MedRiSSE

Replicable Innovations of SSE in the provision of services and creation of decent jobs in the post Covid-19 crisis recovery

ROADMAP FOR REPLICABILITY

Multi-actor and multi-level collaboration for Social Enterprise impact growth:

Pair to Grow - Coach to Grow capacity building strategy

Executive summary

This Roadmap was elaborated within the framework of the **ENI CBC Med MedRiSSE project** (Replicable Innovations of SSE in the provision of services and creation of decent jobs in the post covid-19 crisis recovery) and it analyses the pilot experience of the **Pair to Grow - Coach to Grow** capacity building strategy designed and coordinated by Impact Hub Network and Oxfam Italy, and implemented under the European Union funded **MedUp! project** ("Promoting social entrepreneurship in the Mediterranean region", 2018-2022. Ref: EuropeAid/155554/DH/ACT/Multi) in six MENA countries, namely Egypt, Morocco, Jordan, Lebanon, Tunisia, and Palestine. Through a **triangulated support system** including targeted **Social Enterprises (SE)**, their "paired" **Social Enterprise Support Organisation (SESO)** and third-party **Coaches**, the capacity building strategy proves to be a **good Social and Solidarity Economy practice** when it comes to supporting SEs' **business growth** and **scale-up** through **multi-actor** and **multi-level collaboration** and **partnerships**.

With a view to the potential **replicability** of the strategy, this Roadmap retraces and analyses the overall process, the key phases and respective main actors, resources, and actions, which allowed the implementation of the practice. Key determinants to replicate the strategy, as well as potential risks and respective mitigation measures, complete the overall assessment of **Pair to Grow - Coach to Grow** experience for those readers who might be interested or even considering embarking on a similar experience elsewhere.

In a nutshell, the **three-months capacity building support program** entailed a **first matching phase** where the social enterprises were "paired" with the most suitable SESOs, and the SE-SESO "pairs" were then assigned an international third-party **Coach**. During a **second phase** of the program, once the three-party group was established, the SESOs provided tailored support to the SEs to design a medium/long-term growth plan. Throughout the process, SESOs were also supported through bilateral and tailored mentorship and guidance provided by the third-party Coaches. A **third phase** focuses on the **key sustainability measures** of the strategy which are likely to provide long-term positive results, such as the **large-scale Networking & Pitching event** concluding the support program and gathering public and private investors and key actors coming from the business sector, international cooperation donors, financial and philanthropy institutions.

Given its strong incentive for **multi-actor** and **multi-level collaboration** strengthening the **Social and Solidarity Economy**, the accumulated experience through the Pair to Grow - Coach to Grow capacity building strategy can be capitalised to export the model to other territories.

In addition to the necessary **financial resources** needed for the implementation of the capacity building strategy, **key contextual determinants** for a positive replication of the practice may be summarized as follows:
• Relying on a certain level of **entrepreneurial culture** favouring actors' propensity to have a **collaborative attitude**, and an **open-minded** approach to **innovation** and **change**.
• Relying on a minimum level of **social capital** allowing actors from different ecosystem levels to work together to effectively achieve a common

purpose, building on **mutual trust**, **collaboration**, **openness**, and **respect for one another**.
• Counting on the existence of a **basic legal framework** governing the marketplace, the economic actors, and their activities.
• Having on board **stable SEs**, strongly committed to their social goals, financially sustainable, and ready to move to the growth stage.
• Counting on **capable SESOs**, strongly committed to their social goals, competent in the specific **business sectors** of the targeted SEs and having **strategic networks** with key **multi-level and multi-sector** actors of the (social) entrepreneurship ecosystem that can be leveraged to support the growth of the SEs' business and their social impact.
• Having access to **key social, environmental, and economic data** to conduct SEs' business and market analysis and to elaborate the SEs' growth plans.
• Relying on all key **economic hard infrastructures** and **services** needed by the SEs and SESOs to be operative and to be able to grow in their market.
• Relying on a minimum level of **digitalisation** and access to **digital infrastructure** should supported SEs belong to/aim to shift toward the **digital economy sector** or rely/plan to rely on the digital infrastructure for the production/delivery of their services.

