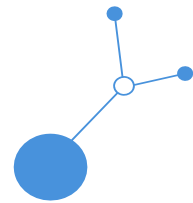




3P4SSE Curriculum - Part 1 Modules



Version 02 2026



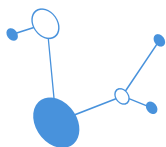
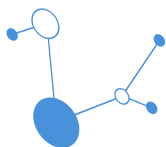
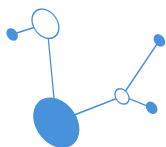


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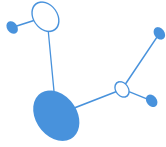
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1. Introduction

1.1. Conceptual Framework and Scope of the Curriculum

This curriculum has been developed within the framework of the 3P4SSE project to strengthen the capacities of local stakeholders in the fields of Public-Private Partnerships (PPP) and the Social and Solidarity Economy (SSE).

It is designed as an online training resource that provides structured learning materials, case studies, and methodological tools. The curriculum serves as a reference point for practitioners, policy makers, and organisations seeking to enhance their knowledge and competences in key thematic areas related to SSE and PPP cooperation.

The content of the curriculum is based on the results and experiences generated throughout the project partnership, including desk research, the expertise of project partners, and the outcomes of a questionnaire completed by partners and stakeholders. The results of this needs assessment were analysed, prioritised and subsequently structured into thematic modules.

The curriculum follows a modular and flexible learning approach. Users can engage with the materials at their own pace and according to their specific needs. While the curriculum itself does not provide a permanent interactive learning community, it emphasises the importance of communities of practice, dialogue and knowledge exchange among stakeholders working in SSE and PPP contexts.

In this way, the curriculum contributes both to individual competence development and to strengthening collective learning processes within regional SSE ecosystems.

A key step in the development of the curriculum was its piloting phase. The materials and methods were tested in all partner regions through peer learning workshops and job shadowing activities.

During the workshops, selected modules and methods were applied and discussed with stakeholders from different sectors. The job shadowing activities complemented these learning formats by allowing participants to observe practical implementation processes within organisations working in the SSE field.

All pilot activities were documented and evaluated using a shared reporting template. The resulting reports provided the basis for the Peer Learning Assessment and Evaluation Report, which synthesised the feedback collected across partner regions. A second international workshop further refined and consolidated the insights gained during the piloting phase.

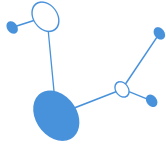
These experiences formed the basis for the finalisation of the modular curriculum (Output O3.2) and were directly incorporated into the improvement of the learning materials.

The curriculum consists of two complementary components:

Part 1 - Curriculum Modules

Five thematic modules providing conceptual knowledge, case studies, and practical competences related to SSE and PPP.

Part 2 - Method Collection



A comprehensive toolbox of participatory methods, templates, exercises, and facilitation tools supporting the planning, implementation, and evaluation of SSE-related initiatives and cooperation processes.

1.2. Relationship between Social and Solidarity Economy and Public–Private Partnerships

The curriculum addresses both Social and Solidarity Economy (SSE) and Public-Private Partnerships (PPP). While these concepts originate from different policy and practice traditions, they can interact and complement each other in many regional development contexts.

The Social and Solidarity Economy refers to a broad field of organisations and initiatives that prioritise social and environmental objectives alongside economic activities. Typical actors include social enterprises, cooperatives, associations, foundations, community initiatives and other forms of mission-driven organisations.

Public-Private Partnerships, on the other hand, describe structured cooperation arrangements between public authorities and private actors. Such partnerships are often used to jointly address societal challenges, implement services, or develop innovative solutions that require collaboration across sectors.

In the context of this curriculum, PPPs are not understood solely in the narrow sense of large infrastructure projects. Instead, the concept is used in a broader governance perspective, referring to collaborative arrangements between:

- public institutions
- private sector actors
- organisations of the Social and Solidarity Economy

These collaborations can create opportunities to combine resources, expertise and networks from different sectors in order to address complex social and environmental challenges.

The curriculum therefore does not treat SSE and PPP as interchangeable concepts. Rather, it explores how SSE actors can participate in or initiate partnership structures, and how cooperation between public authorities, private organisations and SSE initiatives can contribute to more inclusive and sustainable regional development.

1.3. Collaboration Model: Public–Private–Social Partnerships

In practice, many initiatives addressing social challenges require cooperation between multiple sectors. The collaboration between public institutions, private organisations and SSE actors can therefore be understood as a multi-actor partnership model.

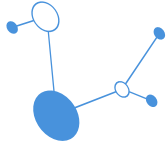


 Figure 1: Public-Private-Social Collaboration Model

Public–Private–Social Collaboration Model



At the centre of this triangle lies a collaborative space, where joint initiatives, projects and governance arrangements can emerge. In this space, actors contribute different resources, such as:

- regulatory frameworks and policy instruments from the public sector
- innovation capacity and investment from the private sector
- social mission, community engagement and local knowledge from SSE organisations

Through this combination of resources and perspectives, collaborative solutions to social and environmental challenges can be developed.

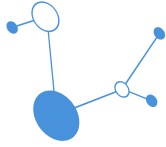
The curriculum supports stakeholders in understanding these cooperation dynamics and in developing the skills required to initiate, facilitate and sustain such partnerships.

1.4. Purpose and Application of the Guideline

This guideline supports practitioners, facilitators and organisations in the practical use of the curriculum and its associated method collection.

Its purpose is to provide orientation for stakeholders who wish to apply the curriculum in the context of capacity building activities aimed at strengthening the Social and Solidarity Economy and promoting Public-Private Partnerships.

The guideline functions as an operational support tool that helps users to:strengthen the capacities of local stakeholders engaging in SSE and PPP initiatives



- ensure consistent and quality-assured use of the curriculum
- support the planning, delivery and follow-up of workshops, training sessions and job shadowing activities
- facilitate knowledge transfer between local, regional and transnational levels
- reinforce the role of facilitators as moderators, process guides and multipliers

1.5. Structure of the Curriculum and Learning Resources

The curriculum consists of two closely interconnected elements.

Part 1 - Thematic Modules

Five modules introducing key concepts, case studies and practical competences related to SSE and PPP.

Part 2 - Method Collection

A set of ready-to-use participatory methods, templates, exercises and facilitation tools supporting the practical implementation of the modules.

Both components were piloted, evaluated and further developed across all partner regions during the project implementation.

The modules can be used individually, in combination, or as part of broader learning processes, depending on the objectives and needs of the participants.

Guiding Learning Principles

The implementation of the curriculum follows several guiding principles:

Practice and Transfer Orientation

Learning activities are closely connected to real local challenges and aim to generate practical outputs such as project ideas, strategies or campaign concepts.

Participation and Co-Creation

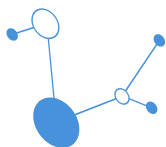
Participants are actively involved in the learning process and contribute their experiences and perspectives.

Modularity with Strategic Coherence

Modules can be flexibly combined while contributing to the overarching goal of strengthening SSE ecosystems and PPP cooperation.

Impact Orientation and Quality Assurance

Reflection, feedback and documentation are integrated into learning activities in order to support continuous learning and improvement.



1.6. The Curriculum within the 3P4SSE Capacity Building Process

The curriculum is closely connected to the broader capacity building approach developed within the 3P4SSE project.

Within the project, partner regions developed Local Action Plans (LAPs) aimed at strengthening regional ecosystems of the Social and Solidarity Economy. Implementing these plans requires not only strategic planning but also practical competences, facilitation methods and cooperation tools.

The curriculum therefore provides the methodological and competence framework that supports stakeholders in implementing and advancing these regional development processes.

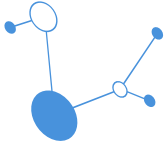
Together, the Local Action Plans and the curriculum form a complementary system:

- Local Action Plans define strategic development pathways at regional level
- The curriculum provides the knowledge, methods and facilitation tools required to implement these pathways in practice

1.7. Example of a Capacity Building Process and Links to the Curriculum

Process Phase	Key Competence	Supporting Curriculum Module
Analysis	Best practices, data collection	Module 1
Stakeholder Mapping	Participation and networking	Module 5
Strategy Development	Impact logic and sustainability	Module 2
Project Development	Social innovation methods	Module 4
Piloting	Project implementation	Several modules
Communication	Awareness and communication strategies	Module 3
Evaluation	Monitoring and impact assessment	Module 2 + tools

This overview should be understood as an illustrative example rather than a prescriptive model.



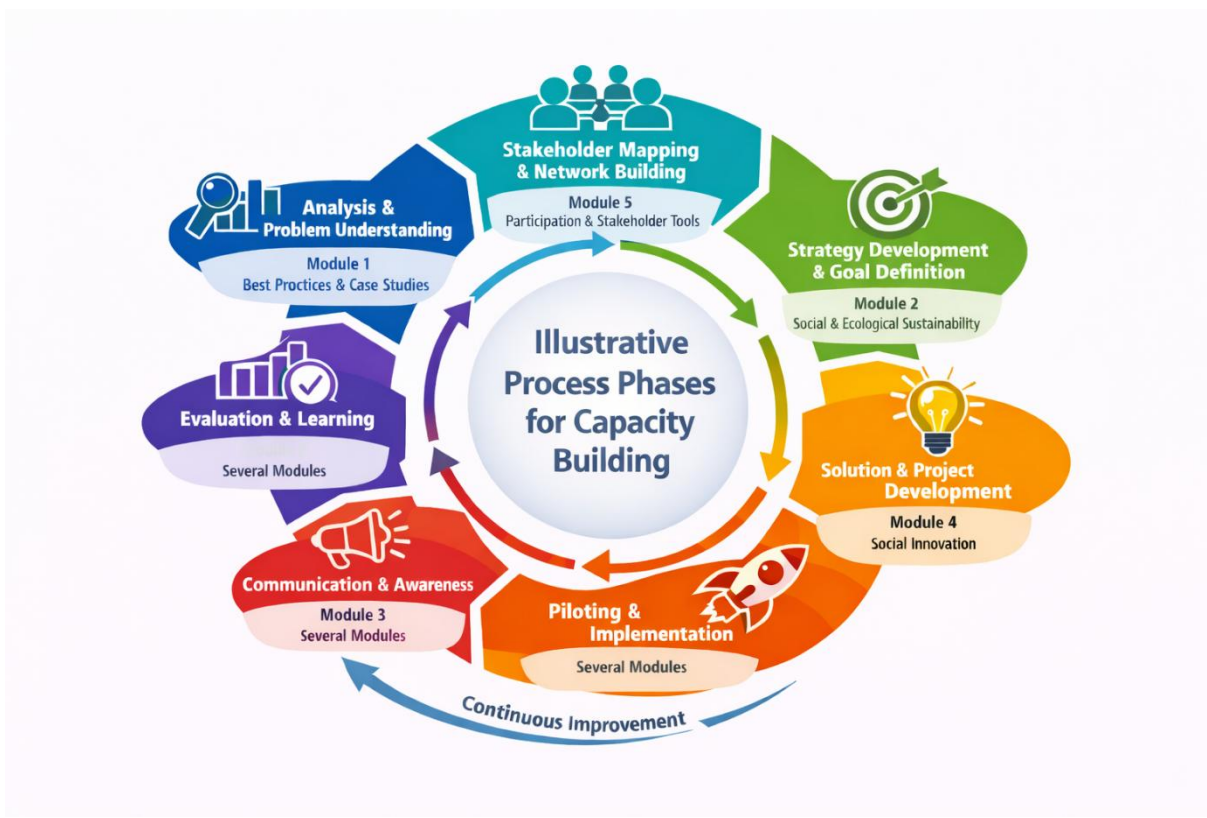
1.8. Illustrative Phases of a Capacity Building Process

Capacity building processes for strengthening SSE ecosystems typically involve several interconnected phases, ranging from problem analysis to evaluation and learning.

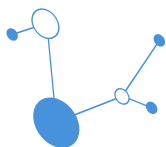
These phases may include:

- Analysis and problem understanding
- Stakeholder mapping and network building
- Strategy development and goal definition
- Development of solutions and projects
- Piloting and implementation
- Communication and awareness
- Evaluation and learning

 Figure 2: Illustrative Process Phases for Capacity Building in SSE Ecosystem Development



The diagram illustrates a possible sequence of phases supporting collaborative ecosystem development. The process should be understood as a flexible orientation framework rather than a fixed model, since in practice phases often overlap or are revisited.



1.9. Synoptic Overview of the Curriculum Modules

Module	Core Focus	Key Competences Developed	Typical Outputs
Module 1	Best Practices and Case Studies	Identification and analysis of successful SSE initiatives and PPP approaches	Best practice profiles, transfer recommendations
Module 2	Social and Ecological Sustainability	Impact planning, sustainability integration, monitoring	Sustainability strategies, impact indicators
Module 3	Awareness and Communication	Communication strategies and public engagement	Communication plans, awareness campaigns
Module 4	Social Innovation	Development of innovative solutions for social challenges	Innovation ideas, prototypes, project concepts
Module 5	Participation and Stakeholder Engagement	Stakeholder mapping, facilitation and participatory governance	Stakeholder maps, cooperation models

Together, the modules form a competence framework for stakeholders involved in developing and implementing SSE initiatives and PPP cooperation structures.

1.10. How to Use this Curriculum

The curriculum is designed as a flexible learning resource that can be used in different learning formats and contexts.

Depending on the needs of the users, the materials can support several types of learning processes.

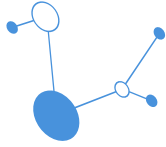
Self-Directed Online Learning

Individuals can use the curriculum as an online learning resource to explore key concepts, case studies and tools related to SSE and PPP. In this format, users select modules according to their interests and learning needs.

Capacity Building Workshops

Facilitators and organisations may use selected modules and methods to design and implement training workshops or stakeholder learning events. In this context, the modules serve as thematic inputs, while the method collection provides participatory tools for interactive learning processes.

Peer Learning and Stakeholder Dialogue



The curriculum can also support peer learning processes, where practitioners from different organisations exchange experiences, analyse best practices and jointly develop new ideas for local initiatives.

Project Development and Strategic Planning

Some modules and tools can be applied directly within project development or strategy processes, for example when developing new SSE initiatives, strengthening cooperation between sectors, or designing awareness campaigns.

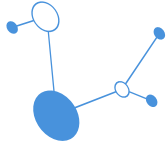
Because the modules are independent but interconnected, users are encouraged to combine them flexibly depending on the objectives, participants and local context of the learning process.

1.11. Transition to the Curriculum Modules

The following chapters present the five curriculum modules in detail.

Each module introduces key concepts, learning objectives and methodological approaches that support stakeholders in different phases of SSE ecosystem development and PPP cooperation.

Users are encouraged to approach the modules as flexible building blocks, selecting those elements that best match their local context, learning objectives and stakeholder needs.



2. Module 1: Best Practices and Case Studies in the Social and Solidarity Economy

2.1. Introduction

The Social and Solidarity Economy (SSE) is a driver of societal change: it strengthens social cohesion, promotes sustainable development, and creates innovative solutions to social challenges. However, its transformative power can only fully unfold if it becomes visible - in public perception, in political discourse, and in people's everyday awareness.

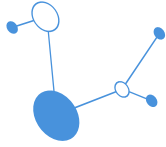
Best practices and case studies play a central role in the development, dissemination, and institutionalization of impactful approaches in the field of the Social and Solidarity Economy (SSE) and public-private partnerships (PPPs). They not only enable the identification of successful models but also provide concrete guidance for practical implementation, scaling, and adaptation in different contexts. Through the systematic analysis of success factors, challenges, and impacts, best practices contribute to quality assurance, knowledge transfer, and the sustainable development of inclusive, resilient partnerships between public and civil society actors. Case studies deepen this approach by exemplifying how innovative solutions work in practice - with a focus on local conditions, stakeholder constellations, and structural frameworks.

A variety of methods and tools are used to identify, evaluate, and prepare best practices and case studies in the field of SSE and PPPs. These range from qualitative and quantitative data collection methods - such as interviews, surveys, or focus groups - to structured analytical tools like evaluation grids, impact models, or SWOT analyses, and to interactive formats for presenting results. Digital tools such as Canva, Miro, or Padlet support visual and user-oriented documentation, while workshop formats and peer reviews foster participatory reflection and transferability. This creates a methodologically sound and practice-oriented process for developing and disseminating successful solutions.

2.2. Strategic Importance of Best Practices and Case Studies

Best practices and case studies are key instruments for practice-oriented knowledge transfer and strategic guidance in the Social and Solidarity Economy (SSE). As proven, documented examples of practice, they are demonstrably effective under real-world conditions, provide orientation for similar challenges, and serve as reference points for successful solutions, such as promoting innovative cooperation models, implementing sustainable business approaches, improving services for disadvantaged groups, and strengthening local and international networks.

These proven approaches act as catalysts for innovation and promote social value as well as sustainable impact. The focus is not on simply copying successful models but on understanding the underlying mechanisms and intelligently adapting them to local conditions.



Key Objectives

Practice-oriented knowledge transfer

1. Learn from successful models with proven effectiveness
2. Transparent presentation of challenges and solution strategies
3. Documentation of lessons learned and adaptation strategies

Capacity building

4. Develop evidence-based projects using concrete tools
5. Provide methods and approaches for local actors
6. Build solid foundations for one's own initiatives

Networking

7. Structured exchange of experience between different regions
8. Best practices as shared reference points for cooperation
9. Promotion of productive partnerships and synergies

Sustainability

10. Transferable solutions for recurring challenges
11. Contextualization of proven strategies for local application
12. Long-term impact orientation and institutional anchoring

2.3. Local Action Plans in the 3P4SSE Project as Good Practice Examples

This chapter summarizes the project results of the European 3P4SSE project as concrete examples of successful public-private partnerships in the SSE and demonstrates how, through systematic approaches, participatory governance, and scientifically sound methodology, vibrant SSE landscapes can be sustainably strengthened.

The local action plans of the individual partners in the 3P4SSE project exemplify how systematic, participatory, and scientifically based approaches can contribute to the sustainable strengthening of the Social and Solidarity Economy (SSE).

2.3.1. Italy (Trentino): Systematic Development of Solidarity Economy Districts

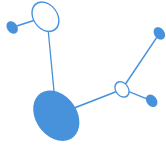
Focus: Development of Solidarity Economy Districts (DES) through participatory governance

Strategic Objective

The Trentino project systematically develops the regional SSE through *Distretti di Economia Solidale* (DES) as supporting structures. The goals, prioritized by stakeholder consensus, include:

Joint initiatives: projects, funding, marketing, ecological orientation

Capacity building: sharing knowledge and resources among actors



Maximizing impact: coordinated action for social impact

Increasing visibility: raising awareness of solidarity economy actors

Concentration of power: strengthening bargaining power and political influence

Three-Pillar Strategy

13. MAPPING (Pilot Intervention)

14. Systematic mapping of existing DES and identification of potential
15. Scientific methodology through semi-structured SWOT interviews
16. Promotion of networking within and between different DES

17. INSTITUTIONALIZED FORUM

18. Establishment of formalized provincial networks (*Forum dell'Economia Solidale*)
19. Participatory governance with continuous coordination structures
20. Monitoring and strategic further development of the DES landscape

21. AWARENESS RAISING

22. Target group-specific communication strategies
23. Training programs for coordinators and members
24. Making DES achievements visible to politics and the public

Concrete Results and System Effects

Structural transformations:

25. **Political impact:** adjustment of provincial fund allocation criteria to cover DES start-up costs
26. **Mandatory preliminary analysis:** systematic potential assessment before funding decisions
27. **Institutionalized monitoring:** establishment of an observatory (SSE Observatory)

Measurable outputs (2024-2025):

28. 30 stakeholders contacted, 13 structured interviews
29. 3 pilot regions analyzed (Fiemme & Fassa, Vallagarina, Alta Valsugana)
30. 200+ contacts reached through communication campaigns
31. Two networking events with 20+ participants

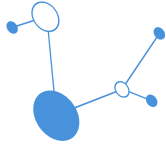
Lessons Learned and Success Factors

Validated Success Factors:

32. Bottom-up meets top-down: combination of grassroots initiative and institutional support
33. Evidence-based policy: scientific support ensures quality and transferability
34. Multi-stakeholder governance: heterogeneous groups of actors create robust networks
35. Participatory development: intensive stakeholder involvement in all project phases

Identified Challenges:

36. Visibility gap: low awareness of DES even among employees and users

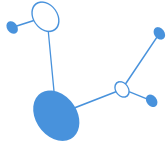


37. Coordination know-how: need for training in strategic potential development
38. Organizational barriers: high demand for support in new establishments
39. Sustainability risk: dependence on continuous public recognition

Distinct Strengths as a Best Practice

The Trentino model successfully demonstrates the systematic pathway from stocktaking to structural anchoring. As a best practice, it provides concrete blueprints for:

40. Systematic development of regional SSE ecosystems
41. Integration of scientific methods into participatory policy design
42. Building sustainable governance structures across all sectors
43. Scaling local innovations to the national and international level



2.3.2. Croatia: Regional SSE Center in Split-Dalmatia (Croatia)

Strategic Objective

Establish a resilient, coordinated, and sustainable SSE ecosystem in the County of Split-Dalmatia through:

44. Establishment of a regional SSE hub as a physical and digital competence center
45. Integration of public-private partnerships (PPP) for long-term financing and governance

Initial Situation & Challenges

46. Low institutional anchoring of SSE in politics and administration
47. Fragmented landscape of actors, lack of coordination & professionalization
48. No systematic support structures or impact mechanisms
49. Insufficient integration of the private sector in SSE development

Four-Phase Implementation Model

50. Phase 1: Analysis & Needs Assessment (completed)
→ Mapping of SSE initiatives, stakeholder mapping, needs analysis
51. Phase 2: Strategy Development & Governance (completed)
→ Regional funding strategy, PPP model design, institutional role distribution
52. Phase 3: Infrastructure Development & Visibility (in progress)
→ Establishment of the center, digital platform, communication strategy, training programs
53. Phase 4: Piloting & Scaling (planned)
→ Implementation of concrete projects, monitoring, scaling, strategy revision

Functions of the SSE Center

54. Resource Center: knowledge transfer, good practices, policy interface
55. Business Hub: mentoring, digital sales platform, market access
56. Coordination Office: project management, PPP development, quality assurance

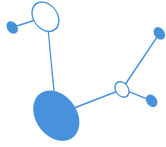
Results & Impacts

Quantitative:

57. National start-up funding of €80,000
58. First two phases completed
59. Infrastructure development and pilot preparation started

Qualitative:

60. Permanent institutional anchoring of the center
61. Stronger networking of SSE actors
62. Strategic alignment of regional SSE development



63. Increased political awareness of SSE

Lessons Learned & Recommendations

Success Factors:

- 64. Structured development in phases
- 65. PPP as the key to sustainability
- 66. Regional hub architecture as a coordination driver
- 67. Evidence-based strategy development through systematic analysis

Optimization Potentials

- 68. Professionalize impact measurement
- 69. Diversify financing strategy in the long term
- 70. Specifically involve the private sector
- 71. Clarify governance & operation of digital platforms

Transferability & Model Character

The model is scalable and transferable to European regions with:

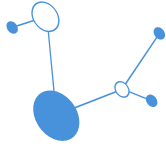
- 72. Weak civil society or low level of SSE development
- 73. Strong state-driven coordination structures
- 74. Need for integrated governance and financing approaches

Strategic Relevance for EU Contexts:

- 75. PPP-based governance models for sustainable SSE development
- 76. Digital & physical hub structures as innovation centers
- 77. Four-phase implementation as a methodological blueprint for other regions

Distinct Strengths as a Best Practice

- 78. Systemic infrastructure approach: permanent structure instead of project-based logic
- 79. Methodically well-structured: validated, adaptable four-phase model
- 80. Sustainable financing through PPP: combination of public legitimacy and private efficiency
- 81. Digital innovation: platform strategy for visibility, distribution, and knowledge transfer



2.3.3. Poland: Cluster-Based PPP Development in the Lower Silesia Region

Core Innovation: Systematic development of social economy clusters through public-private partnerships (PPP)

The Polish Local Action Plan (LAP) in Lower Silesia develops a cluster-based PPP model that brings together local authorities, social economy institutions, and private companies in sustainable network structures. This innovative system transforms fragmented individual activities into coordinated regional social economy ecosystems.

