

Social Entrepreneurship
eLearning Programme for NGOs
A Qualitative Survey
Report B
January – March 2022

Compiled: 30/04/2022

This research was in integral part of the project:

NGO eLearning - SocEntrep4NGOs



Erasmus+

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01-11-2021 – 30-04-2024

Academic Partners



Advenio
eAcademy



UNIVERSITY
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POLITECNICA
DELLE MARCHE



NGO Partners



FORUM
delle Camere di Commercio
dell'Adriatico e dello Ionio



1. Background to the Project

Social entrepreneurship plays an important role in addressing social, economic, and environmental challenges while fostering inclusive growth, shared prosperity, and social inclusion. Moreover, social entrepreneurship contributes to job creation, at the local and international level, as well as to democratic participation and improvement of welfare services delivery. The number of social enterprises in Europe is growing and their business models and fields of activities are getting more diverse. This is a result of both bottom-up developments as well as of policy measures and programmes initiated by governments. Training is a key “actor” in the social innovation ecosystem. Countries with broad experience in social entrepreneurship include training as a key pillar of these supporting frameworks and are active actors in the promotion of social entrepreneurship. However, training on social entrepreneurship is not present in the training offer of these actors, and it’s part of other formal training traditional activities provided (Dramblis, 2017).

The European Commission report on the European Social Enterprises and their ecosystems highlights, that rather than pushing social enterprises to mimic regular companies, the key challenge seems to be to strengthen new entrepreneurial thinking, building on balanced competencies across a range of functions, from business skills to a broader awareness of the organisation’s social purpose and inclusive governance.

This project addresses the identified lack of research specifically to determine the challenges and the training needs by current and new social entrepreneurs. It addresses the lack of formal qualifications which are targeted specifically at social entrepreneurs. This project is developed by commercial and social entrepreneurs for commercial and social entrepreneurs. In this way the project partners can provide added benefit with practical knowledge to the students following the pilot intake which should serve as the basis for the further intakes on completion of the Erasmus+ funded project.

The SocEntrep4NGOs Consortium

The consortium is composed of Higher Education Institutions and NGOs from three countries, Malta, Italy, Greece, and Turkey. It includes the following organisations:-

Partner Higher Educational Institutions:-

Malta - Advenio eAcademy (project leader)

Italy – Università Politecnica delle Marche

Greece – University of Ioannina

Turkey – Bogazici University

Partner NGOs

SocEntrep4NGOs Project

Malta – Solidarity and Overseas Services

Italy – Forum delle Camere di Commercio dell'Adriatico e dello Ionio

Greece – Academy of Entrepreneurship

Turkey - IMECE

E+ SocEntrep4NGOs Project Objectives

The scope of the project is to improve the capacity of existing NGOs working within the third sector, current and future social entrepreneurs by providing them with a formal qualification directly related to Social Entrepreneurship. The proposed programme is being designed and developed based on the feedback that the project partners will receive from the participants in the research study to be carried out in this project. The project seeks to achieve the following objectives:-

1. Research current best practices in Social Entrepreneurship (SE) and SE programmes required to support NGOs. This will help in understanding the particular challenges met by current and future social entrepreneurs, employees working in NGOs and NGO volunteers.
2. Design and develop the proposed Social Entrepreneurship programme set for the level recommended by the research and including specialist content also confirmed through the research.
3. Accreditation by the national regulator in Malta, Malta Further & Higher Education Authority (MFHEA) of the new social entrepreneurship online programme. Accreditation ensures that students completing the programme earn a qualification that is recognised within the EU and within those countries that are signatories to the Bologna process.
4. Marketing of the new Social Entrepreneurship programme to recruit suitable social entrepreneurs for participation in the pilot programme Intake #1. An online campaign will be run in each of the four partner countries to promote the programme and recruit students.
5. Implement the 18-month online Social Entrepreneurship programme as a pilot programme and evaluate its effectiveness. Based on the Erasmus+ funding, circa 60 students will be offered a full scholarship in the programme. The 18-month online programme will provide a considerable amount of interaction to facilitate and assist participants in making the transition of hands-on to a more academic but real-world approach to social entrepreneurial activity.
6. Publish and disseminate the findings of the research study and feedback from the pilot intakes students enrolled for the Social Entrepreneurship programme. The results and dissemination material will also be crucial to ensure its sustainability after the Erasmus+ funded project. The experience of the participants during the programme will be particularly relevant in identifying any support that may be required by such participants.

2. Project Research Overview

Project Result 1 – Research study: (B)

Social Entrepreneurship eLearning Programme for NGOs

A Qualitative Survey

This study is part of an Erasmus+ co-funded project launched in November 2021 involving one higher educational institution and an established NGO in each of the four participating countries, Greece, Italy, Malta, and Turkey. The Project includes the research into the required subject matter, development of the required specialized modules and the implementation of a pilot project in which full scholarships will be offered to participants.

This research study focuses on the identification of specialist subject matter relevant to the development of an accredited online programme in social entrepreneurship. The study seeks to prioritize the various subjects identified and to determine the most appropriate level for the development, undergraduate higher diploma or post graduate master's degree. The new programme will include foundation modules in entrepreneurship. These will be supplemented by specialized modules in social entrepreneurship. The new programme will equip participants to contribute significantly in setting up social Enterprises and in assisting NGOs in making the transition to Social Enterprises.

Research study on the current state of social entrepreneurship in each partner country - Research current best practices in Social Entrepreneurship (SE) and SE programmes required to support NGOs. This will help in understanding the particular challenges met by current and future social entrepreneurs, employees working in NGOs and NGO volunteers. This research will focus on achieving the following objectives:-

- i. Identification of social entrepreneurial core competencies
- ii. Recognition of best practices in the field of social entrepreneurship training and development programmes
- iii. Defining the Social Entrepreneurship Programme framework and its controls

3. Project Research Results:

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Responses

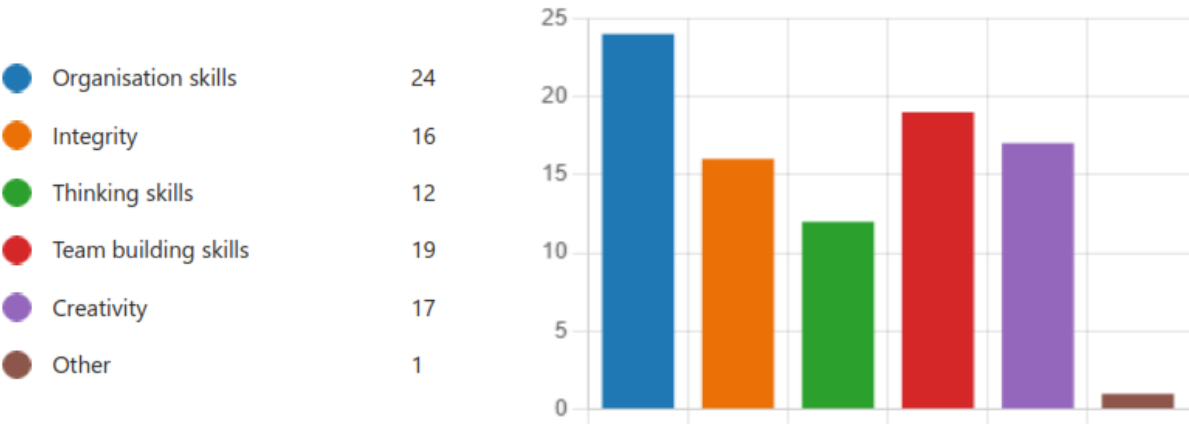
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Average time to complete

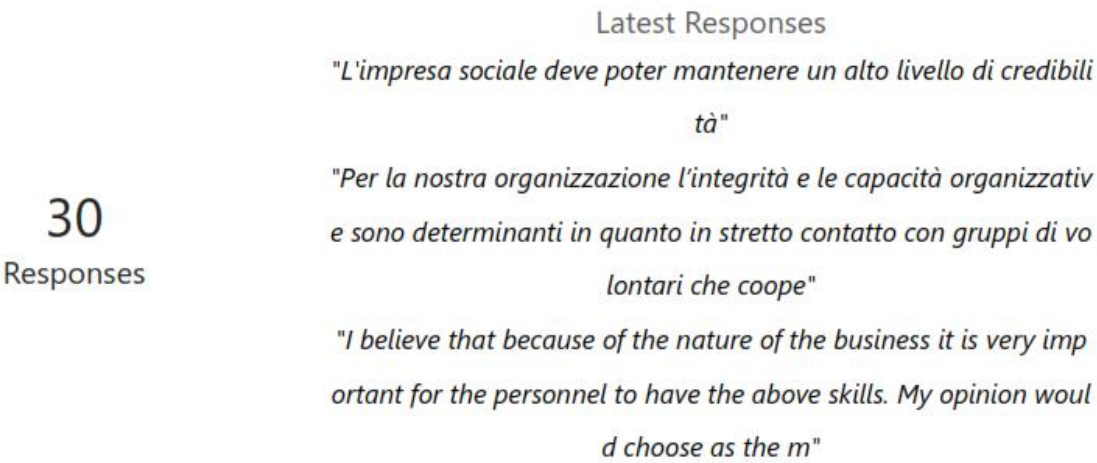
Active

Status

1. Our preliminary research identified the following Soft Skills as being the most relevant to key personnel in a social enterprise. Which of the below do you rank as being the three most important to your organisation?



