

Train the Trainers Course Concept

Interreg
Baltic Sea Region



**Co-funded by
the European Union**

The RESIST project is co-financed by the European Union (European Regional Development Fund) under the Interreg Baltic Sea Region Programme.

The course concept is prepared as part of the project Regional Ecosystems for Social Innovation and Social Transformation (RESIST) project

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The RESIST project

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This Train-the-Trainer Course Concept was funded by European Commission's Interreg Baltic Sea Region Programme.

In the project RESIST (Regional Ecosystems for Social Innovation and Social Transformation), regional authorities, business support organisations and sectoral agencies develop a model of how to open up existing regional innovation ecosystems for social innovators and social entrepreneurs tackling societal and environmental challenges. Social innovators and social entrepreneurs can play an important role in finding creative and unconventional solutions to current transformative challenges such as migration, the transition to a carbon neutral society, or digitisation. But to turn good ideas into practice they need help – in terms of qualification, funding and access to markets and cooperation partners. Regional public authorities, business support organisations and sectoral agencies in the Baltic Sea Region are already very effectively providing such support to mainstream innovators and entrepreneurs, but they have yet to realise the benefits of adapting their offers to the needs of social enterprises. The RESIST project supports these institutions in creating better and more supportive regional ecosystems for social innovation (SI) and social entrepreneurship (SE) and in making existing innovation support more accessible for social entrepreneurs. The project partners explore the concept of “clusters of social and ecological innovation” (CSEI) as a model for fostering cross-sectoral collaboration, and they develop and test a programme to improve the capacity of innovation support actors to foster social innovation. In the long run, the objective is to raise the number of CSEIs in the BSR and to facilitate cooperation between them. Throughout the process, the involved regions will also collect ideas and recommendations for improving the integration of social innovation in their regional innovation strategies.

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Introduction

Across Europe and beyond, societies are confronted with increasingly complex challenges. Climate change, demographic change, digital transformation, and growing social inequalities require new approaches that go beyond traditional sectoral solutions. In response, **social innovation and social entrepreneurship** have emerged as important drivers of change. They enable new ways of addressing societal needs by combining entrepreneurial thinking with social and environmental objectives.

Social innovation initiatives often arise from local communities, civil society organisations, start-ups, or public institutions experimenting with new approaches to persistent challenges. However, innovative ideas alone are rarely sufficient to generate lasting impact. Social innovators must navigate complex ecosystems that include policy frameworks, financing mechanisms, support organisations, and stakeholder networks. For many innovators, accessing this ecosystem and translating ideas into sustainable initiatives remains a significant challenge.

In this context, **intermediaries and trainers play a critical role**. Organisations such as incubators, business development agencies, NGOs, universities, and regional development bodies increasingly support social innovators through training, mentoring, and advisory services. Yet many of these organisations were originally designed to support traditional entrepreneurship or technological innovation. As a result, they often lack the knowledge and methodologies required to effectively support social innovation.

This guide introduces a **Train-the-Trainer approach for social innovation ecosystems**. Rather than focusing on individual entrepreneurs alone, the approach strengthens the capacity of trainers, facilitators, and advisors who support social innovators. By equipping these intermediaries with relevant knowledge and practical tools, training programmes can create multiplier effects and contribute to the development of stronger regional ecosystems for social innovation.

The publication is intended for trainers, advisors, and ecosystem actors who work with social innovators or social enterprises. It provides conceptual guidance on key topics, outlines approaches to structuring training programmes, and highlights practical lessons learned from pilot activities in the Baltic Sea Region.

Train-the-Trainer modules and Experiences from Piloting

Training programmes in social innovation can take many forms depending on the target group and objectives. However, most programmes benefit from a modular structure that allows trainers to combine conceptual input with interactive learning formats.

Interactive methods play an important role in these programmes. Trainers are encouraged to integrate discussions, group exercises, case studies, and reflection activities in order to encourage participants to apply concepts to their own contexts.

A typical training programme may include modules such as:

1. **Introduction to Social Innovation**
Understanding societal challenges and innovation approaches.
2. **Social Entrepreneurship and Business Models**
Designing sustainable organisational and financial structures.
3. **Impact Thinking and Measurement**
Understanding and communicating social impact.
4. **Financing Social Innovation**
Exploring funding sources such as grants, impact investment, and hybrid financing.
5. **Ecosystem Development and Collaboration**
Building partnerships and engaging stakeholders.