Strategic Two-Goal Architecture

Goal 1: Build a collective territorial vision

- 82. Focus: promote collective awareness of the social economy
- 83. Methodology: create equal PPP conditions
- 84. Target group: public authorities, social enterprises, and the private sector
- 85. Innovation: autonomy and equal standing of SSE organizations in decision-making processes

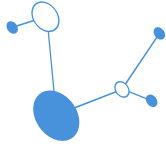
Goal 2: Formal cluster institutionalization

- 86. Focus: structured cooperation between public and private actors
- 87. Methodology: build sustainable networks and formal structures
- 88. Target group: regional and local actors across all sectors
- 89. Innovation: permanent institutional anchoring instead of project-based logic

Concrete Solution Measures

Capacity Building & Knowledge Transfer

Measure	Objective	Result
Trainings & workshops	Capacity building in public administration	10 training events
Study visits	Adoption of best practices	Systematic exchange of experience
Networking events (“ABC”, “Wro Business Mixer”)	Sustainable partnerships	50 participants connected



Visibility & Institutionalization

- 90. Social map: updated regional social map for better overview
- 91. “Social Purchase” label: recognition of social economy services
- 92. Letter of intent ARLEG-DOPS: foundation for institutionalized PPP

Validated Success Factors from Practice

93. Trust-based partnership development

Insight: Building effective partnerships between different stakeholder groups requires time, continuous communication, and systematic commitment from all parties involved.

94. Sustainability orientation as a success criterion

Stakeholder assessment: The five most important success factors according to participants:

- 95. Sustainability (long-term orientation)
- 96. Economic benefit (profitable business models)
- 97. Relevant services (needs-based offerings)
- 98. Added value for the common good (societal impact)
- 99. Regional money cycle (local value creation)

100. Social economy as a systematic problem-solving strategy

Insight: SSE institutions become important intermediaries for local authorities in implementing municipal tasks when they are aligned with citizens’ needs and local labor markets.

101. Municipal involvement as a lever

Insight: Stronger involvement of municipal actors by demonstrating concrete cooperation benefits significantly accelerates partnership building.

Concrete Impacts & Results

Qualitative system changes:

- 102. Trust-building: sustainable relationships between different stakeholder groups
- 103. Higher political relevance: significantly improved visibility of the social economy
- 104. Shared objectives: coordinated alignment with SSE goals instead of individual interests
- 105. Increased competence: systematic knowledge building in public administration

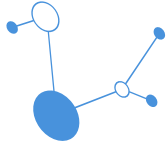
Quantitative achievements:

- 106. 10 trainings & workshops held for administrative staff
- 107. 50 participants connected in structured networking events
- 108. Regional social map updated and expanded
- 109. Letter of intent prepared between regional key actors

Distinct Strengths as a Best Practice

110. Structured cluster development

The Polish model shows how social economy clusters can be systematically developed through coordinated integration of public authorities, social enterprises, and the private sector.



111. Evidence-based success measurement
The stakeholder-validated success factors (sustainability, economic benefit, relevant services, common-good orientation, regional money cycle) provide concrete guidance for other regions.
112. Pragmatic institutionalization
The transition from informal networks to formal PPP structures through letters of intent and political commitments demonstrates realistic pathways for lasting institutional anchoring.
113. Complementary measure integration
The combination of capacity building, networking, visibility enhancement, and institutional anchoring creates reinforcing system effects.

Transferability & Replication Potential

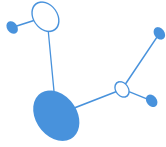
Transferable core elements:

114. Dual-goal architecture: awareness-raising combined with structural institutionalization
115. Cluster-based organization: formal network structures instead of loose cooperation
116. Stakeholder-validated success criteria: practically tested evaluation standards
117. Systematic PPP development: structured integration of different sectoral actors

Regional adaptability: The Lower Silesian cluster model is particularly suitable for Central and Eastern European regions with:

118. Strong municipal administrative structures
119. Need for SSE sector coordination
120. Potential for public-private cooperation
121. Necessity for systematic capacity development

Strategic significance: The Polish LAP demonstrates how regional social economy ecosystems can be sustainably institutionalized through structured cluster development, evidence-based success measurement, and systematic PPP integration - serving as a practical blueprint for coordinated SSE regional development.



2.3.4. Slowenien: Duales SSE-Ökosystem Region Podravje

Core Innovation: Systemic two-pillar approach for a resilient social economy

The Slovenian Local Action Plan (LAP) in the Podravje region develops an innovative dual implementation model that combines bottom-up initiatives with systemic network development. The strategic structure is based on two complementary pillars that transform local challenges into development opportunities.

Proven Two-Pillar System

Pillar I - Živo Gnezdo: Participatory Grassroots Development **Träger:**

- 122. Lead organization: PRIZMA Foundation
- 123. Focus: promotion of local initiatives and participatory solutions
- 124. Methodology: community-based development with direct citizen involvement
- 125. Target group: local communities and grassroots initiatives

Pillar II - zDRAVKA: Systemic Network Infrastructure

- 126. Lead organization: RDAPM (Regional Development Agency)
- 127. Focus: digitally supported social economy networks
- 128. Methodology: platform-based coordination and service provision

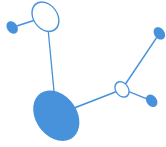
Strategic Objectives

Core goals of the dual approach:

- 129. Strengthen the social economy: coordination, visibility, and capacity building of SSE actors
- 130. Social services: targeted expansion for disadvantaged groups
- 131. Regional resilience: improve local well-being in Podravje
- 132. Participatory governance: involve municipalities, civil society, and users in co-creative processes

Validated Success Factors (Lessons Learned)

- 133. Stakeholder-centered design
Insight: Early and continuous involvement led to greater ownership, adapted measures, and local commitment.
- 134. Municipal leadership role
Insight: Political and financial support (e.g., City of Maribor) ensured integration into strategic plans and municipal budgets.
- 135. User-focused digitalization
Insight: Digital platforms require close alignment with user feedback and legally compliant development processes.
- 136. Complementarity of the dual structure
Insight: Bottom-up initiatives (Pillar I) and systemic networks (Pillar II) mutually reinforce one another when implemented in a coordinated way.
- 137. Structured sustainability planning
Insight: Long-term success depends on established governance mechanisms, continuous monitoring, and diversified funding sources.



Distinct Strengths as a Best Practice

138. Innovative dual governance

The Slovenian model demonstrates how participatory grassroots development (Pillar I) and systemic infrastructure development (Pillar II) can complement and strengthen each other.

139. Municipal anchoring as a sustainability guarantee

The successful integration into municipal strategic plans and budgets (City of Maribor) shows how SSE initiatives can be institutionally embedded.

140. Evidence-based further development

Systematic collection of lessons learned enables structured LAP 2.0 optimization based on validated practical experiences.

141. Cross-sectoral integration

Targeted strategies for SME activation illustrate how private economic actors can be systematically integrated into SSE ecosystems.

Transferability & Replication Potential

Transferable core elements:

142. Dual organizational structure: combining grassroots initiatives with institutional network coordination

143. Municipal ownership: strategic anchoring in local politics as a sustainability mechanism

144. Participatory governance: systematic involvement of all relevant stakeholder groups

145. Evidence-based evolution: structured learning and adaptation processes for continuous optimization

Regional adaptability:

The Slovenian dual model, due to its flexible pillar structure, offers high transfer potential for various European regions, particularly for areas with:

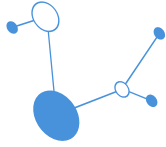
146. Established local self-government

147. Active civil society

148. Readiness for digitalization

149. Need for social innovation

The LAP Podravje clearly demonstrates how resilient SSE ecosystems can be systematically developed through structured local governance, participatory processes, and cross-sectoral cooperation.



2.3.5. Hungary: Structured SSE Network West Transdanubia

Core Innovation: Quintuple Helix-based SSE ecosystem with political institutionalization

The Hungarian Local Action Plan (LAP) in West Transdanubia systematically develops a structured, resilient SSE ecosystem through formalized cooperation based on the Quintuple Helix model. The innovation lies in the successful integration of public institutions, businesses, academia, civil society, and environmental actors into a permanent regional SSE platform.

Strategic Two-Goal Architecture

Goal 1: Build a strong local and regional network

- 150. Focus: improve market readiness of SSE actors
- 151. Methodology: participatory co-design process with all Quintuple Helix actors
- 152. Innovation: structured cooperation instead of fragmented individual activities
- 153. Success measurement: concrete improvements in market readiness and increased awareness of SSE potential

Goal 2: Increase visibility and establish targeted support

- 154. Focus: systematic stakeholder integration and platform development
- 155. Methodology: stakeholder mapping, formal agreements (MoU), thematic working groups
- 156. Innovation: binding cooperation structures through legal formalization
- 157. Success measurement: measurable increase in visibility and concrete support measures

Concrete Implementation Strategy

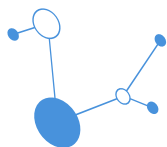
Participatory Co-Design Approach

Quintuple Helix Integration:

- 158. Public administration: municipal and regional authorities as strategic partners
- 159. Businesses: private economy as market and financing partners
- 160. Academia: research institutions for digitalization and scientific capacities
- 161. Civil society: SSE actors and NGOs as the core target group
- 162. Environment: sustainability and environmental actors for holistic development

Systematic Challenge Management

- 163. Structural deficit: building structured cooperation instead of ad-hoc contacts
- 164. Visibility problem: increasing awareness of social enterprises
- 165. Financing gaps: developing sustainable financing models



Measurable Successes & Concrete Results

Quantitative breakthroughs

Indicator	Result	Impact
Stakeholder meetings	2 major + 1 additional (>40 participants)	Systematic network development
MoU signing	8 organizations	Binding cooperation structure
Regional platform	1 (with external funding)	Permanent institutional basis
Project ideas	9 small projects developed	Concrete implementation pipeline

Qualitative System Changes

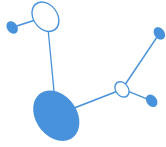
- 166. Structured SSE network: established for the first time in the West Transdanubia region
- 167. Political institutionalization: integrated into the 10-year strategic plan of Szombathely
- 168. Concrete market effects: Sárvár prioritizes local SSE products at municipal events
- 169. Formalized learning process: systematic exchange of experience between regional actors

Validated Success Factors (Lessons Learned)

- 170. Formalization as a binding mechanism
Insight: The Memorandum of Understanding (MoU) was a decisive milestone for lasting stakeholder engagement. Clear definition of roles, responsibilities, and shared goals created a solid foundation for long-term cooperation beyond project cycles.
- 171. Targeted SSE engagement required
Insight: While public authorities and economic actors were very active, stronger involvement of SSE actors proved more challenging. Targeted outreach, trust-building, and practical support are essential for successful co-design processes.
- 172. Political anchoring as a sustainability guarantee
Insight: Integrating SSE support into municipal 10-year strategic programs ensures political backing and extends project influence far beyond its original scope.
- 173. Quintuple Helix as a cooperation catalyst
Insight: Systematic inclusion of all five helix dimensions creates reinforcing synergies and enables holistic SSE ecosystem development.

Distinct Strengths as a Best Practice

- 174. Innovative Quintuple Helix integration
The Hungarian model demonstrates how all five helix dimensions can be systematically integrated into a coherent SSE ecosystem without any sector dominating or being marginalized.
- 175. Formalized cooperation structures
The MoU-based approach shows how informal networks can be transformed into binding, long-term partnerships through legally defined roles and responsibilities.



176. Political institutionalization

Successful integration into municipal 10-year strategies illustrates realistic pathways for the lasting political anchoring of SSE initiatives beyond election cycles and project durations.

177. Concrete market effects

The practical implementation results (Sárvár's SSE product prioritization, 9 developed small projects) demonstrate the model's ability to translate abstract network development into measurable economic activities.

Transferability & Replication Potential

Transferable core elements:

178. Quintuple Helix governance: systematic integration of all relevant societal sectors

179. Formalized partnership structures: MoU-based binding commitments instead of informal cooperation

180. Political institutionalization strategy: integration into municipal long-term strategic plans

181. Co-design methodology: participatory development with all stakeholder groups

Regional adaptability:

The West Transdanubian model is particularly suitable for Central European regions with:

182. Established municipal self-governance structures

183. Diverse economic landscapes (public, private, social)

184. Active universities and research institutions

185. Need for cross-sectoral cooperation development

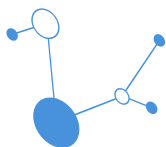
European model relevance:

The Hungarian LAP demonstrates how resilient SSE ecosystems can be systematically developed through structured multi-stakeholder governance, legal formalization, and political institutionalization - serving as a practical blueprint for integrated regional development in the European context.

The model concretely illustrates how the transformation of fragmented SSE landscapes into coordinated territorial ecosystems can be achieved through systematic Quintuple Helix integration.

2.4. Process for Developing and Transferring Best Practices

Step	Check	Tasks
1. Goal Definition & Context	<ul style="list-style-type: none"> - Is the goal clearly defined? - Is the context understood? - Is the target group identified? 	<ul style="list-style-type: none"> - Formulate the goal in writing - Analyse the target group - Define the relevant thematic framework (e.g., SSE, PPP)
2. Identification	<ul style="list-style-type: none"> - Are selection criteria available? - Were various sources 	<ul style="list-style-type: none"> - Develop a criteria catalog - Research best practices (own projects,



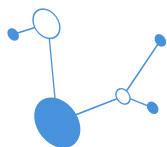
Step	Check	Tasks
	used? - Were stakeholders involved?	partners, databases, interviews) - Contact stakeholders
3. Documentation	- Standardized template? - Content complete? - Supporting material available?	- Create or adapt a template - Collect information systematically - Gather visual materials and quotes - Clarify rights
4. Quality Assurance	- Facts verified? - Presentation comprehensible? - Data protection observed?	- Conduct internal review - Organize peer review - Check and document data protection and image rights
5. Target Group-Oriented Preparation	- Clear and understandable language? - Visual preparation? - Suitable formats? - Accessibility considered?	- Revise texts - Create infographics, videos - Adapt formats (brochure, poster, online profile) - Provide accessible version
6. Dissemination Strategy	- Are channels defined? - Is there a timeline? - Is the target group involved?	- Create a communication plan - Publish via website, social media, newsletter - Schedule events - Create interaction formats
7. Impact & Follow-up	- Are indicators for impact defined? - Was feedback collected? - Is further development planned?	- Define success indicators - Conduct surveys or interviews - Document transfer - Establish review cycle

2.5. Selection and Evaluation of Best Practices

The selection of best practices is carried out through a five-stage selection process with defined evaluation criteria.

2.5.1. Five-Stage Selection Process

Step	Objective	Key Statement
1. Clarify thematic relevance	Ensure relevance to project goals	Exclusion of examples that are not technically relevant
2. Apply evaluation criteria	Systematic quality analysis	Objective selection of effective practices

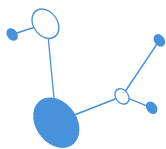


3. Analyse context	Assess feasibility in the local framework	Ensure realistic adaptability
4. Conduct case analysis	In-depth review with evidence of impact	Identification of success factors and transfer potential
5. Derive success factors	Develop practical transfer models	Derivation of transferable elements for replication

2.5.2. Evaluation Criteria

The selection of best practices is based on clearly defined criteria to ensure quality, relevance, and transferability:

Criterion	Definition	Evaluation Aspects	Benefit
1. Relevance	Thematic connection to project goals and local challenges	<ul style="list-style-type: none"> • Fit with objectives • Contribution to problem-solving • Demonstrable added value 	Targeted solutions and transfer of comparable approaches
2. Degree of Innovation	New, creative, or particularly effective approaches	<ul style="list-style-type: none"> • New methods/partnerships • Increased efficiency/quality • Innovative participation formats 	Impulses for the further development of own structures
3. Impact Potential	Demonstrable, measurable social, ecological, or economic effects	<ul style="list-style-type: none"> • Concrete multi-level impact • Long-term results • Structural changes 	Sustainable added value and basis for scaling
4. Resource Efficiency	Positive ratio between effort and impact	<ul style="list-style-type: none"> • High effectiveness with low resource use • Use of existing structures • Cost-effectiveness 	Economically viable implementation
5. Target Group Orientation	Alignment with the needs of target groups	<ul style="list-style-type: none"> • Participation in planning/implementation • Tailored communication • Empowerment focus 	Effective inclusion of vulnerable groups
6. Transferability	Ability to adapt to other contexts	<ul style="list-style-type: none"> • Flexibility toward regional conditions • Documented success factors • Scalability 	Replication beyond the place of origin
7. Sustainability	Long-term anchoring and continuation	<ul style="list-style-type: none"> • Lasting viability • Structural integration • Continuous impact 	Sustainable, systemic added value



2.6. Methods for Selecting and Transferring Best Practices

The selection and transfer of best practices require a systematic and reflective methodological approach. It is not only about identifying successful approaches but also about preparing them in a context-appropriate way and effectively transferring them into new settings. To ensure this, clear methodological principles are necessary to guarantee quality, relevance, and sustainability. The following principles and the overview of methods provide practice-oriented guidance for the structured selection, evaluation, and dissemination of proven practices in the field of the Social and Solidarity Economy.

2.6.1. Methodological Principles

186. Context sensitivity:

Methods and practices must be adapted to the respective local, social, economic, and cultural conditions. This avoids one-size-fits-all solutions and enables tailored, accepted, and sustainable innovations.

187. Participation:

Target groups, stakeholders, and local actors should be actively involved in the selection, evaluation, and transfer. This strengthens their co-responsibility (“ownership”), increases the relevance of results, and secures the social legitimacy of the process.

188. Transparency & documentation:

Disclosing selection criteria, evaluation procedures, and results creates trust and traceability. At the same time, it lays the foundation for replicability and scaling of successful approaches.

189. Sustainability:

In selecting and applying best practices, long-term impacts, institutional anchoring, and ecological and social responsibility must be taken into account. This supports lasting change beyond project lifetimes and promotes systemic impact.

190. Methodological diversity:

The use of combined qualitative and quantitative methods enables comprehensive, multidimensional evaluation. This increases both validity and the applicability of results to different contexts.

191. Application orientation:

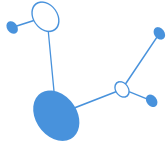
The focus is on practical, transferable, and impact-oriented examples. These facilitate concrete transfer and strengthen the capacity for independent implementation.

192. Accessibility:

Preparation in low-threshold, multimedia, and linguistically accessible formats improves reach, promotes inclusive participation, and increases usability for diverse target groups.

193. Reflection & further development:

Continuous evaluation and adaptation of methods and formats not only ensures quality but also strengthens innovation capacity and fosters a dynamic, learning culture within the Social and Solidarity Economy.



2.6.2. Didactic Recommendations for the Implementation of Best Practices

194. Use multimodality:

Best practices should be communicated through various formats - e.g., texts, videos, audio, or interactive applications. Combining these media supports different learning styles and makes it easier to access complex content.

195. Promote case-based learning:

Real best practice examples form the basis for analysis, discussion, and reflection. They make it possible to understand concrete solutions, critically question them, and assess their transferability to one's own context.

196. Actively secure transfer:

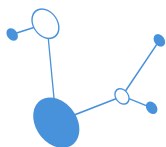
Through practice-oriented tasks such as checklists, case studies, role plays, or simulations, transfer into one's own practice is specifically supported. This ensures that best practices are not only understood but also applied in practice.

197. Guide reflection processes:

Structured questions such as "Which elements are transferable to my situation?" or "What would need to be adapted?" promote context-sensitive learning and support conscious engagement with the presented approaches.

198. Ensure impact orientation:

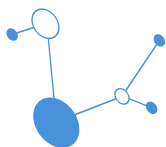
The communication of best practices should be aligned with clearly defined transfer goals. Supplemented by appropriate evaluation criteria, this ensures that capacity building is measurable and achieves lasting impact.



2.6.3. Overview of Methods for Selecting and Communicating Best Practices

Overview of methods for the process: selection and transfer of best practices

Module / Step	Objective	Method	Tools / Formats
1. Data sources & research methods	Systematic identification of potential best practices	Desk research, guided expert interviews, online surveys, stakeholder mapping, study visits	Project documentation, LAPs, databases, feedback tools, media analysis
2. Evaluation and analysis instruments	Comparable evaluation & well-founded selection	Evaluation grid, weighted point system, SWOT, Theory of Change, SROI, context analysis	Evaluation matrix (e.g., 7 criteria), ToC diagrams, Excel tools
3. Systematic case analysis	Deep understanding of success factors & challenges	Structured case studies, success factor analysis, Critical Incident Technique, timeline analysis, storytelling	Interview guides, workshop protocols, experience reports
4. Sustainability check	Assessment of long-term impact and structural anchoring	Analysis of sustainability indicators, impact mapping, outcome harvesting, anchoring criteria	Monitoring plans, impact grids, SDG references
5. Comparison & transfer analysis	Assessment of transferability to other contexts	Transfer analysis (incl. gap analysis), cost-benefit assessment, peer reviews, adaptation workshops	Context analysis tool, transfer matrix, facilitated workshop formats
6. Result preparation & documentation	Creation of usable, visually prepared transfer formats	Summaries, visual presentations, videos, interactive applications	One-pagers, good practice posters, Canva, Miro, Padlet, explainer videos, map visualizations



2.7. Practical Guide: Systematically Identifying, Evaluating, and Preparing Best Practices

1. Data Sources & Research Methods

Objective: Systematic identification of potential best practices based on diverse qualitative and quantitative sources.

Methods and practical steps:

199. Desk research: collect from project reports, LAPs, studies, media sources, specialist literature
200. Guided expert interviews: gather experiential knowledge in a structured way
201. Online surveys: create a broad data basis on perception and effectiveness
202. Stakeholder mapping: identify relevant actors and knowledge holders
203. Study visits & job shadowing: enable on-site insights
204. Source pool creation: e.g., LAPs, EU databases, good practice platforms, feedback tools, media analyses

2. Evaluation and Analysis Instruments

Objective: Comparable evaluation and selection of particularly impactful and transferable best practices.

Methods and practical steps:

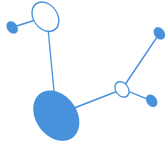
205. Development of an evaluation grid: e.g., based on impact, innovation, inclusion, scalability, participation, resource requirements
206. Weighted point system: enable objective assessment
207. SWOT analysis: identify strengths, weaknesses, opportunities, and risks per case
208. Theory of Change (ToC): clarify impact logic
209. SROI (Social Return on Investment): illustrate cost-benefit impact
210. Visualization: evaluation matrix (e.g., Excel), ToC diagrams

3. Systematic Case Analysis

Objective: Create an understanding of the context, success conditions, and challenges of individual practice examples.

Methods and practical steps:

211. Develop structured case studies: target group, objectives, measures, results, impacts
212. Success factor analysis: what specifically contributed to success?
213. Critical Incident Technique: capture key moments and turning points
214. Timeline analysis: trace development steps
215. Use storytelling elements: make impact visible through stories and voices
216. Materials: interview guides, structured protocol templates, experience reports



4. Sustainability Check

Objective: Verify whether the best practice has long-term impact and can be structurally anchored.

Practical steps & exercises:

- 217. Define sustainability indicators: e.g., continuity, ownership, institutional embedding
- 218. Impact mapping: chains from inputs to long-term impacts
- 219. Outcome harvesting: retrospectively capture effects
- 220. Check anchoring criteria: e.g., in mainstream services, organizations, policies
- 221. Establish links to SDGs: check global relevance & connectivity
- 222. Tools: sustainability checklist, monitoring plans, impact grids

5. Comparison & Transfer Analysis

Objective: Assess whether and how a best practice can be transferred to other contexts.

Methods and practical steps:

- 223. Transfer analysis: what is context-specific, what is scalable?
- 224. Gap analysis: differences between origin and target context
- 225. Cost-benefit assessment: resources required vs. expected impact
- 226. Peer reviews: experts or stakeholders assess transferability
- 227. Adaptation workshops: co-creative development of solutions for new contexts
- 228. Tools: transfer matrix, facilitated workshop formats, context analysis tools

6. Result Preparation & Documentation

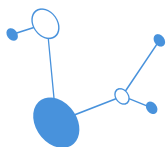
Objective: Create easy-to-understand, visually appealing, and practice-oriented transfer formats.