2. Please explain the choices you have made in Question 1 above.



Details responses:

I am ranking the above 3 as the most important soft skills because as important it is to help your team bond and work more efficiently, it's also as important to be creative and also be able to think through things, and make the right decisions, depending on the situation.
I think thinking skills and creativity go together
I believe these are the essential skills.
1) Integrity 2) Organisation Skills 3) Team Building Skills
More Important
Organisation and thinking are key to resolving issues. And integrity is the main skill for any team Member

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<p>Organization skills especially in managing teams and directing to achieving the enterprise's goals.</p> <p>Team building skills for the above reasons as well as for creating a common vision which is important for a social enterprise.</p> <p>Creativity to find solutions and new fields of activities for the social enterprise.</p>
<p>Our NGO aims in scientific thinking and creativity, since Amateur Astronomy (which is our target group of people) concentrates people with different knowledge levels and social levels.</p>
<p>We manage several projects in which critical thinking skills are required for our team members to work well independently and with others to solve problems.</p>
<p>I believe that because of the nature of the business it is very important for the personnel to have the above skills. My opinion would choose as the most important the team building.</p>
<p>Organization skills will make managing the workload and schedule easy and improve productivity.</p> <p>Integrity will make them more trustworthy.</p> <p>Creativity skills will help find solutions to problems or expand the areas of work.</p>
<p>These are always developing with the signs and needs of the times</p>
<p>All are important</p>
<p>For the good of the organisation</p>
<p>By being organized he/she will be able to meet deadlines, minimize stress and carry out his/her duties more efficiently.</p> <p>Team leaders who can understand team building better will help them increase their effectiveness.</p> <p>Creative thinking can help social entrepreneurs make the most beneficial decisions for their business.</p>
<p>Integrity, Team Building, and Creativity are the most important skills to foster social and sustainable entrepreneurship</p>
<p>Team building skills + organisation skills</p>
<p>Integrity creates a good reputation and demonstrates an organization's transparency and good governance. Integrity provides the opportunity to build trust with the public and with government agencies and funders, which translates into brand loyalty. On the other hand, organizational skills convey a sense of professionalism and structure. A well-organized company gives the impression of reliability and control. Creativity is also an important prerequisite for ensuring that the organization always remains relevant and can hold its own on a national and international level.</p>
<p>The three strike a balance between what is needed to become an enterprise and what is needed to make a social enterprise.</p>
<p>Key personnel needs to inspire trust. To that end integrity is a skill of utmost importance. Organisation and team building skills are the necessary foundation for any successful enterprise.</p>
<p>Good organization means efficiency. Team building skills in because team work is very important and creativity for the uniqueness of the outcome.</p>

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For our organization, integrity and organizational skills are crucial as in close contact with groups of volunteers who cooperate with employees of the organization, this hybrid employee / volunteer subtraction engages employees in areas that are less relevant in other sectors
The social enterprise must be able to maintain a high level of credibility
In my opinion character integrity promotes credibility, conscientiousness, work ethic and self-discipline.
The term NGO is crucial and complementary in a benevolent society. Those who work with such an organization try to offer something different but having as solid basic and fundamental structures of society trust and honesty. In addition, their role is clearly creative and takes for granted a good working climate.
Integrity is needed because the profits it generates are directly related to serving a social rather than a personal goal. Thinking skills are needed because they have to combine the product that the company produces, the way it is organized and governed as well as the management of its profits. Team building skills because a characteristic of a social enterprise is the creation and operation of teams to achieve goals. They must work through teams and for the good of all, because a good team is the secret to the success of a social enterprise. Creativity because it requires tangible collaboration within teams.
I believe that key staff must be creative in order to offer innovative and effective solutions to people's lives. Innovation is the basis of modern entrepreneurship.
They are the most important soft skills for a social enterprise
The skills selected are based on the idea of designing and implementing an action plan, skills that an individual needs to have in order to organize and implement a situation, overcoming as painlessly as possible any difficulties that arise.

A "social enterprise" is a company that produces a competitive product and generates profits, while remaining true to a value that serves a social purpose. This social goal is achieved through a number of factors, such as, among others, the product that the company produces, the way it is organized and governed, and the management of its profits.

It operates in the market by providing goods and services in a business and innovative way, and uses the profits mainly for social purposes. It is subject to responsible and transparent management, in particular by encouraging the participation of employees, consumers and stakeholders affected by its business activities "(Social Business Initiative, October 2011).

Integrity = engaging in the activities of NGOs or "Social Enterprises" (or presupposes that the person involved and active person does not aim to reap the same benefits, but to work to achieve the intended work of the organization and to respect the principles and values, which he advocates and heals.

Skills thoughts = required characteristic, to be involved in projects, where the person involved should (conditionally) be able to make decisions / make choices through a process of analysis - composition - feedback - testing

Organizational capabilities = as NGOs or "Social Enterprise" type bodies are, more often than not, organizations that produce their targeted results using much more volunteers than permanent staff and, in addition, the structures of these bodies and their productive processes are vaguely defined and documented and the Process Analysis for almost any task does not exist, so the participant in such a body is insufficiently guided or, possibly, vaguely through the classic sentence / invitation "we will do this or that!" engaging a member with the task, will lead the person to uncharted fields along with other people, who are involved with the evolving project and have the same vague / insufficient view of the project, so those involved should be able to interact with acceptable control and to create and then organize within the framework of all those involved with this task a structure, which will deal effectively with the subject (task).

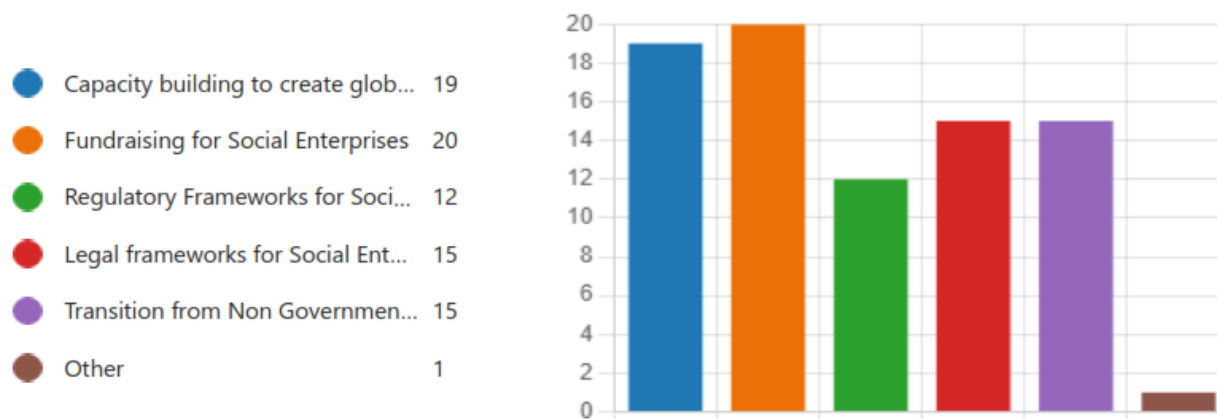
Team building skills = (as I have demonstrated in my work on handling processes within a multimodal organization,) to perform a new (or differentiated) task requires an understanding of the characteristics of the target outcome (by NGO action), the interface and correlation of identified features, the ability to successfully analyze existing requirements related to the result, to synthesize possible action algorithms to achieve the targeted result, the perception of the available functionality of the available nodes (here NGOs), the range of conditions within the of which the above functionality of each node exists, to carry out targeted tests and iterations, in order to create a project team, which will have a reasonable chance to carry out effective management of the reference project.

Regarding Creativity, which I did not choose:

The creative person, in order to be creative, definitely has developed thinking and correlation skills and, in addition, has a sufficient general cognitive background. This means that the quality of creativity is stronger than the quality of the possessor of thinking skills. On the other hand the creative person is characterized by unconventional attitude and choices, strong reactivity to conventional approaches (the opposite of what it takes to run a business!) And individual action (which also creates a negative predisposition to participate in necessarily group projects)

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3. Our preliminary research identified the following Specialized Skills as being most relevant to a social entrepreneur. Which of the below do you rank as being the three most important to your organisation?



