**EEA AND NORWAY GRANTS**

**FUND FOR BILATERAL RELATIONS**

**INITIATIVE PROPOSAL**

|  |  |
| --- | --- |
| Title of the initiative: *“One vision: Integrating profit and social impact in Estonia and Norway”* |  |
| Implementing entity *(beneficiary state entity):*  Social Enterprise Estonia */Est:* Mittetulundusühing Sotsiaalsete Ettevõtete Võrgustik, Reg: 80341465  Contact person: Kätlyn Remmelg, Member of the Board, [katlyn@sev.ee](mailto:katlyn@sev.ee); +372 5865 2699 |  |
| Partner(s) *(minimum one donor state entity)*:  1.[SESAM - Centre for social entrepreneurship and collaborative social innovation](https://www.usn.no/research/our-research/health-and-welfare/centre-for-social-entrepreneurship-and-social-innovation/about-sesam) , University of South-Eastern Norway. Contact: Ramona Lorentsen, CEO, [ramona.lorentsen@usn.no](mailto:ramona.lorentsen@usn.no)  2.[Impact Hub Agder](mailto:Impact%20Hub%20Agder), Norway. Contact: Marion L. Baghdadi, CEO [marion.baghdadi@impacthub.net](mailto:marion.baghdadi@impacthub.net) |  |
| Bilateral priority area identified by the JCBF beyond the programmes:  X promotion of core European values, such as  respect for human dignity, freedom, democracy, equality, the rule of law and the respect for human rights for all people, regardless of their racial or ethnic origin, religion or belief, gender, disability, age, sexual orientation or gender identity;   * E-governance (digitalization) * eastern partnership * equality and equal treatment   X competitive business environment, sustainable and adaptive governance (based on “Competitiveness Plan for 2020” approved by the Government of Estonia) |  |
| Allocation *(total sum)*: 79 550 Euros  *(A more detailed project budget description in the activity plan)* |  |
| Short description of the initiative:  *(background, aim, participants, activity plan, budget outline, communication and dissemination* |  |

## **Background of the initiative**

Social entrepreneurship is a relatively new field and the organizations leading this topic are still developing.

Social and impact entrepreneurship is often misunderstood and stronger links and networks must be built to share experiences between countries and dissolve the gap between profit oriented companies and volunteer organizations focusing mainly on social aspects, and bringing the two to a common understanding.

There is usually no one single leading authority in environmental sustainability and social entrepreneurship topics.

The obstacles faced by social entrepreneurs are largely comparable across Europe. Although these actors are often defined differently depending on respective national legal frameworks, they nevertheless commonly struggle with a lack of specialized funding, low visibility, an absence of peer networks and few opportunities for long-term capacity building (in other words, a tailored support system). A scientific, organized approach is generally lacking, and social enterprises often lack an umbrella organization or any other association that could help them achieve their goals and expand their knowledge both in society and at the political level as a whole. There is a strong need for exchange of knowledge and agreement of common goals in Europe.

***Transnational cooperation is instrumental in the face of these shared challenges, as it allows for shared problem-solving and replication of best practices.***

**State of play in Estonia**

In Estonia, the broader development of the social economy is still in its early stages, a shared understanding of social innovation has not yet been reached and there is no strategy for SI.

Regarding social economy and social innovation, the Ministry of the Interior is currently in communication with the Ministry of Rural Affairs to determine which public body could take on the role of the main responsible entity and driver in Estonia, as there is currently no specific institution leading this effort. Everything is still very much open-ended and in progress.

So, at the moment, there are no clearly set priorities. The aim of the promoter of this initiative is to reach a point where social innovation and the social economy are taken seriously by the society and the policymakers and the respective ecosystem is systematically developed, in consultation with stakeholders.

In Estonia there is an establish hed roof organization for social entrepreneurship – NGO Social Enterprise Estonia (SEV). For the 3-rd year SEV is organizing a big annual event “Impact Day” , which grew into the largest international forum of social and impact entrepreneurship in the Baltic Sea region[[1]](#footnote-2).

This initiative is in line with “**Estonia 2035”** - a national strategy for the country, emphasizing strongly the **importance of a responsible economy.** The country focuses on creating the legislation and a tax environment that enables the **implementation of new business models** (e.g., platform economy, social entrepreneurship) and new forms of work, both in Estonia and in the EU, support R&D and innovation at all stages of business and technology development, and take into account the regional differences[[2]](#footnote-3).

**European strategic approach towards social entrepreneurship**

A transnational approach to strengthening tailored support systems is also very much in line with wider **European strategies for social innovation and social entrepreneurship**. Most notably, the **EU Social Economy Action Plan[[3]](#footnote-4)** encourages increased learning, collaboration, and scaling of social entrepreneurs’ innovative solutions across borders in order to effectively address shared societal challenges.