Methods and practical steps:

- 229. One-pager: concise presentation with target group, impact, key measures
- 230. Good practice poster or infographics: visual communication of key points
- 231. Canva, Miro, Padlet: tools for collaborative presentation & design
- 232. Explainer videos or screencasts: interactive knowledge sharing
- 233. Story maps or map visualizations: spatial or temporal representation
- 234. Open-source documentation: transferable, accessible, adaptable

2.8. Communication Formats and Presentation Technologies

Various digital, hybrid, and analogue formats are used for the effective communication, reflection, and further development of best practices. The goal is to prepare knowledge in a way that enables transfer, to present it in a practice-oriented manner, and to stimulate learning processes that allow for independent application and further development.

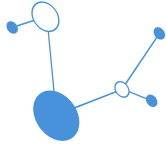


2.8.1. In-Person Formats

Format	Method	Description	Objective
Workshop	Case study work	Small groups analyze real best practices for transferability, success factors, and solution approaches.	Application and critical reflection of real practice examples
Practical format	Learning labs / workshops	Interactive settings with design thinking, role plays, simulations to solve concrete problems	Creative problem-solving and collaborative learning
Experience formats	Experience reports & dialogues	Practitioners share experiences, complemented by moderated discussions	Authentic knowledge transfer through personal experiences
Study visit	Excursions / on-site visits	Visiting projects with guided reflection, observation, and exchange on site	Direct experience and understanding of concrete practice
Dialogue formats	World Cafés / BarCamps	Open, informal discussion rounds on current challenges and solution approaches	Fostering collective intelligence and diversity of perspectives

2.8.2. Digital Formats

Format	Method	Description	Objective
Online platform	Digital knowledge platforms	Databases with curated case studies, filter and search functions (e.g., SSE Atlas)	Self-directed learning and comparison of different models
Multimedia impulses	Video clips & storytelling	Short videos (2-5 min) with success stories or interviews	First points of contact and emotional engagement
Self-directed learning	Self-learning modules & e-learning	Interactive learning units with reflection questions, quizzes, transfer tasks	Flexible, individual learning
Live interaction	Interactive webinars	Online sessions with best practice examples, breakouts, discussions, Q&A	Direct exchange and in-depth questions
Immersive learning	AR/VR applications	Virtual project visits, 360° tours, or simulations of complex situations	Visual and emotional contextualization



2.8.3. Hybrid Formats

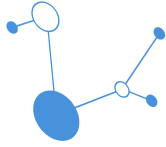
Format	Method	Description	Objective
Combined learning format	Hybrid learning settings	Linking digital content (e.g., videos, self-learning modules) with in-person workshops	Synergy of flexibility and social learning
Learning process in cycles	Blended learning cycles	Structured alternation between online and in-person phases	Building practical competence through repetition & application
Peer support	Digital peer exchange formats	Online tandems or groups for reflection, feedback, and exchange of experiences	Continuity of the learning process, peer learning

2.9. Technological Equipment

The clear and interactive communication of best practices requires targeted technological equipment. Depending on the format - in-person, online, or hybrid - the requirements for hardware, software, and infrastructure vary. The goal is to provide content in an accessible, interactive, and user-friendly way while ensuring presentation quality, learning success, and participation.

Overview:

Format	Recommended Equipment
In-person	Flipcharts, facilitation materials, laptop, projector, audio system, tablets, Wi-Fi, interactive tools
Online	Video conferencing software, online whiteboards, cloud platforms, accessible tools, participation tools
Hybrid	Camera tracking, room microphone, video mixer, online platform (e.g., Miro), two facilitators



2.9.1. In-Person Formats: Audiovisual Support in the Physical Space

Even in an in-person context, a basic technical infrastructure is necessary to present best practices in a clear and interactive way.

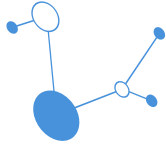
Technology	Purpose / Application
Projector / large displays	Visualization of case studies, presentations, and videos
Sound system & microphones	Ensuring audibility in lectures and group work
Laptop with internet access	Access to digital resources (videos, platforms, case examples)
Presenter / clicker	Control of presentations with freedom of movement
Tablets & printed materials	Interactive materials (checklists, reflection sheets) in digital or analogue form
Interactive tools (e.g., Mentimeter)	Engage participants through live polls or feedback questions

Recommendation: Event rooms should be equipped with Wi-Fi, power outlets, whiteboards, and flexible presentation areas in order to integrate spontaneous digital elements as well.

2.9.2. Online Formats: Digital Infrastructure for Synchronous and Asynchronous Delivery

In virtual learning environments, technology is the central enabler of the learning process. Stability, user-friendliness, and interactivity are crucial here.

Technology / Tool	Function / Application
Video conferencing platforms (e.g., Zoom, MS Teams, BigBlueButton)	Live presentations, group work, breakout sessions
Learning platforms / LMS (e.g., Moodle, Canvas, ILIAS)	Structured provision of materials, tasks, and feedback functions
Online whiteboards (e.g., Miro, Conceptboard)	Collaborative analysis and visualization of case studies and ideas
Screen sharing & video playback	Presentation of videos, digital tools, and application simulations



Technology / Tool	Function / Application
Cloud platforms (e.g., Google Drive, Nextcloud)	Collaborative editing of working materials and documents
Accessible tools (e.g., subtitles, reading mode, screen reader compatibility)	Ensuring inclusive learning access for all participants

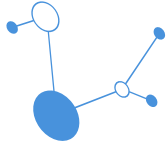
Important: All applications used should be GDPR-compliant, stable, accessible, and intuitive to use. Technical checks and facilitation rehearsals beforehand are strongly recommended.

2.9.3. Hybrid Formats: Connecting Digital and Physical Learning Spaces

Hybrid formats place particularly high demands on technology and coordination - both online and in-person participants should be equally included.

Technology	Function / Application
Conference technology with camera tracking	Automatic focus on speakers in the room
Room and ceiling microphones	Even audio capture for online participants
Speakers with feedback suppression	Clear playback of online contributions in the physical room
Video mixer / streaming software (e.g., OBS Studio)	Control of video sources, online inputs, live presentations
Dual-screen setup	Parallel presentation and interaction via chat, feedback tools, or whiteboards
Digital collaboration tools (e.g., Padlet, Mentimeter)	Simultaneous participation of all participants - regardless of location

Tip: Technical assistance during hybrid formats significantly improves quality and reduces the risk of failures. Two facilitators - one for the room and one for the online audience - are ideal.



2.9.4. Additional Recommendations for the Use of Technology

Aspect	Recommendation
Mobility	Prefer mobile, portable technology to respond flexibly to different settings
Data protection	Use GDPR-compliant tools; define clear responsibilities
Accessibility	Plan for subtitles, contrast modes, screen readers, plain language
Interactivity	Actively use tools for surveys, commenting, and collaborative note-taking

2.10. Quality Assurance and Sustainability of Best Practices

Quality assurance and sustainability of best practices in the field of the Social and Solidarity Economy (SSE) and public-private partnerships (PPP) are key prerequisites for long-term impact and transferability. Quality assurance includes the systematic documentation, evaluation, and further development of proven approaches based on transparent criteria such as impact, efficiency, scalability, and participation. Regular evaluations and the involvement of relevant stakeholders ensure the relevance and adaptability of the measures.

Sustainability here refers not only to ecological and social longevity but also to structural consolidation within organizations and networks. Successful best practices are characterized by integrative partnerships, resource-efficient implementation, local anchoring, and clear transfer strategies. Only through a targeted combination of quality assurance and sustainability can best practices serve as reliable models for inclusive, resilient, and future-oriented development in the SSE and PPP context.

Overview of Methods for Quality Assurance and Sustainability of Best Practices in SSE and PPP

To ensure the quality and sustainability of best practices in the field of the Social and Solidarity Economy (SSE) and public-private partnerships (PPP), the following key methods are applied:

235. Standardized evaluation procedures

Use of impact models, logframes, or theory of change for the systematic assessment of goal achievement, efficiency, and impact.

236. Qualitative and quantitative feedback methods

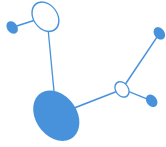
Conducting interviews, surveys, and focus groups with relevant stakeholders to validate and further develop the practice examples.

237. Peer reviews and collegial audits

External and internal peers review concepts and implementation with regard to quality, transferability, and innovation potential.

238. Documentation and transfer guidelines

Preparation of structured best practice documents with clear action steps, success conditions, and transfer guidance.



239. Monitoring systems

Continuous data collection on key indicators to identify progress and challenges at an early stage.

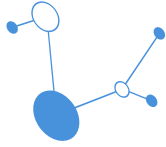
240. Participatory reflection processes

Joint learning formats such as workshops or learning circles promote collective learning, adaptation, and consolidation.

241. Scalability and sustainability analyses

Assessment of the structural, social, and ecological viability of best practices for long-term integration into existing systems.

These methods make it possible not only to successfully identify and implement best practices, but also to ensure they remain effective and adaptable over the long term.



3. Module 2: Social and ecological sustainability

3.1. Introduction and objectives

This module conveys the importance of ecological and social sustainability in the Social and Solidarity Economy (SSE) as well as in Public-Private Partnerships (PPP), and enables local stakeholders to systematically integrate social and ecological sustainability. Insights from transnational programs, the Local Action Plans (LAP) as well as proven best practices are used to build practice-oriented knowledge and make it directly applicable. The focus is on the practical application of sustainable principles in: organizational structures and their sustainable transformation, project development with an integrated sustainability strategy, strategic cooperation between different sectors, impact measurement and continuous improvement.

Essential are a systemic understanding of sustainability in the SSE and PPP context and the development of competences in analysis, evaluation, planning, cooperation and communication, which make it possible to design projects and partnerships in an impact-oriented way. In this way, concepts of social and ecological sustainability can be constructively implemented, the relevance for local action plans can be recognized and strategies for their implementation can be developed.

In addition, the module enables participants to transfer practice-relevant content from transnational learning programs such as PRIZMA or SETS and to methodically integrate the resulting guidelines, recommendations and LAP solutions into trainings, projects or capacity-building measures. This includes in particular the integration of central LAP topics such as communication, rules, stakeholder identification or activities.

Another focus is on impact measurement: Participants learn to develop a simple survey tool to capture the social and ecological effects of projects and to actively involve the key stakeholders of the social economy (SSE).

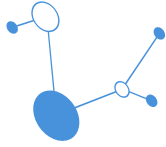
Through this practice-oriented approach, local stakeholders are strengthened to successfully implement sustainable, participatory and impact-oriented projects in the SSE and PPP context.

3.2. Fundamental considerations on the social economy in the context of capacity building of local stakeholders in SSE and PPP

Definition and delimitation

The social and solidarity economy (SSE) comprises economic activities that are primarily oriented toward social benefit, social inclusion, and ecological responsibility. In contrast to profit-maximizing market economies, the following principles are central:

- Democratic participation and transparent decision-making processes
- Social justice and inclusion of disadvantaged groups
- Ecological responsibility and resource conservation
- Solidarity and orientation toward the common good
- Local anchoring and citizen proximity



Characteristics and objectives of the SSE

The SSE aims to address societal challenges with economic means - for example in the areas of social services, inclusion, circular economy, or sustainable regional development. Its organizational forms are characterized by participatory decision-making processes, transparency, reinvestment of profits, and strong local anchoring. In doing so, the SSE contributes to the creation of stable jobs, the promotion of social participation, and the strengthening of social innovations.

Role of local actors and stakeholders

Local stakeholders - including municipalities, civil society, social enterprises, educational and research institutions, as well as private partners - play a central role in the implementation and consolidation of SSE initiatives. They contribute knowledge about regional needs, foster participation, and strengthen the legitimacy and impact of social innovations. Effective capacity building of these actors is crucial to ensure viable structures and long-term impacts in the interplay of SSE and public-private partnerships (PPP).

Impacts on society, the labor market, and the environment

The SSE promotes social cohesion, democratic participation, and strengthens marginalized groups. It creates inclusive, common-good-oriented jobs, often with a special focus on disadvantaged target groups. Through local anchoring and orientation toward the common good, the SSE also contributes to ecological transformation, for example through sustainable production methods, promotion of the circular economy, or resource-efficient services. In combination with PPPs, these impacts can be scaled up and reinforced - provided there are viable structures, trust, and shared values.

Targeted capacity building of local actors therefore not only supports the implementation of SSE initiatives, but also strengthens their sustainability, impact, and societal relevance in the local and regional context.

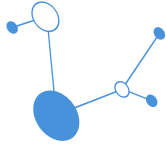
3.3. Social economy and impact logic

The Social and Solidarity Economy (SSE) represents an economic model that places social, societal, and ecological goals at its center. In contrast to the classical profit-oriented economy, the SSE is guided by values such as the common good, participation, sustainability, and solidarity. It includes organizations such as social enterprises, cooperatives, associations, foundations, and other actors oriented toward the common good.

Understanding the impact of the social economy

The impact of the social economy cannot be measured solely by economic indicators. Rather, social and societal benefits are at the core: improving quality of life, promoting equal opportunities, social integration, and ecological sustainability. This impact is generated through targeted measures in education, employment, social services, integration of disadvantaged groups, or environmental protection - often at the local or regional level.

Within the framework of capacity building, it is crucial that local stakeholders learn how to plan, measure, and strategically develop these impacts - particularly in combination with public-private partnerships (PPP).



Effects on labor market, society, and environment

The social economy has effects on several levels:

- 242. Labor market: Creation of sustainable, inclusive jobs - often for people with limited employability, such as the long-term unemployed, people with disabilities, elderly citizens, or young adults.
- 243. Society: Promotion of social cohesion, empowerment of disadvantaged groups, and strengthening of participation, democratic co-determination, and social solidarity.
- 244. Environment: Implementation of ecologically responsible solutions - e.g., through circular economy, sustainable production, or local supply models.

Key actors in the social economy

Key actors include all organizations, networks, and individuals that strategically and operationally shape the development of the social economy. These include:

- 245. Social enterprises and initiatives
- 246. Municipal institutions and administrations
- 247. Educational providers and research institutions
- 248. Civil society organizations and networks
- 249. Private partners in public-private collaborations

Effective capacity building actively involves key actors and fosters their cooperation. Only through an integrated, participatory, and impact-oriented approach can sustainable solutions in the sense of the SSE emerge and endure in the long term.

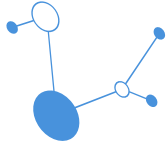
3.4. Sustainability in PPP and SSE

Sustainability is a central guiding principle for future-oriented societies and a connecting element between the Social and Solidarity Economy (SSE) and Public-Private Partnerships (PPP). In both areas, the aim is to address societal challenges jointly, resource-efficiently, and equitably. Targeted capacity building of local stakeholders strengthens the ability to systematically integrate ecological and social sustainability into projects, partnerships, and organizations.

Systemic sustainability approach - linking ecological and social sustainability

Sustainability includes not only environmental protection, but also social justice, participation, and long-term economic stability. In the SSE and PPP, the goal is to consider these dimensions not separately but in an integrated way, requiring the simultaneous and combined consideration of social and ecological dimensions:

- 250. Social sustainability: equal opportunities and promotion of social participation, fair distribution of resources and development opportunities, cultural diversity and inclusion, health and well-being, education and skills development
- 251. Ecological sustainability: responsible use of natural resources, sustainable mobility and spatial planning, circular economy and promotion of environmentally friendly technologies, protection of natural habitats and biodiversity, resource conservation and waste prevention, promotion of renewable energies



Sustainable development arises where social and ecological aspects are equally taken into account and harmonized - for example in the planning of social infrastructure, sustainable mobility, or local supply systems.

Application in cross-sectoral cooperation

PPP and SSE offer great potential to achieve sustainability goals jointly - provided that the participating actors contribute their knowledge, perspectives, and resources in a spirit of partnership and impact orientation. Successful cross-sectoral cooperation is characterized by:

- Clear goal definitions based on ecological and social impacts
- Transparent processes and shared responsibility
- Inclusion of civil society actors, social enterprises, and municipal institutions
- Use of existing instruments (e.g., sustainability indicators, impact analyses, circular models)

Effective capacity building enables local stakeholders to strategically design such cooperations, anchor them sustainably, and make their impact measurable. Only through cross-sector collaboration and shared values can transformative solutions in the sense of sustainability be realized in the long term.

Synergies between social and ecological sustainability

Examples of practical approaches:

252. Urban gardening and community gardens: promote both ecological awareness and social cohesion
253. Repair cafés and exchange platforms: reduce waste and strengthen neighborhood networks
254. Energy cooperatives: democratize energy supply and promote renewable energies
255. Inclusive jobs in environmental sectors: combine social integration with environmental protection

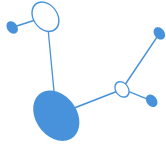
3.5. Transnational learning programs as knowledge transfer for local impact in SSE and PPP

The development of sustainable capacities in the field of the Social and Solidarity Economy (SSE) as well as Public-Private Partnerships (PPP) greatly benefits from transnational learning formats. These programs provide local actors with access to proven methods, innovative approaches, and practice-oriented knowledge from other regions of Europe. Two outstanding examples are the PRIZMA online training and the SETS project.

PRIZMA online training: Digital learning for social innovation

The online training program initiated by the PRIZMA Regional Development Agency provides practice-oriented knowledge on social innovations, sustainable development, and strategic project development in the SSE environment. The modular content can be used flexibly and particularly promotes:

256. Systematic understanding of social economy ecosystems
257. Development of sustainable business models
258. Application of participatory methods in the local context



The format is particularly suitable for local stakeholders who wish to continue their education independently of location and at their own pace - e.g., employees from municipalities, social enterprises, educational and development initiatives.

The PRIZMA program offers structured learning modules for local stakeholders:

Core modules:

- 259. Understanding social economy ecosystems: actors, structures, and impact chains
- 260. Developing sustainable business models: from idea to social enterprise
- 261. Applying participatory methods: citizen participation and co-creation
- 262. Financing and funding: innovative financing models for SSE projects

Learning formats:

- 263. Interactive online modules with self-learning phases
- 264. Virtual peer-learning sessions
- 265. Practical projects with mentoring
- 266. Digital toolkits and resource library

The European SETS project (Social Economy Transnational Strategy) demonstrates how cross-sector cooperation to promote the SSE can be successfully designed. It aims to develop, test, and disseminate programs and training modules to foster the green and digital transformation of Social Economy Organizations (SEOs).

It connects the perspectives of municipalities, civil society organizations, economic actors, and educational institutions, focusing on:

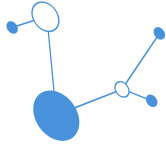
- 267. Building regional support structures for SSE
- 268. Developing joint guidelines and models for PPP
- 269. Consolidating successful pilot projects

SETS serves as a model for how strategic exchange between regions contributes in the long term to strengthening local capacities and focuses on the following areas:

- 270. **Development of training modules:** The project develops specific training programs tailored to the needs of SEOs, preparing them for the challenges of digital and green transformation.
- 271. **Promotion of digital skills:** Competences are provided in areas such as data analysis, online marketing, social media management, and other relevant digital technologies.
- 272. **Strengthening green skills:** The project imparts knowledge and skills in sustainable business practices, circular economy, energy efficiency, and other green technologies.
- 273. **Support for SEOs:** By training employees and managers in SEOs, the transition to more sustainable and digital business models is facilitated.
- 274. **Exchange and dissemination of best practices:** The project promotes knowledge exchange between different SEOs and disseminates proven methods and strategies for successful transformation.

The project is funded by the European Commission and runs under the Erasmus+ program. The project results are intended to help SEOs better fulfill their role as key actors in the transformation toward a more social and sustainable economy.

Transfer strategies for local stakeholders



To ensure that the experiences of PRIZMA, SETS & others have an impact at the local level, targeted transfer strategies are required. By actively transferring proven international learning and cooperation approaches, local ecosystems in the field of SSE and PPP can be sustainably strengthened - thereby specifically fostering innovation, participation, and resilience.

- 275. Contextualization: adapting international approaches to local conditions
- 276. Participation: involving local stakeholders in learning processes
- 277. Networking: establishing permanent exchange formats
- 278. Experimental spaces: creating pilot projects to test new approaches
- 279. Consolidation: building permanent learning structures on site

3.6. LAP solutions and local action pathways

The implementation of Local Action Plans (LAPs) provides local stakeholders with valuable guidance for promoting the Social and Solidarity Economy (SSE) as well as Public-Private Partnerships (PPP). LAPs consolidate experiences from pilot projects, define action needs, and formulate practice-oriented recommendations that can be directly integrated into capacity-building measures.

A central theme of many LAPs is communication - for example, the establishment of transparent dialogue structures between public, private, and civil society actors. Local stakeholders learn how to develop communication strategies, engage target groups effectively, and disseminate information sustainably. The in-depth exploration of an LAP topic creates a foundation for practice-oriented learning and enables direct implementation in the respective regional context.

Deriving similar needs and solution approaches

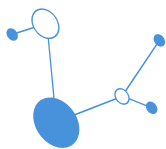
Analysis of LAP results reveals transferable needs such as stakeholder management, network building, or participatory project planning. From the documented solution approaches, best practices can be derived and adapted to local conditions. This supports the development of projects and initiatives that meet the specific requirements of the region while at the same time building on proven strategies.

Integration of LAP recommendations into capacity building

The systematic integration of LAP recommendations into training formats enables local stakeholders to be trained in a practice-oriented way. Trainings can include the following elements:

- 280. Exercises for developing local communication and participation strategies
- 281. Case studies and group work on proven LAP solutions
- 282. Simulations of stakeholder dialogues to strengthen competences in cooperation and participation

Through this approach, local stakeholders are enabled to develop their own action pathways, adapt LAP solutions, and implement them sustainably. Targeted capacity building not only increases the effectiveness of SSE and PPP initiatives, but also promotes networking, legitimacy, and the long-term impact of projects at the local level.



3.7. Survey development & impact measurement

A central component of capacity building for local stakeholders in the Social and Solidarity Economy (SSE) as well as in Public-Private Partnerships (PPP) is the ability to systematically measure and evaluate impacts. The development of impact-oriented instruments, such as surveys, makes it possible to visualize the effects of projects on ecological, social, and organizational levels and to make well-founded decisions on this basis.

We would like to emphasise that the methods for developing questionnaires described in this curriculum cannot replace scientifically structured studies. However, they can be used to measure your own effectiveness to a certain extent and to continue working with the results obtained.

Fundamentals of impact-oriented surveys

Impact-oriented surveys are based on clearly defined objectives and indicators. They capture not only outputs but also outcomes and impacts - i.e., the actual effects of measures on participants, communities, and the environment. It is essential that the questions are target group-oriented, understandable, and methodologically valid in order to generate reliable data.

Development of an instrument for measuring ecological and social sustainability

For SSE and PPP projects, this means developing a tailored survey instrument that reflects both ecological and social dimensions. Example measurement areas include:

- 283. Implementation of sustainable practices in projects and organizations
- 284. Improvement of social participation, integration, and equal opportunities
- 285. Contribution to local value creation and employment
- 286. Compliance with ecological standards and resource conservation

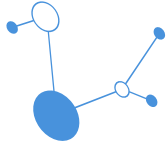
The instrument can be applied digitally or analogically and should provide comparable and analyzable results.

Local social economy key stakeholders (SHS) are indispensable for the relevance and acceptance of the survey. By involving them:

- 287. relevant questions can be identified
- 288. regional specificities can be considered
- 289. and motivation for participation can be increased

The involvement of key stakeholders simultaneously strengthens the network, promotes a culture of cooperation, and ensures that the results can directly feed into the further development of projects and training measures.

Through targeted survey development and impact measurement, local stakeholders are empowered to systematically evaluate the social and ecological sustainability of their activities, identify action needs, and implement sustainable, impact-oriented strategies in the SSE and PPP context.



3.7.1. Guide to survey development with a focus on social and ecological sustainability

Step 1: Define objectives

290. Clear definition of what is to be measured: e.g., social participation, level of participation of different target groups, ecological practices, stakeholder engagement, project effectiveness, access to social services
291. Definition of the target group (local actors, key stakeholders, project participants, citizens)
292. Formulation of concrete research questions: “What impact does the project have on local sustainability?”

