



SENIOR SOCIAL ENTREPRENEURING

Building capacity among seniors to serve as social change brokers in communities

Erasmus+ 2016-18

first **INTRO**

A first intro for partners and collaborators
A collection of key texts from the application and its attachments

MISSION

PROGRESSION

PARTNES

WORK PROGRAMME

...MISSION



Social innovations do not happen by themselves. Throughout their life cycle, they need to be supported and nurtured if they are to make an impact on society and the economy.

Empowering people, driving change - social innovation in the European Union, European Commission, 2011

CHALLENGE

The context for the project and at the same time the key messages from Commission policy can be split into two sets of emergence:

EMERGING SOCIAL NEEDS

These include such needs generated by globalised economy, the restraint of public spending and services and the well-known demographic changes in the European population.

Such needs are:

- the need to re-engage seniors of all ages and backgrounds in the production of economic and social value
- the need to find new solutions to existing and emerging social challenges not addressed by the open market and not sufficiently addressable by public services
- the need to engage users, clients and citizens in creating such solutions
- the need to create dynamic social change mechanisms to respond flexibly to the fast changing global and local economies, social infrastructures and labour markets

EMERGING CHANGE OPPORTUNITIES

These include such opportunities generated by increasing consensus among policy-makers, researchers and professionals on what kind of innovation is needed, possible and attractive, and what innovation means - including recent re-thinking of the terms innovation, social innovation and social economy.

These opportunities for change recognise:

- recognising that social innovation is a driver of and contributor to economic growth
- recognising that social entrepreneurship goes far beyond establishing a private company and embraces all sorts of initiative-taking, whether for profit or not
- recognising that authentic social innovation cannot happen to but with people, and that social innovation needs top-down as well as bottom-up initiative-taking to be successful
- recognising that social innovation includes a wide range of societal challenges

PROJECT MISSION

The project objective is to mobilise teams of seniors in participating project communities and beyond to build capacity among them to serve as SOCIAL CHANGE BROKERS in these communities, spotting social change needs, bringing together relevant stakeholders and citizens and facilitate or drive the social change process, and to exploit the social change processes to sustain their activity through creating appropriate organisational frameworks, be it as volunteers, association members, employees, consultants or social service providers.

The project brings together 3 top priorities in Europe 2020 policy:

1. The need to retain or re-engage the increasing number of European seniors as active social and economic contributors
2. The need to bring about social innovation as an alternative to traditional public services
3. The need to promote entrepreneurial mind-sets and initiative-taking in the communities

The project brings together those policy needs in a strong, systematic and sustainable, yet practical and realistic way:

- it will mobilise groups of seniors in EU communities to build capacity to act as SOCIAL CHANGE BROKERS in the communities, identifying social change needs and facilitating the change process by bringing together relevant stakeholders across relevant sectors, including activating citizens as co-drivers of social change.

A senior social entrepreneur can be a CATALYST of social change.

OUTCOMES

[Must be adjusted to the results of the evaluation]

The project will along its 24 months duration produce the following key outcomes:

SENIOR SOCIAL RESOURCE CENTER SUPPORT

I AM A SOCIAL CHANGE BROKER - WHAT R U?

PORTFOLIOS OF SOCIAL ENTREPRENEURING

POLICY PAPER - LESSONS LEARNED FROM SENIOR SOCIAL ENTREPRENEURING

POLICY PAPER/GUIDANCE - EUROPEAN FUNDING AND SOCIAL ENTREPRENEURING

Resulting from the continuous transnational networking of seniors through the project and serving as platform for further European initiatives a network will be established by the seniors engaged in the various phases of the project, including:

- senior social change brokers from the first group, serving as mentors for new seniors along the project
- second group senior social change brokers mobilised and capacity built through the project
- seniors engaged through the collaboration with what is called neighboring communities and communities in other countries

New initiatives can build on the lessons learned from the project and similar and might address a variety of EU funding measures.

RATIONALE

Organisations must be challenged by NEW ACTORS and business models to enable the inventive use of innovations with end users and local communities as co-creators.

Empowering people, driving change - social innovation in the European Union
European Commission, 2011

In condensed form, the project objective is to mobilise teams of seniors in participating project communities and beyond to build capacity among them to serve as SOCIAL CHANGE BROKERS in these communities.