This project is strongly aligned with wider European level efforts to strengthen national and transnational support systems for social entrepreneurship, having recognized the key role the sector can play as part of a fairer, more sustainable future.

In December 2021, the European Commission released a Social Economy Action Plan putting forward a range of concrete measures to help mobilize the full potential of the sector across Member States. These measures collectively aim to enhance investment in the sector, support opportunities for scaling social innovation, and increase visibility of relevant actors. The Action Plan in turn highlights the importance of social entrepreneurs in implementing other key policy frameworks (e.g. the European Pillar of Social Rights) through their potential to provide sustainable job creation as well as complement public services.

**The value of the Norwegian experience**

Norway has SEVn a growing interest in social and sustainable entrepreneurship over the past decade, driven by both societal values and government policies. Social and sustainable entrepreneurship in Norway is vibrant and growing, supported by both government initiatives and a strong cultural emphasis on social responsibility and environmental sustainability. Norway has already a diverse ecosystem supporting social entrepreneurship, ranging from university-based teams to grants, enterprise hubs, and collaborative networks. The future potential is significant, with ongoing developments in circular economy practices, impact investment, and public-private collaborations likely to drive further expansion of this sector.

*Some statistics*

- According to recent surveys, about 10-15% of new enterprises in Norway are considered social enterprises, a figure that is gradually increasing as awareness and support for social entrepreneurship grow.

- Norway is consistently ranked high in global sustainability indices, reflecting its strong environmental performance and the increasing role of sustainable businesses in its economy.

*National Strategies and Support*

Norway has a strong commitment to sustainability and social responsibility, which is reflected in its national strategies. The government has integrated the United Nations Sustainable Development Goals (SDGs) into its policy framework, promoting sustainable practices across all sectors, including entrepreneurship. Several national strategies and programs are designed to support sustainable business development, such as:

Innovation Norway: This state-owned organization is a major player in supporting startups, including those focused on sustainability and social impact. Innovation Norway offers grants, loans, and advisory services to businesses that contribute to green growth and social welfare.

The Green Platform Initiative:  Launched in 2020, this initiative provides funding to projects that aim to create green jobs and promote sustainable industry practices. It reflects Norway’s broader commitment to reducing carbon emissions and fostering environmental innovation.

Social Entrepreneurship Programs: While not as formally structured as sustainability programs, social entrepreneurship is supported through various grants and funds aimed at fostering innovation in addressing social issues, such as unemployment, integration of immigrants, and health.

Growth and Popularity: Social and sustainable entrepreneurship has gained significant popularity in Norway. There is a strong cultural inclination towards equality, environmental protection, and social welfare, which makes these forms of entrepreneurship particularly relevant.

Expansion of the Sector: The sector has expanded as more entrepreneurs SEVk to align their business goals with social and environmental objectives. According to a report by The Global Entrepreneurship Monitor (GEM), Norway has a high rate of early-stage entrepreneurial activity, with a noticeable portion focused on social enterprises.

Education and Awareness: Universities and business schools in Norway have increasingly incorporated social and sustainable entrepreneurship into their curricula. This reflects the growing interest among young people in creating businesses that not only generate profit but also contribute to solving societal challenges.

*Recent Developments and Potential*

- Circular Economy: There is a strong push towards circular economy principles in Norway, with businesses increasingly focusing on reducing waste and promoting recycling and re-use. This shift is opening new avenues for sustainable entrepreneurship, particularly in sectors like fashion, construction, and technology.

- Public-Private Partnerships: Norway has SEVn an increase in public-private partnerships aimed at fostering innovation in social and sustainable entrepreneurship. These collaborations are crucial for scaling impact and integrating sustainable practices into mainstream business.

- Impact Investment: The impact investment scene is growing, with more investors looking to support businesses that deliver social or environmental returns alongside financial gains. This trend is helping to provide the necessary capital for social and sustainable enterprises to scale.

*Challenges and Opportunities*

While the sector is growing, challenges remain, such as the need for more structured support for social entrepreneurs and the ongoing task of balancing profitability with impact. However, Norway’s strong emphasis on sustainability, combined with its wealth of natural resources and educated population, positions it well to be a leader in social and sustainable entrepreneurship.

Based on the above, building partnerships and long-term relations will allow experts from Estonia and Norway to unite their efforts, share best practices in this field, empower the experts and the local businesses in sustainability and impact entrepreneurship in both countries, as well as share their knowledge in their networks in Europe and beyond.

## **The objectives of the project**

**The general objective** of the project is to raise awareness of social and sustainable entrepreneurship and develop lasting cooperation and mutual learning of experts and stakeholders of the topic in Estonia and Norway.

**The specific objectives are:**

* To explore and showcase Norway's and Estonia's best practices in social and impact entrepreneurship and develop recommendations for improving public policies and support systems in the field;
* To establish a network for Estonian-Norwegian cooperation of social and impact entrepreneurship promoters and companies, increasing their competitiveness.