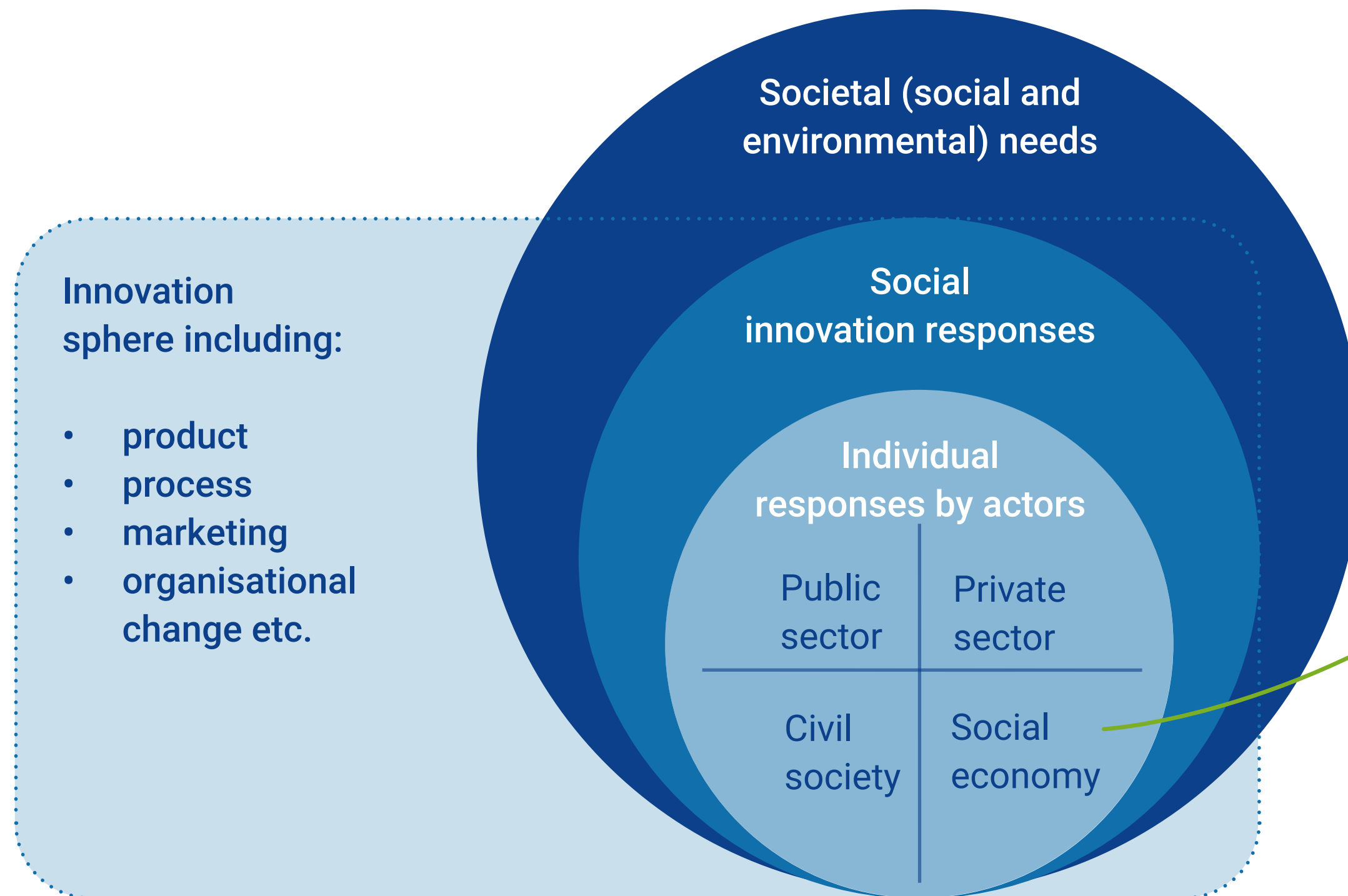


2. Core Knowledge Areas

a. Understanding Social Innovation

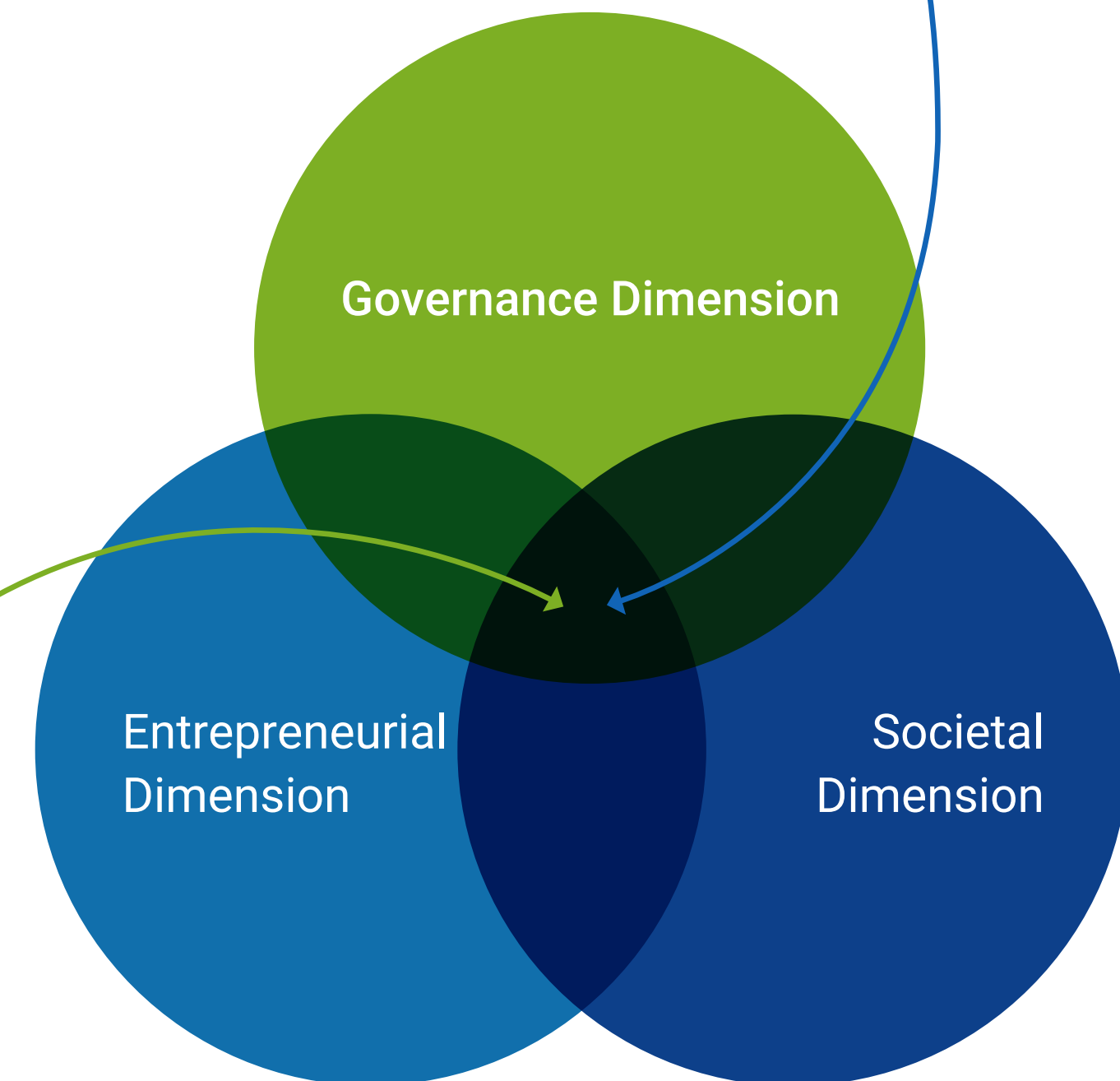
Social innovation is about creating solutions that tackle pressing societal challenges in a sustainable and impactful way. Unlike traditional innovations driven by profit, it focuses on improving well-being, fostering collaboration, and addressing unmet social needs.

Social innovation



www.esf.lt/data/public/uploads/2023/08/building-local-ecosystems-for-social-innovation.pdf – S. 11

Social entrepreneurship



www.send-ev.de/social-entrepreneurship/definition-kriterien/

Example

Viva con Agua is a great example of both social innovation and social entrepreneurship. They are a social innovation because they come up with new ways to solve the problem of water scarcity, like organizing fun events such as concerts and art shows to raise money and awareness. They are also a social entrepreneurship venture because they sell bottled water and use the money they make to support clean water projects.

This is a business approach to solving a social problem, where profits are used to benefit society by providing clean water to those in need. Compared to a traditional business, which focuses mainly on making profits for its owners, Viva con Agua uses its profits to help people get clean water. Traditional businesses might donate to charity occasionally, but Viva con Agua integrates social good into everything they do. This combination of social innovation and social entrepreneurship allows them to effectively address social challenges and create lasting positive impacts.

b. Social Entrepreneurship and Impact Business Models

Many social innovations are implemented through **social enterprises**, organisations that pursue both economic sustainability and social impact. Unlike conventional businesses, social enterprises operate with hybrid objectives, balancing financial viability with mission-driven goals.

Trainers should therefore be familiar with business model development in a impact context. This includes exploring revenue strategies, governance models, and organisational structures that enable social enterprises to remain financially sustainable while maintaining their mission.

What is a Business Model?

A **business model** describes the fundamental logic of how an organization creates value:

- **Who** the target group is,
- **What** it offers that is valuable,
- **How** this value is delivered and communicated, and
- **How** it is captured in the form of returns.



What is a Impact Business Model?

They are based on the idea that organizations can achieve not only profits but also positive social and ecological effects through innovative business approaches.

Traditional Business Models

In traditional business models, the focus lies on **financial profit**.

Value is created for **paying customers**, and success is measured mainly through **economic indicators** such as **sales, profit, or market share**.

The ultimate goal is **financial growth and efficiency**.

	Traditional Business Models	Impact Business Models
Target groups	Paying customers	Underserved or disadvantaged groups
Primary goal	Maximization of financial profit	Solution to societal challenges
Measurement of success	Financial KPIs	Social and ecological indicators
Income	Revenue	Mix of revenues, donations, grants, etc.



Impact Business Models

Impact business models build on this logic but **expand it**.

They aim not only for economic success but also for **positive social and ecological impact**.

These models address **societal challenges** and often target **disadvantaged or underserved groups**.

Success depends on the organization's ability to create **measurable benefits for people and the environment**, alongside financial sustainability.

Income may come from a **mix of revenues, grants, or donations**, reflecting their **hybrid nature**.

Redefining Value

By linking **entrepreneurial tools** with **social purpose**, impact business models **redefine how value is understood and measured**.

They demonstrate that organizations can use **market-based approaches** to achieve **meaningful change** and contribute to a **more inclusive and sustainable economy**.

c. Impact Thinking and Measurement

Another important area is the concept of **social impact**. Social innovators increasingly need to demonstrate the outcomes of their work to funders, investors, and stakeholders. At the same time, impact measurement should not be viewed solely as a reporting requirement. It can also function as a strategic tool for learning and improving organisational practices.

Training programmes should introduce participants to basic concepts such as theories of change, impact indicators, and outcome measurement. The goal is to help innovators articulate the change they seek to create and develop methods for assessing progress.



What is Social Impact Measurement?

Social impact measurement is a structured way to understand and assess the positive changes that an organisation, initiative, or policy creates for people, communities, and systems.

It focuses on real, measurable change, not just activities or good intentions, by linking actions to outcomes and long-term impact.

Why Measure Social Impact?

Social impact measurement serves several practical purposes:

- **Ensure accountability**
It helps organisations assess whether their activities lead to meaningful change or only produce outputs without real effects.
- **Improve decision-making**
By analysing what works and what does not, organisations can adapt their strategies and strengthen effective interventions.
- **Use resources effectively**
Time, funding, and effort can be directed toward actions with the greatest impact instead of relying on assumptions.

Social impact measurement is not about bureaucracy or paperwork. It is a tool to ensure that social innovation leads to outcomes, and that positive change is intentional, evidence-based, and responsive to real-world needs.



How to measure social Impact

The Theory of Change helps organisations clearly describe:

- what change they want to achieve,
- how their activities contribute to this change, and
- how results can be observed and measured over time.

When you develop a theory of change, it will show the logical path by which resources and activities will lead to lasting social change:

- **Impact**
The long-term societal change the organisation ultimately wants to contribute to. A clear, one-sentence description of the desired transformation in society.