They will spot social change needs, bring together relevant stakeholders and activate citizens as co-drivers of social change and sustain activity through creating appropriate organisational frameworks, be it as volunteers, association members, employees, consultants or social service providers.

The project brings together three top priorities in Europe 2020 policy:

- The need to retain or re-engage the increasing number of European seniors as active social and economic contributors
- The need to bring about social innovation as an alternative to traditional public services
- The need to promote entrepreneurial mind-sets and initiative-taking in the communities

The project brings together those policy needs in a strong, systematic and sustainable, yet practical and realistic way and is one of the first attempts in Europe to combine such challenges into initiatives leading to real change and to multiple benefits.

Co-creation, user involvement, environmental and societal challenges increasingly drive innovation today.

OECD, New Nature of Innovation

SOCIAL CHANGE BROKERS

Seniors are known to have developed considerable experience along their working life and to have developed useful networks in their communities and those resources can be exploited and recognised through social entrepreneurship. The communities need specially trained resources to work as social change brokers between citizens and stakeholders from different sectors and to ensure initiative-taking in connection with identified needs.

Social entrepreneurship enables various groups of seniors to continue to add real economic and social value to the community.

A senior social entrepreneur is a CATALYST of social change.

As stated by the European Commission, social innovation is not something you do TO but WITH citizens.

Thus the seniors will contribute to promoting more entrepreneurial and initiative-taking mind-sets in the community and mobilize potential citizen resources for social change.

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The role of the senior social change brokers is not necessarily to take social change initiatives through long and often complicated processes and to for example systemic levels, but rather to:

- spot and identify social change needs in the community not well addressed by the market or by increasingly scarce public services
- include citizens in the first phases of defining the social needs and how to bring about innovative solutions, based on existing or available resources
- bring together relevant and new cross-sector stakeholders for joint dialogues on the identified social needs and how innovative solutions can be created
- co-drive the creation of joint forces projects between stakeholders and citizens to initiate the change process

The senior social change brokers will at the same time serve as role-models and mentors for other seniors and as pioneers of entrepreneurial mentality in the community.

The activity of the senior social change brokers is in itself entrepreneurial.

This means that they also need to build capacity to create relevant infrastructures to sustain their initiatives, and in some cases to generate economy for themselves.

Such infrastructures or organisational forms could be:

- volunteering
- linking to or joining an existing association or organisation
- creating part time or full time employment
- freelance consultancy
- creating funded projects
- establishing a social enterprise
- offering various forms of services based on user payment

The ultimate mission of the project is to create and share well-tested models of senior social entrepreneurship that can be useful to seniors and communities across Europe and generate social and economic value, including first steps to link together senior social brokers in supportive networks at European level.

INNOVATION

Social entrepreneurs are innovators, drive social inclusion and contribute to achieving the objectives of the EU2020 strategy.
Commission, Entrepreneurship 2020 Action plan

Social innovation also mobilises each citizen to become an active part of the innovation process.

Empowering people, driving change - social innovation in the European Union
European Commission, 2011

The impetus for this initiative is a number of emerging debates across Europe, well described in the Commission's 2011 paper: *Empowering people, driving change - social innovation in the European Union*.

This document represents and details the Commission's 2020 social innovation policy and is the project's key policy reference.

The context and at the same time the key messages from Commission policy can be split into two sets of emergence:

EMERGING SOCIAL NEEDS

These include needs generated by globalised economy, the restraint of public spending and services and the well-known demographic changes in the European population i.e.

- the need to re-engage seniors of all ages and backgrounds in the production of economic and social value
- the need to find new solutions to existing and emerging social challenges not addressed by the open market and not sufficiently addressable by public services
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- recognising that social innovation includes a wide range of societal challenges

However, and this is what drives the project, it is still very unclear how those needs and change opportunities can be combined and put to work in the everyday life of the communities.

The mission of the project is to make a significant and pioneer contribution by creating a model to share across Europe that at the same time offers added value to the involved communities through exploiting senior resources and promotes bottom-up initiative-taking among citizens.

However complex the background to the project is, the models developed by the project will be simple, direct, implementable and sustainable.