Activities will focus on creating lasting "post-project" outcomes, such as long-term co-operation between the project partners, improved ecosystems for social and impact entrepreneurship, growing B2B cooperation and competitiveness of social and impact enterprises of the two countries.

The project will generate sustainable intellectual outputs that can be widely shared and utilized after the project as well.

**The tangible outputs are:**

1. a network of experts and support organizations who will continue to communicate, advance the discussion on social entrepreneurship and sustainability, and drive the topic forward.
2. Intellectual outputs, such as: a quick guide on social entrepreneurship (one-pager), and policy recommendations for Estonia based on Norwegian experience.

**The project relates to 2 priority areas identified by the JCBF:**

* promotion of core European values, such as respect for human dignity, freedom, democracy, equality, the rule of law and the respect for human rights for all people, regardless of their racial or ethnic origin, religion or belief, gender, disability, age, sexual orientation or gender identity;
* competitive business environment, sustainable and adaptive governance.

## **Partners and beneficiaries of the initiative**

The target audience includes organizations and businesses promoting social- and impact entrepreneurship, corporate responsibility specialists, ESG and sustainability experts, lecturers, scientists and spokespersons in social entrepreneurship and sustainability in general.

We would also like to point out that social and sustainable companies often deal with vulnerable and minority target groups themselves. We will reinforce cross-border and cross-disciplinary cooperation by engaging more than 20 partners and stakeholders from all groups of the society. There are corporations, non-profits, governmental agencies, academic organizations, etc. We have partners from other Baltic and Nordic countries, who contribute to the development of the whole social enterprise and sustainability ecosystem.

***The lead-partner:***

**MTÜ Sotsiaalsete Ettevõtete Võrgustik - SEV** (ENG: Social Enterprise Estonia)

Social Enterprise Estonia (SEV) is a non-profit association, an NGO operating in the public interest since 2012. It has 40 corporate members who are social enterprises (SEs). The goal of the organization is to increase the number, capacity, and impact of SEs in Estonia and to increase the value of social entrepreneurship in Estonian society. SEV develops the ecosystem of SEs (incl. legislation), and the community of social organizations, and increases citizens’ participation and awareness of social entrepreneurship and its opportunities. Over the years, SEV has supported its members and organizations in the wider field by organizing trainings, and co-creation projects, supporting them in impact assessments, and being an advocate for the sector at the national level. SEV has been a strategic partner for the Estonian Ministry of the Interior since 2015.

Currently, SEV is a consortium partner in various locally important social innovations, being part of Estonian national social innovation competence centers.

SEV has focused on advancing social entrepreneurship and social innovation, participating as a partner in various EU-funded and international projects, such as BSIN, NCC, SoFiMa, and IBESI. Through these initiatives, SEV has made significant contributions to the development of the social economy in Estonia and the broader Baltic region.

SEV has created the international social entrepreneurship community in Slack - Impact Community that has over 500 members.

SEV has been training entrepreneurs, the public sector, and support organizations for years. For example, organizing various hackathons and training programs for social enterprises, youth, as well as stakeholders in the social entrepreneurship and innovation ecosystem (such as entrepreneurship consultants, traditional incubators, etc.).

**SEV founded and is annually organizing the** [**Impact Day festival, the biggest impact and sustainable business festival in the Baltics and Nordics**](https://impactday.eu/), which brings together people, companies, and organizations from all over Europe who want to create a positive impact on the world.

**The role in the project**: SEV will be responsible for the overall design, coordination, planning and organization of the project activities, as well as for administration and reporting to the donors.