4. Please explain the choices you have made in Question 3 above.

Latest Responses

"Il quadro normativo diventa sempre più complesso ed è importante per chi lavora in questo settore essere adeguatamente preparato ed informato"

"Il futuro del nostro settore è legato alla capacità di acquisire dal mondo del profit strumenti e metodologie senza perdere i valori portanti, sapendo"

"I believe that knowing how to adopt some form of legislation and making better so as the social enterprise thrive is very important. Additionally, fun"

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Responses

10 respondents (33%) answered **social enterprises** for this question.

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Regulatory Frameworks να και την του για την με τ
θα πρέπει **social enterprises** η το enterp
enterprise development της σοι
και εδώ legal framework global partnerships ή κ

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Detailed responses:

For me the most important Specialized skills that are most relevant to a social entrepreneur are the 3 selected above. The reason I selected the specific ones, is because in order to expand your organization, you need to be able to raise funds to build runway, identify the right potential partners and find ways to build a relationship with them that will potentially create a long lasting partnership and also have the knowledge of the legal frameworks, so you can work efficiently and without having any legal issues.
Frameworks and partnerships are important
Building global partnerships and fundraising are essential for the sustainability of our organization.
In Turkey, the legal framework work is the primary challenge for social enterprises followed by the fundraising.
Capacity is more important
Legal and regulatory are key skills to organisation. Funds are the most important in any business
Capacity building to create global partnerships: Will enable the enterprise to expand the scope of its activities. Fundraising for Social Enterprises: To ensure the continuation of its activities Regulatory Frameworks for Social Enterprises: Being aware of a country's legal and regulatory framework can have a significant impact on the credibility of social enterprises and can act as a key enabler of social enterprise development.
Amateur Astronomy in Greece is not so popular and thus the various local astronomical clubs and organisations of Greece have to cooperate and build partnerships. At the same time, we have to find financing either from Minister's or from Municipal funds.
Capacity building to create global partnerships meaning developing and strengthening the skills, abilities, processes and resources that organizations need to survive, adapt, and thrive in a fast-changing world. Fundraising for Social Enterprises is important for achieving financial sustainability and have a social impact. Regulatory Frameworks for Social Enterprises, A country's legal and regulatory framework can have a significant impact on the visibility, recognition and credibility of social enterprises and can act as a key enabler of social enterprise development.
I believe that knowing how to adopt some form of legislation and making better so as the social enterprise thrive is very important. Additionally, fundraising for social enterprises is very demanding job and hard to execute.
Fundraising for Social Enterprises: To make use of all the potential sources of funding. Legal frameworks for Social Enterprises: To be aware of how they can anticipate potential obstacles and make more sound decisions. Transition from Non Governmental Organization to Social Enterprise: To achieve its mission more effectively.
Global partnership gives strength and exchanges between poor and rich. Fundraising is always an energy consuming enterprise, sustainability is crucial.
They are important
For the good of the organisation
Capacity building in social enterprise: A partnership that works well can produce results which inspire and surprise, while one that is struggling can drain energy and resources from the organizations involved. Fundraising for Social Enterprises to achieve financial sustainability and have a real social impact. Regulatory Frameworks for Social Enterprises, the knowledge of which will effectively allow social enterprises to thrive or the opposite.

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It is very important for members and employees of social enterprises to be able to understand the basic legal framework for Social Enterprises, how to perform Fundraising, and to create global partnerships for Capacity building.
NGO need to move the step of social enterprise
An appropriate legal framework would allow the social enterprise sector to reach its full potential, starting with the very definition of a social enterprise and its structure. A regulatory framework would allow for proper reporting of administrative and core activities and determine the fairness, efficiency, and effectiveness of the social enterprise.
Regulatory and Legal Frameworks can be learnt and global partnerships may not be one's mission especially if one intends to remain local. On the other hand viability and financial sustainability is the one that keeps the enterprise alive.
The ability to create global partnerships can only enhance the potential of a social enterprise and broaden its perspectives. The capacity to raise funds and the knowledge of legal frameworks are the only viable skills for the sustainability of a social enterprise.
Capacity building to create global partnerships because this way you expand your demand and you have economies of scale. Fundraising for Social Enterprises because funds and liquidity are necessary for the survival of the business and the regulatory frameworks for Social Enterprises because every firm must be aware of the regulations.
Il futuro del nostro settore è legato alla capacità di acquisire dal mondo del profit strumenti e metodologie senza perdere i valori portanti, sapendoli conservare e valorizzare
Il quadro normativo diventa sempre più complesso ed è importante per chi lavora in questo settore essere adeguatamente preparato ed informato
The fundraising for social enterprises reflects the need to strengthen and ensure the viability of organizations and therefore their independence from government grants. Social marketing is the use of methods and techniques of commercial marketing to study and implement programs designed to bring about positive social change.
In a society we respect the rules, that is, the laws. This means that the legal framework of such a business should be well known.
Social Enterprise Regulatory Framework to facilitate social enterprise access to financial markets, taking into account various impact studies. Ability to raise money from various agencies as well as profits from products for the operation of the social enterprise. Need to know the Legal Framework for Social Enterprises because the specific legal regimes of the social economy (cooperatives, institutions, associations, mutual insurance companies) are highly adapted to social enterprises because the way they are governed encourages participation and openness to society. Of course, marketing knowledge is also required to promote the goals and the participation of the social enterprise in the opening to the society.
Social marketing is directly related to the concept of sustainable development. Businesses must meet the needs of individuals, thereby protecting and improving the well-being of society as a whole.
These are the most important specialized skills
The marketing knowledge and the legal and regulatory framework of a Social Enterprise are the backbone for the proper functioning of the organization.
First of all, the wording of the questions needs to be improved: Although skill means the ability to engage effectively in a specific simple or complex activity, options 1, 3, 4, 5 in this

module should have the definition of the active noun, see "Concentration" in option 2, where the intention "for" is missing. , so that this option "(skills) for ... Raising money for Social Enterprises

Option 3 was rejected because, in order to have (available) the skill "for" Going from NGO to Social Enterprise, you must first have skills 1 and 4, but also the initial conditions of the person's business activity were :

the person was a member of an active NGO, which this person undertook to transform (strangely!) into a "social enterprise", otherwise having this skill is irrelevant to the manifestation of social entrepreneurship

Option 1:

From a purely legal point of view, full knowledge of the Regulatory Framework for Social Enterprises is out of the question for a social entrepreneur, as it requires specialized legal infrastructure and specialized study,

In addition the Regulatory Frameworks concern a well-defined activity (see higher education) concerning the general conditions under which this activity will be carried out as well as general characteristics of this activity or the bodies that will carry it out and / or supervision / control correlations.

The ability to effectively engage as an entrepreneur's skill with the regulatory framework that governs his business, is not available to 99% of entrepreneurs, who receive it from their cooperation with experts in this field.

So this option is rejected as not relevant or, better yet, a required skill.

The social entrepreneur must simply have realized that this activity is also integrated in a network of required situations and active (coupling) interactions, where all these limit the range of situations (under systemic consideration) of his activity.

Option 4:

For similar reasons, this option is rejected, although the Legal Framework of the operation of Bodies of a well-defined category (activity) is more specialized and close to the entrepreneur and his activity.

The Legal Framework of the operation of Bodies, whose main activity is activity X, exists legally "within" the Regulatory Framework, which governs the exercise of activity X.

In any case, it would be an important skill for the entrepreneur to "be able to understand the Legal Framework of social enterprises", as an entrepreneur must have / create an adequate perception of the legal status and correlation of his activity and his general integration into becoming a general entrepreneur.

If the skill of option 4 had been defined in this way, it would have been selected for the above reasons.

Option 2: Selected

The reason for the choice is that the skill of securing resources and especially money is a cornerstone of a company's viability.

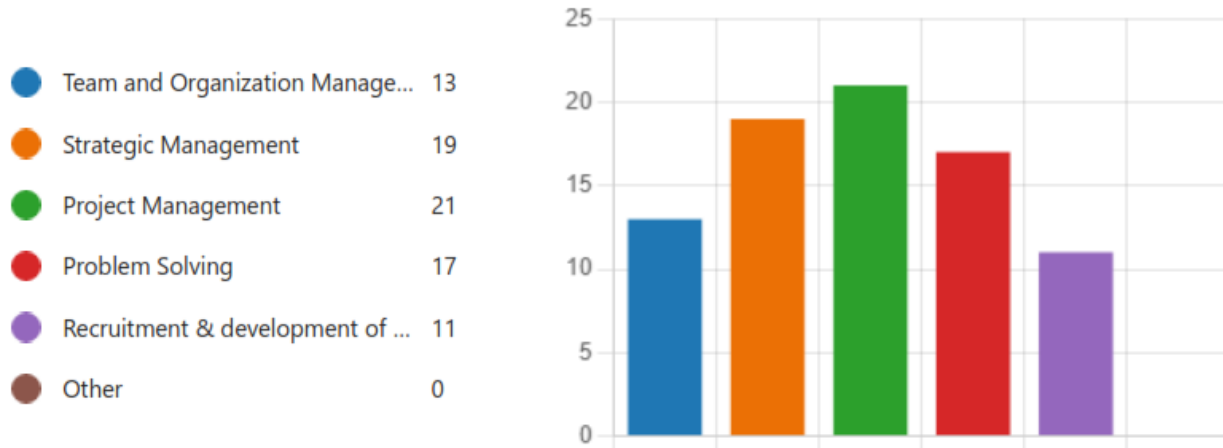
Again the wording of the choice is very general but also vague, as social enterprises have financial inputs from the disposal of the results from their operation (materials and / or services) and in a functionally multicode System (here the social enterprise) the respective specific end results that are released into the environment are the product of a coordinated process, performed in a coordinated manner by a properly selected (usually multicode) structure.