The project innovation is based on the important emerging consensus that genuine social innovation is characterised:

- using existing resources in new ways, not offering more of the same or requesting more resources to solve the problem
- putting a strong focus on the innovative process, not only on the outcomes, as the process itself which produces socio-economic value; with social innovation creating new ways of collaboration, user involvement and mentality; the added social and economic value specifically linked to the innovation of HOW, not just of the WHAT
- social innovation carried out within and generating a wide range of frameworks from simple volunteering to complex for profit social enterprise

The project is therefore not especially focused on the organisational outcome of the change process, but on the capacity to DRIVE SOCIAL CHANGE PROCESSES in the community.

In most communities across Europe such social change brokers, identifying social needs, bringing together the relevant stakeholders and citizens and initiating social change processes, do not exist.

This means that the great potential of senior resources as activators of social change are not combined and exploited.

The project aims to make a significant contribution to exploit those resources, create and test a new possible active later life direction for seniors and share models for how they can be mobilised as social change brokers, how they can build capacity and how they can sustain the social change activity in their community.

As a special approach to sustainability, the project and its key partners will create a high-level EaSI application, backed-up by public authorities and chambers of commerce in the participating countries, as one of the key results of the project, expected to address the 2017 or 2018 EaSI Calls.

The aim is to take the social innovation generated in the project to a systemic level and to mainstream the models it generates.

...PARTNERS



MUNICIPALITY OF AARHUS



PISTES SOLIDAIRES ASSOCIATION



E-SENIORS



ASSOCIATION GENERATIONS



UNIVERSITY OF CHESTER



CHAMBER OF COMMERCE SABADELL



INRCA



WORKING WITH EUROPE

...PROGRESSION



In the first year of the project the models will be developed in close collaboration with the seniors and through practical social change brokering in the communities; in the second year the models will be tested in practice and heavily evaluated and documented. In the last 3 months the models will be offered to a number of non-partner communities across Europe.

The project deliberately uses the plural form “models”, as one size fits all is not foreseen or likely. On the contrary, the project foresees the development of several models, but built on a coherent and mutually accepted set of social innovation values and principles.

In fact, and this is very important to the project, 21st century social change is never about replacing one social solution with another, but installing social change dynamics in the solutions: new solutions need to integrate the capacity for change, to be changed and to generate change mentality.

The capacity building will include a very strong European orientation, as social innovation is not limited to the local community, but must be linked to European policy initiatives and resources, European funding opportunities and to the creation of European directions at the heart of the social change initiatives themselves.

21st century social entrepreneurship must be local and globally oriented at the same time, as social needs are often generated from global changes, and as local solutions would often benefit from transnational initiative-taking.

To reach its aims through capacity building processes, the project will need to be organized in two major steps:

STEP A

12 months (divided by phases: 3 months/ 3 months/ 6 months)

The aim of the first project year is to select, build capacity among and network at European level the first generation of social change brokers in all partner communities, including building capacity through direct social change activities in the communities

STEP B

12 months (divided by phases: 3 months/ 3 months/ 3months / 3 months)

The aim of the second project year is to qualify, test and document social change brokerage in partner communities as well as in other communities in the partner regions, resulting in the production of senior social entrepreneurship models.

At the end of the second year, the project’s main exploitation initiatives will be launched, including possible EASI initiatives.

The last 3 months of the project is to offer and implement the senior social entrepreneurship models in communities in 3 or 4 other than partner countries in Europe, including focusing strongly on those new communities’ evaluation of the usability, relevance and added value of the implemented models.

The work programme offers considerable transnational collaboration and capacity building to the progressively involved teams of social change brokers. Therefore the partners will primarily act as framework.

The project wishes to give the scene to the seniors, as early as possible and as much as possible along the project.

The participation of the seniors in all major activities in the project, including planning and documenting, will offer considerable capacity building to the seniors.

Partner meetings will be financed on normal conditions. Senior capacity building seminars (5 days each), including partner participation, will be financed through learning mobility.

Easy-to-reach meeting venues will be taken into consideration for both types of activities.