- **Long-term outcomes (6–10 years)**
Sustained changes in people’s lives, systems, or communities that result from the organisation’s work over time.
- **Medium-term outcomes (3–5 years)**
Changes in knowledge, skills, behaviour, capacities, or conditions that indicate progress toward the long-term impact.
- **Short-term outcomes (1–2 years)**
Early changes that occur shortly after activities take place, such as increased awareness, improved skills, or new practices.
- **Outputs**
The direct products or services delivered through activities, such as trainings, tools, programmes, events, or support services.
- **Activities**
The concrete actions the organisation undertakes to create change, including services delivered, support provided, or interventions implemented.
- **Inputs**
The resources needed to carry out activities, such as staff time, funding, expertise, partnerships, and infrastructure.





d. Impact Finance

Understanding **impact finance** is essential when working with social innovation and social entrepreneurship. Social innovators frequently address societal challenges that traditional markets and financial systems do not adequately serve. As a result, they often operate with hybrid business models, longer development timelines, and target groups that cannot always pay for services directly. Impact finance responds to these conditions by providing funding approaches that combine financial sustainability with the intentional creation of social or environmental value. Such approaches recognise that supporting social innovation requires financial mechanisms adapted to mission-driven organisations and their specific operating environments.

Introducing the concept of impact finance helps participants understand how financial resources can be aligned with societal outcomes. For trainers, understanding these financing approaches is crucial for supporting social innovators in accessing appropriate funding and building sustainable impact-driven organisations.



What is Impact Finance?

Impact finance refers to financing approaches that intentionally support organisations aiming to solve social or environmental challenges while ensuring financial viability.

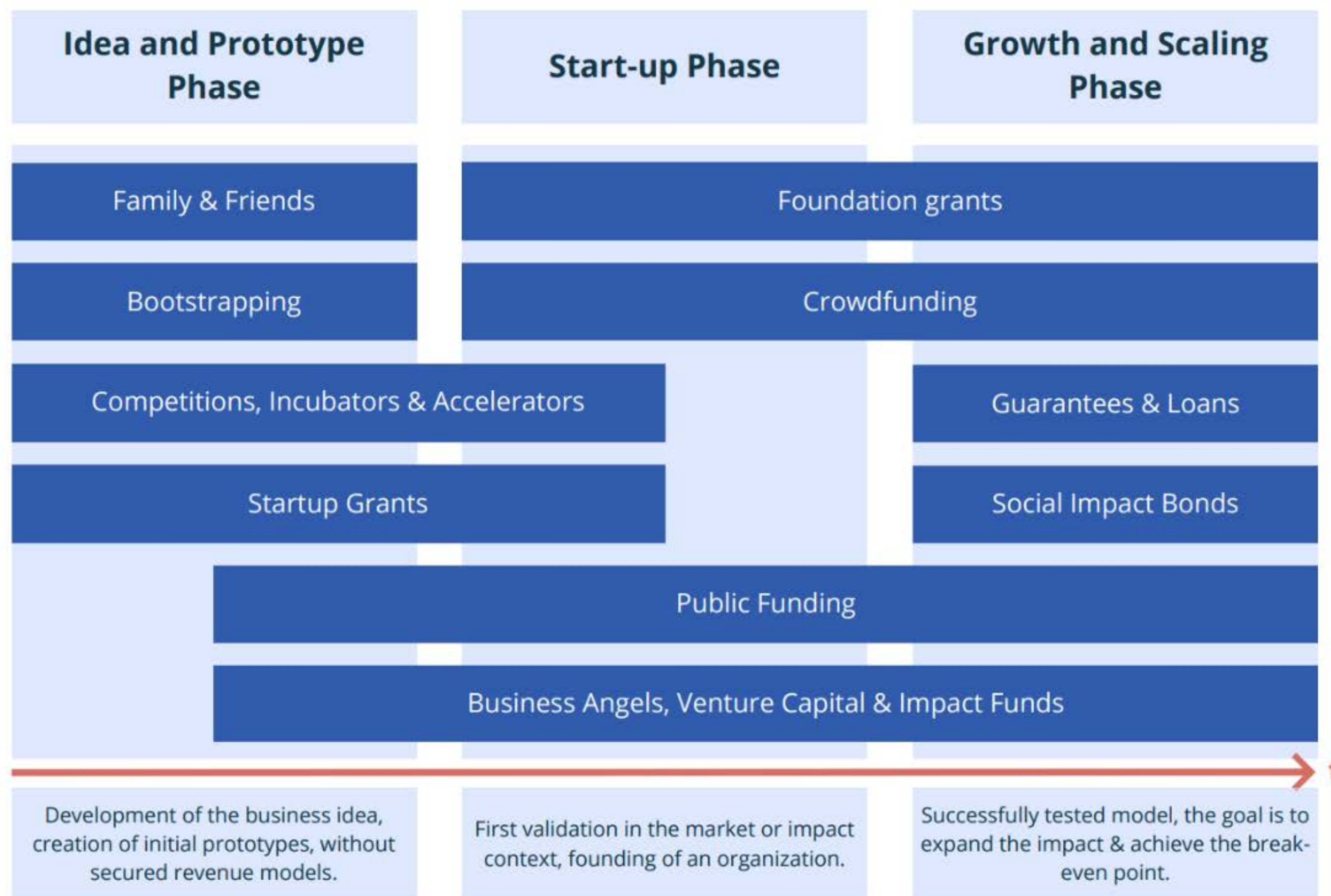
Unlike traditional finance, which focuses primarily on profit maximisation, impact finance combines **financial returns with measurable social or ecological value**. It recognises that social enterprises often operate with different risk profiles, target groups, and revenue structures and therefore require adapted solutions.

What Is Impact Finance Good For?

Impact finance enables social enterprises and impact-driven organisations to:

- access capital that matches their mission and development stage,
- combine different funding sources instead of relying on a single instrument and
- grow and scale their impact.

Key Impact Finance Instruments include



- **Equity**

Most of the equity solutions are suitable for growth-oriented social enterprises with market-based models. Investors often expect both financial returns and measurable impact, often providing strategic support and networks.

- **Debt capital**

Loans and guarantees enable investment and growth without giving up ownership, but require repayment capacity and often collateral.

- **Public funding**

Non-repayable financial support provided by public authorities. This type of funding typically supports innovative projects, pilot phases, or systemic solutions and requires a clear public value and expected impact.

- **Foundation grants**

Funding provided by foundations to support initiatives that align with their statutory goals. Foundation grants often focus on specific thematic areas and require transparent reporting on the use of funds and achieved impact.

- **Crowdfunding**

Mobilises capital through many small contributions, particularly effective for visible, participatory projects and early-stage financing.

- **Blended finance**

Combines public and private capital to distribute risk and enable larger impact-oriented projects, often requiring strong impact measurement and cross-sector cooperation.

Why Impact Measurement Matters in Impact Finance

The stronger the focus on social impact rather than financial return, the higher the expectations for transparent and credible impact measurement. Impact data helps financiers assess risk, justify investment decisions, and link financial flows to societal outcomes.



e. Ecosystem Perspectives

Social innovation rarely develops in isolation. Instead, it emerges within networks of organisations, institutions, and communities that collectively support the development and scaling of innovative solutions to societal challenges. These networks are commonly described as **social innovation ecosystems**.

Unlike traditional innovation systems that focus primarily on economic competitiveness, social innovation ecosystems emphasise **societal impact, collaboration, and long-term sustainability**. They bring together actors from different sectors including civil society, public institutions, academia, and the private sector to create environments where social innovations can emerge, grow, and generate lasting change.

For trainers and innovation support actors, understanding these ecosystems is essential. Social innovators often depend on access to partnerships, funding opportunities, infrastructure, and knowledge networks. Trainers therefore need to understand how these ecosystem structures function and how organisations can actively engage with them.



What is a Innovation Ecosystem?

An innovation ecosystem refers to the network of organisations, institutions, and relationships that support the development, implementation, and diffusion of innovative ideas.

It typically includes actors such as:

- entrepreneurs and innovators
- universities and research institutions
- public authorities and policy makers
- investors and funding organisations
- business support organisations
- civil society organisations and communities

Within an ecosystem, these actors interact and collaborate, creating an environment that enables innovation to develop and scale.

Traditional Innovation Ecosystems

Traditional innovation ecosystems are primarily designed to support **technological development, entrepreneurship, and economic growth**.

In these ecosystems:

- innovation is often market-driven
- success is measured mainly through financial performance and competitiveness
- the main actors are businesses, research institutions, and investors

While these ecosystems are effective in fostering economic development, they may not always provide the structures required to support social innovation initiatives.