Step 2: Define indicators and topics

293. Derivation of measurement indicators from the impact logic or the Theory of Change: outputs, outcomes, impacts
294. Example indicators:
 - Number of stakeholders involved
 - Perception of social justice and integration
 - Implementation of environmentally friendly practices
295. Incorporation of LAP recommendations or good practices from PRIZMA/SETS to increase relevance

Step 3: Develop questionnaire structure

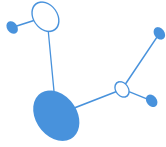
296. Division into thematic sections (e.g., communication, cooperation, sustainability)
297. Definition of question types:
 - Closed questions (yes/no, multiple choice, Likert scales)
 - Open questions for qualitative feedback
 - Ranking or prioritization questions to evaluate measures
298. Formulation of clear, neutral, and understandable questions

Step 4: Involve stakeholders

299. Involve key stakeholders and other local actors in the development and testing process to:
 - Cover relevant topics
 - Increase acceptance and motivation to participate
 - Take regional specificities into account

Step 5: Pre-test / piloting

300. Conduct the survey with a small group to check:
 - Comprehensibility of the questions
 - Completeness of the topics
 - Time required for completion
301. Adjustments based on feedback



Step 6: Conduct the survey

- 302. Choose the appropriate medium: online (Google Forms, LimeSurvey) or offline (paper questionnaire)
- 303. Provide clear information on purpose, duration, and data protection
- 304. Define a timeframe for participation and, if necessary, send reminders

Step 7: Evaluation and interpretation

- 305. Analyze quantitative data using statistical or spreadsheet programs (Excel, SPSS, R)
- 306. Analyze qualitative data through coding and thematic analysis
- 307. Correlate results with trainings, projects, or LAP objectives

Step 8: Use of results

- 308. Use results for capacity building, project optimization, and strategic decision-making
- 309. Provide feedback to stakeholders and key actors for transparency and participation
- 310. Incorporate findings into future trainings, LAP activities, or transnational programs

3.7.2. Practical implementation and success factors

Implementation through step-by-step introduction:

- 311. Pilot phase: testing with selected partners
- 312. Scaling: expansion to additional stakeholders
- 313. Consolidation: integration into routine processes
- 314. Further development: continuous adaptation and optimization

Quality assurance and monitoring

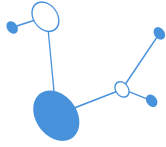
Indicators of successful and sustainable capacity building:

- 315. Number and diversity of stakeholders reached
- 316. Competence development of participants
- 317. Number and quality of implemented sustainability projects
- 318. Stability and growth of cooperation networks
- 319. Consolidation of sustainable practices within organizations

Capacity building of local stakeholders for social and ecological sustainability in SSE and PPP is a complex process for societal transformation. Successful approaches are characterized by integrated thinking, participatory processes, and continuous learning.

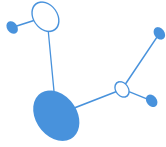
Key success principles:

- 320. Integration: simultaneous consideration of social and ecological dimensions
- 321. Participation: active involvement of all relevant stakeholders
- 322. Evidence: impact orientation and systematic evaluation



- 323. Networking: building resilient cooperation structures
- 324. Continuity: long-term perspective and sustainable financing

The future of sustainable development largely depends on the ability to empower local actors to jointly address systemic challenges and to develop innovative solutions. This requires both diverse competences and social innovations as well as new forms of collaboration.



4. Module 3: Awareness Campaigns and Communication Strategies in the Context of the Social and Solidarity Economy

4.1. Introduction

Many valuable projects and initiatives of the SSE remain invisible despite their social relevance. The reason: social causes require communication that is authentic, builds trust, and invites participation. Unlike classic advertising, communication in the social economy focuses on raising awareness, fostering understanding, and encouraging active participation.

This curriculum addresses exactly that: it provides local actors with the tools for effective communication strategies and targeted awareness campaigns. At its core are practice-oriented tools and participatory approaches that help develop clear messages, actively involve target groups, and achieve long-term impact.

Successful campaigns are characterized by three key features:

- 325. Authenticity: they speak the language and reflect the realities of people's lives locally
- 326. Transparency: they make impact and processes understandable
- 327. Participation: they turn target groups into co-creators

This curriculum strengthens local stakeholders in their role as drivers of change and as bridge-builders between institutions and civil society. At its heart are proven tools and participatory approaches that enable:

- 328. The development of clear, mobilizing messages
- 329. Active engagement and outreach to target groups
- 330. Strategic use of diverse communication channels
- 331. Achieving long-term social impact

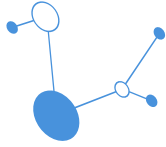
The content provided is based on tried-and-tested methods from project practice as well as solid *lessons learned* from successful initiatives.

Key guiding questions

How can people be inspired by social and solidarity issues? How can complex content be communicated clearly and convincingly? Which communication strategies foster sustainable visibility and genuine participation?

Local stakeholders play a key role in this process. This module strengthens their skills in targeted communication and participatory communication design in order to specifically increase the visibility and impact of the social economy.

This chapter provides orientation, impulses, and tools to jointly design effective communication processes - for greater visibility, recognition, and impact of the social and solidarity economy at the local level.



4.2. Objectives and Impact of Awareness Campaigns

Awareness campaigns are strategic communication instruments for raising awareness, conveying complex issues, and encouraging behavioral change. They make abstract, complex, or little-known content accessible, foster engagement, and motivate active participation.

Core Objectives:

- 332. Create awareness of relevant issues
- 333. Share knowledge and promote understanding
- 334. Positively influence attitudes and behaviors
- 335. Encourage concrete action and initiate sustainable change
- 336. Strengthen civic participation and social engagement

Specific Objectives in the SSE Context

In the field of the Social and Solidarity Economy, awareness campaigns specifically aim to:

- 337. Make social and economic challenges visible
- 338. Promote engagement and participation at the local level
- 339. Provide information about new projects, services, or opportunities for involvement
- 340. Mobilize relevant actors - from supporters to political decision-makers

4.3. Success Factors of Effective Awareness Campaigns

4.3.1. Campaign Design According to the 4-Pillar Principle

An effective campaign in the SSE field is based on systematic, target group-specific design. The central pillars are:

1. Target Group Analysis (WHO should be reached?)

- 341. Primary target groups: directly affected individuals and decision-makers
- 342. Secondary target groups: multipliers and opinion leaders
- 343. Tertiary target groups: the general public

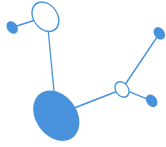
2. Message Development (WHAT is the core message, the campaign goal?)

- 344. Core message: clear, understandable, concise
- 345. Sub-messages: tailored specifically to target groups
- 346. Call to action: concrete prompts and impulses for action

3. Channel Selection (HOW will communication take place?)

- 347. Traditional media: radio, print, local media
- 348. Digital channels: social media, websites, newsletters
- 349. Direct communication: events, workshops, personal conversations, storytelling

4. Timing (WHEN is the right moment?)



- 350. Planning: careful analysis and definition of objectives
- 351. Implementation: coordinated execution, flexible approach
- 352. Follow-up: evaluation, further development, and consolidation

4.3.2. Target Group Orientation and Messaging

A differentiated approach to target groups is the key to campaign success. The Social and Solidarity Economy addresses a wide spectrum of people - with different needs, access points, and expectations.

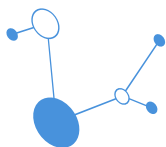
Target Group	Characteristics / Examples
Directly affected	Job seekers, people with disabilities, founders
Engaged individuals	Volunteers, community workers, SSE professionals
General public	Youth, families, neighborhoods
Multipliers	Representatives from social work, politics, media, education
Business partners	SMEs, local enterprises, energy and utility companies
Decision-makers	Local politicians

Differentiation Criteria:

- 353. Sociodemographic: age, origin, education
- 354. Social: living situation, opportunities for participation
- 355. Psychographic: values, motivation, attitude
- 356. Communicative: media usage, language, understanding of symbols
- 357. Emotional: closeness to the topic, level of personal impact

Approaches for Target Group-Specific Communication:

- 358. Use target group-specific channels (e.g., social media, local institutions)
- 359. Provide accessible and multilingual materials
- 360. Storytelling by those affected (“authentic voices”)
- 361. Combine emotional appeal with fact-based information



4.3.3. Communication Platforms and Channels

Selection of Appropriate Channels

Channel	Target Group	Advantages
Local radio	General public, older people	Trustworthy, locally rooted
Social media	Young people, engaged individuals	Interactive, fast, viral
Information events	Local citizens	Direct contact, dialogue
Schools & educational institutions	Families, youth	Multiplication, early involvement
Posters, flyers	Less digitally savvy groups	Visibility, easy accessibility
Online platforms, podcasts	Professional audience, active participants	Exchange, depth, archiving function

Recommendation: Combination of analogue and digital channels for maximum reach

Building a Communication Platform

Functions:

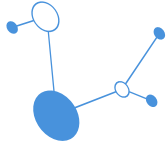
- 362. Information hub: all content in one place
- 363. Enable participation: feedback, suggestions, involvement
- 364. Promote networking: exchange between stakeholders
- 365. Documentation: results, media, learning materials

Possible Platform Types:

- 366. Campaign website or municipal subpage
- 367. Social media presence with editorial plan
- 368. Digital participation tools (e.g., Miro, Padlet)
- 369. Hybrid platforms (e.g., poster + QR code + workshop)

Quality Criteria:

- 370. Accessibility and multilingualism
- 371. Mobile compatibility
- 372. Recognizability (corporate design)
- 373. Authenticity (e.g., original quotes, images of participants)



4.4. Planning and Implementation of Awareness Campaigns and Communication Strategies

4.4.1. Strategic Approaches

Strategy	Objective	Methods	Suitable for
Awareness	Promote knowledge and understanding	Information campaigns, educational formats	Complex issues
Participation	Strengthen participation	Dialogue formats, co-creation processes, citizen forums	Project development, social planning
Advocacy	Gain political and societal support	Lobbying, networking, coalition building	Structural changes
Empowerment	Strengthen and enable local actors	Training, capacity building, network development	Sustainable development, social innovation

4.4.2. 7 Steps to Campaign Planning

Planning and implementing an awareness campaign requires a structured planning process:

1. Situation & needs analysis
2. Goal definition (SMART)
3. Strategy & campaign development
4. Action planning (channels, formats, materials)
5. Resource planning (budget, staff, partnerships)
6. Implementation (coordination, monitoring, adaptation)
7. Evaluation & transfer (impact analysis, lessons learned)

Step 1: Analyze and assess the situation

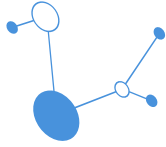
374. Map stakeholders and identify target groups
375. Determine local needs and conditions
376. Assess environment, competition, and framework conditions

Step 2: Define goals

377. Formulate SMART goals (specific, measurable, achievable, relevant, time-bound)
378. Differentiate between short-, medium-, and long-term goals
379. Define measurable success indicators

Step 3: Develop strategy

380. Select communication strategy and approach
381. Formulate core messages



382. Define tone and style

Step 4: Plan actions

- 383. Select suitable communication channels and media
- 384. Develop formats and materials
- 385. Create a timeline with milestones

Step 5: Plan and organize resources

- 386. Calculate budget realistically
- 387. Plan and secure staff and competencies
- 388. Build partnerships and collaborations strategically

Step 6: Implement

- 389. Carry out in a coordinated way
- 390. Continuous monitoring
- 391. Make flexible adjustments

Step 7: Evaluate

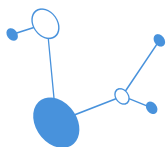
- 392. Measure achievement of goals
- 393. Systematically analyze impact
- 394. Document lessons learned

4.4.3. Methods & Tools for Campaign Planning

Table: 7 Steps to Campaign Planning with Methods & Tools

The selection of specific methods and tools is tailored to the concrete campaign goals, target groups, available resources, and the thematic context of the awareness campaign.

Step	Objective / Content	Methods	Tools
1. Situation Analysis	Analyze environment, target groups, needs	SWOT analysis, stakeholder mapping, environmental analysis	Mind mapping tools (e.g., Miro, XMind), target group personas
2. Goal Definition	Formulate goals clearly, measurably, and realistically	SMART method, goal hierarchy	OKR templates, goal matrix
3. Strategy Development	Define communication strategy and key messages	Target group clustering, communication strategy canvas	Strategy Canvas, Value Proposition Canvas
4. Action Planning	Specify measures, channels, timeline	Editorial plan, campaign architecture	Excel, Trello, Notion, campaign planner templates



Step	Objective / Content	Methods	Tools
5. Resource Planning	Align budget, staff, partners	Resource matrix, partner mapping	Project management tools (e.g., Asana, Monday.com)
6. Implementation	Execution, coordination, monitoring	Project management, feedback loops, community management	Communication platforms (e.g., Slack, MS Teams), social media planners
7. Evaluation & Consolidation	Measure impact, secure insights, lessons learned	Impact analysis, feedback forms, interviews, reflection workshops	Survey tools (e.g., LimeSurvey, Google Forms), M&E frameworks

Methodological Principles for Impact-Oriented Campaign Planning

1. Promote visualization & interactivity

- 395. Use visual and interactive formats: e.g., canvas templates, flipcharts, digital whiteboards.
- 396. Present content in a structured and tangible way to facilitate shared understanding.

2. Include real perspectives

- 397. Actively involve stakeholders - e.g., through interviews, focus groups, or participatory simulation games.
- 398. Early involvement strengthens the relevance, acceptance, and real-world grounding of the campaign.

3. Consider diversity & inclusion

- 399. Systematically include different life realities, languages, and access conditions.
- 400. Reflect intersectional perspectives in target group analysis, design, and communication.

4. Integrate feedback as a fixed component

- 401. Embed regular feedback loops into planning, implementation, and follow-up.
- 402. Combine external feedback (e.g., target group testing) with internal reflection.

Overview of Exemplary Working Materials & Tools

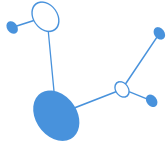
Templates

- 403. Campaign profile (objective, target groups, message, channels, measures)
- 404. Impact logic model (input - output - outcome - impact)
- 405. Actor & stakeholder map (influence, interest, cooperation potential)

Digital Tools

- 406. Collaborative work & visualization: Miro, Mural, Canva
- 407. Project management: Trello, Notion
- 408. Participatory formats & feedback: Mentimeter, Google Forms, Padlet

Methods



- 409. Role play (perspective-taking, argumentation training)
- 410. Co-creation (idea development with stakeholders)
- 411. Persona development (target group-specific communication)
- 412. SWOT analysis (strengths, weaknesses, opportunities, risks)
- 413. SMART goals (goal definition)

4.4.4. Practical Guide for Campaign Development According to the 7-Step Plan

The campaign development guide is modular, so it can be directly integrated into workshops, training sessions, or project work.

1. Situation Analysis

Objective: Understand the initial context - needs, actors, resources, and communication environment.

Methods and practical steps:

- 414. Conduct a mini-needs analysis → interviews, surveys, or focus groups with target groups and stakeholders.
- 415. Create a local actor map → visualize relevant actors, power relations, and cooperation potential.
- 416. Develop a local network plan → relationship matrix + analysis of strategic partnerships.
- 417. Prepare a resource map → record human, financial, and social resources.
- 418. SWOT analysis of the communication landscape → internal strengths/weaknesses & external opportunities/risks for communication.

2. Goal Definition

Objective: Define campaign goals clearly, measurably, and impact-oriented.

Methods and practical steps:

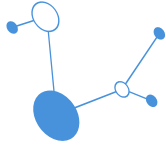
- 419. SMART goal setting → specific, measurable, achievable, relevant, time-bound.
- 420. Use a goal logic canvas (e.g., impact logic model) → think from inputs through outputs to outcomes.
- 421. Differentiate goal categories → create awareness, impart knowledge, change behavior, foster participation.

3. Strategy Development

Objective: Define communication strategy: who, how, why, about what.

Methods and practical steps:

- 422. Target group workshop incl. persona development → needs, communication behavior, living environment, barriers.
- 423. Intersectional target group analysis & accessibility mapping → accessibility, diversity, language, formats.
- 424. Stakeholder role play (perspective shift) → arguments and attitudes from the perspective of municipality, NGO, business, affected persons, etc.



- 425. Channel analysis and selection → compare fit, reach, and resource requirements.
- 426. Develop a transparency guide → participation, feedback mechanisms, disclosure of goals & processes.

4. Action Planning

Objective: Design concrete measures, formats, and messages.

Methods and practical steps:

- 427. Create a campaign profile (canvas method) → target group, message, tone, formats, channels, timeline.
- 428. Develop a mini-campaign → objectives, key messages, action formats, content.
- 429. Prepare prototype content → first drafts for posts, flyers, posters, video scripts, etc.
- 430. Communication training & feedback rounds → argumentation exercises, peer feedback, target group testing.
- 431. Workshop for participatory event planning → co-creative formats such as barcamps, world cafés, idea labs.

5. Resource Planning

Objective: Realistically assess and use available resources efficiently.

Methods and practical steps:

- 432. Create a resource list and budget overview → staff, time, budget, technology, materials.
- 433. Extend stakeholder mapping to resource use → who can contribute what? Knowledge, networks, reach.
- 434. Define timeline and responsibilities (e.g., Gantt chart) → use project management tools (Trello, Asana, Excel, etc.).

6. Implementation

Objective: The campaign becomes visible and effective - content, events, and communication are running.

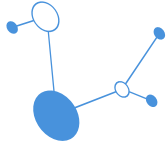
Methods and practical steps:

- 435. Launch the campaign with a clear communication line → dissemination adapted to target groups and channels.
- 436. Role plays for difficult communication situations → dealing with resistance, disinterest, misunderstandings.
- 437. Simulation of presentation and feedback situations → preparation for public and stakeholder communication.
- 438. Training multipliers with supporting material → handouts, presentations, explainer videos.
- 439. Accompanying community interaction (online/offline) → discussion formats, live sessions, interactive social media formats.

7. Evaluation & Consolidation

Objective: Make impact visible, learn, and ensure sustainable effectiveness.

Methods and practical steps:



- 440. Develop evaluation tools → questionnaires, interviews, online feedback tools.
- 441. Analyze social media & campaign metrics → interpret reach, engagement, conversion rates meaningfully.
- 442. Lessons learned workshop → what went well? What can be improved? What was impactful?
- 443. Derive optimization measures → adjust formats, language, target group approach.
- 444. Ensure transfer & consolidation → transfer kits, guidelines, local anchoring through partnerships.
- 445. Create a good practice documentation → for internal use, public relations, and follow-up projects.

4.5. Quality Assurance and Sustainability

An effective awareness campaign convinces not only through creative messaging, but above all through structural quality, long-term relevance, and responsibility toward all stakeholders. The following criteria are decisive:

Principles of Quality Assurance

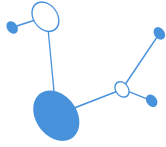
- 446. Clear goal definition & shared responsibility
All stakeholders - public, private, or civil society - agree early on common values, target groups, and verifiable goals.
- 447. Local anchoring
Campaign messages, content, language, and examples are adapted to local contexts as well as to the cultural, linguistic, and social realities of the target groups. Local examples, faces, and stories contribute to increased identification.
- 448. Participation of target groups in all phases
From conception through implementation to evaluation - target groups are actively involved as co-creators (e.g., workshops, citizens' forums).
- 449. Diversity of channels & accessible formats
Different communication channels (analogue, digital, direct) are used to inclusively and effectively reach various population groups (social media, local press, posters, events, etc.).
- 450. Sustainability and long-term communication
Awareness-raising is understood as a continuous process. The campaign is part of a longer-term strategy with the ability to connect to further measures.
- 451. Building trust through transparency & credibility
Open, dialogue-oriented communication, transparent processes, and honest messages foster acceptance and credibility of the campaign.
- 452. Feedback and evaluation
Adaptation and further development through surveys, resonance analysis, etc.

Measuring Success: What Really Counts?

The impact of an awareness campaign cannot be measured by numbers alone, but by a balanced combination of quantitative and qualitative indicators as well as long-term transformational effects.

Quantitative Indicators

- 453. Reach: number of people reached via various channels (e.g., clicks, impressions, physical attendance).



454. Engagement: interactions such as likes, shares, comments, registrations, participation in activities.

455. Media resonance: mentions in press, radio, TV, or online media (including tone).

Qualitative Indicators

456. Change in awareness: shifts in knowledge, attitudes, and perceptions of the target group regarding social issues.

457. Behavioral change: concrete actions such as volunteering, political participation, or use of services.

458. Social networking: emergence of new collaborations, networks, or cross-sectoral dialogue platforms.

Long-Term Impact (Impact Level)

459. Structural changes: introduction of new policies, laws, or institutions initiated by the campaign.

460. Capacity building: strengthening local structures, skills, and self-efficacy of stakeholders.

461. Sustainability & scalability: consolidation of measures, integration into regular structures, transferability to other regions or contexts.

Recommendation: Integrated Quality Assurance & Impact Monitoring

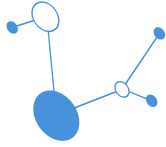
For effective quality assurance and success measurement, the following are recommended:

462. Theory of Change as a planning and evaluation framework

463. Participatory evaluation methods (e.g., focus groups, storytelling, Most Significant Change)

464. KPIs combined with social impact indicators (SROI, SDG references)

465. Learning loops & feedback culture for continuous optimization



4.6. Example of a Mini-Campaign to Increase the Visibility of Social Economy (SSE) Actors

Mini-Campaign: “Faces of the Social Economy”

Campaign Goal:

Make the social and solidarity economy visible and generate public recognition for local actors -

1. Situation Analysis

Initial situation:

Social enterprises and community-oriented initiatives provide valuable work every day but often remain invisible to the public.

Findings (e.g., through focus groups & interviews):

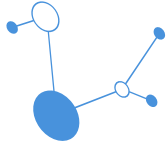
- 466. High value resonance: people strongly identify with local social values
- 467. Knowledge gap: low awareness of the diversity and impact of SSE locally
- 468. Communication need: people want authentic, understandable stories instead of abstract concepts

2. Target Group Focus

- 469. Primary target group:
Citizens aged 18-35, digitally active, socially interested, but with little prior contact with SSE.
- 470. Secondary target group:
Local media, educational institutions, multipliers, existing networks of SSE actors.
- 471. Methods: Persona profile: *“Sarah, 28, student, socially engaged, loves podcasts & storytelling”*; *knows some individual social projects but has no overview of the SSE landscape.*
- 472. Communication channels: Instagram, TikTok, YouTube Shorts, local poster spaces, neighborhood magazines

3. Objectives (SMART)

Dimension	Measurable Objective
Reach	Reach 3,000+ people (online & offline)
Engagement	Generate 500+ interactions (likes, shares, comments, conversations)
Visibility	Publicly portray 12 SSE actors
Activation	Generate 5+ concrete cooperation/support requests
Sustainability	Achieve 2+ media reports and create 3+ new networks



4. Strategy

Core Idea:

“Behind every social project is a person with conviction and a vision. It’s time to make these faces visible.”