Therefore, it is not possible for the entrepreneur to be considered as an exclusive one-node structure, whose actions cause the collection of money.

Option 5: Selected, although here the specification of the viewing skill is missing, such as tracking or. and cultivating "Marketing perspectives for social enterprises".

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5. Our preliminary research identified the following business skills most relevant to a social enterprise. Which of the below do you rank as being the three most important to your organisation?



6. Please explain the choices you have made in Question 5 above.

Latest Responses

"La gestione delle persone che lavorano nell'impresa sociale e la crescita individuale sono elementi chiave per il buon funzionamento di un'impresa soc"

"La cura dell'organizzazione e di chi la abita credo sarà determinante per affrontare le sfide di trasformazione che il terzo settore è chiamato a front"

"Strategic & project management has to do with the future & the organization grow up accordingly. Recruitment and development of apprentices and volunt"

30

Responses

8 respondents (27%) answered **Project Management** for this question.

Word cloud showing terms related to the responses:

- Project Management
- Strategic Management
- Problem Solving
- Κοινωνικές Επιχειρήσεις
- Σχεδιασμός και
- και πρέπει
- και αναπροσ
- και Οργαν
- Organizati
- και επιτυχημένη
- και υλοποίηση
- περιλαμβάνει και
- του και
- για την
- και των
- Ομάδας και
- ή/ και
- σε

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Detailed responses:

The business skills I find more relevant to a social enterprise are the 3 selected above. My reason for choosing them is because first of all you always need a project manager to progress any projects you develop. You also need someone to build and manage the core team which will build the projects and then you need to strategize your next moves to develop a robust roadmap and reach your goal faster.
Effective management is core
These are the most critical skills for the success of our organization.
1) Strategic Management 2) Organization Management 3) Problem Solving
Team is everywhere
Strategic management sets long term targets. Project management sets short term targets, whereas problem solving helps tackle all difficulties
Strategic Management: To assist the social enterprise's decision making, identifying aims and goals of the sector, and determining the necessary processes to achieving these goals. Project Management: Helps the social enterprise to get maximum benefit by using the minimum resources. Problem Solving: It is a critical component for enterprise's that strive to eliminate barriers and challenges that can otherwise hinder reaching their objectives.
Our organization is trying to submit funding programs for the promotion and popularization of Astronomy. To this end, we strive to find human resources with an appetite to help achieve our vision.
Problem Solving helps overcome unforeseen challenges and find solutions to unconventional problems. Project Management helps every part of the social enterprise run more smoothly. It allows the team to focus on the work that matters, free from the distractions caused by tasks going off track or budgets spinning out of control. It empowers them to deliver results that actually impact the business's bottom line. And it enables the employees to see how their work contributes to the company's strategic goals.
Strategic & project management has to do with the future & the organization grow up accordingly. Recruitment and development of apprentices and volunteers is very important because they are the representatives of the enterprise philosophy.
Team and Organization Management: No matter how much people are responsible and take the responsibility of the tasks that they have been assigned, still they need somebody to direct their actions towards the pre-decided goal. Strategic Management: To design the appropriate plans and policies that will help to achieve objectives and then decide how to allocate the appropriate resources to implement the plans. Project Management: brings leadership and direction to projects, creates a vision for their successful implementation, and gets everyone on the same page
These areas are always developing especially where team work is so important.
the word management is great
For the good of the organisation

SocEntrep4NGOs Project

<p>Project Management skills by which they can achieve outstanding results, getting the best out of their employees and benefiting from the knowledge and skills that often they are not even aware that they possess. Above all, leaders need to inspire trust in their capability to take the organization in the right direction.</p> <p>Strategic Management skills by keeping up good links with a number of different stakeholders.</p> <p>Problem Solving skills that will help them determine the real source of a problem and find an effective solution.</p>
<p>Project Management, Problem Solving, and Recruitment are the most vital business skills for social enterprises as well.</p>
<p>PCM PMI</p>
<p>Teamwork is important in a company, regardless of the corporate structure in which it operates. It provides employees with the opportunity to connect with each other, improve relationships and, more importantly, increase their work efficiency and quality in the workplace. Therefore, investments in employees (including recruitment), people management and employee training lead to positive results, both in terms of relationships between employees and the success of the company in its projects, both in the short term and in the long term.</p> <p>When a company is project-based, it is essential to invest in project management. This includes the financial management of projects, which is sometimes underestimated. When project management, including financial management, is done right, it helps all areas of the business run more smoothly, which in turn helps the business grow.</p> <p>Strategic management is the link between all areas. It sets the overall direction for both management and staff and, in the case of voluntary organisations, volunteers. Developing plans, policies, and strategies to achieve the organisation's goals leads to appropriate allocation and maximisation of resources.</p>
<p>Human capital is core for a social enterprise and then there is a vision that is needed to see ahead and work in a way that brings the two to work together so that challenges can be met through working round hurdles of any nature.</p>
<p>Choosing the right people for the right job and developing their skills is the foundation for a successful team. Problem solving skills provides a sense of security and completion. Skills of strategic management can inspire the team and provide them with the vision for success.</p>
<p>Team organization management because team work is important. Strategic management in order to develop the best strategies and problem solving in order to overcome difficulties.</p>
<p>La cura dell'organizzazione e di chi la abita credo sarà determinante per affrontare le sfide di trasformazione che il terzo settore è chiamato a fronteggiare</p>
<p>La gestione delle persone che lavorano nell'impresa sociale e la crescita individuale sono elementi chiave per il buon funzionamento di un'impresa sociale</p>
<p>Mentoring and supervising social enterprises is a challenge for the realistic implementation of programs designed to broaden the growth prospects in different social groups</p>
<p>In an era of globalization but also of great culture, the concepts of nation and tradition are crucial for a healthy and appropriate environment for the organization and management of social tissues.</p>

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Without proper planning and construction of Social Organizations, goals can not be easily achieved. Proper setup and planning is always required.

Proper Team and Organization Management is for the common good of all, because a good team is the secret to the success of a social enterprise.

A social enterprise takes more into account in its goals the vulnerable social groups and possibly the ethnic and cultural diversity of the society to which it is addressed. The operation of such a company requires knowledge of the sector and proper management of the diversity of the environment in which it grows.

Guidance, Monitoring & Supervision in Social Enterprises is absolutely necessary and must be implemented by independent institutions appointed for this purpose.

Social enterprises have an organizational structure that encourages the full participation of all members who have equal rights in all areas of activity.

These are the most important business skills

The business skills mentioned above are key parameters for creating, managing, guiding and supervising a social enterprise, especially when it is newly established.

Option 1: "Design and Construction of Organizations" - Selected

This skill is important in any business, which is created by an entrepreneur, as utilizing this skill will design a successful Operational Structure (which includes the action algorithms of the targeted Functional Structures but also the communication algorithms between them) and a successful Internal Structure Audit and Supervision for his business and then will implement its design with as many adjustments as needed after tests or feedback or problems during the implementation phase.

Option 3: Team and Organization Management " - Selected

This skill is important in any business, which is created by an entrepreneur, as utilizing this skill will achieve three benefits:

Will be able to successfully manage the Organization, of which he leads

Will be able to successfully manage any Project Team of which he is a member

Will be able to create appropriate Project Teams equipped with an appropriate project management / execution algorithm of existing project data pending implementation with appropriate utilization of the available Operating Units (here the employees in the company).

Will be able to design and create appropriate management algorithms.

We want to observe here that the Management of a Functional Multicode Structure consisting of many Functional Units consists of:

Design engagement, Functional engagement, Audit engagement, Revision engagement, General and specific mandate, General and specific Management

Design and creation and / or adaptation of Operating Structures

Design and creation and / or updating of Functional Algorithms for each Functional Structure (hence the required communication algorithms between each pair of Functional Units of the Organization)

Design and creation and / or adaptation of Control Structures

Design and creation and / or updating of Control Algorithms for each Control Structure

Exercise Control Exercise

(Design and creation and / or adaptation of an algorithm for Achieving the results of a selected Process)

Exercise Control Exercise of Selected Process Results

Design and implementation of appropriate response in case of detection of deviations / errors

Exercise of direct mandate to underlying business structures (Project Teams, individuals, etc.)