| **Project teams and staff** | | | |
| --- | --- | --- | --- |
| Name and function | Organization | Role /tasks | Professional profile and expertise related to the different aspects of the project |
| **Kätlyn Remmelg - project manager** | Social Enterprise Estonia (SEV) | Board member, CEO, general management, in the role of project manager in current project | Kätlyn Remmelg serves as CEO and a board member at Social Enterprise Estonia (SEV). She holds a bachelor's degree in political science and public administration from Tallinn University of Technology (cum laude) and a master's degree in communication management from the University of Tartu (cum laude).  With over a decade of experience in event management and project management spanning various sectors including education, IT, and business, Kätlyn has demonstrated adept leadership skills. She has previously served as a project manager in the IT sector and as an event organizer for Changemakers programs.  During her tenure as head of the study center and project manager at Kohtla-Järve Gymnasium (2019-2021), Kätlyn successfully led projects and organized events in Estonia's Ida-Virumaa county, earning recognition such as the annual prize of the expert group of Ida-Virumaa for contributions to the cultural life of the region.  Kätlyn's professional achievements include her role as the organizer, technical producer, and project manager of Impact Day, the largest impact and sustainable entrepreneurship festival in the Baltics. She has also played a key role in fostering collaborations and developing a community of social entrepreneurship and innovation, exemplified by her leadership in the signing of the Social Entrepreneurship and Innovation Cooperation Agreement in Estonia in spring 2022.  In recent years, Kätlyn has focused on advancing social entrepreneurship and social innovation, notably through her coordination of various EU-funded and international projects at SEV, including BSIN, NCC, SoFiMa, and IBESI. Through these endeavors, she has contributed significantly to the development of the social economy in Estonia and the broader Baltic region. |
| **Erkki Kubber - senior expert/ trainer** | Social Enterprise Estonia (SEV) | Board member, Development, trainings, mentor | Erkki is a Social Enterprise Estonia board member, he is trainer and development manager.  With over five years of leadership experience in Changemakers, he has organized more than 30 events, including one with over 300 participants, contributing to Changemakers' recognition with 9 different awards for its activities, including prestigious honors like the 2019 Achievement of the Year by the Ministry of Education and the 2019 Inspirer of the Year by the NGO Association.  Erkki's expertise extends to training (social) companies, support organizations, and public sector employees. He is also an accomplished author, having penned books such as "How to become a business wolf? Tricks of active marketing and sales" and "White belt in marketing and sales." His extensive experience in creating partnerships and sales aligns well with his long-term focus on training young people, entrepreneurs, and stakeholders in the social entrepreneurship ecosystem.  As the organizer of the largest impact and sustainable entrepreneurship festival in the Baltics, Erkki oversees partnership relations and program creation for Impact Day. Under his guidance, the festival has featured over 250 speakers from both Estonia and abroad and coordinated more than 150 events.  Erkki holds a Master's degree in Communication Management from the University of Tartu and has studied Public Administration and Political Science at Tallinn University of Technology. |
| Merili Ginter - senior expert/ trainer | Social Enterprise Estonia (SEV) | Board member, Communication, trainings, mentor, social media and communications expert | Merili is a member of the Social Enterprise Estonia board, communications manager and marketing mentor for social enterprises. She holds a Bachelor's Degree in Business Administration from the University of Tartu and Master's Degree in Marketing from the University of Tartu (Cum laude). Meril has extensive experience in creating collaborations between social enterprises and different sectors, as well as community cultivation and management. For example, Merili is the head of Impact Day, the biggest impact and sustainable entrepreneurship festival in the Baltics, where she coordinated the festival and the cooperation of various sectors. Previously, Merili has been in charge of the charity project "Our Contribution" for 3 years, which raised nearly 100 000 euros for children suffering from type 1 diabetes. She is one of the authors of the book "White Belt in Marketing and Sales". Merili also has extensive experience in event organization and marketing.  She has also trained both social enterprises and support organizations across Estonia, organized various communication campaigns for social enterprises.  Merili has developed a social entrepreneurship community - in 2021, we launched a social entrepreneurship community in the Slack environment at SEV, which now has over 500 community members from various sectors.  Merili's activities have won her more than 10 awards (e.g. Badge of honor for Citizens' Day 2022, Outstanding Young Estonian 2019 nominee, Estonia's Most Influential Young #14 2017, Good Rolemodel 2015, Citizen's Day Badge and nominations for Outstanding Young Estonian (2022)). |
| **Katri-Liis Lepik Ph.D.** | **Institute of Social Studies**  **Tallinn University** | Expert in social studies | Expert in following fields:   * social innovation * social entrepreneurship * quadruple- helix cooperation * living labs   Katri-Liis Lepik is Associate Professor. She is head of the global Master’s programme of Social Entrepreneurship and a mentor in the online Social Entrepreneurship Incubation Program. She is the Chair of the international COST network “Multi-disciplinary innovation for social change” covering 38 countries. She is a social entrepreneur.  She manages several projects on social innovation and entrepreneurship topics funded by the EU. She is the author of publications on social innovation and entrepreneurship.  Her research focuses on social entrepreneurship, public sector and social innovation as well as quadruple helix cooperation |
| **Jaan Aps** | **Estonian Business School** | Expert in social studies | Jaan Aps is one of Estonia's most recognized experts in social impact measurement and management. He leads the company Stories For Impact, whose mission is to enhance the positive impact of organizations contributing to people's well-being and development. Jaan is also a consultant for the social impact component of the Responsible Business Index.  In recent years, Jaan has contributed as a researcher and advisor to the evaluation and enhancement of the impact of some of Estonia's most influential organizations and programs. He has worked with clients from the public, private, and third sectors, including the British Council, the Ministry of Social Affairs, the Education and Youth Board, Telia Estonia, Viimsi Municipality, the Good Deed Foundation, Teach For Estonia, and Peaasi.ee. Jaan's experience also includes founding and leading organizations: he was the co-founder and leader (2012-2019) of the Network of Social Enterprises (SEV), which became a strategic partner to the state.  Jaan is a popular speaker on social impact assessment and management topics both in Estonia and internationally. In 2013, Jaan was named the Mission Person of the Year in Estonia by the Network of Estonian Nonprofit Organizations for his contribution to promoting the impact assessment of nonprofit organizations. Academically, Jaan holds a master's degree in Economics (Economic Modelling) from the University of Tartu. |