Strategic Elements:

473. Make faces & stories visible

Strategic Pillars:

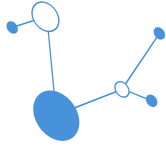
- 474. People before concepts: storytelling and personal stories instead of facts
- 475. Emotional closeness: authentic insights into the motivation and everyday life of the actors
- 476. Low-threshold activation: simple ways for interested people to get involved
- 477. Local relevance: concrete projects and their impact in one’s own living environment

5. Action Planning - Tactical Implementation

Measure	Description
Video portraits (shorts)	Mini-interviews with 10 local SSE actors, 1 minute each, produced for social media; format: “A day with...” - authentic insights into everyday work life; platforms: Instagram Reels, TikTok, YouTube Shorts, website; production: smartphone-based, real work atmosphere
Photo posters in the cityscape	Campaign visuals “Portrait + Quote + QR code” displayed in public spaces, libraries, universities
Social media, e.g., Instagram series	2 posts/week, stories, behind-the-scenes content, links to services
Pop-up dialogue booth “Ask the Social Economy”	1 day at the weekly market: information, giveaways, conversations
Local press article series	2 articles in the city magazine + guest contribution by an SSE actor

6. Resources & Budget

Total Budget: €



Position	Budget	Financing
Video/graphic production	€	Local media producer (discounted)
Posters & print materials	€	Printing sponsorship possible
Social media ads	€	Reach boost for top content
Event & giveaways	€	SSE network (in-kind contribution)
Coordination & project management	€	Voluntary support

Financing Mix i.e.:

- 478. 60% local funding pool
- 479. 30% co-funding
- 480. 10% own contribution

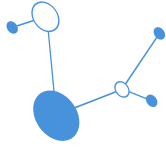
7. Measuring Success

Category	Indicators
Quantitative	<p>Online reach: 3,200+ people reached on social media. Engagement rate: 480+ interactions (likes, shares, saves)</p> <p>Offline contacts: 200+ conversations at market stand</p> <p>Media attention: 3+ press articles/mentions</p>
Qualitative	<p>Awareness increase: mini-survey before/after campaign</p> <p>Activation: documented cooperation requests and new volunteer interest</p> <p>Network effects: new connections between SSE actors and other stakeholders</p>
Long-term (3-6 months after campaign)	<p>Participation of SSE representatives in municipal committees</p> <p>Establishment of an annual “SSE Action Week”</p> <p>Integration of the SSE map on the municipal website</p>

8. Scaling and Further Development Options

Short-term extensions (if successful):

- 481. Traveling exhibition: “Faces of the Social Economy” for schools and community centers
- 482. Podcast series: longer conversations with the portrayed actors
- 483. Workshop series: “Understanding the Social Economy” for interested citizens



Medium-term consolidation:

- 484. Digital SSE map: interactive overview of all local initiatives
- 485. Mentoring program: experienced SSE actors support newcomers
- 486. Annual SSE Award: public recognition of outstanding projects

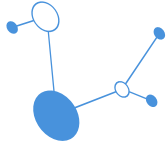
4.7. Practical Checklist for Awareness Campaigns

Before the Campaign - Strategic Preparation

Check	Task
<input type="checkbox"/>	Target groups defined, segmented, and analyzed (incl. personas, communication needs)
<input type="checkbox"/>	Local needs, potentials, and challenges identified (e.g., focus groups, surveys, desk research)
<input type="checkbox"/>	Relevant partners, supporters & multipliers involved (incl. role clarification, motivation, communication channels)
<input type="checkbox"/>	Clear, measurable goals and success criteria formulated (e.g., awareness, engagement, policy impact - SMART & with KPIs)
<input type="checkbox"/>	Resources and financing secured (incl. funding, in-kind contributions, time budget, tools)
<input type="checkbox"/>	Campaign strategy and communication mix developed (channels, messages, formats, tone, timeline)
<input type="checkbox"/>	Responsibilities & decision-making paths clarified (incl. backup plans, accountabilities, documentation)
<input type="checkbox"/>	Quality & ethical standards defined (e.g., accessibility, diversity, data protection, fairness)

During the Campaign - Implement Agility

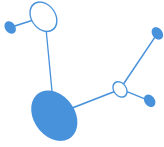
Check	Task
<input type="checkbox"/>	Ongoing monitoring of all measures carried out (e.g., reach, interaction, participation, media resonance)
<input type="checkbox"/>	Feedback actively collected and used (e.g., feedback tools, social listening, short interviews)
<input type="checkbox"/>	Campaign content flexibly adjusted if needed (e.g., channels, language, format, timing)



Check	Task
[]	Ongoing experiences systematically documented (e.g., campaign diary, meeting notes, feedback charts)
[]	Relationships with stakeholders maintained (networking, recognition, shared visibility, appreciation)
[]	Initial insights for later evaluation, impact & relevance recorded (e.g., interviews, social listening, quotes, initiatives, engagement signals)

After the Campaign - Sustainable Evaluation

Check	Task
[]	Evaluation carried out in a structured way (quantitative & qualitative, with a participatory approach)
[]	Results prepared and communicated transparently (e.g., reports, infographics, stakeholder workshops)
[]	“Lessons Learned” jointly reflected on and documented (success factors, obstacles, areas for improvement)
[]	Consolidation & scaling reviewed (e.g., integration into programs, policy processes, follow-up projects)
[]	Follow-up measures concretely planned (e.g., trainings, repetition, networking meetings, follow-up campaigns)



5. Module 4: Approaches in Social Innovation

5.1. Introduction

In a time of unprecedented societal challenges, social innovations are gaining increasing importance as catalysts for social change. Unlike technological innovations, social innovations aim to develop new ways of living together, solving problems, and shaping communities that are both locally rooted and sustainably effective.

This chapter introduces the diverse approaches to social innovation and illustrates how they can be systematically developed, implemented, and sustained. The focus is on practical applicability: What role do public-private partnerships (PPP) and the social and solidarity economy (SSE) play as enablers and multipliers? And which methods and formats support the development of innovation competencies at the local level?

Purpose and Structure of the Module

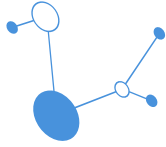
The goal of this module is to convey a fundamental understanding of social innovations. It aims to highlight their role in addressing complex societal challenges and to demonstrate the potential of social innovations for local development processes in conjunction with public-private partnerships (PPP) and the social and solidarity economy (SSE). The module provides the conceptual foundation for developing concrete methods, curricula, and measures to promote community engagement and capacity building at the local level.

Characteristics of Social Innovation Processes

Social innovations differ fundamentally from traditional innovation approaches: they do not emerge in laboratories or research departments, but through direct engagement with real societal needs. They require participatory processes, systemic thinking, and a willingness to depart from established paths. Innovation competence cannot be taught in a conventional sense—it must be experienced through practice-oriented, community-based learning formats that enable experimental approaches and collective reflection.

The following sections of this chapter guide readers through the various dimensions of social innovation: from identifying societal needs to developing and testing solutions, and finally to sustainable implementation and scaling. Both theoretical foundations and practical tools are provided, which can be directly applied in local development work.

Social innovation is a key to shaping just, sustainable, and future-oriented societies. It thrives on shared learning, the courage to experiment, and the conviction that every local community holds the potential to act autonomously and create social value.



5.2. Objectives and Relevance of Social Innovation

5.2.1. Definition and Characteristics

Social innovation refers to the development and implementation of novel, needs-oriented solutions to address societal challenges. The focus is not on technological advancement, but on social value—measured by improved participation, empowerment, and quality of life for individuals and communities.

Objectives:

This module aims to provide a foundational understanding of social innovations, clarify their role in solving societal challenges, and highlight their potential for shaping local development processes through PPP (public-private partnerships) and SSE (social and solidarity economy). It lays the groundwork for developing methods, curricula, and measures to promote community engagement and capacity building at the local level.

Relevance:

Social innovations emerge where existing systems and instruments are no longer sufficient to respond to complex social problems. In collaboration with the social and solidarity economy (SSE) and public-private partnerships (PPP), they open up new pathways for impact-oriented cooperation, social justice, participation, and resilience. Especially in local contexts, social innovations offer a flexible framework for activating potential, strengthening networks, and encouraging active citizen participation.

Core Characteristics of Social Innovations

487. Needs Orientation & Impact Orientation

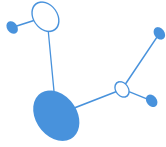
- Respond to concrete societal challenges
- Aim for sustainable, measurable social improvements
- Focus especially on disadvantaged and marginalized groups

488. Participation & Co-Creation

- Actively involve all relevant stakeholders: citizens, civil society, public administration, and businesses
- Promote joint development by including affected individuals and users
- Leverage collective intelligence and shared resources

489. Systemic Thinking

- Understand social problems within complex interrelated contexts
- Aim to address root causes rather than symptoms
- Question and transform existing structures and mindsets



490. Innovation & Creativity

- Encourage new ways of thinking and experimental approaches
- Use existing resources in creative and adaptive ways
- Develop innovative models—organizational, economic, or political

491. User-Centeredness & Empathy

- Align with the needs and lived realities of target groups
- Design inclusive, accessible, and effective solutions
- Focus on empowerment and participation of those affected

492. Scalability & Sustainability

- Develop transferable and replicable approaches
- Strive for long-term societal change
- Consider ecological, social, and economic sustainability

493. Measurability & Learning Orientation

- Define clear impact goals and success indicators
- Enable transparent evaluation and impact measurement
- Create a foundation for continuous learning and improvement

5.2.2. Social Innovation as a Catalyst for PPP and SSE

Social innovation is more than a new product or project—it is a transformative process that questions and reshapes existing practices, relationships, and structures. It promotes cross-sector collaboration and enables PPPs and the SSE to be embedded within a shared innovation dynamic.

494. Social innovations help PPPs act in a more solution-oriented, citizen-focused, and co-creative manner.

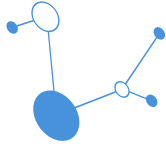
495. They foster new cooperation models in which public institutions, businesses, and civil society organizations jointly create social value.

496. Innovative participation formats (e.g., participatory budgeting, “open budgeting”) can democratize and legitimize PPP processes.

497. The SSE thrives on social impact, public good orientation, and participatory governance—values that are deepened and structurally advanced through social innovation.

498. Social innovation opens up access for the SSE to new target groups, digital tools, and innovative financing and participation models.

499. It enables the development of locally tailored solutions that go beyond standardized offerings.



5.2.3. Initial Situation and Challenges in the Local Context

In many European regions, there is growing interest in community-oriented solutions—especially in areas facing intensified economic, social, or environmental problems. Many municipalities, SSE actors, and initiatives are open to innovation, but often lack the structures, capacities, and knowledge needed to actively promote and sustain such processes.

1. Structural and Organizational Barriers

- 500. Lack of resources: Insufficient personnel, financial, and technical capacities in municipal administrations and civil society organizations
- 501. Poor coordination: Inadequate alignment between local actors from administration, business, and civil society
- 502. Institutional weaknesses: Lack of permanent integration of innovation processes into existing structures

2. Participation and Communication Deficits

- 503. Limited citizen participation: Low levels of involvement and transparency in municipal decision-making processes
- 504. Trust deficits: Strained relationships between administration, politics, and civil society
- 505. Lack of methodological experience: Limited knowledge of modern innovation methods (e.g., co-creation, design thinking, prototyping)

3. Complexity and Uncertainty

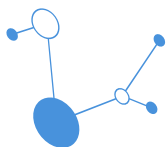
- 506. Systemic challenges: Multifaceted problems that overwhelm sector-specific approaches
- 507. Conflicting goals: Need to balance competing interests (e.g., efficiency vs. participation, speed vs. thoroughness)
- 508. Unpredictability: Uncertain outcomes in novel, experimental approaches

4. Resistance and Cultural Barriers

- 509. Resistance to change: Opposition to innovation within administration, politics, and the general population
- 510. Risk aversion: Fear of failure inhibits experimental approaches
- 511. Path dependencies: Established routines and structures hinder innovative solutions

5. Time and Financial Constraints

- 512. Short-term funding logic: Project-based financing prevents long-term development and sustainability
- 513. Political cycles: Short election periods obstruct sustainable, long-term innovation processes
- 514. Overburdened local actors: Limited capacities meet high expectations and complex tasks



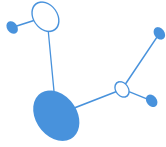
Need for Action

- 515. Systematic promotion of participatory innovation cultures
- 516. Development and professionalization of local learning and support structures
- 517. Integration of social innovation into municipal development, urban planning, social policy, and economic development
- 518. Creation of curricular approaches and tools that convey social innovation in a practical and target group-oriented manner

Successfully implementing social innovations in the local context requires both innovative mindsets and pragmatic implementation strategies. Structural barriers must be dismantled, participation processes strengthened, and a culture of experimental learning fostered in order to achieve sustainable societal transformation.

5.3. Process Model for Developing Social Innovations

Phase	Objective	Core Elements
1. Context & Social Space Analysis	Understanding spatial, social, and structural conditions	Analysis of the environment, stakeholder landscape, resources, and existing structures
2. Needs & Target Group Analysis	Making concrete social challenges and affected groups visible	Identification of needs, vulnerabilities, and access barriers
3. Problem Description, Goal Definition & Impact Logic	Clarifying the problem and defining desired changes	Development of goal hierarchies, impact chains, and strategic visions
4. Idea Development & Solution Design	Creating creative, inclusive, and viable solution ideas	Joint generation, validation, and prioritization of approaches
5. Project Planning & Resource Mobilization	Structured preparation for implementation including partnerships and resources	Definition of roles, tasks, timelines, and funding options
6. Piloting & Implementation	Testing in a protected or real-world setting with iterative adjustments	Execution of initial measures with accompanying reflection
7. Monitoring, Impact Analysis & Feedback	Measuring results and learning from impacts	Systematic analysis, qualitative feedback, and learning-oriented evaluation
8. Sustainability & Institutionalization	Long-term integration into existing systems	Institutionalization, resource commitment, legal and political anchoring

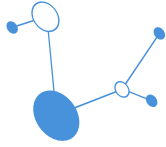


Phase	Objective	Core Elements
9. Communication, Scaling & Transfer	Dissemination and adaptation of successful models to new contexts	Visibility, knowledge transfer, adaptation, and reuse

5.4. Methods and Tools for Developing Social Innovations

Phase	Methods & Tools
1. Context and Social Space Analysis	Data analysis, social space analysis, stakeholder mapping, inventory, environmental analysis (PESTLE), system mapping, network analysis
2. Needs and Target Group Analysis	Interviews, focus groups, participatory formats (“What bothers you?”), community mapping, persona method, empathy map, needs prioritization (e.g., MoSCoW)
3. Goal Definition & Impact Logic	Problem tree, theory of change, goal pyramid, impact logic model, logical framework (logframe), outcome mapping, goal cross
4. Idea Development & Solution Design	Design thinking, co-creation workshops, social labs, SWOT analysis, future workshop, World Café, scenario technique, ideation games
5. Project Planning	Work breakdown structure, business model canvas, social model canvas, PPP approaches, milestone planning, resource plan, RACI matrix, risk analysis
6. Implementation	Real-world labs, micro-projects, pilot measures, accompanying monitoring, agile project management (e.g., Scrum), Kanban, OKR (Objectives & Key Results)
7. Evaluation	Indicator sets, participatory evaluation, feedback loops, storytelling, outcome harvesting, Most Significant Change (MSC), balanced scorecard
8. Sustainability	Sustainability strategies, policy dialogues, community ownership, social business models, institutional anchoring, scaling strategies, governance models
9. Transfer	Good practice documentation, knowledge platforms, open-source approaches, multiplier formats, peer-to-peer transfer, learning networks, capacity building

A detailed overview of the methods and tools used in each phase can be found in Chapter 5 “Systematic Collection of Methods and Tools.” There, the respective instruments are systematically assigned to the process steps and explained in a practical manner. The “Methods and Tools Toolbox” included provides a structured overview of proven approaches, supplemented by practical application tips.



5.5. Practical Guide: Developing Social Innovation in 7 Steps

1. Situational Analysis - Understanding Context & Clarifying Preconditions

Goal: Develop an understanding of the local context, social, political, and institutional environment, existing structures, challenges, and potentials.

Methods and practical steps:

- 519. Data analysis: Socio-demographic data, problem areas, resources, community mapping
- 520. Social space analysis: Observation, mapping, perspectives of those affected
- 521. Stakeholder mapping & network analysis: Actors, influence relationships, interests
- 522. PESTLE analysis: Political, economic, social, technological, legal, ecological
- 523. System mapping: Visualizing interconnections & interactions
- 524. SWOT analysis: Assessing strengths, weaknesses, opportunities, risks
- 525. Network analysis: Cooperation, gaps, strategic alliances

2. Target Group & Needs Analysis - Who Needs What?

Goal: Identify relevant target groups, understand their perspectives, and recognize priority needs.

Methods and practical steps:

- 526. Focus groups & interviews: Gather perspectives from those affected
- 527. Participatory question formats: “What bothers you?”, “What’s missing here?”
- 528. Persona method: Target group profiles with life context, motivation, barriers
- 529. Empathy map: Thinking, feeling, hearing, seeing, saying, doing
- 530. Community mapping: Who belongs to the community? Who is overlooked?
- 531. MoSCoW method: Prioritize needs (Must, Should, Could, Won’t)
- 532. Consider intersectional perspectives & inclusion issues

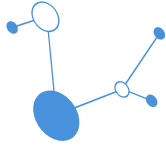
3. Goal Definition & Impact Logic - What Should Be Achieved?

Goal:

Develop clearly defined, binding impact goals and a comprehensible logic between actions and outcomes.

Methods and practical steps:

- 533. Problem tree & goal tree: Analyze causes, derive goals



- 534. **Theory of Change:** Make impact relationships visible, think impact chain backwards - from impact to actions
- 535. Impact logic model / Logical Framework (Logframe)
- 536. Outcome mapping: Observe behavioral changes
- 537. SMART goals or goal matrix for concretization

4. Strategy & Solution Design - How to Reach the Solution?

Goal: Develop and specify innovative, creative, and socially effective approaches and solution ideas together with those affected and stakeholders.

Methods and practical steps:

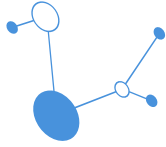
- 538. Design Thinking workshops: Understand, define, generate ideas, prototype
- 539. World Café, Future Workshop, Ideation Games: Collaborative vision work
- 540. Co-creation workshops: Let affected individuals & stakeholders co-design
- 541. Ideation games: Creative methods for idea generation
- 542. SWOT analysis to evaluate possible solution paths
- 543. Scenario development and testing of solution approaches
- 544. Social labs as experimental spaces

5. Tactical Planning - Structuring the Implementation

Goal: Plan structured implementation with formats, channels, timelines, responsibilities, clear roles, resources, and timeframes.

Methods and practical steps::

- 545. Work breakdown structure: Define task packages
- 546. Milestone plan: Define project phases & interim goals
- 547. Social Business Model Canvas / Social Model Canvas: Value, impact, financing
- 548. Channel analysis: Which communication & action formats suit the target group?
- 549. PPP approaches: Examine cooperation with public & private partners
- 550. Resource planning (time, budget, personnel): Who does what? (Responsible, Accountable, Consulted, Informed)
- 551. RACI matrix to clarify roles & responsibilities
- 552. Risk analysis & alternative actions: What could fail - and how to prevent it?



6. Implementation - Pilot, Test, Adapt

Goal: Test, apply, and further develop solution approaches in real settings.

Methods and practical steps:

- 553. Micro-projects & pilot phases: Start low-threshold, gather experiences
- 554. Real-world labs: Open test environments in real contexts
- 555. Agile project management: Use Scrum, Kanban, OKR
- 556. Feedback formats with participants
- 557. Regular monitoring: Adjust learning loops, improve, scale
- 558. Documentation & reflection as part of implementation
- 559. Communication formats: Inform participants about progress and challenges

7. Evaluation - Measuring Impact

Goal: Systematically capture and reflect on impacts and learning experiences, and build structures for sustainability and transfer.

Methods and practical steps:

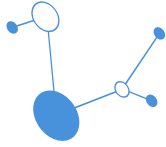
- 560. Indicator sets: What is measured? How often?
- 561. Participatory evaluation: Involve affected individuals and stakeholders
- 562. Feedback loops & reflection meetings
- 563. Outcome harvesting & MSC (Most Significant Change): Make changes visible
- 564. Storytelling formats: Narratively document experiences and impact

8. Sustainability

Goal: Ensure sustainable structures and long-term impact.

Methods and practical steps:

- 565. Sustainability strategies: Sponsorship, business models, institutional anchoring
- 566. Strengthen community ownership: Anchor responsibility in the community
- 567. Policy dialogues: Involve administration and politics early
- 568. Examine scaling possibilities: What can be expanded or transferred?
- 569. Governance models: Regulate participation, control, responsibility



9. Transfer

Goal: Share, disseminate, and make successful approaches adaptable.

Methods and practical steps:

- 570. Good practice documentation: Systematically prepare insights
- 571. Open source & knowledge platforms: Make knowledge freely accessible
- 572. Peer-to-peer transfer & multiplier formats
- 573. Learning networks & capacity building: Enable exchange and further education

5.6. Citizen Participation and Social Innovation in Practice

Citizens are not just the target group of social innovations - they are **active co-creators**. Social innovation unfolds its greatest impact where people are systematically involved with their ideas, needs, and skills. Successful practical examples show: Participation requires suitable structures, trust, and visible impact.

6.1. Participatory Budgeting

Participatory Budgeting (PB) is a process where citizens directly decide on the use of a portion of public funds.

Process in four steps:

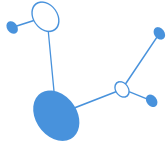
- 574. Public call for idea submission
- 575. Review (feasibility, costs)
- 576. Voting by citizens (online/offline)
- 577. Implementation by municipality or civil society

Impact:

- 578. Democratization of municipal decisions
- 579. Activation of ideas for the common good
- 580. Building trust and transparency

Connection to social innovation:

- 581. Participatory budgeting as a learning space for collaborative problem-solving
- 582. Cooperation with SSE actors (e.g., social enterprises)
- 583. Use of digital tools for more inclusive participation



6.2. Open Science & Citizen Approach

Open Science means opening scientific processes and results to a broad public - especially through digital means, transparent processes, and citizen participation as co-researchers.

Citizen Approach:

Instead of merely informing citizens, they are **actively involved in analysis, solution development, and implementation.**

Practical formats:

- 584. Citizen science projects: Citizens collect data (e.g., on environment, mobility, vacancies)
- 585. Real-world labs: Co-experiments with the population in local spaces
- 586. Co-creation labs: Joint development of solutions
 - Digital participation platforms: Online consultations, idea platforms, online voting

Example: “What bothers you?”

A simple participation format where citizens report grievances or suggestions for improvement - the municipality responds visibly and promptly. This can lead to participatory innovation processes.

Benefits for PPP and SSE:

- 587. Improved legitimacy of decisions
- 588. Increased innovation capacity through broader perspectives
- 589. Promotion of trust between administration, business, and civil society

6.3. Independently Implementing Local Project Ideas

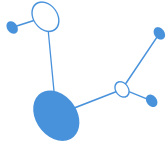
Participation doesn't end with idea submission: Citizens should not only submit proposals, but also **receive resources, advice, and spaces** to implement and realize ideas **independently or collaboratively.**

Instruments and approaches:

- 590. Micro-funding programs for initiatives, associations, informal groups
- 591. Mentoring programs by SSE actors or PPP networks
- 592. Cooperation agreements with municipalities or public institutions
- 593. Implementation spaces: Temporary project sites, interim uses, digital platforms

Requirements:

- 594. Clear, low-threshold funding criteria
- 595. Transparent selection processes
- 596. Availability of infrastructure (e.g., event spaces, technology)



Result:

- 597. Activation of previously uninvolved groups
- 598. Promotion of ownership and sustainable engagement
- 599. Anchoring local ideas in the social innovation system

Example:

In some cities, citizens with project ideas receive direct funding and advice - independent of formal sponsors - under the motto: “You have the idea, we provide the framework.”

Citizen participation is the key to social innovation. Successful participation relies on:

- 600. Co-creation instead of mere involvement
- 601. Implementation spaces instead of idea collections
- 602. Transparency, feedback, and a culture of trust

Only through genuine participation can social innovations unfold their transformative power.

5.7. Social Innovation through Cooperation, Partnerships, and Networks

Social innovation emerges where people collaborate, transcend sector boundaries, and experiment with new forms of trust, responsibility, and cooperation. This chapter illustrates how resilient partnerships, social networks, and clear role definitions can sustainably enhance the impact of social innovations.

7.1. Designing Effective Public-Private Partnerships (PPP)

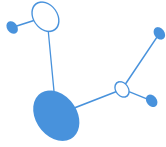
Objective: Establish collaborations between government, business, and civil society to address societal challenges in a way that serves the common good—beyond economic logic.

Characteristics of effective social PPPs:

- 603. Shared understanding of goals and values
- 604. Binding structures and transparent responsibilities
- 605. Inclusion of affected groups and SSE (Social and Solidarity Economy) actors
- 606. Disclosure of resources and decision-making processes

Success factors:

- 607. Early involvement of all relevant stakeholders
- 608. Development of a shared narrative
- 609. Use of legal and financial frameworks (e.g., social clauses, funding programs)



7.2. Trust & Co-Creation as Drivers of Social Innovation

Trust is the foundation of any effective collaboration:

- 610. Encourages openness, risk-taking, and creative solutions
- 611. Often more important than formal contracts in the Social and Solidarity Economy (SSE)

Co-creation means:

- 612. Affected individuals become co-creators rather than mere users
- 613. Projects, knowledge, and services are developed through shared responsibility

Proven co-creation methods: Design Thinking

- 614. Real-world laboratories / Living Labs
- 615. Future workshops
- 616. World Café

7.3. Role Clarification & Suitable Cooperation Formats

Why role clarification is crucial:

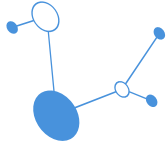
- 617. Many collaborations fail not due to lack of ideas, but due to unclear responsibilities and misunderstandings
- 618. Mixed teams (e.g., administration, business, civil society) often bring together different logics and languages

Steps for role clarification:

- 619. Align expectations
- 620. Clearly document roles and decision-making processes
- 621. Appoint a coordination or moderation role
- 622. Involve target groups

Cooperation formats depending on the goal:

Goal	Format	Example
Develop ideas	Creative workshops, hackathons	Local innovation lab
Make decisions	Round tables, citizen forums	Participatory budgeting



Goal	Format	Example
Coordinate implementation	Project groups, steering committees	Local alliance for integration
Ensure sustainability	Cooperation agreements, networks	Common-good PPP with SSE actors

Digital tools to support collaboration:

- 623. Padlet, Miro, Decidim: for collaborative planning
- 624. Participation apps: for direct feedback
- 625. Open-source solutions: for project coordination

5.8. Social Innovation in the European Context and Its Relevance for Local Development Strategies

Social innovations are gaining increasing importance in Europe as a strategic tool to address societal, ecological, and economic challenges. They combine new approaches to problem-solving with participatory design, strengthen social inclusion, and promote sustainable development at the local level. This chapter summarizes key definitions, EU frameworks, and their connection to sustainability, digitalization, and inclusion, and shows how social innovations can be purposefully integrated into local development strategies.