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Option 2: "Establishment and Addresses of Boards in Social Enterprises". Rejected as Boards are Special Groups (covered by option 3)

Option 5: "Guidance, Monitoring and Supervision in Social Enterprises". Rejected as "Guidance, Monitoring and Supervision" are Management functions (covered by option 3)

Option 4: "Management of Ethnic and Cultural Diversity in Social Enterprises". It is rejected, as the exercise Management in an Organization includes the management of links and communications for the communication of the Operating Units and the induced results from the operation and the interaction of the coupled Operating Units.

7. Kindly select which one of the following European Qualification Framework & ECTS credits is required most within the sector:

- Non-accredited short courses (4... 3
- EU Accredited short courses (4-... 14
- Non accredited programmes (c. ... 0
- EU Accredited programmes (c.7... 13



8. Why do you believe your answer in Question 7 above is most required?

30
Responses

Latest Responses

"Occorre flessibilità"

"Le dimensioni delle organizzazioni nel nostro territorio non consentono l'impiego di figure particolarmente specializzate, la mia valutazione è legata"

"Short courses can be more productive are short, can be flexible and more viable in gaining knowledge"

5 respondents (17%) answered **και** for this question.

με την νοημάτων και αλλά και και κυρίως θεώ
και θα και το Για και να από την και
και εμπέδωση και λειτουργικών κατανόηση και τους και την ΕΕ και ετ
και διαχειριστικής εννοιών και

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Detailed responses:

An EU accredited program shows that you were trained and tested by an accredited institute and your knowledge can be applied towards reaching your goals. A program is also more complete than a 4-6 week course as they are usually consist of many short courses bundled into a complete set for a more spherical knowledge around the subject of interest.
There should be EU accreditation for parity reasons
It is better if the course is shorter and effective.
More individuals and organizations can be reached with a shorter accredited program.
-
It sets the required skills
An accredited program makes it more appealing and enables participants to complete fulfil their needs.
The EU credit systems is the most reliable one. On the other hand the time frame has to be the minimum one.
EU Accredited programmes it will add significant value to the training pasrticipated
Short courses can be more productive are short, can be flexible and more viable in gaining knowledge
More making the program more complete and effective
Important when working with EU countries
this is important as 72 weeks are important
To have a certification
To enhance the quality assurance the quality of the education provided
Because it is not possible to cover all the necessary learning objectives and skills training in less than 72 weeks.
yes
Note under Q.9 refers
I guess the most required is the shortest and possibly modular form of learning that allows time for other engagements of the learners.
The above selected programmes provide an in depth analysis and the neccesary skills to tackle the majority of the issues faced in social entrepreneurship.
Because of the accreditation

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The size of the organizations in our area does not allow the use of particularly specialized figures, my assessment is linked to economic considerations and the fear of excessive specialization
Flexibility is required
The deepening of EU accredited knowledge must cover a very wide area and provide sufficient information. Reliable transmission of this knowledge requires a short period of time so that the assimilation is complete
We are in the information age and it would be better to deepen our knowledge with as little time as possible.
Firstly because the approval from the EU indicates quality in the provision of courses and secondly their duration gives the required sufficient knowledge to engage in this field.
I need enough time for better understanding and consolidation.
To obtain a recognized degree
Because the courses are approved by a certified organization and have a short duration.
<p>I consider that the level of requirements for the adequate understanding and appropriation of the concepts and the meanings and the connections between them and the inferred results from the appropriate multiplicity of the above but also for the possibility of applying the connected knowledge in the business field and / or relevant consulting activity of other stakeholders (very interesting use of high level training and high efficiency !!!) is very high!</p> <p>Students are required skills:</p> <ul style="list-style-type: none"> Analysis and synthesis of logical and functional "chains" Perception and management vision and involvement with complex functional structures Contact with applied entrepreneurship Perception of the concept and the applied meaning of Business Management Integration in educational groups with a pioneering object <p>The above skills (and especially the infrastructure of recruiting performances for their rapid emergence and development through well-structured and targeted training) are developed to some extent (from basic to adequate) through undergraduate studies in Economics or Positive Studies.</p> <p>In addition, if the student is interested in professionally utilizing this training as a "consultant for planning, implementation and support of social (or business in general !!!)", this could be announced in the relevant services market and strongly supported by a Postgraduate Title.</p> <p>Here it is obvious that I gave the same answer, which I first wrote about my choice in the next question with the following additions:</p> <p>I would suggest considering the possibility of implementing the 2nd program of EU-approved courses lasting 6 weeks in a logic of "fast track - interesting applied ability", where such a program would attract purely candidate entrepreneurs even without prerequisite high level studies, who would be interested in starting a social enterprise soon or, perhaps, have already started it and feel that they also need specialized knowledge and quiver with targeted and effective techniques, to run it.</p> <p>I do not think that unapproved programs can attract the interest of the public, as, rather reasonably, students</p>

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generally want to gain intellectual, scientific and, above all, practical benefit from the educational program in which they would like to participate, but the investment of the program in the capacity of "EU certified" and, even more, a recognizable Master's Degree (MSc level) and in fact in the general field of Business Administration (Business Administration) I believe that it makes both the fast and the extended program particularly attractive.

9. Please select your preference of level of accredited courses/programmes

Level 5 – Undergraduate Higher... 18

Level 7 – Master's Degree (90 E... 12



Analysis of Programme Level Preferences

		Level 5	Level 7
Scale of operations	International	5	4
	Global	1	0
	Regional	1	1
	Local / county	3	5
	National	8	2
		18 60%	12 40%
Country of Residence	Cyprus	1	0
	Turkey	4	0
	Greece	9	9
	Italy	1	1
	Malta	3	1
	Other	0	1
		18 60%	12 40%
Scope of Activities	Campaigning	1	1
	Operational – Service Providers	9	4
	Campaigning & Operational	2	3
	Research	4	6
	Professional	3	3
	Other	2	1
		21 54%	18 46%
Legal Structure	Registered NGO/VO	9	4
	Non-registered NGO/VO	0	0
	Limited Liability Company	1	2
	Foundation or Trust	1	2
	Social Enterprise	1	2
	NGO Enterprise	4	1
	Other	2	1
		18 60%	12 40%

10. Why do you believe your answer in Question 9 above is most required?

30
Responses

Latest Responses

"Perchè consentirebbe maggiore flessibilità in ingresso adeguand
osi meglio alle esigenze del settore"

"Pensando a figure da inserire per il livello di complessità delle no
stre organizzazioni immagino una formazione di livello alto"

"As a matter of fact since both levels have the same ECTS credits,
I choose the highest level. "

8 respondents (27%) answered **level** for this question.

κατανόηση και και λειτουργικών και διαχειρι
και κυρίως από την και μονάδες και και την εννοιών
Master's degree **level** να με σε τους και θ
νοημάτων και και επιχειρήσεων και λόγω κ

Detailed responses:

An EQF level 5 diploma is usually the minimum requirement for a job title, although having an EQF level 7 diploma is considered an advantage.

L5 would have a greater reach

I believe level 5 program will be broader and cover more diverse topics.

Undergraduate program would be more comprehensive compared to a Master's degree.

-

Specialisation is always a key to success

Master's degree: A more specialized approached is required with experts in the field to be delivering the courses.

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The Level 5 is more attractive for young people
Because will make the participation more worthwhile
As a matter of fact since both levels have the same ECTS credits, I choose the highest level.
A Master's degree can be more directed to practical and provide specialized knowledge in the topic.
Question of time
a master's degree will delve into more deeper knowledge
To have a certification
Level 7 – Master's Degree to ensure the quality of the program. Also a master's programs cover practical professional skills that are important.
Because the social entrepreneurs have different backgrounds and the need mostly undergraduate level Higher Diploma together with real-life experience. Level 5 creates a more inclusive learning experience for social entrepreneurs in Europe that have different levels of formal education degrees.
no
It's not really about what qualifications are best for working in a non-governmental organisation. Rather, it is about the character and attitude of the person, and equally important are the soft skills or people management skills that a person brings to the table when working in such a sector.
All levels of education are important but I think Level 5 would be the one that can qualify as required unless one is aiming for engagement in larger social enterprises or for a more academic and regulatory level of work in the sector.
A masters degree provides more opportunities.
Level 5 - undergraduate in order to build on the basics
Thinking of figures to be included for the level of complexity of our organizations, I imagine a high-level training
Because it would allow greater flexibility in entry, adapting better to the needs of the sector
The bachelor with the right combination of additional skills can be a reliable educational qualifier for further utilization in the workplace
There are basic principles of organization and management that would be preferable to be taught at undergraduate level considering that many members are specialties that are quite cognitively far from show business.
The management of social enterprises requires specialized knowledge, so it must be given at the postgraduate level. General knowledge in relation to any kind of business, is already given at the undergraduate level through many study programs in many universities.
I would like to get the basic concepts and theory of the subject in detail from the beginning.