When replicating the Pair to Grow - Coach to Grow capacity building strategy, some potential risks/challenges need to be accounted for, prevented, or mitigated. For examples, practitioners may find themselves confronted by the fact that SESOs may **lack true commitment** to support the achievement of SEs' goals. In that case, it is key to i) ensure an effective **selection process** of SESOs participating to the capacity building programme, ii) carry out a **participatory** process when **matching** SE-SESO-third party teams, and (iii) follow a regular and effective **monitoring** system throughout the entire capacity-building programme. These actions are

key also to avoid the potential **mismatch** between working teams (paired SE-SESO & third-party Coaches) in terms of, for example, collaboration, communication, human and/or professional compatibility (i.e., working methods and standards), business sector and pursued goals, among others. Another potential risk that may occur is SEs' "**non-readiness**" of their business development stage for the Pair to Grow - Coach to Grow capacity building strategy. Also in this case, effective SEs' **selection process** and regular **monitoring** can help avoid incurring in such challenge. Finally, third-party Coaches' "**interference**" in the SE-SESO support relationship may create some undesired dynamics within the work teams. In this case, setting clear **governance rules** within the SE-SESO "pairs" & third-party Coaches can be crucial to ensure fruitful working dynamics.

SSE practitioners, policymakers and local administrations searching for ways to contribute to the sustainable and inclusive development of their territories by means of supporting the local social entrepreneurship ecosystems may consider replicating the Pair to Grow-Coach to Grow capacity building strategy provided that key determinants are in place and the process is well adapted to their specific context.

DISCLAIMER

Table of contents

Acronyms

ENI CBC Med: European Neighbourhood Instrument - Cross-Border Cooperation

Mediterranean Sea Basin Programme (2014-2020)

ESO: Entrepreneurial Support Organisation

EU: European Union

MENA: Middle East and North Africa

PPP: Public-Private-Partnership

SE: Social Enterprise

SESO: Social Enterprise Support Organisation

SSE: Social and Solidarity Economy

1. **Introduction**

MedRiSSE PROJECT

This Roadmap was developed within the framework of the **European funded project MedRiSSE (Replicable Innovations of SSE in the provision of services and creation of decent jobs in the post covid-19 crisis recovery)** under the **ENI CBC Mediterranean Sea Basin Programme 2014-2020**[1]. The 24-month project launched in September 2021 is currently (at the time of writing) being implemented in **Spain, Palestine, Italy, Jordan**, and **Tunisia** by 8 partner organisations with a total budget of **1.1 million euros** (with 90% EU contribution).

The overall objective of MedRiSSE project is to develop a **Mediterranean scalability pathway for social innovations** that enable the co-production of public social services with local Social and Solidarity Economy (SSE) agents that have emerged from interactions between the government and the SSE involved in several ENI funded projects. The initiative aims to demonstrate **that co-production of public social services with SSE actors can provide with low-cost, highly effective, and scalable solutions** to fight poverty and promote equality, social inclusion, and environmental sustainability. These innovations, in fact, represent successful and efficient practices for the achievement of the SDGs in general, and for the protection of the most vulnerable groups in the post Covid-19 economies in the Mediterranean Sea Basin (MSB). In the post pandemic era, it will

be necessary to promote social inclusion and fight against poverty through cooperation, offering basic services in a different way, recovering, and creating decent employment through diverse and complementary organizational models of production. Many SSE are already responding to the COVID-19 pandemic in the fields of social and health protection, provision of food and prevention equipment, financial support, education and training, organization of community aid, converting their production to face the emergency, re-localizing supply chains, and many more.

However, the full potential of the SSE for the recovery stage will depend on **governments' willingness** to co-design and **co-implement** public policies and recovery measures within **a multi-stakeholder approach**, as well as civil society's capacity to act and mobilize resources.

In this respect, the **capitalization and dissemination of good practices** has the potential to inform and inspire similar experiences and solutions through a multiplicative global effect on local communities. It is against this backdrop that MedRiSSE project developed the Mediterranean Replication Toolkit building on the learnings and capitalization of 5 EU funded projects, namely MedTOWN, MoreThanAJob, MedUP!, IESS! and RUWOMED.

THE ROADMAP

The **aim** of this Roadmap is to provide **guidance and resources** for **policy makers**, **public servants**, and **SSE practitioners** in the Mediterranean **wishing to replicate social innovation and co-production models and initiatives**.

A total of **5 Roadmaps**, one for each good practice identified from **MedTOWN**, **MoreThanAJob**, **MedUP!**, **IESS!** and **RUWOMED** projects, were elaborated under the MedRiSSE project within the *Replication Toolkit*. The other 4 Roadmaps are accessible *here*.