***List of previous projects where lead partner (SEV) has been involved, for the past 2 years:***

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|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Project Reference No and Title, Funding programme | Period (start and end date) | Role (Beneficiary / Associate Partner) | Amount  (EUR) | Website |
| Baltic Sea Impact Network 2.0 (BSIN), 00234/2023, Swedish Institute as part of the Baltic Sea Neighbourhood Programme | 1.10.2023 - 30.09.2025 | Beneficiary | Total project grant: 85629 € | <https://reachforchange.org/programs/ecosystem-development/baltic-sea-impact-network/> |
| Regional Ecosystems for Social Innovation and Social Transformation (RESIST), co-financed by the European Union (European Regional Development Fund) under the Interreg Baltic Sea Region Programme. | 21.06.2023 – 31.01.2027 | Associate Partner | Total project grant:  2,577,444 € | <https://interreg-baltic.eu/project/resist/> |
| Global Entrepreneurial Talent Management 4 (GETM4), | November 2023 - November 2026 | Associate Partner | Total project grant:  1,292,600 € | <https://www.tudublin.ie/explore/faculties-and-schools/business/management-people-and-organisations/research/getm4/> |
| Integrated Baltic Ecosystem for Social Innovation (IBESI), 101096680, Horizon Europe | 15.01.2023-14.01.2025 | Beneficiary | Total project grant:  498 927.50 € | <https://bia.ee/ibesi/> |

***Norwegian partners:***

**Partner 1**: [**SESAM**](https://www.usn.no/research/our-research/health-and-welfare/centre-for-social-entrepreneurship-and-social-innovation/about-sesam) - Centre for social entrepreneurship and collaborative social innovation - is a part of the University of South-Eastern Norway, Faculty of Health and Social Sciences, Department of Health, Social and Welfare Studies. However, the centre's activity is on an interdisciplinary basis, co-operating with the other faculties at USN, as well as other actors within our field of expertise, both nationally and abroad.

The daily activities of the partner:

* To actively stimulate new and useful knowledge within an emerging field.
* To stimulate curiosity and critical reflection, and to share knowledge together with our clients and collaborative partners.
* To contribute to creating a sustainable, vitalized welfare society that will create value and make all citizens feel they have a place in it.
* To make use of recognized scientific research methods and to hold high ethical standards in our work.
* SESAM is a member of [EMES](http://www.emes.net/), an international network of scientific researchers within the field of social entrepreneurship and social innovation.

**The role in the project:** SESAM will help to organize the study visit of Estonian experts to Norway, will participate in the visit of the Norwegian experts to Estonia and will contribute its expertise to the compilation of policy recommendations for Estonia based on Norwegian experience. Confirmation letter is presented with this application.

**Project team:**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | | |
| Name and function | Organization | Role / Task | Professional profile and expertise |
| **Hilde Svrljuga Sætre Ph.D.** | University of South-Eastern Norway, SESAM | Expert | Hilde Svrljuga Sætre is an Associate Professor at the Centre for social entrepreneurship and collaborative social innovation at the University of South-Eastern Norway (USN). She holds a PhD in Public-Private collaboration in the field of welfare from the University of Bergen. Sætre is leading work package 4 in the ERASMUS+ funded research project ESIC - European Social Innovation Campus and participates in RDI projects such as the nationally funded Social Sustainability and Voluntary or Forced Social Exclusion. Her main research interests include social innovation, social enterprise organizations, co-creation, co-production, decision-making processes, and collaborative governance and innovation. |
| **Ramona Lorentsen** | University of South-Eastern Norway, SESAM | Expert, Contact manager in SESAM | Ramona Lorentsen is a researcher and expert in social studies and social and innovation entrepreneurship, with over 40 years of experience in the field. |

**Partner 2:** **Impact** [**Hub AGDER in Norway**](https://www.welcomehub.no/)

Impact Hub is a global network of over 100 communities in more than 50 countries, dedicated to fostering positive social change through entrepreneurship, collaboration, and innovation.

**Impact** [**Hub AGDER in Norway**](https://www.welcomehub.no/)is located in the dynamic region of Southern Norway, Impact Hub Agder is part of this global network, uniquely positioned to drive social innovation and sustainable development in the local community by integrating profit and social impact. We specialize in designing and implementing innovative business models that drive both economic success and positive social change. Our expertise lies in connecting entrepreneurs, businesses, and communities to collaboratively address pressing social challenges while ensuring financial viability.

Our network partners bring a wealth of knowledge in areas such as social entrepreneurship, sustainable finance, and impact measurement. Together, we are committed to advancing the integration of profit and social impact, creating scalable solutions that benefit both business and society.