Definitions, Concepts, and EU-Frameworks

Social innovations are new ideas (products, services, models) that better meet social needs, enable new forms of cooperation, and create social value. They focus on participation, empowerment, and collaborative problem-solving.

EU-Frameworks

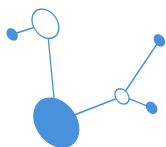
The European Union recognizes social innovation as a key driver for inclusive growth, employment, and sustainability. Programs such as Horizon Europe, ESF+, LIFE, and Digital Europe support innovative projects through funding, expertise, and networking opportunities.

Core Concepts of Social Innovation:

- 626. Co-creation and participatory development
- 627. Multi-stakeholder approaches
- 628. Systemic approaches with impact across multiple levels
- 629. Focus on disadvantaged groups and social justice

Connection to Cross-Cutting Themes

- 630. Sustainability: Social innovations contribute to the implementation of the SDGs by integrating social, ecological, and economic goals and strengthening resilience.



- 631. Digitalization: Digital technologies enable new forms of participation, improve access to social services, and open up innovative business models in the social and solidarity economy.
- 632. Inclusion: Social innovation promotes the integration of marginalized groups and helps reduce social inequality—through co-design, access opportunities, and empowerment.

Role in Local Development Strategies

- 633. Local anchoring: Social innovation is a key component of smart city initiatives, local action plans, and strategies for the social and solidarity economy.
- 634. Cooperation & networking: It fosters collaboration between public administration, civil society, businesses, and citizens to develop tailored solutions for local challenges.
- 635. Context orientation: Successful social innovations take into account local social, cultural, and economic conditions and promote local responsibility and engagement.
- 636. Leverage effect: By building social infrastructure and innovative models, social innovation strengthens the resilience of local communities and creates sustainable growth.

Implementation: From EU Strategy to Local Impact

Overview of EU Funding Programs

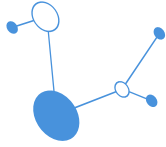
Program	Focus Area
Horizon Europe	Research-based, mission-oriented innovations
ESF+	Inclusion, employment, education
LIFE	Environmental and climate innovations
Digital Europe	Digital inclusion and transformation
ERDF	Local development, territorial cohesion

These programs offer not only funding but also technical expertise and networking opportunities for stakeholders from public administration, civil society, business, and academia.

Success Factors for Local Implementation

A three-step approach helps translate EU strategies into effective local innovation processes:

- 637. Strategic Contextualization
Consideration of local values, identities, and socio-economic conditions



- 638. Operational Implementation
 - Pilot projects as learning spaces
 - Capacity building through training, networks, and institutions
- 639. Integration into Local Governance
 - Participatory processes such as citizen budgets or local innovation councils
 - Anchoring of multi-stakeholder partnerships

Four Guiding Principles

- 640. Context Sensitivity: European frameworks must be adapted to local realities.
- 641. Participation: Actively involve affected groups.
- 642. Willingness to Experiment: Create space for piloting, learning, and adaptation.
- 643. Sustainability: Ensure structural anchoring and long-term impact.

Social innovations combine participation, sustainability, and digital transformation into a forward-looking approach to action.

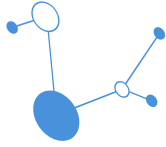
As both a political and practical tool of the EU, they enable inclusive solutions that are locally effective and globally relevant. Their consistent integration into local development strategies is essential for effectively implementing the EU's ambitious goals—from social inclusion and digital transformation to ecological transition.

5.9. Quality Assurance and Sustainability of Social Innovations in the Social and Solidarity Economy

Social innovations are key levers for addressing complex societal challenges. To ensure their long-term impact, two core components are essential: systematic quality assurance and strategic sustainability. Only through their integration can a solid foundation be created for effective, scalable, and transferable solutions.

9.1. Quality Assurance: Impact, Processes, Standards

The goal of quality assurance is to design social innovations in a targeted, effective, and efficient manner. It relies on internal management tools and external evaluations, embedded in a continuous learning and improvement process.



Key quality principles:

- 644. Impact logic & goal orientation: Clear definition of social goals and expected outcomes (e.g., via Theory of Change).
- 645. Monitoring & indicators: Qualitative and quantitative metrics ensure ongoing success tracking.
- 646. Participation & feedback: Involving target groups and stakeholders ensures relevance, acceptance, and learning capacity.
- 647. Standards & guidelines: Alignment with established quality models (e.g., ISO, EFQM) and participatively developed criteria.
- 648. Evaluation & peer review: External assessments and collegial feedback strengthen transparency and a culture of learning.

9.2. Sustainability: Continuity, Scaling, Systemic Impact

Sustainability means more than mere continuation—it includes systemic anchoring, long-term impact assurance, and adaptability to change.

Key factors of sustainable innovation:

- 649. Financial viability: Social investments, hybrid business models, funding.
- 650. Institutional embedding: Political support, legal anchoring, integration into municipal strategies.
- 651. Capacity building & knowledge transfer: Trainings, multipliers, open learning formats.
- 652. Scaling & replication: Modularity, contextual adaptation, transfer across regions and sectors.
- 653. Social responsibility: Consideration of ecological, social, and cultural impacts.

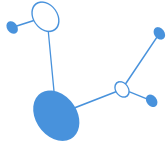
9.3. Integration of Quality and Sustainability

Quality and sustainability are mutually dependent: only high-quality innovations generate sustainable impact—and sustainable impact legitimizes continuous quality development. An integrated, learning-oriented approach is therefore essential.

9.4. Key Success Principles

Participation & cooperation as a foundation

- 654. Joint needs assessment & co-creation
- 655. Experimental formats: focus groups, prototyping, participatory budgeting
- 656. Building trust through open dialogue formats



Participatory quality assurance

- 657. Success criteria developed with stakeholders
- 658. User-centered mixed-methods evaluation
- 659. Peer learning & collegial feedback
- 660. Impact orientation through social impact measurement

Sustainability through institutional anchoring

- 661. Integration into mission statements, QM systems, and municipal strategies
- 662. Development of regional networks and inter-municipal cooperation
- 663. Political backing and resource security

9.5. Adaptive Management & Learning Processes

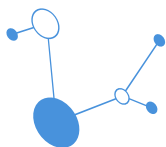
- 664. Iterative management with learning loops and feedback integration
- 665. Evaluation as a learning tool: continuous reflection instead of mere proof
- 666. Hybrid governance models with shared responsibility and long-term perspective

Conclusion & Implementation Recommendations

Sustainable social innovation requires a systemic interplay of:

- 667. Participatory quality assurance
- 668. Institutional stabilization
- 669. Adaptive management
- 670. Strategic networking
- 671. Consistent impact orientation

This creates long-term, inclusive, and transferable solutions in the spirit of a future-oriented social and solidarity economy.



6. Module 5: Techniques and Instruments for Promoting the Social Economy and Involving Stakeholders and Society

6.1. Fundamentals and Methodological Approaches

This module enables participants to apply effective methods for promoting active co-creation and shared responsibility in Social and Solidarity Economy (SSE) initiatives as well as in public-private partnerships (3P). The focus is on practice-oriented approaches such as stakeholder mapping, dialogue-based facilitation, consensus-oriented decision-making, and participatory planning tools. Through concrete case studies, it is demonstrated how inclusive participation processes can lead to viable, legitimate, and sustainable outcomes—especially in complex, multidimensional contexts involving diverse stakeholder groups.

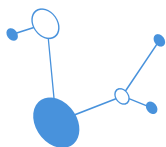
Effective capacity building for local actors relies on participatory, hands-on, and target group-oriented methods. Key methodological approaches include:

672. Peer Learning & Community of Practice: Exchange among practitioners from various sectors fosters mutual learning, perspective shifts, and the development of joint solutions.
673. Workshops & Co-Creation Processes: Moderated formats allow for the identification of needs, collaborative development of solutions, and clarification of responsibilities.
674. Storytelling & Best Practices: Systematic collection and dissemination of successful examples enhance inspiration, motivation, and visibility of success factors.
675. Impact-Oriented Planning: Approaches such as Theory of Change or impact logic models help clarify goals, define indicators, and integrate evaluation.

Various tools are available to implement these approaches, including:

676. Stakeholder Mapping for analyzing relevant actors and their relationships
677. Canvas Models for social business models and project development
678. Digital Collaboration Platforms (e.g., Miro, Padlet, Trello) for joint idea development
679. Feedback and Reflection Tools (e.g., Mentimeter, surveys) for quality assurance and continuous improvement

By strategically linking SSE and PPP, locally rooted and systemically effective solutions can emerge. This requires targeted capacity building that emphasizes empowerment, participation, and skills development—tailored to local contexts and structural conditions.



6.2. Collection of Methods – Module 1: Proven Practices and Case Studies

To effectively develop and communicate best practices and case studies, this chapter offers a structured overview of proven methods and practical tools aligned with the process flow. The selection of instruments can be flexibly combined depending on the project phase and adapted to local conditions and available resources.

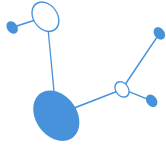
Process Flow:

- 680. Data Sources & Research Methods
- 681. Evaluation and Analysis Tools
- 682. Systematic Case Analysis
- 683. Sustainability Check
- 684. Comparison & Transfer Analysis
- 685. Results Preparation & Documentation

1. Data Sources and Research Methods

This overview supports the targeted planning of the research process, the use of reliable data sources, and the selection of appropriate methods to identify meaningful and transferable best practices.

Method	Objective	Tools
Desk Research	Initial identification and analysis of existing best practices	Project documentation, LAPs, studies, reports, databases
Guided Expert Interviews	Deeper insights and contextual assessment of practices	Interview guides, audio/video recordings, transcription tools
Online-Surveys	Quantitative assessment of relevance, impact, and transferability	Online forms (e.g., Google Forms, LimeSurvey), statistical analysis software
Stakeholder Mapping	Identification of relevant actors and their perspectives	Mapping tools, network analyses, digital whiteboards (e.g., Miro, MURAL)
Study Visits, Excursions, and Field Research	Direct observation and evaluation of practical examples on-site	Visit logs, observation sheets, photo documentation, on-site interviews, transfer checklists
Media Analysis	Evaluation of public perception and media coverage	Press reviews, social media monitoring, media databases
Feedback Tools and Participatory Formats	Validation of best practices by target groups and stakeholders	Feedback forms, workshops, focus groups, World Cafés



2. Evaluation and Analysis Tools

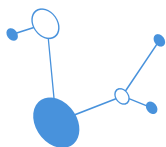
These tools support a comprehensible, transparent, and strategically grounded selection and evaluation of best practices—both qualitative and quantitative.

Method	Objective	Tools
Evaluation Grid	Structured and comparable assessment of all practical examples	Evaluation matrix (e.g., 7 criteria such as impact, innovation, transferability)
Weighted Scoring System	Quantifiable decision-making basis considering priorities	Excel tools, evaluation forms, scoring tables
SWOT-Analysis	Identification of strengths, weaknesses, opportunities, and risks	SWOT templates, moderation cards, digital whiteboards (e.g., Miro, MURAL)
Theory of Change (ToC)	Understand impact logic and enable strategic planning	ToC diagrams, logframe models, impact logic (graphical or tabular)
Social Return on Investment (SROI)	Monetary evaluation of social impact	SROI calculation tools, case studies, impact analysis guides
Context Analysis	Examine embedding and transferability within the socio-economic environment	Context profiles, location analyses, environmental scans

3. Systematic Case Analysis

The methods presented enable a deep, context-sensitive understanding of best practices—including their success factors, challenges, and potential for transfer. The optimized tools also promote practical insights and strengthen knowledge transfer.

Method	Objective	Tools
Structured Case Studies	Holistic presentation and analysis of individual practical examples	Case study templates, case analysis grids, standardized documentation formats
Success Factor Analysis	Identification of key conditions for success and impact	Criteria catalogs, impact logic mapping, lessons-learned forms
Critical Incident Technique (CIT)	Highlighting pivotal moments and learning processes	Interview guides focused on key situations, incident logs
Timeline Analysis	Reconstruction of chronological sequences and development steps	Timeline tools (e.g., digital timelines with Tiki-Toki, Office Timeline, Miro)



Method	Objective	Tools
Storytelling & Narrative Analysis	Conveying experiences, values, and implicit knowledge	Experience reports, audio/video formats, story canvas, storyboard templates
Workshop-Based Reflection	Joint analysis with stakeholders for validation and deeper understanding	Workshop logs, facilitation materials, digital pinboards (e.g., MURAL)

4. Sustainability Check

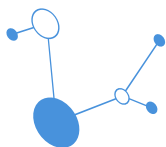
These methods enable a well-founded assessment of the long-term effectiveness, structural integration, and strategic scalability of best practices. The optimized tools help make sustainable impact visible, support targeted further development, and facilitate institutional anchoring.

Method	Objective	Tools
Sustainability Indicator Analysis	Evaluation of ecological, social, economic, and structural impact	Sustainability grids, indicator catalogs, scorecards, checklists
Impact Mapping	Visualization of impact chains and stakeholder relationships	Impact maps, impact diagrams, digital mapping tools (e.g., Kumu, Miro)
Outcome Harvesting	Identification of unexpected or indirect outcomes	Data collection sheets, reflection workshops, structured harvesting matrix
Anchoring Criteria & Integration Analysis	Assessment of institutional, financial, and political sustainability	Anchoring criteria grids, governance checks, resource analysis
SDG Compatibility Check	Alignment with global sustainability goals (Agenda 2030)	SDG mapping tools, reference tables, impact grids with SDG alignment
Monitoring and Continuity Plans	Ensure long-term support and integration into structures	Monitoring plans, continuity strategies, impact journals, progress reports

5. Comparison and Transfer Analysis

These methods and tools enable a systematic assessment of the extent to which and under what conditions best practices can be successfully transferred or adapted. Both adaptability and practical feasibility are at the forefront—essential for effective knowledge transfer and scaling.

Method	Objective	Tools
Transfer Analysis (incl. Gap Analysis)	Evaluate transferability and identify adaptation needs	Transfer matrix, gap analysis tools, context comparison tables

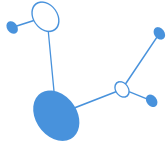


Method	Objective	Tools
Cost-Benefit Assessment	Estimate scalability and resource efficiency	Cost-benefit models, impact-cost grids, scenario comparison tools
Peer Reviews & Collegial Consultation	Quality assurance and external validation of transfer potential	Feedback forms, structured review formats, Delphi method
Adaptation Workshops	Develop concrete adaptation strategies with relevant stakeholders	Moderated workshop formats, transfer guides, simulations, toolkits, checklists, infographics
Context Analysis & Environmental Scanning	Capture relevant contextual factors and local conditions	Context analysis tools, location profiles, environmental maps
Good Practice Comparison (Benchmarking)	Derive standards and success factors by comparing similar models	Comparison grids, benchmarking databases, evaluation diagrams

6. Results Preparation and Documentation

These methods enable a target group-oriented, practice-based, and visually appealing presentation of results. They not only promote knowledge transfer but also support the use, dissemination, and scaling of best practices within the SSE and PPP context.

Method	Objective	Tools
Summaries & One-Pagers	Compact and clear presentation of key content	One-pager templates, structured abstracts, Canva layouts
Visual Presentation & Infographics	Clear visualization of complex content for various target groups	Canva, Piktochart, PowerPoint, Illustrator, Miro
Good Practice Posters	Presentation format for fairs, workshops, or online platforms	Poster templates, PDF layouts, DIN A1/A2 graphics
Explainer Videos & Audiovisual Formats	Engaging communication through storytelling and visual elements	Explainer video tools (e.g., Animaker, Powtoon), screencasts, podcasts
Interactive Applications & Learning Platforms	User-centered presentation for active engagement	Padlet, Miro boards, Learning Management Systems (LMS), H5P
Map Visualizations & Location Displays	Geographic localization and contextualization of best practices	Digital maps (Google My Maps, StoryMaps), GIS applications
Modular Transfer Formats & Toolkits	Systematic collection of best practices including application guidance	Digital toolkits, PDF manuals, interactive PDFs, web platforms



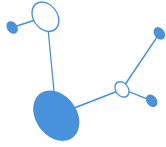
6.3. Collection of Methods – Module 2: Social and Ecological Sustainability

Effective capacity building empowers local stakeholders to strategically shape collaborations in the spirit of sustainability, embed them in a lasting way, and make their impact measurable.

Only through cross-sectoral cooperation and shared values can transformative solutions for sustainability be realized in the long term.

Various methodological approaches are used to build the capacity of local stakeholders in the fields of Social and Solidarity Economy (SSE) and Public-Private Partnerships (PPP), all of which focus on participation, impact, and cross-sector collaboration:

Method	Objective	Tools
Stakeholder Mapping	Overview of relevant actors	Identification of key stakeholders (e.g., SHS) in the local context
Systems Thinking / Impact Logic	Understanding the relationship between actions and impacts	Development of sustainable project goals with socio-ecological impact
Participatory Planning	Involvement of local actors and citizens	Joint development of sustainable project approaches
Co-Creation Workshops	Cross-sectoral exchange of ideas	Development of shared sustainability solutions with public, private, and civil society actors
Peer Learning & Job Shadowing	Exchange of knowledge and experiences	Learning from other regions, organizations, or good practice examples (e.g., PRIZMA, SETS)
Future Workshop	Development of shared visions	Creative design of sustainable future scenarios in the PPP-SSE context
Impact-Oriented Project Management	Making sustainability measurable	Use of indicators and tools to measure the impact of socio-ecological projects



Tools for Sustainability and Cooperation

Tool	Description	Application
Sustainability Canvas (adaptable)	Planning tool for integrating sustainability into projects and organizations	Visualization of social and ecological aspects of PPP/SSE projects
SDG Mapping Tool	Linking projects to the UN Sustainable Development Goals	Evaluation and alignment of local initiatives with global sustainability goals
Theory of Change (ToC)	Representation of impact relationships	Modeling inputs, outputs, outcomes, and impacts in the SSE and PPP context
Online Survey Tools (e.g., LimeSurvey, Google Forms)	Collecting data on impact, needs, or feedback	Evaluation of trainings or pilot projects for social and ecological sustainability
Mapping Tools (analog or digital, e.g., Padlet / Miro)	Visualization of local challenges and resources	Entry point for cross-sector collaboration and problem analysis
LAP Compass (developable)	Tool for linking Local Action Plan (LAP) goals with sustainability	Integration of LAPs into strategic planning

For the development and application of survey instruments in the field of Social and Solidarity Economy (SSE) and Public-Private Partnerships (PPP), there is a range of proven methods and tools that support the capacity building of local stakeholders and facilitate the measurement of social and ecological sustainability:

Methods for Developing and Applying Survey Instruments in SSE and PPP

686. Needs Assessment

- Identify relevant topics and indicators through interviews, focus groups, or stakeholder workshops.

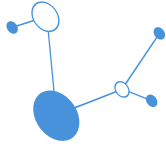
687. Questionnaire Design

- Use structured, semi-structured, or open-ended questions depending on the objective.
- Include Likert scales, multiple-choice, or ranking questions.

688. Piloting / Pre-Test

- Test the instrument with a small target group to validate clarity and relevance.

689. Triangulation



- Combine quantitative (e.g., surveys) and qualitative methods (e.g., interviews, group discussions) for more robust impact measurement.

690. Participatory Involvement

- Involve stakeholders and SHS in the development process to enhance relevance and acceptance.

691. Impact Logic & Indicators

- Derive questions from a Theory of Change or impact model to make outcomes and impacts measurable.

Tools

692. Digital Survey Tools

- Google Forms, Microsoft Forms, Typeform, LimeSurvey - for simple to complex digital surveys.

693. Statistical and Analysis Software

- Excel, SPSS, R, Tableau - for data analysis, visualization, and reporting.

694. Online Collaboration Tools

- Miro, Padlet, Jamboard - for participatory development of questions, indicators, and results.

695. Feedback and Reflection Instruments

- Mentimeter, Kahoot, Slido - for interactive feedback during workshops or trainings.

696. Checklists and Templates

- Templates for surveys, indicators, or evaluation grids, tailored to social and ecological sustainability.

6.4. Collection of Methods – Module 3: Awareness Campaigns and Communication Strategies

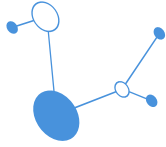
To effectively design awareness campaigns, this chapter provides a structured overview of proven methods and practical tools aligned with the process flow.

These approaches emphasize participatory, community-oriented, and socially innovative strategies, institutional collaboration, and systemic impact.

Process Flow:

697. Situation Analysis

698. Goal Definition

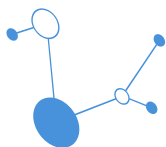


- 699. Strategy Development
- 700. Action Planning
- 701. Resource Planning
- 702. Implementation
- 703. Evaluation & Consolidation

1. Situation Analysis

The situation analysis forms the foundation of any campaign planning within the SSE (Social, Societal, and Environmental) and PPP (Public-Private Partnership) context. It includes analyzing the environment, identifying needs, and precisely defining the target groups.

Method	Objective	Tools
SWOT Analysis	Systematically capture strengths, weaknesses, opportunities, and risks in the internal and external environment	SWOT matrix, moderation cards, workshops (digital/analog)
Surveys & Market Research	Capture target group opinions, needs, knowledge levels, and attitudes	Online surveys (e.g., LimeSurvey, Google Forms), structured questionnaires
Social Media Monitoring	Observe public perception, trends, and opinions on social networks	Tools like Brandwatch, Hootsuite, Talkwalker
Media Resonance Analysis	Evaluate how the topic is portrayed in traditional media	Press reviews, media analysis tools, manual content analysis
Focus Groups & Interviews	Gain deeper insights into needs, perspectives, and challenges	Guided interviews, moderated focus group discussions, audio/video recordings
Google Trends / Keyword Analysis	Investigate online search behavior and interest in specific terms or topics	Google Trends, Ubersuggest, AnswerThePublic
Desk Research	Analyse existing studies, reports, strategies, and statistics	Literature review, databases (Eurostat, OECD, national sources)
Social Impact Assessment (SIA)	Analyse potential or existing social impacts	SIA method sets, impact logic, logframe analysis
Community Asset Mapping	Identify resources, potentials, and strengths of local communities	Interactive maps, participatory workshops, mapping software (e.g., Miro, Kumu)
Participatory Research & Co-Creation	Actively involve target groups in problem analysis and solution development	World Café, design thinking workshops, future workshops

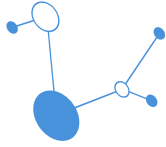


Method	Objective	Tools
Network Analysis of Social Actors	Visualize key actors, relationship structures, and influence networks	Stakeholder networks visualized with Kumu, Gephi, or SoNIA
Needs Assessments in Communities	Identify local needs and challenges (e.g., marginalized groups)	Community walks, interviews, storytelling workshops
Stakeholder Mapping	Systematically capture relevant actors, interests, influence, and involvement	Power-interest grids, stakeholder matrix, mapping tools
Analysis of Existing PPP Structures	Analyse and evaluate existing public-private partnerships	Structural analysis, contract review, interviews with stakeholders
Regulatory & Policy Analysis	Identify legal frameworks, strategies, and political processes	Policy mapping, legal research, SWOT of policy contexts
Funding Landscape Scan	Identify funding opportunities, financing partners, and investment potentials	Databases (e.g., EU funding programs), market analyses
Cooperation Analyses with Authorities	Identify potentials, experiences, and barriers in collaboration with the public sector	Interviews, case analyses, cooperation history review

2. Target Group Definition

A precise definition of the target group is crucial for the effectiveness of awareness campaigns—especially in the context of the Social and Solidarity Economy (SSE), where the focus is on social participation, justice, and sustainable impact. Tools such as personas, empathy maps, or community mapping help tailor specific communication strategies to each target group—whether citizens, decision-makers, affected individuals, or partner organizations. The following overview presents key methods, objectives, and proven formats for targeted work with specific audiences.