Social Innovation Ecosystems

Social innovation ecosystems expand the concept of innovation ecosystems by integrating **societal objectives into innovation processes**.

In these ecosystems:

- innovation is driven by social and environmental challenges
- success is measured through both impact and sustainability
- collaboration across sectors is essential

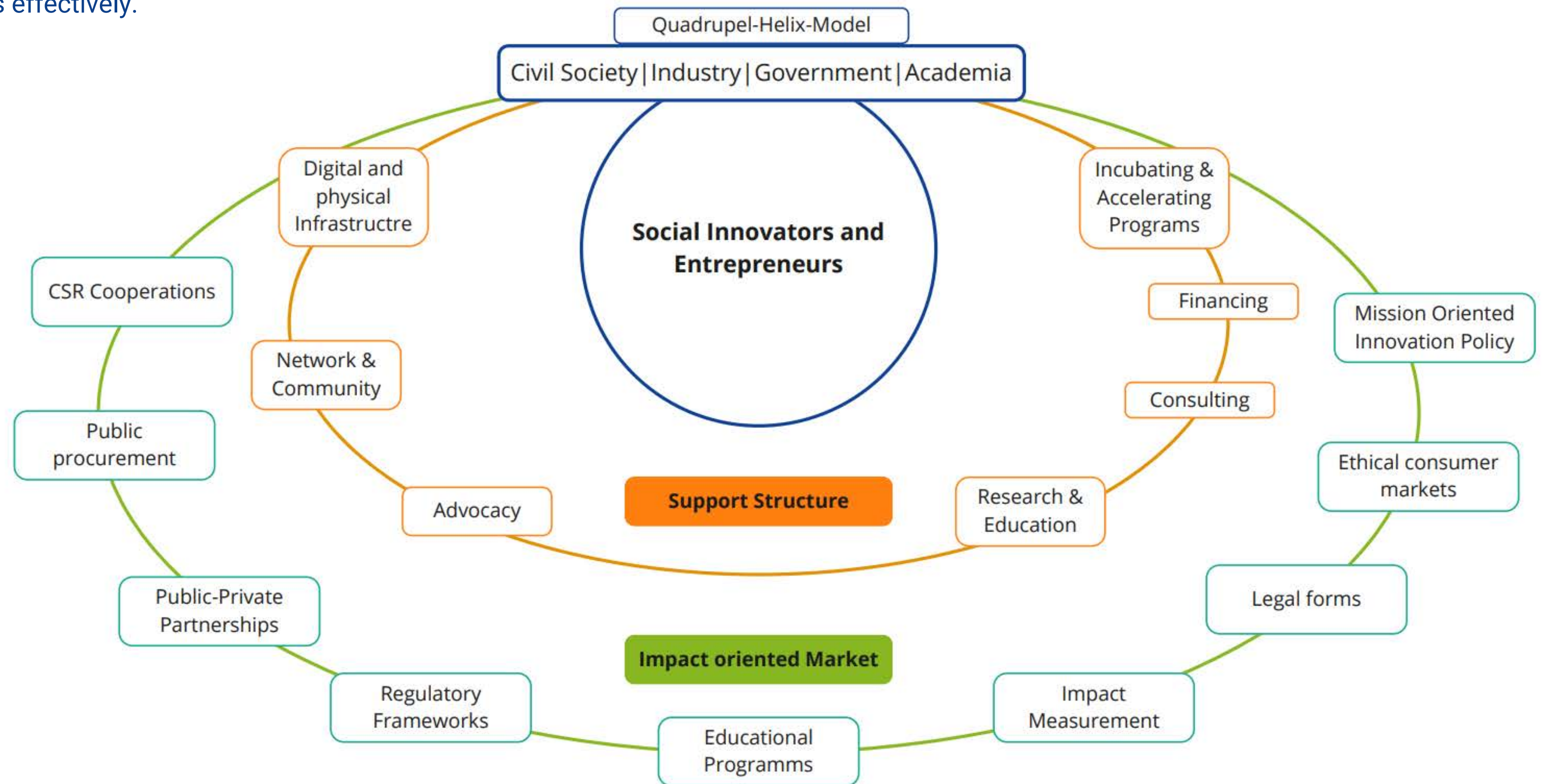
Actors such as NGOs, community organisations, social enterprises, public institutions, and mission-driven businesses play an important role in shaping these environments.

By combining diverse perspectives and resources, social innovation ecosystems enable the co-creation of solutions that address complex societal issues.



Key Areas of a Social Innovation Ecosystem

A well-functioning social innovation ecosystem typically consists of several interconnected components that enable social enterprises and innovators to develop their initiatives effectively.





Social Innovators and Entrepreneurs

This dimension focuses on individuals who identify societal challenges and develop innovative approaches to address them. They act as key drivers of change by translating social needs into practical initiatives, organisations, or new forms of collaboration.

Social innovators and entrepreneurs can emerge from a wide range of backgrounds, including civil society organisations, businesses, public institutions, and academia. Their diverse perspectives and experiences enable them to combine knowledge from different sectors and develop solutions that respond effectively to complex social and environmental challenges.

Support

The support dimension refers to the infrastructure that enables social innovators to develop and implement their ideas.

This includes both **financial and non-financial support**, such as:

- advisory services and mentoring
- training programmes
- incubators and accelerators
- funding opportunities and grants
- access to workspaces and innovation hubs

Public authorities, foundations, innovation agencies, and private sector organisations often play key roles in providing these support structures.

Market and Impact

For social innovations to become sustainable, they must also have access to markets and mechanisms that allow them to generate revenue or secure long-term funding.

This area focuses on:

- access to impact-oriented markets
- visibility and recognition of social innovation
- regulatory frameworks
- partnerships with public and private actors

A resilient social innovation ecosystem emerges when these areas, **social innovators & entrepreneurs, support, and market access**, are strongly interconnected.

3. Social Innovation in Regional Context

Social innovation does not emerge in isolation. It develops within **regional ecosystems shaped by institutional structures, policy frameworks, economic conditions, and community needs**. While many concepts of social innovation and social entrepreneurship are broadly applicable, their practical implementation varies significantly across regions.

For trainers working in social innovation, understanding this **ecosystem dimension** is essential. Training programmes that focus only on general theories risk remaining abstract and disconnected from the realities faced by practitioners. Effective training therefore combines conceptual knowledge with **locally grounded examples that reflect the opportunities and challenges of specific regions**.

Regional context influences social innovation in several ways. National legislation and policy frameworks determine how social enterprises are recognised and supported. Financing mechanisms differ across countries, ranging from public funding programmes and philanthropic foundations to impact investment and hybrid funding models. In addition, regional ecosystems often contain different combinations of actors, including NGOs, local governments, innovation agencies, universities, community initiatives, and private companies.

These differences shape how social innovators develop their initiatives, how they access resources, and how they scale their impact. For trainers, integrating regional perspectives into training programmes helps participants better understand the **practical environment in which social innovation takes place**.

One effective way to illustrate regional ecosystems is through case studies. Case examples make abstract concepts tangible by showing how organisations translate social innovation principles into concrete actions.

They also demonstrate the diversity of approaches within the social economy, highlighting how organisations combine economic activity with social and environmental goals.

The following examples from partner regions in the Baltic Sea Region illustrate how social innovation operates across different sectors and contexts.



Germany (Hamburg)

WILDPLASTIC

WILDPLASTIC is a circular economy start-up that collects plastic waste polluting natural environments (“wild plastic”) and transforms it into new products such as garbage bags. By reintroducing recovered plastic into production cycles, the company reduces environmental pollution while demonstrating a scalable, market-based circular model.

Bridge & Tunnel

Bridge & Tunnel is a small textile manufacturer employing women facing discrimination and social disadvantage. The company produces unique fashion and lifestyle products made from textile leftovers (upcycling). It combines social inclusion with sustainable production and ethical design, offering meaningful employment and visibility to marginalized women.

Hacker School

Hacker School promotes digital skills among young people aged 11-18 by connecting students—particularly those from underprivileged backgrounds—with IT professionals. Through coding workshops and mentoring, the initiative strengthens digital competences and raises awareness of career opportunities in the technology sector, contributing to equal access to future-oriented professions.

Housing First Hamburg

Housing First Hamburg implements the “housing-first” approach to homelessness. Individuals experiencing homelessness are provided with permanent housing as a starting point rather than a final stage of support. Once housing is secured, tailored social assistance is delivered according to individual needs. This model, proven effective internationally, promotes long-term stability, autonomy, and social reintegration.