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To have even greater value in the labor market

I would choose the Undergraduate Diploma because it has the same credits and duration as the Postgraduate Degree, but more people can attend it before they get their degree.

I consider that the level of requirements for the adequate understanding and appropriation of the concepts and the meanings and the connections between them and the inferred results from the appropriate multiplicity of the above but also for the possibility of applying the connected knowledge in the business field and / or relevant consulting activity of other stakeholders (very interesting use of high level training and high efficiency !!!) is very high!

Students are required skills:

Analysis and synthesis of logical and functional "chains"

Perception and management vision and involvement with complex functional structures

Contact with applied entrepreneurship

Perception of the concept and the applied meaning of Business Management

Integration in educational groups with a pioneering object

The above skills (and especially the infrastructure of recruiting performances for their rapid emergence and development through well-structured and targeted training) are developed to some extent (from basic to adequate) through undergraduate studies in Economics or Positive Studies.

In addition, if the student is interested in professionally utilizing this training as a "consultant for planning, implementation and support of social (or business in general !!!)", this could be announced in the relevant services market and strongly supported by a Postgraduate Title.

In any case, because a social enterprise has all the functions of an ordinary enterprise with additional special management needs due to the "synergistic nature" of the members of the enterprise but also due to the special management of the company's profits and due to the expected favorable management of social enterprises by the state due to the positive social action of the company.

Based on the above thought, a graduate of the program will have acquired skills that can be used and exploited in social enterprises as well as in ordinary enterprises !!! (so action emerges with the result "with a sphere two triangles!", which could make the program a surprise, if this dual utility became known to the public!

11. Please select your preferred course/programme delivery channel



12. Why do you believe your answer in Question 11 above is most appropriate?

30
Responses

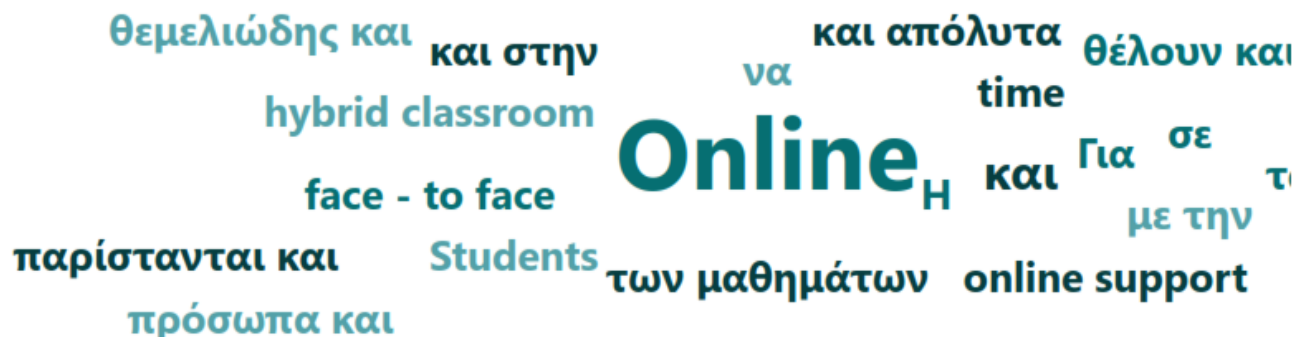
Latest Responses

"La formazione in presenza rimane il canale più efficace per promuovere la crescita di competenze, il coinvolgimento di chi partecipa è notevolmente su"

"Consente di coinvolgere competenze professionali con maggiore facilità. Situazioni in cui si possa praticare quanto appreso sono determinanti per il l"

"A hybrid program would be good for attendees wellbeing and environmental reasons."

10 respondents (**33%**) answered **Online** for this question.



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Deatiled responses:

Fully online programs give you the opportunity to finish them on your own time. Being a working person and having a family, you usually can't attend classes at the scheduled time, thus having the option to attend them at your own convenience gives you more flexibility and allows you to complete it without having to sacrifice family time or loose classes due to work emergencies.
Hybrid is the best combination
Online is easier for everyone.
I believe hybrid courses are most effective when supported with physical workshops.
-
Because classroom Is a space to form ideas and set them alive
Hybrid classroom style with online support can provide flexibility and attract people already employed in the sector.
After the experience of a pandemic, the hybrid classroom with on line support, is more suitable for short and effective courses.
It will be easier for the participants to make progress and assimilate new knowledge
A hybrid program would be good for attendees wellbeing and environmental reasons.
Hybrid classroom style with online support will make it more flexible and can attract more participants
Time management
it is a good mix between theory and practice
To can complete the programme
The students will benefit from the flexibility of online training as well as face to face contact with their classmates or professors.
It is necessary to have a face - to face interaction between Facilitators-Students and between Student to Student as well.
yes
The hybrid learning model allows students to learn at their own pace, on their own schedule, and in their own space. However, the interactive sessions not only lead to a better understanding of the topics, but also to a better dialogue between other students and tutors, creating a space for networking and exchange of ideas. A mix of online and face-to-face seminars would be the ideal scenario, especially for students who have full-time jobs, or even for working mothers who are present in the job market but still want to continue their education.
It is the way forward and taking into account that this training may be taken up by learners already working in the social enterprise.
Fully online pogrammes are far more flexible.

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You can reach a wider audience
It allows you to engage professional skills with greater ease. Situations in which you can practice what you have learned are decisive for the level of compression and familiarization
In-person training remains the most effective channel to promote the growth of skills, the involvement of those who participate is considerably higher
Online monitoring, especially after the covid period is an attractive and modern way of monitoring and gives flexibility to existing work
Workshops can be very effective in upgrading skills as well as in integrated consolidation.
The hybrid knowledge transmission channel related to a support lab gives the required knowledge in practice (which is very important) and not only in theory. Also the combination of class and online (afternoon on Friday, Saturday, Sunday), solves many problems of ability to attend classes (employees, self-employed, etc.).
I prefer this method, as I am used to distance education.
For the best convenience of the student worker
The combination of physical presence in the space for direct contact with persons and objects with the electronic support that provides mass hospitality from every part of the earth, contributes to the most complete delivery of courses / programs.
Choosing the Hybrid on Line solution with support laboratories is our obvious choice. It allows those students who want and can if they attend and reap the benefits of lifelong communication with the teacher but also those who do not want or can not attend the course online. The existence of laboratories is considered fundamental and absolutely necessary, as, in order to effectively apply techniques and methodologies in any field, you must have practiced in it!

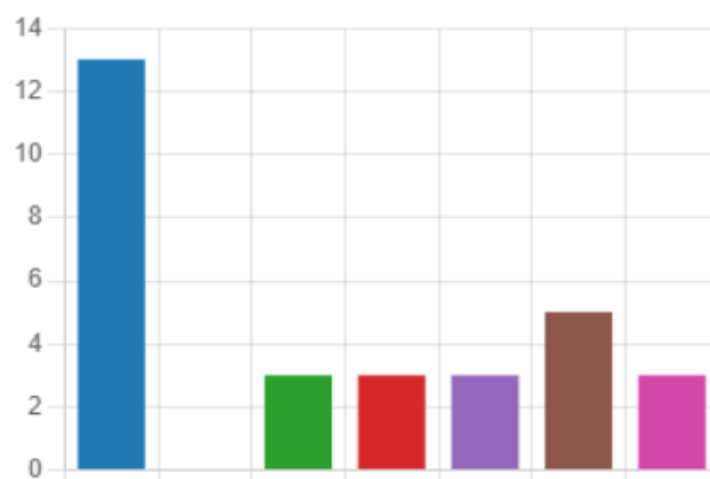
13. Area of Involvement of your organisation

● Culture & recreation	6
● Education & research	18
● Health & Social Services	10
● Environment	2



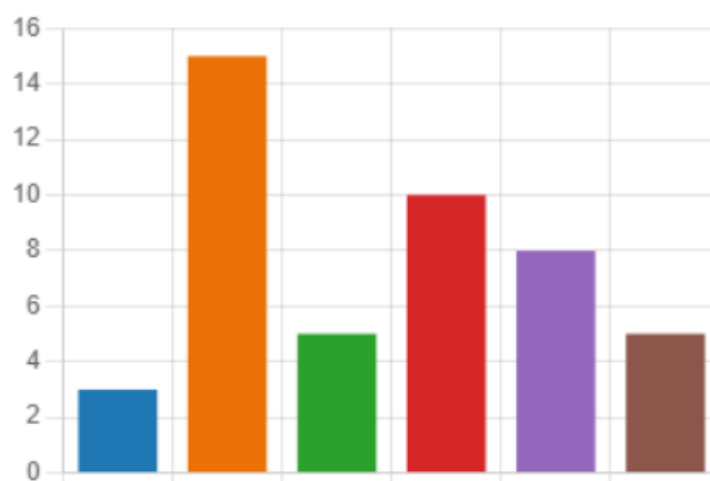
14. Legal Structure of your organisation