We offer a collaborative workspace, resources, and a supportive network to entrepreneurs, non-profits, and other organizations committed to creating positive impact. At Impact Hub Agder, we believe in the power of community and collaboration to tackle regional challenges, from environmental sustainability to social inclusion, making a tangible difference in the lives of those in our area and beyond.

Our main goal is to support newcomers who have relocated to the area to settle in comfortably, and to overcome the challenges that come with integrating with a new community.

**The role in the project:** Impact Hub Agder will participate in the visit of the Norwegian experts to Estonia, will participate in organizing the study visit of the Estonian experts to Norway and will be the main partner in creation of collaborative network for Estonian and Norwegian social enterprises. Confirmation letter is presented with this application.

**Project team of Impact Hub Agder:**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | | |
| Name and function | Organization | Role Task | Professional profile and expertise |
| **Marion Lerbo Baghdadi** | Impact Hub Agder | Expert, overseeing the administrative tasks for this project | As the Managing Director of Impact Hub Agder, Marion brings extensive expertise in social entrepreneurship, strategy, innovation, and business development. With a Bachelor's degree in Sociology from the University of Agder (UiA), she is well-equipped to manage the organizational aspects of the project, ensuring that all operations run smoothly and efficiently. Her leadership and experience in driving social impact initiatives will be instrumental in the successful execution of this project. |
| **Rebecka Sandbacka** | Impact Hub Agder | Communication and outreach for this project | With a Master’s degree in Media Science from UiT – The Arctic University of Norway, and a Bachelor of Arts in Media, Rebecka has a robust academic foundation in communication and media. Her professional experience as a social media expert, photographer, and event coordinator further strengthens her ability to effectively engage with diverse audiences and create compelling visual and written content. |
| **Christian Lerbo** | Impact Hub Agder | Marketing, media production, data analysis for this project | With a BA in Media Science and Musicology from the University of Oslo and additional studies in Journalism and New Media from American University, Christian has a well-rounded educational background. His current roles as a survey interviewer for the Norwegian Statistical Central Bureau and a freelance media producer have honed his skills in data collection, content creation, and media production. |

**Additional associate partners** from Norway, who were contacted and will be invited to participate in selected project activities and future networking:

IMPACT STARTUP [Impact Startup](https://d2kmy204.na1.hs-sales-engage.com/Ctc/I7+23284/d2kMy204/Jks2-6qcW69sMD-6lZ3lWW36CmRy9k8bfHN8cyT7xkMyf3N6Qs8B6Q-8hBW5lLNFL87G9d3W6Z-2XZ6csG6MW4jtvjd5H66fJW7zVR2z1v-S0HW5XJs9R4RxG7gW6-qg4M9cPMYTN1hzcKChJk8wN7Dn3DWVRX10W1277Pp3vTcl7W4MWLg06VWgWTW2gkcsg27LJgFW2wpqKt7FvWSwW1G9wbc1Jb1BLW5LgRL75LWC5VW3bP8Wn47L1p1N3Kmw2rpsbNkW6Bq8BP5rCkxQf7TgzXF04)

SoCentral [English | SoCentral](https://www.socentral.no/english/)

Ferd Sosiale Entreprenører(e) <https://ferd.no/en/social-entrepreneurs/who-we-are/>

Norge Unlimited <https://norgeunlimited.no/>

## **Activity plan**

|  | **Activity** | **Time** | **Location** | **Cost, €** | **Participants** |
| --- | --- | --- | --- | --- | --- |
|  | **Visits and meetings** | Oct’24-Apr’25 |  | **36 150** | All project team members and experts from both countries, about 50 persons. |
| 1.1 | **Visit of Norwegian experts to Estonia**, incl. participation in Impact Day festival for 3 days and 2 training and networking workshops.  Up to 15 persons for 5 days (4 nights). Costs include travel, accommodation, local transportation, workshops costs of Estonian partner, festival tickets. | 9- 13. Oct. 2024 (back-up dates: 1st week of December 2024) | Tallinn | 15 330 | Up to 15 representatives of Norwegian project partners and other actors in the field of social and impact entrepreneurship |
| 1.2 | **Study visit of Estonian experts to Norway.**  Up to 15 persons for 5 days (4 nights). Costs include travel, accommodation, local ground transportation, workshops costs of Norwegian partner. | March-April 2025 | Several destinations in Norway | 18 620 | Up to 15 representatives of Estonian project partner and other actors in the field of social and impact entrepreneurship |
| 1.3 | Monthly meetings and capacity-building trainings (kick-off meeting and 4 online meetings) – in-depth discussions on specific topics and support measures available in NOR and EE. | Nov’24 – March’25 | On-line | 2200 | Experts and representatives from all partners and associate partners, if relevant – from the government institutions |
|  | **Production of materials (intellectual outputs)** |  |  | **27 400** |  |
| 2.1 | Quick Guide on social entrepreneurship (digital and paper A4). Costs include content development, design and printing. | Jan-Feb’25 |  | 6 500 | Contracted Estonian experts and designer |
| 2.2 | Best practices report and policy recommendations to the Estonian government for boosting social and impact entrepreneurship. Costs include expert fees. | Nov’24 -Apr’25 | Distance work from Estonia and Norway | 20 900 | Estonian and Norwegian experts |
|  | **Communication and dissemination** |  |  | **8 000** |  |
| 3.1 | Marketing and promotional activities to reach potential participants in the network and other activities stipulated in the section “Communication and dissemination”. Costs include social media expert fees (Estonia) | Oct’24- Apr’25 | Estonia, distance working | 5 000 | Communication specialist contracted by the Estonian partner, members of the project team contribute the materials. |
| 3.2 | Information on project activities in the Norwegian social media channels and relevant networks. Costs include social media expert fees (Norway) | Oct’24- Apr’25 | Norway, distance working | 3 000 | Communication specialist contracted by the Norwegian partner, members of the project team contribute the materials. |
|  | **Project management** |  |  | **8 000** |  |
|  | Activity includes project administration, co-ordination of activities, accounting and reporting. | Oct’24 – Apr’25 | Tallinn | 8 000 | Project manager contracted by the Estonian partner |
|  | **Total costs of the proposed activities:** |  |  | **79 550 €** |  |