Poland

VELUX

VELUX engages in extensive social initiatives focused on education, equal opportunities for children and youth, local community development, and environmental protection. In cooperation with the VELUX Foundations, the company supported the renovation and socially responsible development of the So Stay Hotel in Gdańsk, which provides employment opportunities for young people leaving foster care. The initiative demonstrates how commercial infrastructure can integrate social reintegration objectives.

Budimex

Budimex, a leading construction company in Central and Eastern Europe, implements long-term social responsibility programs. Through its “Volunteer Grant” initiative, employees can propose and implement community-based projects. One example includes the renovation of the Intensive Rehabilitation Center in Gdynia, the first non-public facility of its kind in the region run by an NGO. The company also develops family-friendly hospital spaces and supports cultural and sports initiatives.



Grupa Arche

Grupa Arche specializes in revitalizing historic buildings and transforming them into hotels, residential complexes, and cultural venues. Through the Lena Grochowska Foundation, operating within its hotels, the group employs people with intellectual disabilities and cooperates with correctional institutions to provide work opportunities for inmates. A notable example is the revitalization of the Żnin Sugar Factory, which contributed significantly to local economic development and community regeneration.

IKEA

IKEA Gdańsk actively supports local social economy initiatives, including programs promoting diversity, inclusion of people aged 50+, and cooperation with social enterprises employing individuals at risk of exclusion. At the national level, IKEA Poland implements strategies such as “People & Planet Positive,” supporting refugees, children at risk, and individuals in housing crises. The company integrates sustainability and social responsibility into its core business operations.



Insight Gap

Insight Gap is a Swedish social innovation company offering digital certification programs aimed at raising awareness of mental health in organizations. The initiative supports sustainable workplace cultures by facilitating meaningful dialogue and strengthening psychological safety and employee well-being.

Change the Game

Change the Game, based in Umeå, applies the concept of “physical literacy” as a tool for sustainable social development. The organization collaborates with municipalities and institutions to design environments and programs that encourage active, healthy lifestyles and inclusive community participation.

Vän i Umeå

Vän i Umeå is a non-profit network connecting local residents with newcomers through friendship matching, language cafés, and inclusive social activities. The initiative fosters social cohesion, intercultural dialogue, and community resilience.



Pirmas Blynas

Pirmas Blynas ("First Pancake") is a social restaurant in Vilnius employing individuals with intellectual and psychosocial disabilities. It provides vocational training, internships, and public education programs, contributing to labour market integration and challenging social stigma associated with disability.

Vinted

Vinted is a peer-to-peer marketplace promoting second-hand fashion and advancing the circular economy. By extending product lifecycles and encouraging responsible consumption, the company significantly contributes to carbon emission reduction and behavioral change toward sustainability.

The Knotty Ones

The Knotty Ones is a female-founded knitwear brand empowering women in rural Lithuania by offering fair wages, flexible employment, and financial independence. The company combines heritage craftsmanship with ethical production and environmental responsibility, using certified natural materials and plastic-free packaging.



Kliksel

Kliksel is a social enterprise specializing in refurbished electronics with warranty. It promotes circular economy principles, reduces electronic waste, and raises awareness about sustainable consumption while supporting local employment.

Kim? Contemporary Art Centre

Kim? Contemporary Art Centre supports the development of contemporary art in Latvia through exhibitions, educational programs, and artist support initiatives. It enhances public access to culture and strengthens the creative sector as a driver of social development.

Vigo Health

Vigo Health is a digital rehabilitation platform for individuals recovering from stroke and neurological conditions. By combining medical expertise with artificial intelligence, the company provides personalized therapy plans, remote monitoring, and emotional support, improving accessibility and patient outcomes.

The examples from Germany, Poland, Sweden, Lithuania, and Latvia demonstrate that the social economy in partner countries is diverse, innovative, and increasingly integrated into mainstream economic structures. Across sectors such as circular production, digital technology, hospitality, education, and culture, the initiatives consistently combine economic viability with a clearly defined social mission.

Overall, the cases show that contemporary social economy models successfully integrate financial sustainability, measurable social impact, and environmental responsibility, offering valuable and transferable practices for training and capacity-building contexts.

4. Recommendations & Lessons Learned

Based on the experiences gathered during the development and piloting of the training programme, several practical recommendations can support trainers working in social innovation contexts.

First, trainers should create **interactive learning environments** that encourage dialogue and collaboration among participants. Social innovation is inherently collaborative, and training sessions should reflect this by fostering open discussion and peer learning.

Second, integrating **real-world examples and case studies** helps participants connect conceptual knowledge with practical experiences. Trainers should therefore actively seek examples that resonate with the regional context of their audience.

Third, trainers should emphasise the **ecosystem perspective** of social innovation. Participants benefit from understanding how different actors, such as public institutions, NGOs, businesses, and community organisations, interact within regional innovation processes.

Fourth, flexibility is essential. Participants may have varying levels of experience with social innovation, and trainers should adapt content and facilitation methods accordingly.

Finally, trainers should encourage participants to view social innovation as a **continuous learning process**. Many initiatives evolve through experimentation, collaboration, and reflection rather than through predefined solutions.



Lessons learned

The testing phase of the Training for Trainers training scenarios in the area of social innovation yielded valuable conclusions regarding the organization of classes, the participant recruitment process, and the preparation and adaptation of training materials. The experience gathered allows us to formulate recommendations that can significantly improve the quality and effectiveness of future editions of the T4T component.

Course Organization:

1. Online classes increase attendance. Remote classes allowed participants to more easily balance their participation with other professional and personal commitments, resulting in higher participation rates and fewer dropouts. At the same time, the online format facilitated participation from people from different regions, without the need for travel and accommodation costs.
2. For in-person meetings, it is worth considering combining the T4T training with a related topic, such as conferences, seminars, or workshops on social innovation, the social economy, or the development of trainer competencies. This approach increases the attractiveness of participation in the training and allows for more efficient use of participants' time and resources.
3. Shortening the training time from 8 hours, for example, to 6, or dividing it into two shorter modules, conducted at different times. This arrangement promotes better knowledge acquisition, allows for reflection between meetings, and reduces participant fatigue.
4. It is advisable to divide the classes into two parts:
 - a theoretical part, based on presentations and introducing key concepts, models, and tools in the field of social innovation,
 - a practical part, including workshop elements, group work, and space for exchange of experiences between participants.

Recruitment:

An important requirement resulting from the testing phase is to standardize the audience by:

1. Gathering participants' expectations and needs in advance of the meeting. Differing levels of knowledge, experience, and expectations complicate the delivery of the classes and can impact participant motivation and satisfaction.
2. Verifying participants' knowledge and skill level before the meeting, for example, using a recruitment survey or application form. This allows trainers to better tailor the content, working methods, and examples to the actual needs of the group. This diagnosis can take the form of a short self-evaluation or a set of diagnostic questions. This allows for more informed group building or adapting the lesson plan.
3. Determining the participants' level of advancement based on the materials prepared for individual T4T components. Some presentations are aimed at more advanced participants, others are more general in nature.



Preparing materials:

- 1/ Translating the presentation into the national language. This facilitates understanding of the content, increases the comfort of participation in the training, and promotes active participation in discussions and workshops.
- 2/ Using the national language during the meeting
- 3/ Adapting the slides to meet accessibility requirements. Slides should include appropriate font size, color contrast, and the use of alternative text. This makes the materials more readable and inclusive, and the training accessible to a wider audience.
- 4/ High saturation of the prepared materials with practical content, local context, case studies, etc. Participants particularly appreciated the opportunity to work on real-world situations and problems they encounter in their daily professional practice.
- 5/ The trainer summarizes each section, explaining how the knowledge and tools provided can be used in training practice or in social innovation activities.
- 6/ Incorporating methods into the training scenario that allow for the exchange of experiences, mutual learning among participants, and demonstrating how the acquired knowledge can be applied in practice. Elements such as pair work, moderated discussions, case clinics, and facilitated feedback sessions significantly enhance the educational value of the T4T component.

5. Conclusion

Social innovation and social entrepreneurship are increasingly recognised as important approaches for addressing complex societal challenges. However, the success of these initiatives depends not only on individual innovators but also on the broader ecosystems that support them.

Train-the-Trainer programmes offer an effective way to strengthen these ecosystems. By equipping trainers, advisors, and intermediaries with relevant knowledge and facilitation skills, such programmes create multiplier effects that extend beyond individual training sessions.