...WORK PROGRAMME



YEAR 1

Social change brokers - Capacity Building

The aim of the first project year is to select, build capacity among and network at European level the first generation of social change brokers in all partner communities, including building capacity through direct social change activities in the communities

PHASE 1 - In flow

3 months

Description

The first phase will create the needed mutual understanding of the key elements in the project among partners and local collaborators and with a special view to:

- social innovation
- social entrepreneuring
- the target group and profiles
- the aims of the project and the work methods of the project
- partner roles reviewed and defined

Furthermore the first phase will support the partners to map their communities and audiences and to identify senior resources

Transnational

Kick-off meeting month 2 in Aarhus DK

Social Innovation Expert Team established

Virtual resource center support

Planning transnational capacity building seminar

Outcomes

Process documentation on virtual platform

Other

This phase includes building project implementation capacity among the partners and their community collaborators, as this capacity cannot be taken for granted

PHASE 2 - Capacity building

3 months

Description

Practice partners will select the first group of seniors based on the established criteria (3-4 dedicated seniors per practice partner)

Partners will offer local briefing and capacity building

Partners will bring the first group of seniors in contact with local collaborators

Transnational

First transnational capacity building seminar in month 6 in

France for seniors (2 seniors from each practice partner), facilitated by the participation of the local partner + 1 representative x partner

The seminar will also serve as a mini partner meeting between key partners, partly based on physical presence, partly on virtual dialogues along the seminar

Outcomes

Training and coaching material from the capacity building seminar

Process documentation on virtual platform

Other

This phase includes building a strong European community of social change brokers to collaborate and share experience along the project

PHASE 3 - Social change brokering 1 and 2

6 months - 2 x 3 months

Description

The seniors engage in social change brokering at local levels and focused on the partner communities in two rounds and each of the seniors addressing two different social change challenges

A time-out reflection is inserted between the two rounds and facilitated by virtual transnational dialogues

Transnational

At the end of the phase the *Senior Social Entrepreneuring Network - first step* is established

Second partner meeting months 9 in France

focused on lessons learned from the first rounds of senior social change brokering and on the planning of the second year social change brokering, leading to the models and the outcomes

First EaSI orientation and drafts

Outcomes

Creative media documentation of the first social change brokering experience

Comprehensive SWOT analysis of the capacity of the seniors to address social challenges and to generate social change dynamics in the communities, including recommendations for further capacity building

Process documentation on virtual resource center support

Other

Partners step by step leave the project scene to the seniors



YEAR 2

Seniors bringing about social change - **The Models**

The aim of the second project year is to qualify, test and document social change brokering in partner communities as well as in other communities in the partner regions, resulting in the production of senior social entrepreneurship models.

The last 3 months the project will offer and implement the senior social entrepreneurship models in communities in 3 or 4 other than partner countries in Europe, including focusing strongly on those new communities' evaluation of the usability, relevance and added value of the implemented models.

At the end of the second year, the project's main exploitation initiatives will be launched, including a high-level EaSI initiative.

PHASE 4 - Lessons learned

3 months

Description

Based on the process documentation the partners, the seniors and community collaborators engage in extensive dialogues on lessons learned and how those lessons learned help design the second year and more elaborated social change brokering

The dialogues are based on the project's quality assurance and success criteria

Transnational

Third partner meeting month 15 in Bulgaria focused on production of the final outcomes and on planning the exploitation activities

Outcomes

Comprehensive lessons learned documentation, including recommendations for the more elaborated social change brokering rounds

Process documentation on virtual resource center support

Other

The seniors mentors take over most of the project planning and activities

PHASE 5 - Practice based models

3 months

Description

The first group of seniors are now senior mentors - they continue their social change brokering missions and through these missions they train and mentor the second group of senior social change brokers (one mentor for 1-3 new seniors), still in partner or neighboring communities

In total, these activities aim to produce the raw materials for the models for social senior entrepreneurship and social change brokering to be produced in the next phase

At the end of the phase all partners and seniors engage in a critical evaluation of the second year social change brokering, based on the project's quality assurance and success criteria methodology.