A more detailed budget can be presented if needed. The total costs are divided between the partners as follows:

**Estonian partner: 54 940 € ; Norwegian partner: 24 610 €, total budget 79 550 €.**

**Planned results**[[4]](#footnote-5)

The expected outcomes of the project are:

1. Shared best practices and experience in supporting social entrepreneurship will drive the development of respective policy framework and eco-system in Estonia;
2. Established and lasting bilateral co-operation between the main actors in the social and impact entrepreneurship in Estonia and Norway will contribute to the sustainable economic and social development in both countries.
3. Growing B2B cooperation and competitiveness of social and impact enterprises of the two countries.

|  |  |  |
| --- | --- | --- |
| **OUTPUT** | **INDICATOR** | **TARGET** |
| |  | | --- | | 1. Study visits of experts to partner countries | | Number of visits | 2 visits - one to Norway, one to Estonia, with up to 15 participants in each visit |
| 2. Development of policy recommendations for Estonia | Number of reports with policy recommendations developed and shared with the government | 1 report summarizing the best practices of Norway and containing at least 5 specific policy recommendations that can help the Estonian government to boost the development of social and impact entrepreneurship |
| |  | | --- | | 3. Capacity-building and networking workshops for promoters of social entrepreneurship (organized together with consortiums monthly meetings) | | Number of workshops held | 4 online workshops  December 2024,  Jan 2025,  Feb 2025,  March 2025 |
| 4. Creation of a co-operation network that will continue to operate independently after the project concludes | Number of networks established | 1 network that will continue to operate independently after the project and include promoters of social and impact entrepreneurship and social enterprises themselves. |
| 5. Quick guide on social and impact entrepreneurship (A4 format) | Number of materials created | 1 digital and printed A4 format one-pager about social and impact entrepreneurship that can be used and shared independently after the project |

**Sustainability of the project results**

The sustainability of the project results will be ensured through the establishment of long-term bilateral collaborations that extend beyond the project's duration.

The project will lay the groundwork for enduring partnerships between Estonian and Norwegian organizations, initially focused on social entrepreneurship and sustainability.

These collaborations are expected to evolve over time, expanding to include a broader range of stakeholders, such as entrepreneurs from both countries and academic institutions.

One of the **key sustainable outcomes of the project will be the creation of a network that will continue to operate independently after the project concludes.** This network will serve as a platform for ongoing dialogue, exchange of best practices, and collaboration between social enterprises, non-profit organizations, and other relevant stakeholders. By maintaining these connections, the network will foster continuous improvement in the field of social entrepreneurship in both Estonia and Norway.

Additionally, the project will **produce a set of written materials, including policy recommendations and practical guide,** based on the best practices observed during the collaboration. These materials will be widely disseminated among entrepreneurs and policymakers in Estonia, serving as a resource for future initiatives and negotiations at the governmental level to establish support measures for social enterprises.

Furthermore, the project will explore opportunities to integrate these efforts with academic institutions, particularly in Estonia, by leveraging the experience and practices of Norwegian counterparts. This will pave the way for the development of academic programs or research projects focused on social entrepreneurship, ensuring that the knowledge generated during the project is preserved and further developed.

The Norwegian counterparts are particularly interested in **Estonia's experience in creating an umbrella organization that unites all social entrepreneurs under one entity**. Norway has not yet succeeded in combining profit-oriented companies and social impact organizations into a single, unified organization. Estonia, however, has achieved this, making it a significant area of interest for the Norwegians in the context of this project.