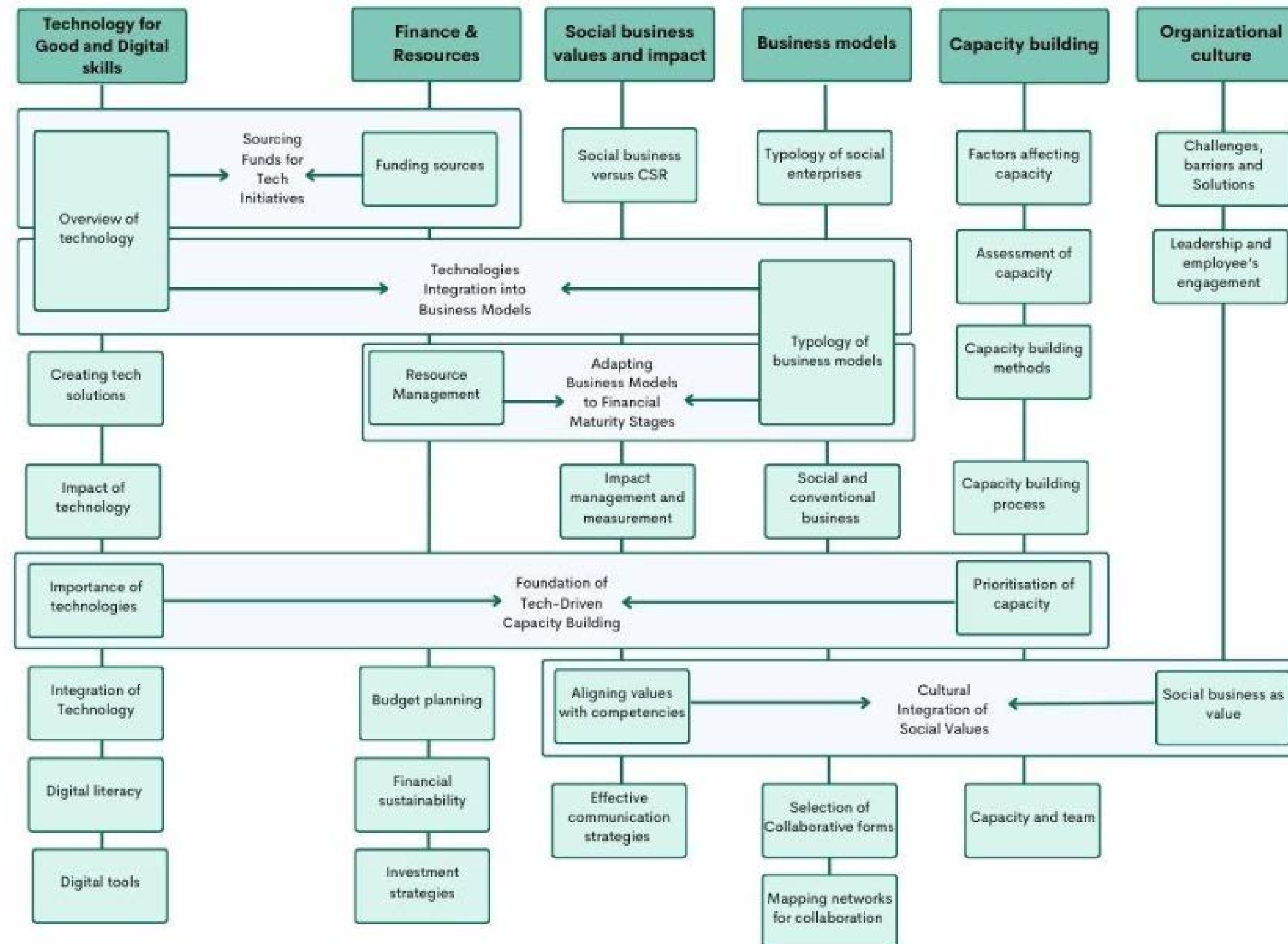
The experiences presented in this guide demonstrate that effective social innovation training combines **conceptual understanding, practical examples, and sensitivity to regional contexts**. When trainers integrate these elements into their programmes, they contribute to the development of more resilient and inclusive innovation ecosystems.

Ultimately, strengthening the capacity of those who support social innovators is an important step towards enabling new solutions to emerge and scale. By fostering collaboration, learning, and experimentation, trainers can play a key role in shaping the future of social innovation across regions.

6. Annex

a. Train the Trainers Program Cross Module Combinations

Detailed Cross-Module Combinations in the Train the Trainers Program



1. Modular Structure: Flexibility of Content:

The training is structured in distinct but interconnected modules that cover various aspects of social and conventional business practices. Organizations can choose individual modules that address their immediate needs or combine several modules to provide comprehensive training.

Example: An organization focusing on improving their CSR activities might select modules related to 'Values and Impact' and 'Finance & Resources', whereas one looking to enhance operational capacity might choose 'Capacity Building' and 'Business Models'.



2. Tailored Learning Paths:

Role-Specific Customization: Training can be customized to the roles of the participants within the organization. For example, training for senior management can focus more on strategic decision-making and policy development, while training for mid-level managers can focus on operationalizing strategies and leading teams effectively.

Sector-Specific Adaptations: Depending on whether the organization is more socially or commercially oriented, the content can be tailored to emphasize either social impact or commercial viability, with relevant case studies and examples.

Integration of Social and Conventional Economies through Shared Learning

The “Train the Trainers” module not only serves the specific needs of social economy entities but also offers valuable insights and strategies applicable to conventional businesses. This dual applicability underscores a pivotal goal of the program: fostering integration between the social and conventional economies by promoting a shared understanding and application of sustainable and socially responsible business practices.

b. Practical Exercises and Templates

The following exercises are designed as **ready-to-implement** tools intended to actively engage participants, facilitate complex discussions, and ensure knowledge transfer during the training sessions.

- **Participatory Approach:** All activities are experiential, based on the principle that adults learn best when the focus is on problem-solving and practical application ⁽¹⁾.
- **Debriefing:** The most critical phase of any activity is the debrief. The closing questions (e.g., “What did this inspire us to do next?”) must focus on connecting the activity outcomes to the conceptual framework and determining collective corrective steps ⁽²⁾.
- **Process Management:** Trainers must be prepared to effectively “shortcut circular discussions,” which deplete team energy and waste time, by setting the topic aside or asking for a quick vote to move forward ⁽³⁾.

The Strategy House

The “Strategy House” simplifies strategic planning by aligning mission, themes, goals, and values for easy communication and cohesive execution.

How the Strategy House works

The “roof” is your mission statement.

Each of the “pillars” represents a key theme of the strategy.

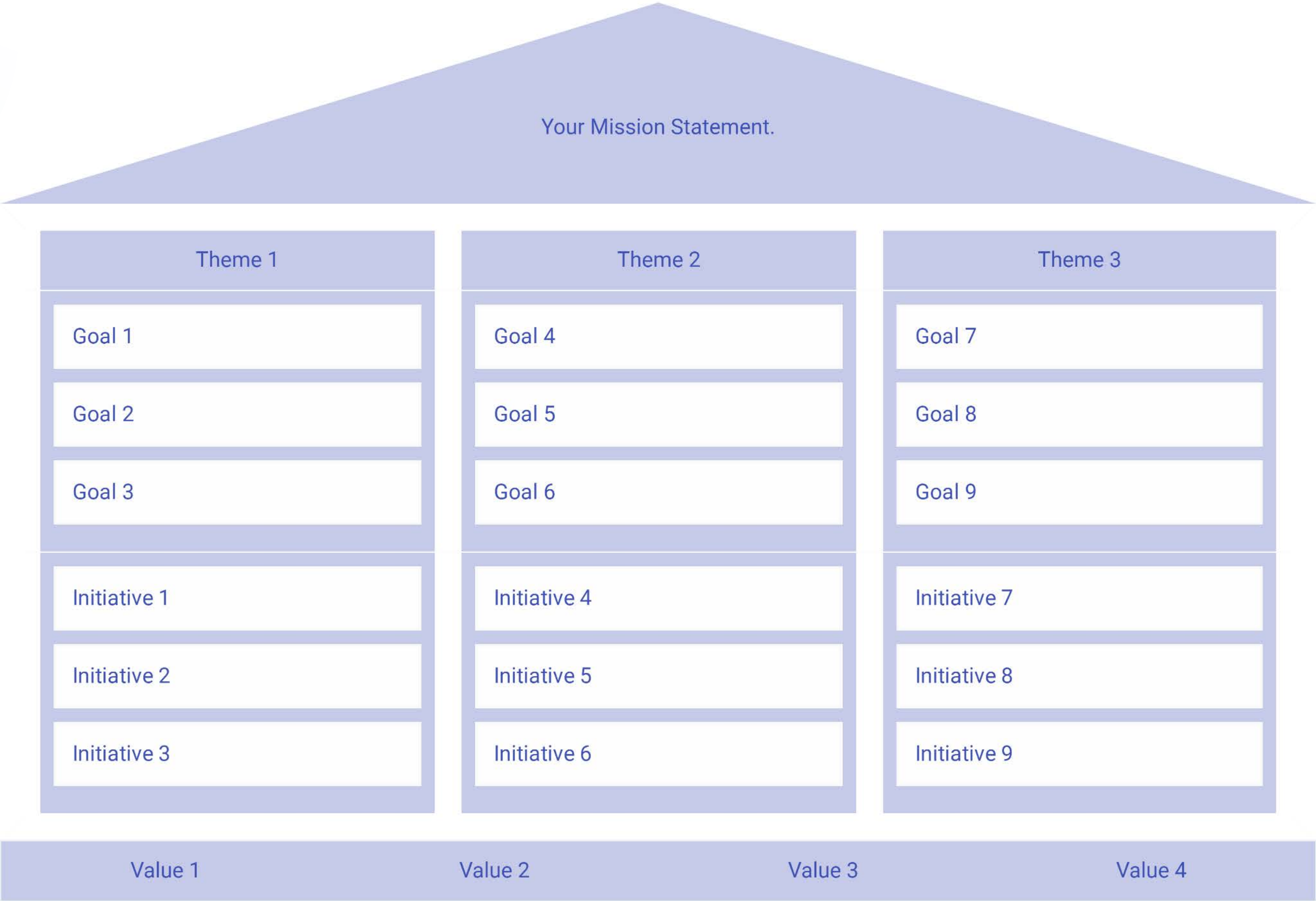
Each pillar is 3 “stories” tall.