● Registered Non Governmental ...	13
● Non-registered Non Governme...	0
● Limited Liability Company / Inco...	3
● Foundation or Trust	3
● Social Enterprise	3
● NGO Enterprise	5
● Other	3

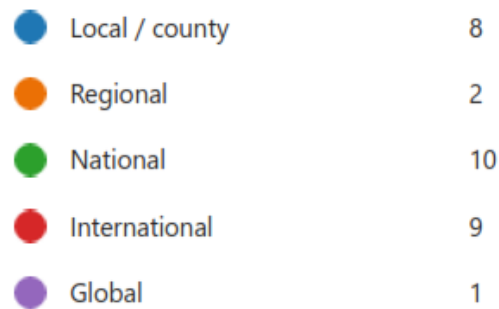


15. Scope of Activities of your organisation

● Campaigning	3
● Operational – Service Providers	15
● Campaigning & Operational – S...	5
● Research	10
● Professional	8
● Other	5



16. Scale of operations of your organisation



17. Number of Employees in your Organisation?

30
Responses

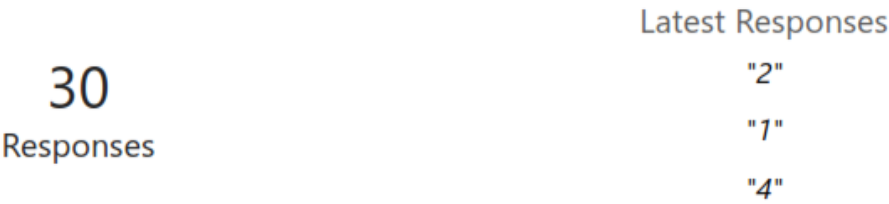
Latest Responses

"6"
"32"
"20"

3 respondents (10%) answered 10 for this question.



18. Number of Trainees/Apprentices in your Organisation?



5 respondents (17%) answered 2 for this question.



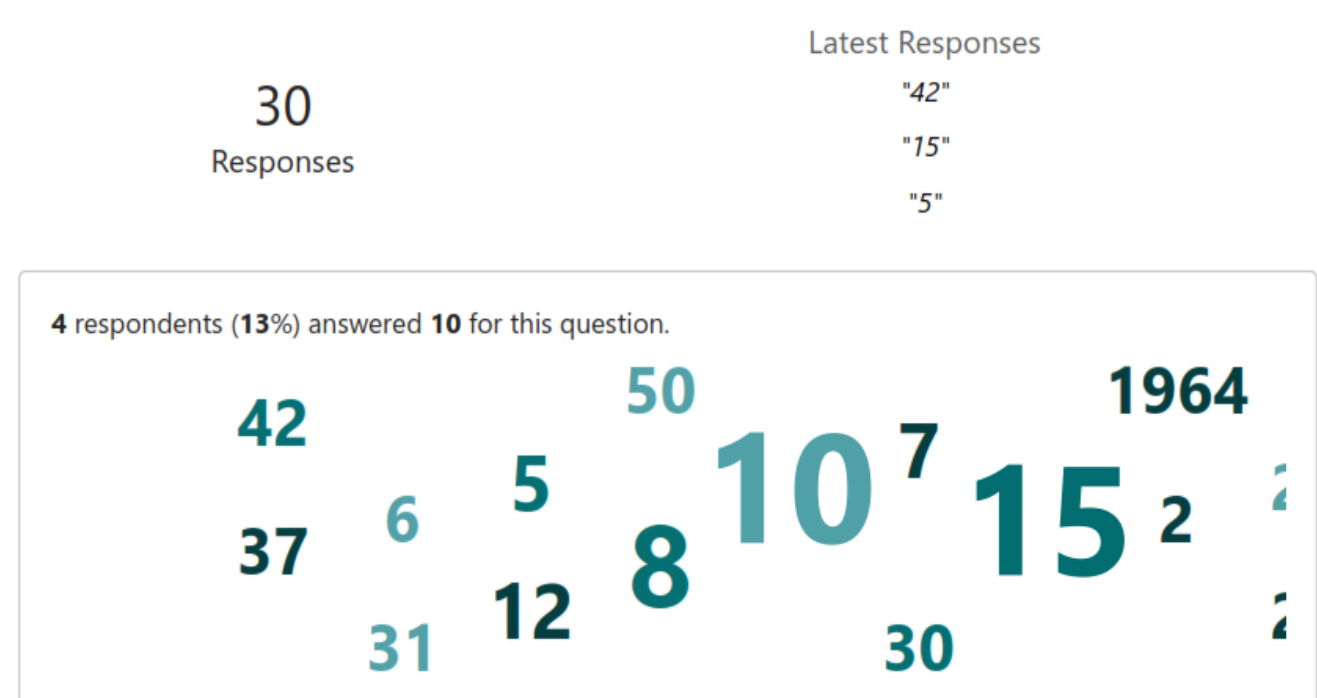
19. Number of Volunteers in your Organisation?



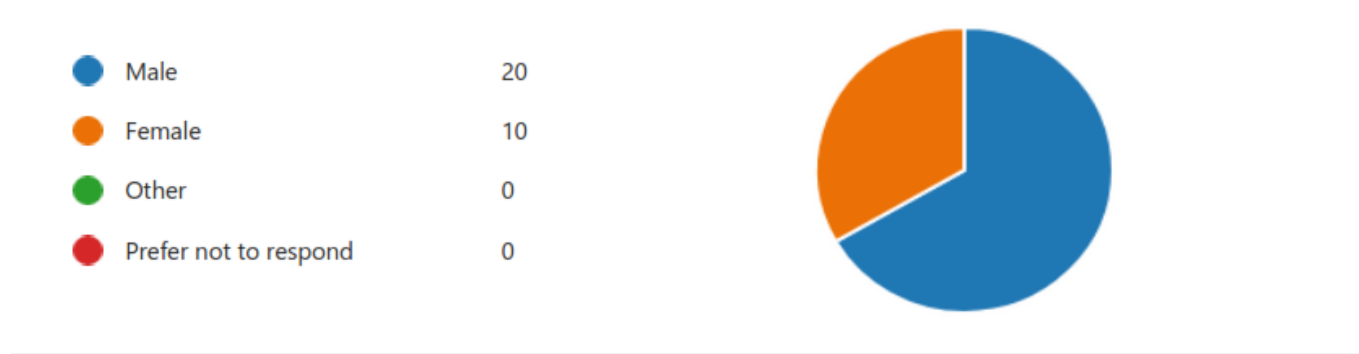
9 respondents (30%) answered 0 for this question.



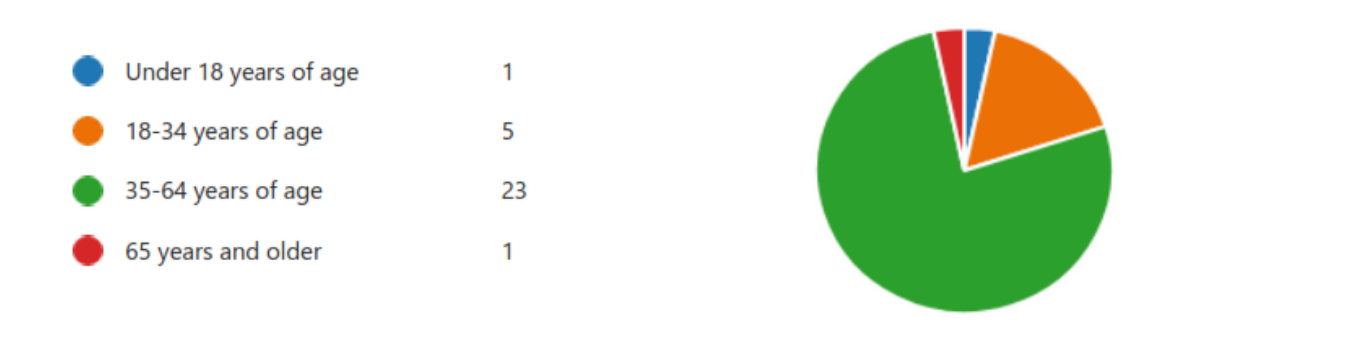
20. Number of years since the inception of your organisation?



21. What is your gender?



22. What is your age group?



23. Country of Residence

Turkey	4
Greece	18
Italy	2
Malta	4
Other	2



24. Highest level of education attained

Secondary general education	4
Post-secondary non-tertiary edu...	5
Tertiary education (Level 6 Bach...	21



25. Would you be interested in pursuing formal education in social entrepreneurship?

Yes	15
No	15



26. If you are interested in pursuing formal education and would like to know more about this programme, kindly provide us with your email address, authorizing us to keep you up-to-date with project developments.