Finally, the creation of a dedicated communication channel for social entrepreneurs from both countries will ensure that the dialogue continues even after the project ends. This channel will enable them to collaborate on new initiatives, share challenges and solutions, and collectively advocate for policy changes that support the growth of social enterprises. Through these efforts, the project will not only achieve its immediate goals but will also contribute to the long-term sustainability and growth of the social entrepreneurship sector in both Estonia and Norway.

## **Risk analysis and mitigation**

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**Additional comments to the risk analysis:**

The main risk influencing the project is the possible delay of financing decision, as the planned visit of the Norwegian experts to Estonia is currently programmed to coincide with the Impact Day festival (<https://impactday.eu/> ), organized by the applicant SEV in Tallinn 10-12. October 2024 and being the largest social- and impact entrepreneurship event in the Baltic and Nordic region, attracting around 3000 participants from 30 countries. Although the Norwegian partners expressed great interest to participate in this event, the representativeness of the participating group is strongly dependent on the availability of donor financing. As the dates of the event are approaching, travel planning for a bigger delegation becomes more costly and complicated.

If the decision comes in the last minute or comes after the event, whatever decision it is, there will most probably be just 1 person present from each partner-organisation, participating in the festival at their own risk and costs. As the aim of the project is wider involvement and networking, not the visit of individual experts, such visit would not serve its purpose and wider involvement would be necessary. So, in this case, we would consider making an alternative expert visit from Norway to Estonia in the beginning of December 2024, when other experts and stakeholders could also come. There would be a different programme in such case, but the duration and costs will be approximately the same.

However, we very much hope that the decision on funding will come at the right time, at least 2 weeks before the event. The impact of the Impact Day festival is very wide, the number of experts and performers involved is impressive, and this visit would also be important for Estonia to show itself as an important player and influencer in the field of sustainability and social entrepreneurship in the Baltics and Nordic region.

## **Communication and dissemination**

The communication and dissemination plan is essential for ensuring the long-term sustainability of the project and fostering enduring partnership between Estonian and Norwegian organizations.

**Dedicated communication activity:**

* Resource allocation: Communication activities are explicitly listed as a separate task in the project action plan. This allows for the allocation of specific resources (both personnel and financial) to ensure effective communication.
* Staff and service costs: We have included a budget line for communication staff and related services in the project plan. This will cover costs associated with content creation, graphic design, social media management, and other essential communication services.

**Information channels:**

* **Project website:** Information about the project will be prominently featured on the [SEV website](http://www.sev.ee) and the websites of the Norwegian partners. These platforms will serve as primary hubs for sharing updates, resources, and results related to the project.
* **SEV membership network:** The project will be communicated through SEV's network, which includes a broad base of social entrepreneurs (250 active members). This network provides a valuable channel for disseminating information to businesses that can benefit from the project’s outcomes.
* **Collaboration with EVEA:** Using the communication tools of the Estonian Association of SMEs (EVEA - [Eesti Väike- ja Keskmiste Ettevõtjate Assotsiatsioon](https://evea.ee/)), which has over 6,000 members, will significantly amplify the project's reach. EVEA’s newsletters, social media platforms, and member events will be used to keep a wider SME community informed and engaged. Since SEV is a collective member of EVEA, this collaboration will be highlighted in all communications, enhancing the visibility of the project to the Estonian SME community and demonstrating strong cooperation between Estonian and Norwegian business networks.

**Event related communication:**

* **Major event marketing:** Any significant events associated with the project, such as physical visits to both countries and networking events, will be promoted through a comprehensive marketing strategy. This will include banners, promotional materials, and targeted messaging aimed at attracting participants and raising awareness of the project’s objectives and achievements.
* **Impact Day:** During the "Impact Day" festival, specific project-related information will be disseminated. This includes showcasing the project via online banners, organizing presentations by Norwegian partners, and facilitating workshops in both countries that align with the project’s goals. This event will be an opportunity to engage a broader audience and create a platform for knowledge exchange and collaboration.

**Creative additions:**

* **Innovative content:** developing additional creative content such as video testimonials, case studies, and interactive webinars to further engage the audience and bring the project’s impact to life.
* **Collaborative content creation:** partners will be encouraged to co-create content, such as blog posts, articles, or videos, which can be shared across all involved parties' platforms, enhancing the reach and authenticity of the communication efforts.

1. <https://impactday.eu/> [↑](#footnote-ref-2)
2. “Estonia 2035” development strategy

   <https://www.valitsus.ee/en/estonia-2035-development-strategy/necessary-changes/economy-and-climate> [↑](#footnote-ref-3)
3. <https://ec.europa.eu/social/main.jsp?catId=1537&langId=en> [↑](#footnote-ref-4)
4. Please refer to the [Results Guideline](https://eeagrants.org/resources/2014-2021-results-guideline) [↑](#footnote-ref-5)