Each Roadmap was built upon the results of the **replicability assessment** carried out by MedRiSSE partner **PIN S.c.r.l.**- Didactic and Scientific Services for the University of Florence/ *ARCO – Action Research for CO-development* - research centre (Italy). The assessment followed an evaluation framework elaborated by ARCO following a thorough literature review on replication and scalability methods on social innovations. Moreover, the framework was grounded on a conceptual and interpretative framework based on the **Sustainable Human Development paradigm** and C**apability Approach perspective** (Sen; 1985,1999) which frames the Social and Solidarity Economy with a territorial ecosystem perspective. The assessment was primarily based on the desk review of project documents and materials, as well as information and insights collected during the semi-structured interviews carried out with key informants of the good practices [the assessment **methodology** is described in detail in the *Toolkit*].

HOW TO READ THIS ROADMAP?

The objective of this Roadmap is to provide readers a **practical guidance to replicate the analysed good practice** (or similar initiatives) i**n other contexts and territories**. However, the overall process as well as the identified key determinants, which are presented in this Roadmap as important elements for a positive implementation of the good practice, should be always and carefully (re)considered in the **local and national contexts** in which replication may take place. In other words, an underlying and thorough understanding of the readers' contexts must be taken into consideration in order to tailor and adapt the process and the suggestions here reported.

The Roadmap is structured as follows:

• **Presentation of the good practice**: its origin and context, triggering factors and main objectives, its distinctive features, innovativeness and value-added.

• **Theory of change**: a schematic overview of how inputs, actions, outputs, outcomes and impacts of the good practice are related, in order to facilitate the planning and the implementation of similar practices in other contexts.

• **The process**: an overview of all the sequenced main phases which allowed the execution of the good practice, from the triggering factor(s) to planning, implementation and, finally, sustainability phase, identifying for each key actors, resources, and actions. Additionally, Suggested Actions and Self-Assessment Questions are also provided to assist the reader when considering the feasibility of this model in his/her own context. The purpose is to offer supporting tools allowing to abstract key elements from the assessed good practice to be applied in other contexts.

• **Key determinants for replicability**: an outline of the **main contextual determinants** that emerged during the analysis when seeking to identify key "ingredients" and conditions that should be in place in a given context for the replicability of the analysed good practice. The purpose is to support readers in running a quick general screening of their own context to assess the preliminary feasibility of replicating the practice.

• **Drawbacks and risks**: a list of possible drawbacks and potential risks that may arise for future replications, accompanied by possible coping strategies for prevention and/or mitigation.

• **Final remarks**: a final overview of why this practice can be considered an effective driver for sustainable human development and the objectives that could be reached by implementing this practice.

2. **The good practice**

The **Pair to Grow-Coach to Grow capacity building strategy** proves to be a **good Social and Solidarity Economy practice** when it comes to supporting **Social Enterprises' business growth and scale-up** through **multi-actor** and **multi-level collaboration** and **partnerships**.

Pair to Grow-Coach to Grow was the final capacity building action designed and coordinated by _Impact Hub Network_ and _Oxfam Italy_ during the last year of the EU-funded **MedUP! project** ("Promoting social entrepreneurship in the Mediterranean region", Ref: EuropeAid/155554/DH/ACT/Multi). The latter was led by Oxfam Italy and implemented by European and Southern Mediterranean partners in Morocco, Tunisia, Egypt, Jordan, Lebanon, Palestine, from March 2018 to August 2022[2].

Capitalizing on the knowledge shared and the competences acquired by the project beneficiary Social Entrepreneurship Support Organizations (SESOs) in the previous three years of the project, the Pair to Grow-Coach to Grow capacity building strategy entailed a solid **collaboration** between beneficiary **Social Enterprises** (SEs) and **SESOs** in the design of SEs' business growth plans. Ultimately, the strategy aimed at **empowering SESOs to drive the development of more enabling social entrepreneurship ecosystems**.

In fact, the strategy builds on a crucial **assumption** that social enterprises greatly benefit from an enabling social entrepreneurship *ecosystem*, where **key actors** from **different ecosystem *levels*** (i.e., micro - SE level, meso - SESO level, macro- policy level) and even **different sectors** (public and private) work together achieving mutual benefits and social and economic returns for the community as a whole. The strategy also builds on a **key learning** which was consolidated through years of project implementation, namely that both SEs and SESOs benefit more from *tailored* and *one-to one* **support service or program** than from standardised group trainings.