11

Responses

Latest Responses

"coord.progetti@cvm.an.it"

"francesco.bucci@gmail.com"

4. Project Research Conclusions:

Through the research results gathered from the 30 survey respondents and secondary research data, the research team has been able to identify the skills which were found to be the most key to managerial staff employed in NGOs and social enterprises. In this qualitative survey, the respondents were also given the space to explain their choices and therefore provide further insight to why the specific skills were chosen.

Soft skills:

1. Organisation skills
2. Team Building Skills
3. Creativity
4. Integrity
5. Thinking Skills

Specialised Skills:

1. Fundraising for Social Enterprises
2. Capacity building to create global partnerships
3. Legal frameworks for Social Enterprises
4. Transition from Non Governmental to Social Enterprise
5. Regulatory Frameworks for Social Enterprises

Business skills:

1. Project Management
2. Strategic Management (Planning, organizing, execution and control)
3. Problem Solving
4. Team and Organization Management
5. Recruitment & development of apprentices and volunteers

These tied in closely with the priorities identified the quantitative research report A and on the basis of the back from both market research streams, the proposed course subject modules which will be carefully integrated to cover the skills identified are the following:-

1. Risk Management
2. Fund Raising for Soc Enterprises
3. Legal Frameworks for Soc. Enterprises
4. Social Enterprise Development
5. Creativity & Thinking Skills
6. Good Governance
7. Project Management
8. Recruitment & Dev. of Apprentices/Volunteers

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Apart from identifying the most relevant skills which are key in social enterprises and NGOs, this survey wanted to also identify the most suitable EQF/MQF level at which this programme should be offered to prospective students. The vast majority of respondents preferred the course to be offered online as well as being accredited and there were mixed opinions if the course should be short (4-6 weeks) or long (72 Weeks).

Whilst respondents in the quantitative survey (Research Report A) were split at approximately 50/50 between level 5 and level 7, the majority of respondents in this qualitative survey chose Level 5 – Undergraduate Higher Diploma (90 ECTS) as the preferred level which this course should be offered at as to focus on building the basics and due to increased flexibility and reach which would be available to the students.

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5. Appendix 1

SocEntrep4NGOs Consortium Partners

Partner Higher Educational Institutions:-

Malta - Advenio eAcademy (project leader)

Established in 2013, Advenio eAcademy is based in Malta and is accredited by the Malta Further & Higher Education Authority, (MFHEA Lic. No.: 2013-FHI-0006). It was the first higher educational institution in Malta, licensed to provide accredited online programmes. It currently offers online accredited programmes in Entrepreneurship and SME management at EQF/MQF levels 4 – 7. It is involved in various collaborations with local organisations to develop specialised content that adds value to practitioners in the field. Since 2017, Advenio eAcademy has been project leader on four Erasmus+ projects in the design, development, production and implementation of elearning programmes in entrepreneurship and related issues.

Italy – Università Politecnica delle Marche

UNIVPM is a public teaching and research university, characterized by a technical-scientific vocation. UNIVPM offers Undergraduate and Graduate Degrees as well as PhD Courses in Agriculture, Engineering, Economics, Medicine and Biology, and Specialization Schools in Medicine and Surgery to about 17.000 students, with 700 professors and researchers, 650 administrative and technical employees. Yearly, UNIVPM attracts students and researchers from all over the world. UNIVPM offers a number of university' facilities endowed with up-to-date laboratories. UNIVPM is active within the framework of European Territorial Cooperation policy by implementing joint actions between international and local actors promoting a harmonious development. UNIVPM participates in over 50 highly competitive European research projects (FP7, H2020) joining international collaboration and mobility. The Technology-transfer office which supports and advises on business and intellectual property creates successful collaborative interactions with industry and society, protecting, evaluating, and commercialising innovation. UNIVPM cooperates with a wide range of public institutions supporting sound governance policies bridging the public sector with the local endeavours and implementing territorial development projects, financed through EU, national or regional funds, with regards to the Regional Operational Programs (ERDF).

Greece – University of Ioannina

The University of Ioannina (Uoi) has more than 21.000 undergraduate and postgraduate students, 473 Members of Academic Staff, and 135 members of Technical Laboratory Staff. The University's Administrative Services employ more than 280 highly qualified employees. There are a number of postgraduate study programs on offer, which combine teaching and research elements, both at Masters and Doctoral levels. Approximately more than 2.000 students are involved in full-time study progressing to a Master's degree,

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while more than 2.200 students are currently pursuing their studies at the Doctoral level. The University includes 24 Academic Departments operating in 11 Faculties, more than 50 research centers and laboratories as well as central services and infrastructures, all contributing to strengthening its education and research activities. Since its foundation in 1964, the University of Ioannina has been firmly established and its development prospects appear to be particularly promising.

Turkey – Bogazici University

Boğaziçi University (BU) was formally established in 1971. It has six faculties, six graduate & research institutions, and two schools (School of Foreign Languages and Vocational School of Applied Sciences). The faculties are offering undergraduate programs for approximately 16,000 students. The six institutes are offering graduate programs for approximately 2800 students. There are also 32 research centres working on specific or interdisciplinary areas. The lectures are in English at the University. There are permanently 915 academic staff and 811 administrative staff. BU, with its leading role in higher education and academic research, contributes significantly to shaping the new generation universities, by integrating social dimension to its education and research functions. BU Lifelong Learning Centre (BULLC) is responsible for developing, directing, and coordinating the lifelong learning activities apart from the formal graduate and undergraduate degree programs. The Center is an interface to pass the university's over 155 years of academic accumulation to a broader segment of the society by presenting high valued training. During its 19 years long operation, BULLC has reached almost 100.000 participants through over 7500 training programs. The Centre has extensive experience in adult education, vocational programs, career guidance, entrepreneurship development, and social responsibility programs.

Partner NGOs

Malta – Solidarity and Overseas Services

SOS Malta is a registered Voluntary Organisation, set up in 1991, which works with local and international partners. The organisation assists socially disadvantaged groups in improving their quality of life by providing support services and opportunities to implement development and change. SOS Malta also encourages advocacy on behalf of social causes and promotes models of good care and practice. SOS Malta works on four pillars that encompass the above objectives. These are Social Solidarity; Volunteering; Overseas Development; Research and Training.

Italy – Forum delle Camere di Commercio dell'Adriatico e dello Ionio

The Forum AIC is an Association born in 2001 that joins the Chambers of Commerce from the coastal areas of the Adriatic and Ionian basin. Its' purpose is to promote the economic development of the AI area, to strengthen the relationships among the Chambers of Commerce of transborder Countries, to encourage the juridical and administrative cooperation harmonising the procedures among the Countries, to spread business and entrepreneurial culture through the involvement of all the actors within the territory. The strategic goal of the Forum is to help a process of growth within the basin and a tangible application of European principles referred to the politics of cohesion. The Forum is one of the major promoters of the ambitious Adriatic and Ionian Macroregion project. This strategy represents a joint governance system that

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involves various participants, diverse politics, and attributes present on the territory of the area, increasing the value of cultural heritage and the richness of diversities. The Macroregion transforms the concepts of territorial cohesion, environmental protection, sustainable economic and social development into tangible results and it does so by utilising existent networks, without creating new structures.

Greece – Academy of Entrepreneurship

The Academy of Entrepreneurship (AKEP) is a non-governmental, non-profit organization, with an innovative and authentic character, trying to meet the new challenges of the modern labour market as its first priority. It was established in 2007 by the historical Educational Association of Athens "HFAISTOS". Its aim is to create a healthier entrepreneurial environment on a national and European level and to try to support young people who wish to make their innovative entrepreneurial ideas come true. AKEP's main objective is the cultivation of the essential entrepreneurial attitude and transfer of the necessary knowledge to public and private organisations related to youth entrepreneurship.

Turkey - IMECE

To support impact generation enterprises and social entrepreneurship, imece runs an impact accelerator program for growth-stage start-ups supporting the 2030 Sustainable Development Agenda. It aims to accelerate the social and ecological impact that start-ups generate throughout their growth phase with the help of its tailored solutions. IMECE's focus is to contribute to the growth of start-ups and to support their investment readiness through impact measurement. To achieve this and continue its efforts to support the growth of the startups, it has launched a brand new program format with the main partnership of Zorlu Holding, the information consultancy of Business Call to Action supported by UNDP, the strategic partnership of Business Council for Sustainable Development Turkey, and the investment partnership of Startup Wise Guys. To tackle the skills gap IMECE runs imeceLAB; an open social innovation laboratory that collectively creates solutions to social, cultural, and environmental challenges with young people.

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