The top story is the theme itself. A strategy typically has 3-5 themes. Less than 3 and the strategy will lack definition. More than 5 and it may be too complex for most people to get their heads around easily. Most importantly, though, the themes should be interrelated and mutually reinforcing rather than completely independent.

The second story is the strategic goals that make up the theme. What will success look like for that theme?

The ground story is the strategic initiatives which will deliver the theme. How will you do it?

The foundation of the house is your shared corporate values.



The Strategy House framework best fits **Module 5: Social Business Models**, where it simplifies aligning social mission (roof), strategic themes/goals (pillars), initiatives (ground floor), and values (foundation) into cohesive, communicable business models for social enterprises. This visual tool supports RESIST's capacity building by translating ecosystem insights into actionable, integrated strategies.

Exercise Instructions:

Exercise Name: Strategy House

Duration: 40 min (10 min intro, 20 min build, 10 min refine)

Group Size: 4-6 per flipchart/Miro

Introduction (10 min): Draw house template—Roof (Mission), 3-5 Pillars (Themes), Foundation (Values). Explain: Pillars = 3 stories (Theme → Goals → Initiatives).

House Building (20 min):

- Foundation (5 min): List 3-5 shared values.
- Roof (5 min): Write 1 mission statement.
- Pillars (10 min): Build 3 pillars—Top: Theme; Middle: 2-3 Goals; Bottom: 1-2 Initiatives per theme.

Refine (10 min): Check interconnections (e.g., “Do initiatives reinforce mission?”); prioritize 1 initiative per pillar.

Debrief: How does this align social mission with Module 5 business models? Test communication clarity.

Activity Model Matrix

The Activity Model Matrix is a strategic planning tool that maps organizational activities across key dimensions such as value chain stages, resources, stakeholders, and impact metrics, often used in social innovation to align operations with mission goals. It helps trainers visualize how activities contribute to social outcomes, similar to a RACI matrix but focused on innovation processes like ideation to scaling





As the limitations of the traditional profit-driven model became evident, a new paradigm emerged, challenging businesses to think beyond mere financial metrics – a holistic approach that fundamentally reshapes how we measure business success.

Ideal for RESIST Module 4/5 to visualize social business models, ensuring profitability supports mission without diluting impact

Exercise Instructions:

Exercise Name: Activity Model Matrix

Duration: 40 min (5 min intro, 25 min map & plot, 10 min decide)

Group Size: 3-5 per matrix/Miro

Introduction (5 min): Draw matrix + 2x2 overlay (X: Profitability Low→High, Y: Impact Low→High). Quadrants: Heart (High Impact/Low Profit), Stop (Low/Low), Star (High/High), Money Tree (Low Impact/High Profit).

Map & Plot (25 min):

- Matrix (15 min): Rows (Ideation→Scaling); Columns (Resources, Stakeholders, Activities, Metrics).
- Plot (10 min): Place each activity in 2x2 quadrant via sticky dots.

Decide (10 min): Discuss—Grow Stars/Hearts, Fix Money Trees, Cut Stops. Prioritize 2 shifts for Module 4/5 balance.

Debrief: How to convert Money Trees to Stars?

Social Business Model Canvas

The Social Business Model Canvas adapts the traditional Business Model Canvas for social enterprises, emphasizing social impact alongside economic viability by separating beneficiaries from paying customers and including surplus reinvestment. Key components balance mission-driven value propositions with sustainable revenue, ideal for Module 5 to design scalable social business models.

Social Business Model Canvas

Key Resources	Key Activities	Type of Intervention	Segments	Value Proposition
What resources will you need to run your activities? People, finance, access?		What is the format of your intervention? Is it a workshop? A service? A product?	Beneficiary	Social Value Proposition
			Customer	Impact Measures
Partners + Key Stakeholders	What programme and non-programme activities will your organisation be carrying out?	Channels	Customer	How will you show that you are creating social impact?
Who are the essential groups you will need to involve to deliver your programme? Do you need special access or permissions?		How are you reaching your beneficiaries and customers?		Customer Value Proposition
Who are the people or organisations who will pay to address this issue?	What do your customers want to get out of this initiative?			
Cost Structure	Surplus	Revenue		
What are your biggest expenditure areas? How do they change as you scale up?	Where do you plan to invest your profits?	Break down your revenue sources by %		

Inspired by The Business Model Canvas

Exercise Instructions:

Exercise Name: Social Business Model Canvas

Duration: 45 min (10 min intro, 25 min canvas fill, 10 min refine)

Group Size: 4-6 per canvas/Miro

Introduction (10 min): Intro social enterprise adaptations—separate Segments (beneficiaries) from paying customers; emphasize Surplus reinvestment. Sketch 10-block canvas.

Canvas Fill (25 min):

- Foundations (10 min): Key Resources, Partners, Stakeholders.
- Delivery (10 min): Case Structure, Channels, Type of Intervention.
- Market & Value (5 min): Segments, Value Proposition, Revenue, Surplus.

Refine (10 min): Check Surplus flow (e.g., “Reinvests in impact?”); prioritize 2 revenue ideas.

Debrief: How does Surplus sustain social impact? Link to Module 5 scaling.

Donor Persona Template

Donor personas are semi-fictional profiles representing ideal supporters for social enterprises or nonprofits, based on demographics, motivations, behaviors, and giving patterns to tailor fundraising appeals. Key elements include name, background, donation history, goals/challenges, and preferred channels, enabling targeted engagement like personalized emails or events. Integrate into RESIST Module 2 (Finances) for funding strategies, linking to Social Business Model Canvas.

The form is a template for creating a donor persona. It features a central figure of a person with a smiling face and a heart on their chest. Various input fields and checkboxes are connected to the figure by lines, representing different aspects of the donor's profile.

• Involvement in program decision-making:

• How will the donor benefit from being a donor? (Promo of their logo etc.)

• How will they be updated about the program if they become a donor?

• Connection to network:

• Will they be easy to contact? YES ☐ NO ☐

• How will we decide to pursue a donor? How will the donor be contacted?

• By whom?

• By when?