More specifically, the Pair to Grow-Coach to Grow capacity building strategy entailed an **interrelated** and **triangulated support system** which included a **SE**, a "paired" **SESO** and a third-party **Coach** (in the case of MedUp!, an international social entrepreneurship expert from Impact Hub partner), as summarised in the graph below.

---

[2] For more information on the project, please refer to MedUp! webpage at https://www.oxfamitalia.org/medup/.

Overview of the Pair-To-Grow strategy
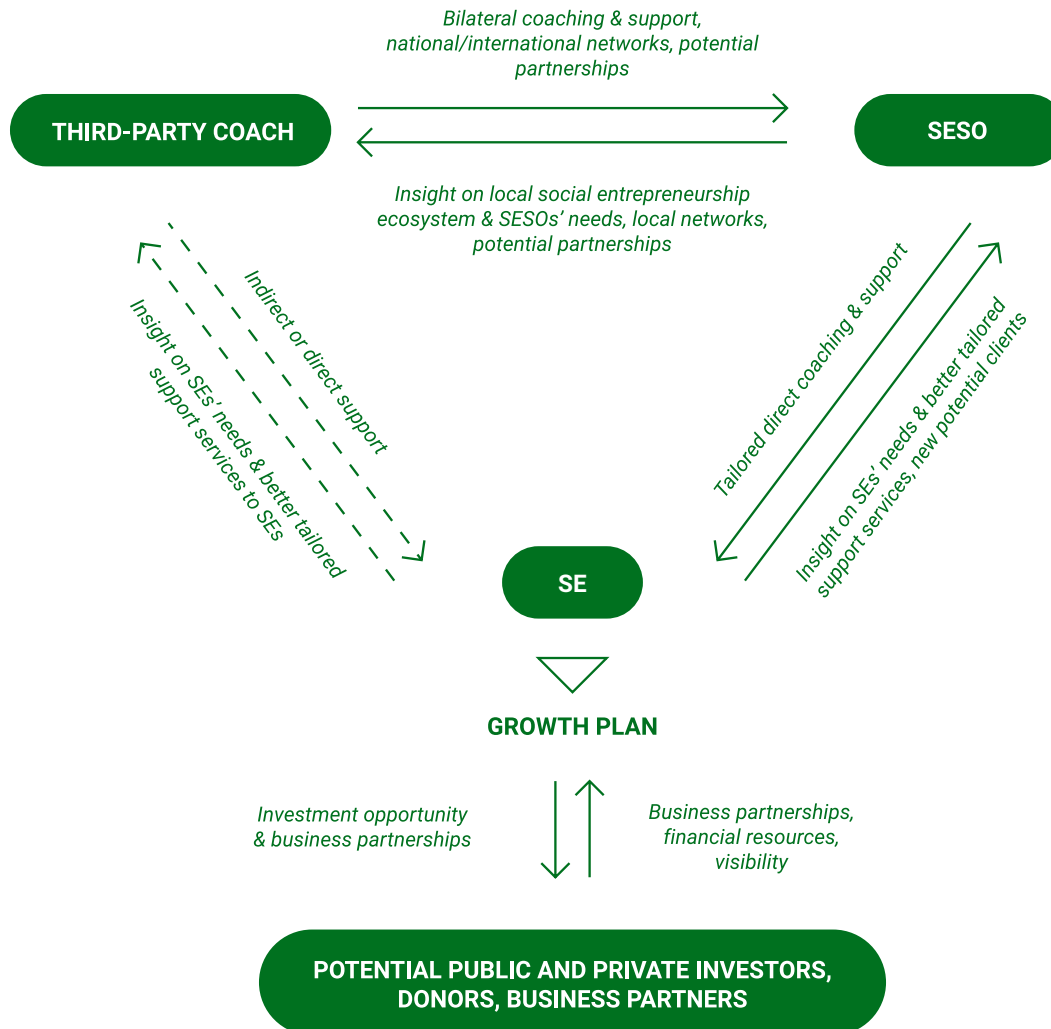
Source: ARCO

The **three-months support program** entailed a first **matching phase** where each SE was "paired" with the most suitable SESO according to the SE's business sector, social goal, business development stage, type of support service/s needed. The SE-SESO "pair" was then assigned a third-party International **Coach**. Once the three-party group was established, **each SESO provided tailored support to the SEs** to design a **medium/long-term business growth plan**. Throughout the process, each SESO was also supported through **bilateral** and **tailored mentorship** and guidance provided by the third-party Coaches. At the end of the support programme, the SEs presented their growth

plans during a **large-scale regional Networking and Pitching event** gathering public and private investors, international cooperation donors, financial and philanthropy institutions, and key actors of the (social) entrepreneurship sector.