Method	Objective	Tools
Persona Development	Make target group profiles based on real-life contexts tangible	Persona canvas, empathy map, Canva, Miro
Segmentation & Sociodemographics	Differentiate target groups by age, gender, education, income, etc.	Statistical data, Google Forms, Excel, survey tools
Online Tracking & Usage Analysis	Identify digital behaviour patterns and touchpoints	Google Analytics, social media insights, heatmaps
Customer/Citizen Journey Mapping	Visualize interactions and needs along touchpoints	Journey map templates (Miro, Canva), sticky notes, templates

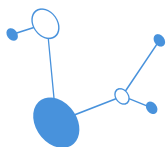


Method	Objective	Tools
Intersectional Target Group Analysis	Consider complex overlaps of discrimination and barriers to participation	Diversity matrix, discrimination schema, focus groups
Engagement of Vulnerable Groups	Actively include voices and perspectives of marginalized groups	Participatory methods, interpretation services, low-threshold tools, storytelling
Design Thinking & Story Labs	Creatively and empathetically explore needs	Workshop formats, empathy map, LEGO® Serious Play, story cubes
Community Workshops for Target Group Validation	Validate and adjust assumptions about target groups through participation	World Café, Open Space, validation by affected individuals
Multi-Stakeholder Mapping	Position target groups in relation to other actors	Stakeholder maps (Miro, Trello), influence circle diagrams
Communication Matrix (Target Group/Channel/Format)	Identify suitable communication channels for each target group	Matrix templates (Excel, Miro), Canva, communication guidelines
Mapping Institutional Interests & Areas of Influence	Clarify power and interest dynamics around target groups	Power-interest grid, actor analysis, political environment analysis (PESTLE)

3. Goal Setting

Clear and well-founded goal setting is the foundation of any impactful awareness campaign. This section presents proven methods and practical tools that support the formulation, refinement, and evaluation of campaign goals. They serve as strategic instruments to ensure the relevance, focus, and measurability of the campaign.

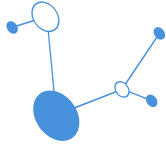
Method	Objective	Tools
SMART Goals	Formulate concrete, verifiable, and realistic goals	SMART goal template, goal pyramid, Canva, whiteboards (e.g., Miro)
KPIs & Dashboards	Measure progress and impact using quantifiable indicators	KPI dashboard (Excel, Airtable), monitoring tools, Data Studio, Power BI
Milestone Planning	Structure goal paths and define intermediate steps	Milestone plan, Gantt chart, project structure plan



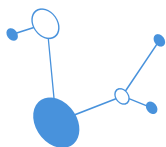
Method	Objective	Tools
Benchmarking	Compare with best practices and external standards	Benchmark analysis, reference models, comparison tables
Baseline Measurement	Define initial values for later impact assessment	Before-after comparison, survey tools, feedback forms, SDG scanner
SDG Alignment & Impact Logic	Align project goals with the UN Sustainable Development Goals (SDGs)	SDG mapping, impact logic model, SDG impact matrix
Theory of Change (ToC)	Systematically represent and plan impact relationships	ToC diagram (e.g., in Miro), logic tree, Canva, ToC cards
Social Return on Investment (SROI)	Translate social value into financial benefit	SROI calculation, cost-benefit models, impact accounting
Empowerment Goals & Social Innovation Indicators	Make empowerment and promotion of social innovation measurable	Empowerment index, impact indicator set, focus group analysis
Policy Change Goals	Aim for political impact and regulatory changes	Policy mapping, advocacy strategies, legislation tracker
Partnership Goals (e.g., Capacity Building)	Strengthen cooperation, learning progress, and networks	Partnership scorecard, stakeholder goal map, cooperation matrix
System Change & Sustainability	Promote long-term structural impact and societal transformation	System change map, sustainability goals canvas, transformation pathways
Public Good-Oriented Impact Measurement	Reflect impact from the perspective of public welfare and social justice	Public value balance sheet, indicator sets for inclusion, participation, social resilience

4. Strategy Development

Strategy development lays the foundation for any effective awareness campaign. In the context of the social and solidarity economy, strategy means much more than marketing. Special attention is given to participatory processes, culturally sensitive communication, and cross-sector collaboration. The strategy must be accessible and relevant to a wide range of stakeholders - from affected individuals and institutions to political decision-makers. The following overview presents key methods, strategic goals, and proven tools for developing a sustainable and inclusive campaign strategy.



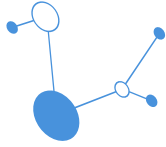
Method	Goal	Tools
Creative Briefings	Clear creative guidelines for content development and campaign design	Creative Brief Template, Briefing Canvas, Storyboard Templates, Canva Briefing Toolkit
Message Architecture	Structuring key messages for different target groups	Message House, Communication Pyramid, Core Message Matrix, Narrative Canvas
Multi-Channel Strategy	Effective combination of various channels to increase reach and impact	Channel Mapping, Communication Matrix (Target Group-Channel-Format), Media Mix Plans
Content & Campaign Planning	Planning relevant content and activities aligned with campaign goals	Editorial Calendar, Action Plans, Content Boards (e.g., Trello, Notion, Airtable)
Phasing & Timing Strategy	Structuring the campaign into logical phases with optimal timing for actions	Timeline, Milestone Plan, Campaign Roadmap, Gantt Chart
Community Organizing	Mobilizing and activating local groups and key individuals	Community Mapping, Engagement Plans, Peer Multipliers Model
Participatory Strategy Processes	Developing the strategy with involvement of target groups and stakeholders	Co-Creation Workshops, Strategy Labs, Future Workshop, Open Space Formats
Culturally Sensitive & Inclusive Communication	Target group-oriented communication considering diversity and accessibility	Accessibility Checklists, Gender & Diversity Toolkits, Easy Language Guidelines
Social Innovation Frameworks (e.g., Scaling Deep)	Developing deep-rooted, culturally embedded campaign strategies	Scaling Deep Canvas, Social Impact Compass, Transformation Models
Collective Impact Strategies	Strategic impact through coordination of multiple actors with shared goals	Theory of Change, Impact Networks, Stakeholder Alliances, Shared Goal Systems
Cross-Sector Cooperation Models	Building effective collaborations between public, civil society & private sectors	Cooperation Maps, Roles Canvas, Public-Civic Partnership Models
Advocacy Strategies (e.g., Policy Bridges)	Political leverage through targeted advocacy and structural change	Policy Mapping, Argumentation Aids, Stakeholder Communication Plans
Resource Pooling & Synergies	More effective implementation through exchange of know-how, tools, and personnel	Synergy Matrix, Resource Canvas, Cooperation Platforms, Matching Formats



5. Action Planning for Awareness Campaigns

Action planning forms the operational core of an awareness campaign - it translates strategy into concrete, target group-oriented activities. In the field of the Social and Solidarity Economy (SSE), this requires a balanced interplay of traditional communication channels, creative participation formats, and context-sensitive approaches that take into account social diversity, inclusion, and impact. The following overview provides a practical structure of key actions, their respective objectives, and suitable formats and tools.

Method	Goal	Tools
Print/TV/Radio Advertising	Broad outreach via traditional media	Press ads, radio spots, TV campaigns, poster series, media planning
Social media & SEO	Increase visibility in digital spaces & encourage interaction	Instagram/Facebook Ads, TikTok videos, SEO-optimized content, hashtag strategies, Meta Business Suite
Influencer Marketing	Credible outreach through authentic multipliers	Creator collaborations, micro-influencer campaigns, partner briefings
Events & Guerilla Actions	Generate attention & create experiences	Pop-up events, street actions, flash mobs, creative campaigns, action kits
Email Marketing	Direct communication with interested parties & supporters	Newsletter campaigns, email automations, call-to-action mailings, GDPR-compliant formats
Peer-to-Peer Communication	Trust-based communication on equal footing	Multiplier workshops, dialogue formats, personal testimonials
Community Theatre & Storytelling	Emotional engagement & activation through narrative formats	Theatre workshops, storytelling salons, podcast series, story cards
Neighbourhood Actions	Local proximity and low-threshold participation	Info tables, courtyard talks, neighbourhood flyers, mobile dialogue formats
Accessible Formats (e.g., WCAG)	Inclusion of people with disabilities and limited access to information	Easy language, subtitles, audio description, accessible websites & PDFs
Messenger Outreach (e.g., WhatsApp)	Direct outreach in personal digital communication spaces	Broadcast lists, WhatsApp groups, Telegram newsletters, Signal formats
CSR Collaborations & Co-Branded Campaigns	Expand reach & pool resources through corporate partnerships	Joint actions, sponsorship materials, co-branding layouts
Employer Volunteering	Employee involvement in campaign work via companies	Social days, action weeks, NGO-company tandem formats, volunteer platforms



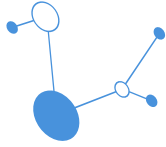
Method	Goal	Tools
PPP Roundtables & Expert Forums	Strategic exchange with public sector, civil society, and business	Moderated dialogue formats, policy forums, participatory workshops, cooperation agreements
Policy Briefings & Networking Formats	Political connectivity & strategic positioning	Background talks, policy papers, stakeholder briefings, topic-specific networking events

6. Budget Planning for Awareness Campaigns

A realistic and strategically aligned budget plan is essential for the successful implementation of awareness campaigns. Unlike traditional advertising campaigns, SSE (Social and Solidarity Economy) campaigns often operate with limited resources, a strong focus on the common good, and participatory execution. Therefore, it's not only about efficient use of funds but also about creative financing approaches, resource sharing, and cooperative models.

In addition to classic cost-benefit analyses and public funding, crowdfunding, community financing, public-private partnerships (PPP), and the use of non-monetary resources (e.g., volunteer work or in-kind contributions) play a central role. The following overview provides practical methods, goals, and tools for systematic and inclusive budget planning for impactful SSE campaigns.

Method	Goal	Tools
Budget Planning Tools	Structured recording of all planned expenses and revenues	Excel templates, Google Sheets, budgeting tools (e.g., cost estimation tables, Miro templates)
Cost-Benefit Analysis	Assessing the effectiveness of individual measures in relation to resources used	Impact-cost tables, effort-benefit matrix, prioritization grids
Resource & Time Management	Optimal coordination of time and personnel deployment	Gantt charts, RACI matrix, resource plans, project structure plans
ROI Forecasts	Evaluating the profitability and impact of individual measures	Return-on-investment calculators, KPI forecasts, impact indicator tools
Buffer & Risk Planning	Preparing for unexpected costs and risks	Risk matrix, budget buffer templates, scenario planning
Crowdfunding & Community Financing	Activating civil society's financial power	Startnext, Betterplace, crowdfunding workshops, social media fundraising campaigns
Use of Non-Monetary Resources	Utilizing time donations, volunteer work & in-kind contributions	Barter platforms, volunteering platforms, cooperation agreements with in-kind partners



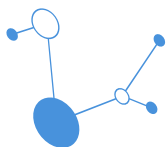
Method	Goal	Tools
Revenue from Social Businesses	Financing through entrepreneurial activities	Sale of campaign products, services, pay-what-you-want models
Solidarity-Based Financing Models	Common-good-oriented participation models	Membership fees, solidarity tickets, community shares, regional solidarity funds
Grant Acquisition (EU, Applying for institutional funding Federal, Local)	Applying for institutional funding	Grant research tools, application training, funding calendars, matching platforms
Foundation Partnerships	Securing nonprofit partners for long-term support	Concept papers, pitch presentations, impact chain visualizations, personal outreach
Mixed Financing with PPP Partners	Pooling public, private, and civil society resources	Cooperation agreements, public value statements, governance models
Social Impact Bonds	Impact-oriented investment models with repayment upon goal achievement	Impact indicator design, SIB partnerships, evaluation tools for success measurement

7. Measuring the Success of Awareness Campaigns

Success measurement is a key component of impact-oriented awareness campaigns. It not only enables the assessment of whether set goals have been achieved but also provides valuable insights for learning processes, strategic adjustments, and the sustainable continuation of impact. A holistic evaluation combines quantitative indicators (e.g., reach, engagement) with qualitative insights (e.g., individual changes, systemic effects) and incorporates diverse perspectives - from users and partners to political decision-makers.

The following overview structures key methods, objectives, and suitable tools for professional, participatory, and sustainable success measurement.

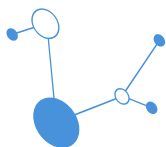
Method	Goal	Tools
Web/Social Analytics	Measuring digital reach, interactions, and visibility	Google Analytics, Meta Insights, LinkedIn Analytics, Hootsuite, Matomo
Conversion Tracking	Analyzing goal achievement (e.g., sign-ups, downloads, donations)	UTM tracking, goals in Analytics, CRM data, funnel analyses
Reach & Engagement	Capturing the campaign's quantitative resonance	KPI dashboards, engagement rates, interaction metrics



Method	Goal	Tools
Campaign Reports	Transparent presentation and communication of results	Reporting templates, visual dashboards, one-pagers, presentations
User Feedback & Focus Groups	Direct feedback on campaign impact and user perspectives	Online surveys (e.g., Google Forms), moderated focus groups, feedback tools (e.g., Mentimeter)
SROI & Impact Measurement	Monetary evaluation of social added value and impact	Social Return on Investment (SROI), cost-impact analysis, impact chains
Participatory Evaluation	Involving target groups and stakeholders in the evaluation	Feedback workshops, participatory indicator development, dialogue formats
Most Significant Change (MSC)	Collecting and analysing individual success stories	MSC story methodology, interview guides, storyboards
Empowerment Indicators	Measuring individual and collective self-efficacy	Self-assessments, empowerment scales, community pulse surveys
Review of Theory of Change	Reflecting on goal-impact assumptions and adjusting if needed	ToC review sessions, impact logic checks, lessons learned workshops
360° Stakeholder Surveys	Holistic assessment of impact by all involved parties	Online surveys, interviews, Net Promoter Score (NPS), target group matrix
Policy Impact Assessment	Measuring political effects (e.g., legislative initiatives, strategy shifts)	Policy tracking, indicator development, impact memos
Network & Capacity Development	Evaluating structural effects within the stakeholder network	Network analysis (e.g., with Kumu), capacity matrix, cooperation indicators
Long-Term Impact & Scalability of Partnerships	Analysing sustainability potential and impact beyond project end	Follow-up surveys, impact monitoring, scaling tools, success factor reviews

6.5. Collection of Methods – Module 4: Development of Social Innovations

This chapter provides a structured overview of proven methods and practical tools for the effective development and implementation of social innovations across nine phases. The selection of instruments can be flexibly combined and adapted to local conditions and available resources depending on the project phase.



A participatory approach - such as through focus groups, community workshops, or other dialogue-oriented formats - not only enhances the quality of analysis but also strengthens the acceptance and impact of the developed solutions. The goal is to provide a methodological foundation that effectively connects strategic planning with participatory practice.

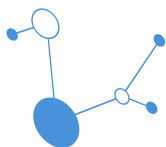
Process Flow:

- 704. Context & Social Space Analysis
- 705. Needs & Target Group Analysis
- 706. Problem Description, Goal Definition & Impact Logic
- 707. Idea Development & Solution Design
- 708. Project Planning & Resource Mobilization
- 709. Piloting & Implementation
- 710. Monitoring, Impact Analysis & Feedback
- 711. Sustainability & Consolidation
- 712. Communication, Scaling & Transfer

1. Context Analysis for the Development of Social Innovations

The combination of qualitative and visual methods enhances the depth and clarity of understanding people's needs. Participation is key—especially for building trust and capturing real-life situations.

Method	Goal	Tools
Data Analysis	Collection and evaluation of quantitative and qualitative data to identify problems and needs	<ul style="list-style-type: none"> - Statistical software (e.g., SPSS, R) - Open data portals - Online surveys (e.g., LimeSurvey, Google Forms)
Social Space Analysis	Analysis of social structures, needs, and resources in a geographic area	<ul style="list-style-type: none"> - Mapping tools (e.g., GIS) - Interviews / Observations - Photo documentation - Resident surveys
Stakeholder-Mapping	Identification of relevant actors, interests, levels of influence and support	<ul style="list-style-type: none"> - Stakeholder maps (e.g., circle model, power-interest matrix) - Workshop methods - Moderation cards, whiteboards
Inventory	Recording existing projects, resources, initiatives, and infrastructure	<ul style="list-style-type: none"> - SWOT analysis - Checklists - Expert interviews - Desktop research

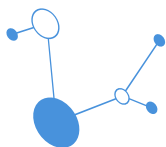


Method	Goal	Tools
Environmental Analysis (PESTLE)	Analysis of political, economic, social, technological, ecological, and legal framework conditions	<ul style="list-style-type: none"> - PESTLE analysis templates - Expert interviews - Policy review - Focus groups
System-Mapping	Representation of complex relationships, interactions, and influencing factors within the existing system	<ul style="list-style-type: none"> - System diagrams - Causal loop diagrams - Online tools (e.g., Kumu, Miro) - Theories of Change
Network Analysis	Examination of existing relationships and communication structures between actors	<ul style="list-style-type: none"> - Social network analysis (e.g., with Gephi, NodeXL) - Relationship matrix - Interviews / Questionnaires

2. Needs Analysis for the Development of Social Innovations

This phase is essential for deriving concrete goals from identified needs and for systematically planning and managing their impact.

Method	Goal	Tools
Interviews	Gain in-depth understanding of individual experiences, perspectives, and needs	<ul style="list-style-type: none"> - Guided interviews - Audio/video recording - Transcription software
Focus Groups	Joint discussion and reflection on needs in a moderated small group	<ul style="list-style-type: none"> - Moderation guides - Digital tools (e.g., Zoom, Miro, Conceptboard) - Audio/video recording
Participatory Formats ("What bothers you?")	Low-threshold collection of everyday problems and subjective perceptions	<ul style="list-style-type: none"> - Street surveys - Opinion walls / card-based feedback - Neighborhood walks
Community Mapping	Identification of local resources, barriers, and needs by citizens themselves	<ul style="list-style-type: none"> - Map templates (analog/digital) - Mapping workshops - Tools like Maptionnaire or OpenStreetMap
Persona Method	Development of typical user profiles to represent different needs	<ul style="list-style-type: none"> - Persona profiles - Templates (e.g., Adobe XD, Canva, UXPressia) - Target group analysis

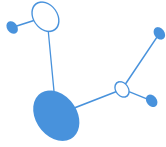


Method	Goal	Tools
Empathy Map	Visualization of what target groups think, feel, see, hear, and say	<ul style="list-style-type: none"> - Empathy map templates (Canvas) - Teamwork with Post-its / digital whiteboards (e.g., Miro)
Needs Prioritization (e.g., MoSCoW)	Structured evaluation and weighting of identified needs	<ul style="list-style-type: none"> - MoSCoW matrix (Must / Should / Could / Won't) - Prioritization tools - Voting methods (dots, online surveys)

3. Goal & Impact Logic of Social Innovations

The more complex a project, the more important a transparent impact logic becomes. Methods should be applied in a participatory, visual, and iterative manner to ensure transparency and effectiveness.

Method	Goal	Tools
Problem Tree	Analyze the causes and effects of a core problem to derive logical goal structures	<ul style="list-style-type: none"> - Visualization templates (e.g., flipchart, Canva, Miro) - Moderation cards - Cause-effect diagrams
Theory of Change (ToC)	Illustrate the desired impact and the necessary steps to achieve the goals	<ul style="list-style-type: none"> - ToC canvas / logic pathways - Diagram tools (e.g., Mural, Kumu) - Stakeholder workshops
Goal Pyramid	Structure goals into strategic, operational, and individual levels	<ul style="list-style-type: none"> - Goal hierarchy diagrams - Templates for goal structures - Project management tools (Trello, Planner)
Impact Logic Model	Map the causal relationship between input, activities, outputs, outcomes, and impacts	<ul style="list-style-type: none"> - Impact logic templates (Impact Chain) - Excel/PowerPoint templates - SROI / impact tools
Logical Framework (Logframe)	Structured matrix for planning, implementation, and evaluation of a project	<ul style="list-style-type: none"> - Logframe matrix (4x4 fields) - Templates from GIZ, OECD - Indicator development tools
Outcome Mapping	Focus on changes in behavior, relationships, and actions among target groups	<ul style="list-style-type: none"> - Outcome Mapping Guide - Change pathways / journals - Stakeholder reflection tools

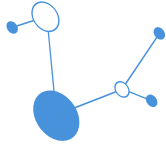


Method	Goal	Tools
Goal Cross (Zielkreuz)	Visualize conflicting or competing goals for prioritization and balance	<ul style="list-style-type: none"> - Goal cross matrix (e.g., with Miro, whiteboard) - Discussion guides - Goal conflict analyses

4. Solution Design for Social Innovations

In this phase, creative, feasible, and context-appropriate solutions are developed—ideally in a participatory, user-centered, and experimental way. Solution design benefits from open spaces, facilitated creativity, and the inclusion of diverse perspectives. The use of visual, playful, and narrative methods fosters both innovation and acceptance.

Method	Goal	Tools
Design Thinking	User-centered problem solving through iterative phases (Understand, Observe, Ideate, Prototype, Test)	<ul style="list-style-type: none"> - Design Thinking Canvas - Miro, Mural, Notion - Prototyping materials - Empathy/Ideation tools
Co-Creation Workshops	Joint idea development with stakeholders and target groups	<ul style="list-style-type: none"> - Facilitation methods - Lego Serious Play - Creativity techniques (Brainwriting, 6-3-5, etc.)
Social Labs	Experimental and learning spaces for cooperative solutions to complex social problems	<ul style="list-style-type: none"> - Lab design frameworks - Iterative testing cycles - Documentation formats - Open innovation tools
SWOT Analysis	Evaluation of strengths, weaknesses, opportunities, and risks of ideas or organizations	<ul style="list-style-type: none"> - SWOT matrix - Templates in PowerPoint, Excel, Miro - Analysis workshops
Future Workshop	Visionary, creative, and critical development of alternative future scenarios	<ul style="list-style-type: none"> - Phase structure: critique, fantasy, implementation - Role-playing - Group dynamic methods
World Café	Structured dialogue in rotating small groups for idea generation and consensus building	<ul style="list-style-type: none"> - Café tables (physical or digital) - Guiding questions - Graphic recording / visual notes
Scenario Technique	Development of alternative future visions for strategic decision-making	<ul style="list-style-type: none"> - Scenario matrix (e.g., trend vs. uncertainty) - Storytelling methods - Delphi method

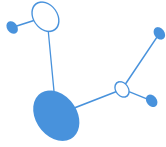


Method	Goal	Tools
Ideation Games	Creative, playful methods for generating innovative ideas	<ul style="list-style-type: none"> - Innovation games (e.g., “Product Box”, “Speed Boat”) - Card and board games - Online game tools

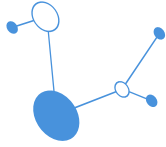
5. Project Planning for Social Innovations

This phase translates ideas into concrete implementation strategies, assigns responsibilities, calculates resources, and makes the project manageable. Good project planning for social innovations combines classical tools (such as work breakdown structures and time planning) with innovative models (such as the Social Model Canvas or PPP approaches). Transparency, flexibility, and participatory management are key to success.