• Lifestyle:

• Name:

• Age:

• Nationality:

• Occupation:

• Reason for donating:

• Are they highly motivated? YES ☐ NO ☐

• Monthly income:

• Are they financially able to support you on a regular basis? YES ☐ NO ☐

• Connection to program/topic:

• Where they live:

• Hobbies:

FINANCIAL MODEL
 Method Card 10

Exercise Instructions:

Exercise Name: Build Donor Persona

Duration: 25 min (5 min intro, 15 min build, 5 min link)

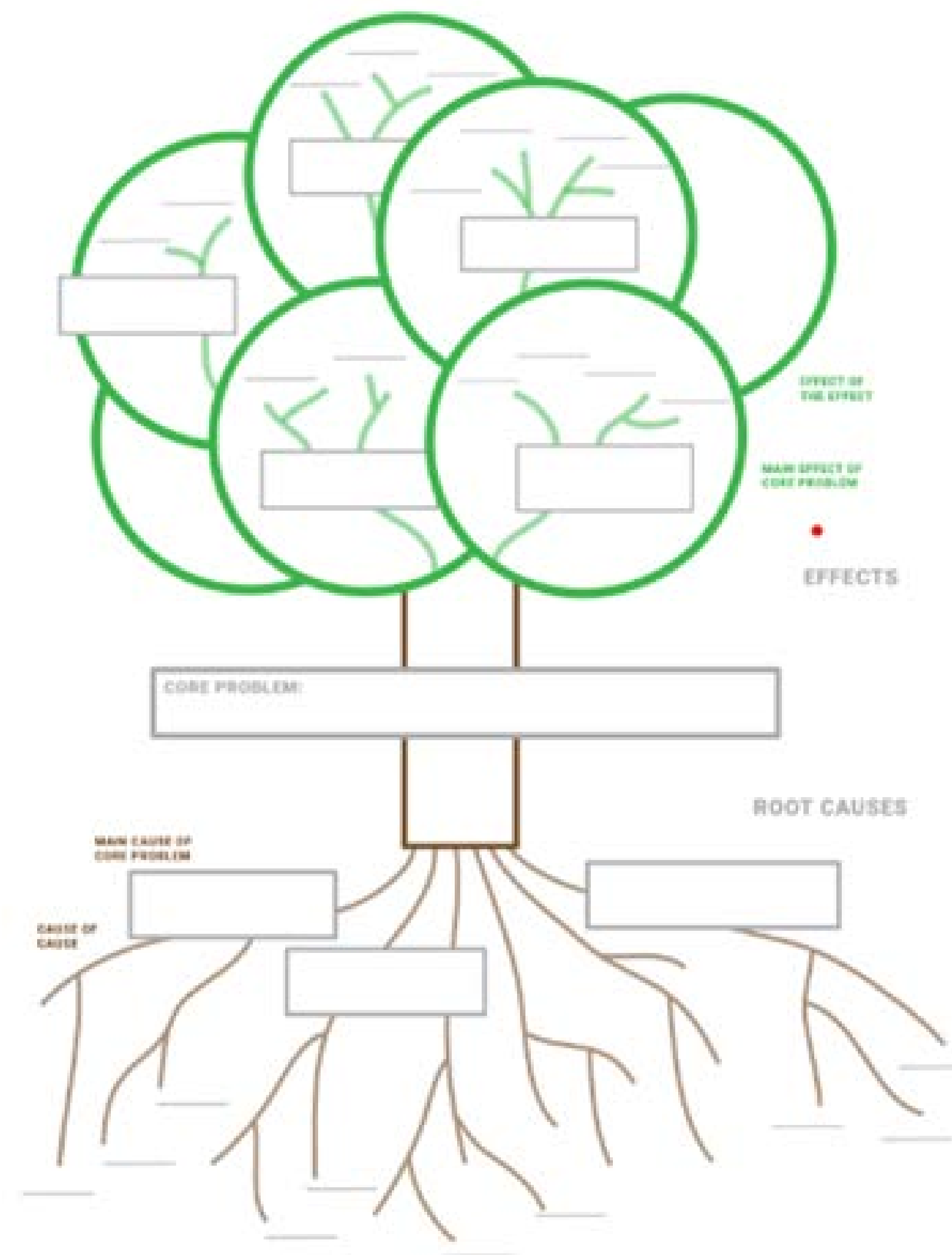
Group Size: 2-4 per template/Miro

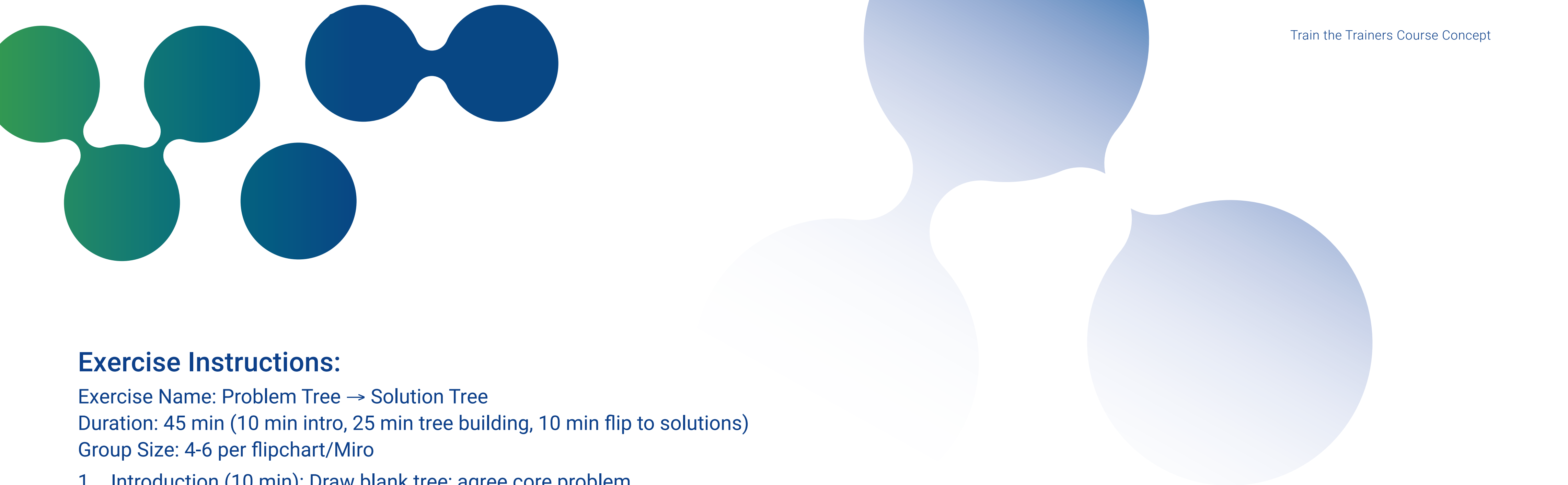
1. Introduction (5 min): Review donor data; pick core supporter type (e.g., „Busy professional seeking impact“).
2. Use the Donor Persona Template to create 1-4 profiles.
Persona Building (15 min):
 - Profile (5 min): Fill demographics, background, donation history (template below).
 - Motivations (5 min): Goals/challenges, lifestyle, hobbies.
 - Validate (5 min): Check realism via group vote.

3. Map the persona to your Social Business Model Canvas:
 - a. Key Partners: Who influences this donor (e.g., networks, advisors)?
 - b. Revenue Streams: What donation types appeal (one-time, recurring, in-kind)?
 - c. Customer Relationships: Preferred channels (email, events, social media)?
4. Draft a 1-paragraph fundraising message personalized for your persona.
5. In pairs or group, present your persona and get feedback on fit.

Problem Tree Exercise

The Problem Tree is a visual analysis tool mapping a core problem (trunk), its root causes (roots), and consequences/effects (branches/leaves), transforming into an Objective Tree by flipping negatives to positives for solution design. Perfect for RESIST social innovation workshops to dissect ecosystem barriers like „lack of social innovation capacity“. Fits TtT Module 7: Social Innovation.





Exercise Instructions:

Exercise Name: Problem Tree → Solution Tree

Duration: 45 min (10 min intro, 25 min tree building, 10 min flip to solutions)

Group Size: 4-6 per flipchart/Miro

1. Introduction (10 min): Draw blank tree; agree core problem (e.g., „Social innovators lack mainstream funding access“).
2. Tree Building (25 min):
 - Roots (10 min): Brainstorm „Why?“ 3 levels deep using sticky notes.
 - Branches (10 min): „Then what?“ for effects/consequences.
 - Validate (5 min): Check cause-effect logic.
3. Objective Tree (10 min): Flip negatives → positives (e.g., „lack funding“ → „access funding“). Identify intervention entry points.

Debrief: Prioritize 1-2 root causes for CSEI prototyping.

Library:

<https://www.stratnavapp.com/Articles/strategy-house>

<https://www.stratnavapp.com/Articles/balanced-scorecard>

<https://socialbusinessmodelcanvas.swarthmore.edu/>

<https://www.caseiq.com/resources/6-core-values-exercises-for-defining-your-companys-ethics-culture>

<https://triangility.com/dialogic-organizational-development-shaping-change/>

<https://management30.com/practice/>

<https://mispguide.org/2022/03/18/problem-tree/>