Pair to Grow – Coach to Grow proved to be an **innovative practice** as it promoted a viable alternative to the usual unilateral and often standardised support programs for SEs financed by cooperation projects. Through its **multi-level approach** incentivising **first-hand action and collaboration** between national and international actors from **different social entrepreneurship**

ecosystem levels, the strategy favours:

• Increased financial/business and **soft skills** and **capacity** for **SEs** to identify and plan their impact growth strategy/ies.
• Improved **SEs**' exposure and **visibility** to potential business partners, public and private investors, and funding institutions.
• Strengthened know-how and capacity for **SESOs** to provide **quality support services** for SEs.
• Strengthened SESOs' **awareness** of their potential leading and strategic role as **drivers** of their SSE ecosystem development.
• Created/ strengthened **connections** between **multi-level** and **multi-sector** actors orbiting or making up the social entrepreneurship ecosystems, both nationally and internationally.
• **Ownership** and **mutual accountability** of the support process on the part of local ecosystem actors (the SESOs deliver the capacity building to SEs as opposed to project direct and separate support to SEs and SESOs).

The Pair to Grow – Coach to Grow pilot experience was successful and largely appreciated by both targeted actors (SEs and SESOs) and MedUP! project implementors. Moreover, it was piloted simultaneously in six different MENA countries, which can be considered as a positive indicator of **feasible replicability** in future interventions also in other contexts.

In the following sections, the Roadmap retraces and analyses the key phases, and respective main actors, resources, and actions, which led to the pilot implementation of the Pair to Grow – Coach to Grow capacity building strategy. Key determinants to replicate the practice, as well as potential risks and respective mitigation measures, complete the overall assessment of the strategy for those readers who might be interested or even considering embarking in a similar experience elsewhere.

[2] www.joinmorethanajob.org

3. Theory of change

TRIGGERING ELEMENT

In the MENA countries targeted by MedUP! project the social entrepreneurship ecosystems face common key gaps and challenges. Among others, SEs lack specific and tailored technical support services and face rooted challenges in accessing financial support. Moreover, the actors from the micro and meso levels of the social entrepreneurship ecosystems struggle to strengthen deeper connections which would mutually benefit their business and catalyse their social and economic impact. In response, the Pair to Grow - Coach to Grow strategy addressed the three above challenges by adopting a **multi-level approach** which incentivises **first-hand and tailored support and collaboration** between SEs and SESOs, as well as strategic connection with key ecosystem actors.

Actors	Resources	Actions	Outputs	Outcomes	Impacts
• **SEs** selected for the capacity building programme • **SESOs** selected for the capacity building programme • **International coaches** • **Staff team** • Key local and international **multi-level** and **multi-sector actors** invited to the final **Pitching & Networking event** (i.e., investors, financial institutions, business actors, national and international donors, other SEs and SESOs).	• **Human resources, skills & attitudes** (i.e., technical expertise in social entrepreneurship & business development, mentoring and coaching skills, entrepreneurial mindset & risk-loving attitude, open-minded approach to innovation and change, basic digital literacy) • **Social capital** (mutual trust, cooperation) • **Training resources** (i.e., supporting tools and training materials) • Capacity building programme **monitoring tools** • **Key data** on SEs' business activities, performance & market potential • **Strategic** national and international **networks** with key actors of the (social) entrepreneurship ecosystem • Basic **digital resources** (tech devices, internet service, and communication applications/software) • **Financial resources**	• **Selection of SEs** undergoing the capacity building programme • **Selection of the coaching SESOs** • **Matching** of the SE-SESO "pairs" • **Identification and preliminary training** of **International coaches** • **Assignment of International coaches** to each SE-SESO "pair" • **Contracting of SESOs** for their coaching services to "paired" SEs • **Introductory** collective **workshop** to all SE-SESO-International coach teams • SESOs' **delivery** of the **capacity building** programme & co-elaboration of SEs' **Growth Plans** • **Bilateral and tailored coaching** to SESOs by International coaches • **Monitoring and reporting** of the capacity building process • Planning and coordination of the Online regional **Pitching & Networking event**	• **Signed contracts** with SESOs for the delivery of the capacity building programme to their "paired" SEs • SEs' **Growth Plans** • **Monitoring reports** of the Capacity Building programme • Regional online **Pitching & Networking event** • Delivered pitches by supported SEs during the online **Pitching & Networking event**	• Increased **collaboration** between social entrepreneurship meso and micro ecosystem levels (SEs-SESOs) • Increased **skills** and **capacity** for SEs to identify & plan their **impact growth strategy** • Strengthened **ownership**, **know-how** and **capacity** for SESOs to provide **quality support services** for SEs • Strengthened SESOs' **awareness** of their potential **leading** and **strategic role** as **drivers** of their SSE ecosystem development • Improved **SEs' exposure & visibility** to potential partners, public and private investors, and funding institutions • Strengthened **connections** between multi-level and multi-sector actors of the social entrepreneurship ecosystems, both nationally and internationally	**KEY TARGETED SDGs** • **8** Decent work and economic growth • **12** Sustainable consumption and production patterns • **17** Partnerships for the goals *Other SDGs are directly targeted, depending on the key social/environmental goals pursued by supported SEs*

