowledge beyond IN SITU training programme). Depending on the requests, IN SITU will also offer activities outside the premises of the HUB in particular in the stage of identification of potential social business ideas.
Region Describe the region briefly. What challenges are there? What is already going well? What can you bring into the training programme? What do you need to learn?	The project will primarily address the Podravje region in Slovenia, with the population of 321,000 and 41 municipalities. The largest in the region is the City Municipality of Maribor with 94,000 citizens, the second largest in Slovenia. Among 12 Slovenian regions, Podravje is among less developed and is ranking on the 9th place. Slovenia in general is lagging well behind EU in terms of entrepreneurial activity and employment in sector of social economy. However, in the last couple of years, significant steps are being made in the Podravje region.

	With approx. 15% of the country population, Podravje has 30 % of all social enterprises registered in Slovenia. There are several national and international projects currently running with strong networks - that include experts and other stakeholders – developed that can on one hand support the IN SITU activities and on the other hand benefit from it. We will use expertise and resources from other projects to strengthen IN SITU activities and we also hope to gain new knowledge and experience that we will use for our work on other projects.
Needs What are your regional needs for Social Innovation? What needs to be changed? And how can it be changed?	The main needs are related to increasing awareness in the local/regional/national environment about the importance and contribution of social entrepreneurship and social innovation to sustainable socio-economic development. Significant improvement has been made in this matter recently by increased networking of the relevant actors and though increasing the visibility of the social enterprises and initiatives among general population and relevant stakeholders. Regional needs are related to improving the entire ecosystem for the support of social innovation and social entrepreneurship and by improving coordination of the development activities and increasing accessibility of the support across the region. An important step has been made with the proposal to establish a Council for social economy at regional level (expected to be established in 2020). Another important need is to reach out to local communities and citizens to help them better address local problems and foster social innovation.
Social Innovation What does social innovation to your region? What kind of best practice examples do you know?	Social innovation is of key importance to address social challenges in particular in smaller rural and urban communities where the quality of life and access to services is in general lower than in large urban centres and where there is less development support available. Some of best and sustainable practices regarding social innovation would relate to tourism (alternative tourism, city walks, creative tourism products), agriculture (cooperative of small farmers that sell their products online or in a shop in Maribor, cooperative of wine makers), reuse centres.
Innovation What would an innovative regional SIH look like for you?	The regional SIH is to become one of the main corners of the social economy ecosystem in the Podravje region with a wide range of support services and being well connected with the other actors in the entire ecosystem. A good SIH would offer mentoring and counselling support along the entire process and phases of the development of the social business idea, which we see as: - innovative formats of awareness raising and identification of local issues, needs and potentials

	- supporting innovation and creative problem-solving processes and find innovative solutions and their assessment,
	- provision of training, counselling, mentoring in start-up assistance (prototyping)
	- provision of support and networking in launching the business growth.
	Innovative aspects of the HUB are linked to sharing and adapting of the good practice approaches from partner countries on one side, as well as in providing a comprehensive information on other types of support available to social businesses and connecting the users and providers through networking and exchange.
Network Describe how you developed and approached the Social Innovation network in your country/region. Also mention how you want to continue.	The activities of the IN SITU project will be implemented in a way that will be coordinated with some other major projects that are dealing with social entrepreneurship and social innovation and are currently running in our region at least until December 2021: - **SocioLab** - Setting up a comprehensive ecosystem for support of social economy and social innovation in Podravje region is a regionally supported project. It complements IN SITU in several ways, including by provision of resources for external experts/counsellors which can provide additional specialised business support, some funds for attending other educational events, conferences etc. This project also carries out advocacy actions aimed at key stakeholders at local and national level in order to ensure sustainability. It is important to add, that SocioLab partners have already established a network of important stakeholders across the region, with whom the information and activities will be coordinated and the reach out to specific local environment strengthened. - **+Resilient** (Interreg MED) – the pilot action centred around developing a local strategy for social entrepreneurship of the Municipality of Maribor. Key part of this strategy is linked to the usage of buildings that are owned by the Municipality – one of them is the building that is foreseen as the SIH. - **CERUSI** (Interreg CE) – it is a capitalisation project aiming at facilitating social entrepreneurship and social innovation in rural areas. To IN SITU activities it will be helpful because it will enable us to reach wider audience of potential target group participants.
Structure What kind of structure do you expect for the six months training? Which additional help can you provide in addition to the training (e.g. networking events, mentoring, coaching,	The structure will be developed and adapted throughout the pilot implementation. The 6-month training period will be implemented by the core team who will be engaged in the implementation of the training contents. We assume that alongside the training of the "basic" skills agreed by the partnership through TTT programmes, we will provide additional mentoring, counselling, education (courses, conferences, events…) for participants based on identified needs. We will be able to provide

overtaking entrance fees to conferences…)	additional help through activities of the related projects that we described above. What we find important is to enable the target group of the unemployed to get in contact with other initiatives and actors supporting or running the social businesses or social initiatives.
Sustainability Write down what you need in order to work sustainably for the SIH and how to include sustainability as topic in the program. Also explain how this can be reached.	We are already actively working to provide sustainability of a wholistic support for social entrepreneurship and social innovation in the region. We are closely working with our SocioLab project partners (expert organisations, Chamber of Commerce…) and key stakeholders (Municipalities, Regional Development Council, Ministries at national level in order to ensure sustained support for activities from 1.1.2022 onwards. We also aim to start activities to raise awareness among private sector organisations for cooperation/support/common activities.
Additional comments	