Method	Goal	Tools
Work Breakdown Structure (WBS)	Break down the project into sub-projects, work packages, and tasks for better planning	<ul style="list-style-type: none"> - Gantt/WBS tools (MS Project, Trello, OpenProject) - Structure tree templates - Work package documentation
Business Model Canvas	Visualize the business model in nine building blocks	<ul style="list-style-type: none"> - Canvas templates (Strategyzer, Canvanizer) - Whiteboard tools (Miro, Mural) - Lean Startup tools
Social Business Model Canvas	Adapt the BMC to social innovations (including impact logic, social values, etc.)	<ul style="list-style-type: none"> - Templates for social enterprises - Impact Canvas - Templates from Ashoka, SEIF, or Yunus & Youth
Public-Private Partnership (PPP) Approaches	Structuring public-private partnerships for project implementation	<ul style="list-style-type: none"> - Partnership agreements - Role and contribution matrices - Legal and financial framework models
Milestone Planning	Definition of key stage goals with timelines	<ul style="list-style-type: none"> - Gantt charts - Roadmap tools (e.g., Office Timeline, Lucidchart) - Timeline templates
Resource Planning	Planning of human, financial, and material resources	<ul style="list-style-type: none"> - Resource tables (Excel, Airtable) - Budgeting tools



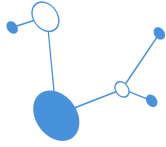
Method	Goal	Tools
RACI Matrix	Assignment of roles and responsibilities (Responsible, Accountable, Consulted, Informed)	<ul style="list-style-type: none">- Time tracking & capacity planning tools- RACI templates- Project management software (Smartsheet, Monday.com)- Stakeholder boards
Risk Analysis	Identification, evaluation, and management of potential project risks	<ul style="list-style-type: none">- Risk matrix- SWOT + risk heatmaps- Risk assessment tools (e.g., Risk Register, FMEA)



6. Implementation of Social Innovations

This phase focuses on the concrete execution, testing, adaptation, and management of solutions in real-world contexts – ideally in a learning-oriented, agile, and impact-driven manner. The implementation of social innovations benefits from flexibility, iterative learning, and transparent communication. Combine experimental formats (such as real-world labs and pilot projects) with agile management methods to remain effective and adaptable.

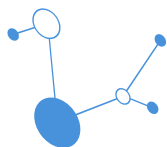
Method	Goal	Tools
Living Labs	Testing social innovations under real-life conditions with user involvement	<ul style="list-style-type: none"> - Living lab designs - Practice partner networks - Reflection formats - Diary methods
Microprojects	Small, locally rooted projects with high visibility and learning potential	<ul style="list-style-type: none"> - Mini-grants - Local project platforms - Simple application and documentation formats
Pilot Measures	Testing innovations on a small scale with the aim of scaling	<ul style="list-style-type: none"> - Piloting plans - Test environments - Feedback loops and iteration cycles
Accompanying Monitoring	Ongoing observation and evaluation of implementation for adaptation and impact measurement	<ul style="list-style-type: none"> - Indicator sets - Monitoring platforms (e.g., Logframe Tracker) - Dashboards
Agile Project Management (Scrum)	Flexible project control through iterative sprints, role distribution, and feedback cycles	<ul style="list-style-type: none"> - Scrum boards - Sprint plans - Daily stand-ups - Tools: Jira, Trello, Asana
Kanban	Visualization and control of workflows through continuous flow	<ul style="list-style-type: none"> - Kanban boards (physical/digital) - Columns: “To Do”, “In Progress”, “Done” - Tools: Miro, Meistertask
OKR (Objectives & Key Results)	Strategic goal management through ambitious objectives and measurable results	<ul style="list-style-type: none"> - OKR templates - Alignment meetings - Tools: Perdoo, Weekdone, Google Sheets



7. Evaluation of Social Innovations

Evaluation serves to assess impact, support reflective learning, and guide strategic decision-making – ideally in a participatory manner, based on indicators, and balanced between qualitative and quantitative approaches. A good evaluation of social innovations combines individual stories (e.g., storytelling, Most Significant Change method) with structured metrics (e.g., indicators, scorecards). A particularly effective approach is participatory evaluation, which fosters both learning and legitimacy.

Method	Goal	Tools
Indicator Sets	Systematic measurement of outputs, outcomes, and impacts using predefined indicators	<ul style="list-style-type: none"> - SMART indicators - Impact logic/Logframe linkage - Monitoring dashboards (Excel, Power BI)
Participatory Evaluation	Involving target groups and stakeholders in the evaluation process	<ul style="list-style-type: none"> - Participation formats - Evaluation workshops - Feedback tools (e.g., Mentimeter, MURAL)
Feedback Loops	Continuous feedback for optimizing processes and measures	<ul style="list-style-type: none"> - Online feedback tools (e.g., SurveyMonkey, LimeSurvey) - Retrospective formats - Feedback conversations
Storytelling	Qualitative evaluation through personal stories and experiences	<ul style="list-style-type: none"> - Story capture methods - Audio/video tools - Narrative analysis
Outcome Harvesting	Retrospective analysis of observed changes and their contribution to goals	<ul style="list-style-type: none"> - Change mapping - Data collection forms - Validation workshops with stakeholders
Most Significant Change (MSC)	Identifying the most meaningful changes from the perspective of those affected	<ul style="list-style-type: none"> - Collecting and selecting change stories - Group review processes - Dialogue-based evaluation
Balanced Scorecard	Holistic evaluation from multiple perspectives: impact, learning, processes, resources	<ul style="list-style-type: none"> - Scorecard templates - KPIs for social innovation - Strategy maps

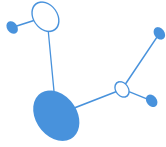


8. Sustaining Social Innovations

This phase focuses on anchoring successful approaches in a lasting way, securing them structurally, and making them scalable – whether through political support, viable business models, or institutional integration.

Sustainability is most successful when local ownership, institutional embedding, and political backing work together. A well-thought-out scaling and governance strategy is key to ensuring impact beyond the end of the project.

Method	Goal	Tools
Sustainability Strategies	Planning for the long-term securing of project results, resources, and impact	<ul style="list-style-type: none"> - Sustainability plans - Exit and transition scenarios - Resource strategies
Policy Dialogues	Political anchoring through exchange with decision-makers	<ul style="list-style-type: none"> - Policy briefs - Roundtables, hearings - Stakeholder dialogue formats
Community Ownership	Transferring responsibility to local actors and users	<ul style="list-style-type: none"> - Participation agreements - Co-governance models - Community contracts
Social Business Models	Financial viability through entrepreneurial approaches with a social purpose	<ul style="list-style-type: none"> - Social Business Model Canvas - Impact financing (e.g., Social Impact Bonds) - Hybrid models
Institutional Integration	Embedding into existing structures (administration, organizations, networks)	<ul style="list-style-type: none"> - Cooperation agreements - Sponsorship models - Institutional interfaces
Scaling Strategies	Expanding or transferring the innovation to other regions, target groups, or sectors	<ul style="list-style-type: none"> - Scaling-up/out/deep approaches - Transfer models - Scaling partnerships
Governance Models	Long-term coordination and management involving relevant stakeholders	<ul style="list-style-type: none"> - Multi-stakeholder governance - Steering groups - Cooperation charters

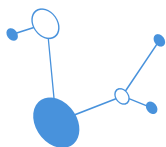


9. Transfer of Social Innovations

The goal of transfer is to make successful approaches replicable, systematically share knowledge, and empower new contexts to independently implement or further develop the innovation.

Effective transfer relies on a combination of documented insights (e.g., good practices), open access (e.g., open source), and active learning relationships (e.g., peer transfer, learning networks). Multipliers play a key role in achieving broad impact.

Method	Goal	Tools
Good Practice Documentation	Systematic preparation and description of successful practical examples	<ul style="list-style-type: none"> - Best practice profiles - Transfer manuals - Case study formats (text, video, audio)
Knowledge Platforms	Central access to knowledge, methods, and materials for reuse	<ul style="list-style-type: none"> - Online platforms (e.g., Moodle, Trello, Wiki) - Toolkits - Learning archives
Open Source Approaches	Free access to tools, methods, and materials for independent use	<ul style="list-style-type: none"> - Creative Commons licenses - GitHub repositories - Open tool or material libraries
Multiplier Formats	Qualification of key individuals to disseminate and implement the innovation	<ul style="list-style-type: none"> - Train-the-trainer programs - Multiplier trainings - Certification systems
Peer-to-Peer Transfer	Exchange and learning between actors from different contexts on equal footing	<ul style="list-style-type: none"> - Job shadowing - Peer reviews - Tandem partnerships
Learning Networks	Building sustainable structures for experience exchange and joint development	<ul style="list-style-type: none"> - Communities of practice - Regional/cross-country networks - Digital exchange formats
Capacity Building	Developing skills and resources for independent adaptation and implementation	<ul style="list-style-type: none"> - Training programs - Webinars, workshops - Guides, manuals, coaching offers

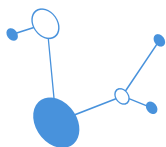


6.6. Online Tools and Digital Presentation and Collaboration Tools

The overview of free and paid digital online tools for workshops, facilitation, and presentation is specifically tailored to education, social economy, participation, and project work.

Free Tools (with Limitations)

Tool	Category	Description & Benefits	Typical Use Cases	Tool	Category
FigJam (Free Plan)	Online Whiteboard	Intuitive, modern whiteboard for collaborative work, brainstorming, templates	Ideation, group work, feedback sessions	Workshops, education, project teams	3 boards in free plan, no guest facilitation
Miro (Free Plan)	Whiteboard & Workshop	Versatile tool with templates, sticky notes, flows, and maps	Agile meetings, design thinking, process visualization	Project work, participation, hybrid learning	Max. 3 boards, limited facilitation features
Padlet (Free)	Interactive Pinboard	Easy to use, visual interface, collaborative	Idea collection, feedback, input gathering	Education, social projects, participation	Max. 3 boards, limited export options
Mentimeter (Free)	Presentation + Interaction	Live polls, quizzes, word clouds, mood visuals - all in real time	Opinion polls, icebreakers, evaluation, engagement	Workshops, education, participation	Max. 2 question slides per presentation
Canva (Free)	Presentation & Design	Wide range of templates for presentations, posters, social media - simple & professional	Presentation creation, campaign design, info flyers	Education, social economy, public outreach	Fewer team features, limited export options
Zoom (Free)	Video Conferencing + Whiteboard	Well-known standard with breakout rooms, polls, screen sharing	Online workshops, meetings, group work	Digital collaboration, education, project work	40-minute limit for group meetings
BigBlueButton	Open-Source Video Conferencing	GDPR-compliant, designed for education, with breakout rooms, whiteboard, polls	Digital teaching, participatory online formats	Education, social economy, secure environments	Requires self-hosting or third-party provider



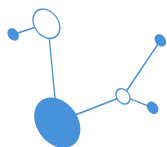
Tool	Category	Description & Benefits	Typical Use Cases	Tool	Category
Excalidraw	Simple Whiteboard	Sketch-style, hand-drawn look, extremely lightweight	Visualization, quick sketches, concept drafts	Workshops, education, brainstorming	No user management, no advanced features

Guidelines for Selection and Use

- 713. **GDPR Compliance:** Before using digital tools, check whether they comply with the data protection regulations of your country and, if applicable, those of your institution. GDPR compliance is essential for publicly funded projects and in the education sector. Pay attention to hosting location and data processing practices. Tools like Miro, Zoom, or Canva require a data protection assessment if personal data is processed. Open-source alternatives such as BigBlueButton or privacy-friendly tools like Excalidraw are more GDPR-compliant.
- 714. **Language & Accessibility:** Many of the listed tools are available in multiple languages - especially relevant for workshops with international participants. Accessibility is crucial for inclusive formats, e.g., involving people with visual or hearing impairments. Choose simple tools with intuitive interfaces!
- 715. **Company Location vs. Server Location:** Some tools display the location of the company responsible. This location does not necessarily match the actual server locations.
- 716. **Technical Check in Advance:** Provide clear instructions and a brief introduction to the tools at the beginning or beforehand.
- 717. **Variety & Engagement:** Combining tools effectively (e.g., Jamboard + Mentimeter) increases participation and fosters creative dynamics.
- 718. **Low-Threshold Tools:** These make it easier to get started and encourage participation from target groups with limited technical experience.
- 719. **Offline Options:** Useful in areas with limited internet access (e.g., rural regions or mobile formats).

Paid Tools (usually with free trial versions)

Tool	Category	Description & Benefits	Suitable for
Miro (Pro/Business)	Whiteboard, Workshop Platform	Real-time collaboration, timer, voting, workshop kits, countless templates	Design Thinking, hybrid workshops, NGOs, project work
MURAL (Business Plan)	Visual whiteboard for group work	Structured workshop flows, team spaces, visual thinking, templates	Innovation workshops, strategy development, education



Tool	Category	Description & Benefits	Suitable for
Conceptboard	GDPR-compliant whiteboard	German provider, data protection compliant, comment function, review processes	Social sector, public institutions, EU-funded projects
FigJam (Pro)	Visual whiteboard (Figma)	Intuitive, easy moderation, group voting, timer, integrated with Figma	UX design, educational workshops, co-creation formats
Mentimeter (Pro)	Interactive presentations & surveys	Comprehensive live polls, analytics, visual feedback, unlimited questions & slides	Seminars, participation, training, evaluation
Slido (Pro)	Q&A + interactivity for presentations	Integration with PowerPoint, MS Teams, Webex; real-time questions, polls & feedback	Conferences, hybrid events, employee engagement
Canva for Teams / Pro	Presentation & teamwork	Brand kits, collaborative design, approval workflows, content planning	Project teams, educational marketing, public relations
Stormboard	Whiteboard & brainstorming	Focus on decision-making processes: SWOT, roadmaps, project planning tools	Strategy development, NGOs, organizational development
Lucidspark	Whiteboard & visual collaboration	Real-time collaboration, integration with Lucidchart for diagrams and processes	IT, planning teams, education & transformation processes

Guidelines for Selection and Use

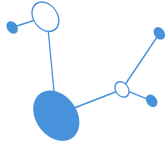
- 720. Conceptboard is particularly recommended for European or GDPR-sensitive contexts, as the provider is based in Germany and adheres to strict data protection standards.
- 721. Other providers such as Miro, MURAL, or Mentimeter offer European data centers or GDPR-compliant options. A close look at their privacy policies is advised.
- 722. Free trial versions usually allow risk-free testing of all tools - ideal for evaluating before long-term implementation.
- 723. Team and moderation features vary significantly between tools and should be considered when selecting a platform.

Recommended Tools by Purpose

Workshops & Group Work

Goal: Creative collaboration, idea generation, structured group processes

- 724. Miro - Visual all-in-one whiteboard with templates, timer, and voting features
- 725. MURAL - Structured workflows & visual thinking for innovation and strategy



- 726. Conceptboard - GDPR-compliant, ideal for reviews and EU-funded projects
- 727. FigJam (Figma) - Intuitive and lightweight, with timer and feedback options
- 728. Stormboard - Focus on decision-making, SWOT analysis, and roadmaps

Moderation & Live-Interaktion

Goal: Real-time feedback, polls, engagement, and energizing participants

- 729. Mentimeter - Word clouds, polls, quizzes integrated into presentations
- 730. Slido - Q&A, voting, integration with PowerPoint/Teams/Webex
- 731. Padlet - Visual pinboard for spontaneous or structured interaction
- 732. Zoom (Polls & Whiteboard) - Interactive features for digital workshops

Presentations

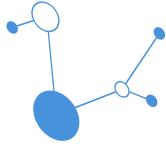
Goal: Appealing, dynamic, and interactive content delivery

- 733. Prezi - Visual, zoom-based presentations with movement and structure
- 734. Canva - Creative design & presentations with team collaboration features
- 735. PowerPoint + Slido/Mentimeter - Classic presentations with interactive elements
- 736. Mentimeter Slides - Presentations directly in the tool with built-in interactivity

Participatory Formats

Goal: Engaging participants, collaborative work, and opinion sharing

- 737. Padlet - Low-threshold participation, visible and interactive
- 738. BigBlueButton - GDPR-compliant platform with polls and breakout rooms
- 739. Google Workspace (Docs, Sheets, Slides) - Real-time collaboration, ideal for group tasks
- 740. MS Teams - Integration of chat, files, meetings, and tools
- 741. Miro (Education Edition) - Optimized for teaching and participation



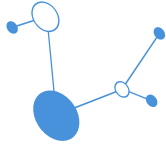
Tool Selection - Key Criteria & Recommendations

Criterion	Recommended Tools & Notes
Accessibility	Padlet, Zoom, MS Teams - support screen readers, subtitles, keyboard navigation
Data Protection (GDPR)	BigBlueButton (open source, European servers) Conceptboard (German provider, GDPR-compliant) Miro (EU hosting & GDPR option in Business Plan)
Low-Threshold Access	Mentimeter, Padlet, Canva - intuitive interface, no prior knowledge required
Offline Use Possible	PowerPoint (fully usable offline) Canva (export as PDF/MP4) Padlet (export as PDF/CSV for documentation)

6.7. Feedback-Instruments and Survey-Tools

Using various instruments and tools, feedback and impact data can be systematically collected, analyzed, and purposefully applied.

Method	Purpose	Tools
Online Surveys	Broad collection of opinions, needs, and impacts	LimeSurvey, Google Forms, SoSci Survey, Multiple choice, scales, free text, Automated analysis tools
Feedback Forms (analogue & digital)	Structured feedback on workshops, trainings, processes	Standardized templates (Excel, PDF, Mentimeter), QR code access Scales (1-5), open questions
Peer Reviews	Qualitative assessment and improvement by peers	Evaluation grids (Excel, Google Sheets), Guiding questions for structured reflection, Review tandems or groups
Storytelling Feedback	Collection of qualitative experiences and subjective impacts	Interview guides, audio/video recording (with consent), Visualization via story maps or infographics



Method	Purpose	Tools
Participation Barometer	Continuous monitoring of engagement, satisfaction, needs	Digital tools (Slido, Mural, Padlet), Traffic light systems, emojis, word clouds, Kiosk feedback at events
Citizen Panels	In-depth qualitative feedback from target groups	Focus group methodology, Moderation cards, mind maps, Transcription tools (e.g., Otter.ai)
World Café Evaluation	Collection of collective perspectives and ideas on sustainability topics	Tablecloth protocols, clustering tools, Post-its, digital whiteboards (e.g., Miro), Summary by facilitation team
Open Space Feedback	Self-organized feedback spaces	Topic signs, digital pinboards, Feedback rounds via sticky dots or app, Documentation via photo protocols
360° Feedback	Holistic feedback from various perspectives (e.g., in collaborations)	Anonymous survey tools, Role-based questionnaires (e.g., partners, team, administration), Matrix analysis (e.g., Excel, Power BI)
Participatory Impact Analysis	Joint evaluation of output, outcome, impact	Impact radar, outcome mapping, Theory of Change canvas, Participatory workshops with cards, stickers, digital tools

6.8. Tool Overview

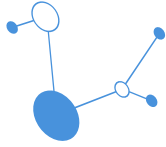
Digital tools are playing an increasingly significant role: they support educational and participation processes, facilitate collaborative work, enable creative communication formats, and provide valuable data for analysis and decision-making.

The following overview offers a structured collection of selected digital tools that can be used within the project context.

The selection focuses on applications that are particularly useful for:

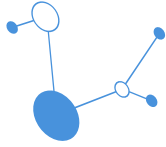
- 742. collaborative work
- 743. citizen participation
- 744. organisational and project management
- 745. data collection & analysis
- 746. communication & media production
- 747. social media & trend analysis
- 748. content creation and storytelling
- 749. digital learning processes

Each tool is presented with its purpose and a direct link.

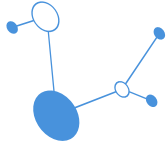


This overview serves as a practical orientation guide for project partners, facilitators, and local stakeholders who want to identify suitable digital resources for workshops, analysis, evaluation, or communication activities. It supports users in selecting appropriate tools efficiently and applying them in a targeted manner.

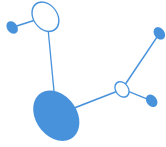
Tool	Purpose	Link
adhocracy	Web-based open-source software for democratic citizen participation	adhocracy+
Airtable	Cloud-based platform that combines features of a spreadsheet and a database, designed for easy organization, management, and visualization of different views such as lists, calendars, or Kanban boards	Airtable: AI App Building for Enterprise - Airtable
animaker	Online video platform for creating animated videos and live-action films; offers comprehensive templates and icons to simplify the presentation of complex content for educational, marketing, or sales purposes	Animaker, Make Animated Videos with AI for Free
Answerthepublic	Online tool that collects data from search engines like Google and visually displays search queries related to a specific keyword, helping to identify which questions, phrases, or comparisons are particularly relevant	Search listening tool for market, customer & content research - AnswerThePublic
Brandwatch	Paid Platform for social listening and consumer intelligence to collect data from social media and other online sources, and to analyze it in order to understand customer needs and make informed decisions	Brandwatch
Canva	Free online graphic design tool available as a web application and mobile app. With the drag-and-drop feature, designs can be customized for any occasion: presentations, videos, templates, images, fonts, and graphic elements	Canva: Visual Suite for Everyone
Consul	Free software that enables citizen participation through proposals, debates, and voting	CONSUL DEMOCRACY
Gantt-Diagramm	Project management tool that visualizes project plans, tasks, and milestones using a horizontal bar chart, graphically displaying the chronological sequence of activities as bars along a timeline	Free tools: Canva , Miro , Asana , GanttProject (Open Source) , Bitrix24 , ClickUp
Gephi	Free open-source software for the visualization and analysis of large networks.	Gephi - The Open Graph Viz Platform



Tool	Purpose	Link
Google Forms	Free, web-based tool by Google for creating and distributing online surveys and forms; real-time collaboration	Google Formulare
Hootsuite	Handles tasks in social media management and strategy optimization – from creating and scheduling content to measuring results and improving performance	www.hootsuite.com
Kumu	Actor and network visualization; web-based platform for creating interactive network maps, social network analysis, and relationships (free for public projects)	Kumu
LimeSurvey	Free online survey tool	LimeSurvey – Free Online Survey Tool
Maptionnaire	A citizen engagement platform designed to organize participatory processes; available as a paid service	Maptionnaire Community Engagement Platform Online Software
Matomo	open-source web analytics platform	Privacy-first Google Analytics Alternative - App & Web Analytics - Matomo
Mentimeter	Browser-based software for real-time feedback during interactive presentations; participation via mobile devices or computers using an access code to engage in polls, quizzes, word clouds, and Q&A sessions with immediate visibility on slides	Interactive presentation & audience engagement tool - Mentimeter
MIRO	Online collaboration platform for team communication and project management; online whiteboard tool	Miro The Innovation Workspace
Moodle	Course management system and e-learning platform	Home Moodle.org
MOOC	Free “Massive Open Online Courses” covering a wide range of topics; usually open to all with flexible learning options aimed at knowledge transfer, skill development, or raising public awareness	MOOC on the Social and Solidarity Economy ITCILO SEA:moc - SEA - Social Entrepreneurship Akademie Training - baSE - Blueprint for advanced skills and trainings in the social economy MOOCs - Centre Innovation Sociale et Ecologique https://social-economy-gateway.ec.europa.eu/useful-



Tool	Purpose	Link
		resources/online-courses_en?utm_source.com Social and Solidarity Economy
MURAL	Online collaboration platform for digital teamwork & real-time mapping	Work better together with Mural's visual work platform Mural
Notion	Free all-in-one workspace for customizing the work environment; combination of features such as note-taking, task management, project planning, and knowledge bases to organize both work and personal life; creation of custom documents, wikis, databases, and public websites.	The AI workspace that works for you. Notion
OpenStreetMap	Global open-source mapping platform created and maintained by volunteers through crowdsourcing; data is freely available and usable	OpenStreetMap
oTranscribe	Simple transcription tool usable in the local browser for transcribing interviews	oTranscribe
Piktochart	Web-based design tool for creating visual content such as infographics, presentations, posters, and reports. It offers a range of templates and a drag-and-drop editor for importing data and visualizing it. Includes options to download in various formats and share online.	Infographic Maker Trusted By 14 Million Users - Piktochart
Powtoon	Cloud-based animation software for creating animated presentations and explainer videos; Free version with limitations (videos max. 3 minutes)	Video Maker Make Videos and Animations Online Powtoon
Screencasts	Video recording of the computer screen to demonstrate software usage, installations, or workflows, usually with audio commentary	Screencasts - Download and install on Windows Microsoft Store



Tool	Purpose	Link
Slido	Web-based platform for live polls, quizzes, and Q&A sessions; easy participation via QR code or link	Home Slido - Audience Interaction Made Easy
TalentLMS	Cloud-based Learning Management System for creating, delivering, and managing customized online training	TalentLMS: The #1 Cloud LMS Software for Online Learning
Tiki-Toki	Software for web-based, interactive, and multimedia timelines (2D/3D); interactive presentation of milestones and project management	Online Timeline Maker Make a timeline for free Tiki-Toki
Trello	Web-based project management and collaboration platform for organizing tasks and teams	Capture, organize, and tackle your to-dos from anywhere Trello