4.
The process

For the purpose of this Roadmap, 4 key phases of the process enabling the Pair to Grow – Coach to Grow experience were identified and analysed, starting from the triggering factors (Phase 0) to planning (Phase 1), implementation (Phase 2) and, finally, sustainability phase (Phase 3), identifying for each key actors, resources, and activities.

In summary, the Pair to Grow – Coach to Grow capacity building programme entailed a **first matching phase** where each social enterprise was "paired" with the most suitable SESO and the SE-SESO "pairs" were then assigned a third-party **Coach**.

During a **second phase** of the programme, once the three-party groups were established, SESOs provided tailored support to the SEs over a defined period (approximately 3 months) to design a medium/long-term growth plan. Throughout the process, SESOs were also supported through bilateral and tailored mentorship and guidance provided by the third-party Coach.

A **third phase** focuses on the **key sustainability measures** of the strategy which are likely to provide long-term positive results.

Phase 0
TRIGGERING FACTORS

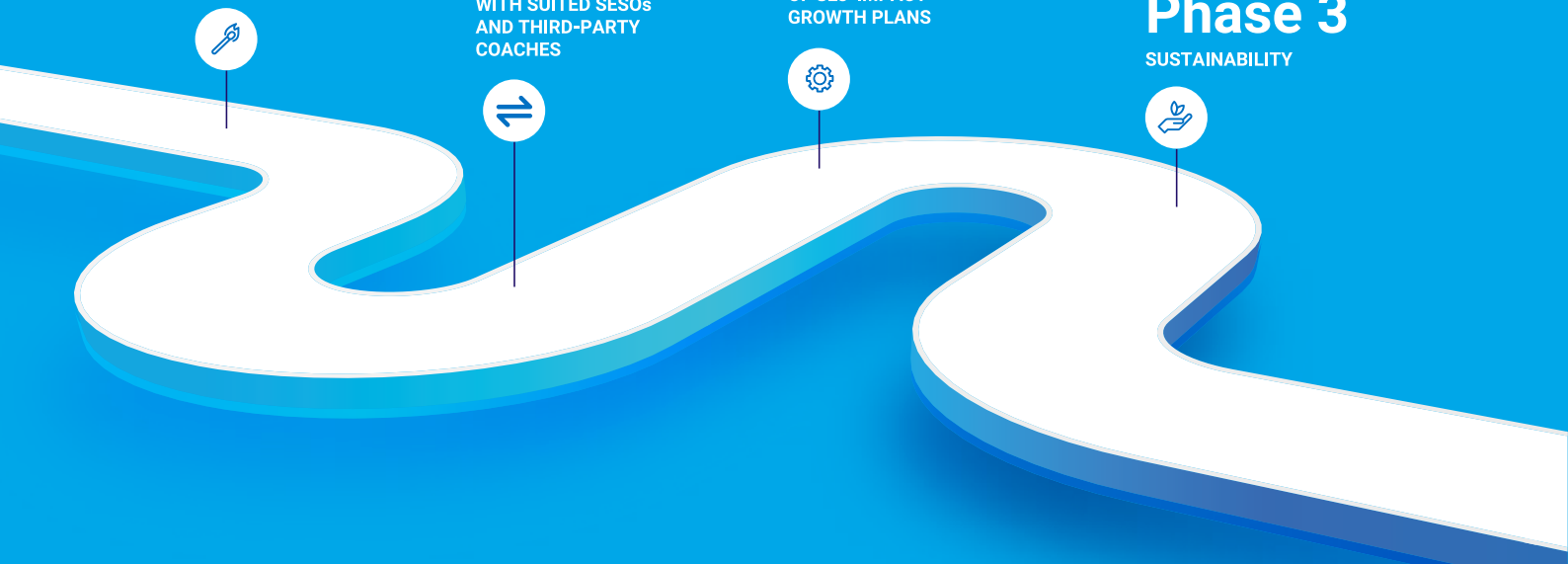## Phase 1
MATCHING SEs WITH SUITED SESOs AND THIRD-PARTY COACHES