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| Transnational |
| Second transnational capacity building seminar in month 18 in Catalonia for <u>new</u> seniors (2 new seniors + 2 senior mentors from each practice partner), facilitated by the participation of the local partner + 1 representative x partner |
| Dissemination of the project focused on the further development of the EU Senior Social Entrepreneuring Network |
| At the end of the phase: EU Senior Social Entrepreneuring Network - second step The seminar will also serve as a mini partner meeting between partners, partly based on physical presence, partly on virtual dialogues along the seminar |
| Outcomes |
| Evaluation of the senior mentor approach, its strengths and weaknesses, based on the project's success criteria methodology |
| Extensive process documentation on virtual center support focused on the upcoming production phase, including basic design of the models, their content and their publication |
| Other |
| This phase includes a very strong focus on the European dimension, including the preparations of the EaSI initiative |

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| PHASE 6 - Production |
| 3 months |
| Description |
| Based on the process documentation and the rich recommendation material the project will engage in the production of the final outcomes, including re-organizing the project virtual resource center including www.SeniorsBringingAboutSocialChange.eu The production phase includes detailed planning of the exploitation phase and the accompanying European network, including identifying new communities in other countries for the systematic beyond-project exploitation |
| Outcomes |
| <i>Based on the process documentation, SWOT's and the rich recommendation material</i> |
| [Must be adjusted to the evaluation] |
| SENIORS AS SOCIAL INNOVATORS Dynamic models of senior social entrepreneurship in communities to bring about social change, including capacity building, cross-sector networking and social innovation initiatives resources Format: open web package |
| I AM A SOCIAL CHANGE BROKER - WHAT ARE YOU? A 30 minutes video documenting the capacity building of the seniors in the partner communities Format: video as a part of the web package and available in social networks |
| PORTFOLIOS OF SOCIAL ENTREPRENEURING Individual portfolios produced by the seniors involved in the project, demonstrating what they learned, what they are able to and how it benefits the community Format: any electronic format allowing sharing and distribution |
| POLICY PAPER - LESSONS LEARNED FROM SENIOR SOCIAL ENTREPRENEURING Paper for professionals, researchers and policy-makers extracting the most |

important lessons learned from the project
Format: PDF

POLICY PAPER/GUIDANCE - EUROPEAN FUNDING AND SOCIAL ENTREPRENEURING
Paper for professionals, researchers and policy-makers offering
recommendations on future policy-making and funding for senior social
entrepreneurship and for social innovation in general
Format: PDF

FIRST EUROPEAN NETWORK OF SENIOR SOCIAL CHANGE BROKERS
Resulting from the continuous transnational networking of seniors along the
project and serving as platform for further European initiatives including EASI
systemic social innovation
Format: Network and Service

COMMUNITY CHARTER FOR SOCIAL INNOVATION DRIVEN BY CITIZENS
- signed by public authorities and key community stakeholders in directly and
indirectly involved communities

Transnational

Fourth partner meeting month 21 in UK

Other

Both groups of seniors are deeply involved in producing the final outcomes

PHASE X - EU Network, new communities and senior social innovation going systemic

3 months

Description

The last 3 months represent systematic exploitation

Horizontal

- the senior social entrepreneurship mentoring will include a number of communities in other countries, helping the capacity building among seniors in those communities, based on the project's outcomes and materials (around 5 new communities are expected, 1 new community per practice partner, and each involving 2-3 new senior social entrepreneurs); the idea is to offer those services through a mixed reality collaboration and on a non-profit real-cost basis
- the mixed reality services might be offered to more communities along this phase and after the termination of the project
- the European Senior Social Entrepreneurship Network will be considerably expanded along this phase, including of course the new communities and the new senior social entrepreneurs

Vertical

A high quality and experience based EaSI application will be submitted - based on the project's experience and knowledge creation and with the participation of

- the local authorities and chambers of commerce of the partner communities involved
- the project partners and their local seniors
- the communities and seniors included in the exploitation phase
- identified resources from similar European initiatives

The EaSI project will aim to mainstream the senior social entrepreneurship practice in a number of European regions and communities

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| Transnational Senior Social Entrepreneuring Network - third step EaSI application Senior Social Innovation Mixed reality service |
| Outcomes European Senior Social Entrepreneuring Network EaSI application Senior Social Innovation submitted Mixed Reality Service sustained |
| Other Depending on the success of the implementation of the project, it is possible that the EaSI application will be submitted in project year 2 |