Phase 2
CO-DEVELOPMENT OF SEs' IMPACT GROWTH PLANS

Phase 3
SUSTAINABILITY

Phase 0 ♂💥
TRIGGERING FACTORS

Insights from the intervention	Self-assessment questions
Four years and a half experience of MedUP! project consolidated an evidence-based understanding of the key gaps and challenges of the targeted MENA countries' social entrepreneurship ecosystems. Albeit their stage of development greatly varies from one country to another, common obstacles can be identified in the following, among others: • Lack of **tailored technical support services specifically for SEs**, for all their **business development stages**, from ideation to growth phase. • Loose (or absent) **connection** and **collaboration** (in business terms) between micro level (SEs) and meso level actors (support organisations such as business incubators, accelerators). • SEs' challenging **access to finance**. In response to the above and building on the learnings and challenges of the previous 3 years of MedUP! implementation, the Pair to Grow - Coach to Grow strategy piloted a cross-cutting programme connecting different levels of the project intervention (micro and meso levels) and different targeted beneficiaries (SEs and SESOs) addressing the three above challenges simultaneously. Adopting a **multi-level approach** which incentivises **first-hand and tailored support and collaboration** between SEs and SESOs, and connects key ecosystem actors, the strategy piloted an **innovative practice** promoting a viable alternative to the usual unilateral and often standardised support programs for SEs.	• Are there enterprises whose main objective is to achieve social impact (hereinafter **SEs**) in your territory? • What are the main **challenges** that SEs face in your territory? • Are there organisations in your territory offering **support programs/services** for entrepreneurs? And **specialised** support to SEs (hereinafter SESOs)? Are these organisations offering support for all **stages** of business development? • Do SEs in your territory know where to turn to for support services? Are the latter appropriate to address the SEs' needs? • Do SEs in your context have **access to funding opportunities**? (i.e., national or international donors, private or public investors, financial institutions) • How would you assess the level of **interconnection** between (potential) key actors of the social entrepreneurship ecosystem in your territory? How would you assess its **stage of development**?

Phase 1 ✏️

PLANNING: MATCHING SEs WITH SUITED SESOs AND THIRD-PARTY COACHES

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN ACTORS		
In the first **matching phase** of the capacity building programme, the following key actors were involved: • MedUp! **project staff** (both EU and MENA partners)	• Make sure your staff team has appropriate **skills** and **expertise** in social entrepreneurship, business development and impact growth, training skills to prepare the third-party coaches, capacities to plan and coordinate capacity building programs, communication, and facilitation skills to mediate between the SE-SESO "pairs".	• Can you rely on a staff team having the appropriate **skills** and **expertise** to run the capacity building programme? Are they competent in social entrepreneurship, business development and impact growth? Do they have appropriate training expertise to prepare the third-party coaches for the capacity building programme? Do they have the capacity to plan and coordinate capacity building programs? Do they have the necessary communication and facilitation skills to mediate between the SE-SESO "pairs"?
• 6 **International Coaches** selected from the European project partner Impact Hub Network.	• Select third-party coaches having the appropriate **skills** and **expertise** in social entrepreneurship, business development and impact growth. A solid knowledge of the local/national context is highly recommended. Additionally, make sure they are properly trained on how to deliver **effective coaching and mentoring** to oversee a capacity building programme targeting SEs. Ensure they have appropriate **communication and facilitation skills** to effectively mediate between the SE-SESO "pairs".	• Can you count on third-party coaches having the appropriate **skills** and **expertise** in social entrepreneurship, business development and impact growth? Are they knowledgeable of the local/national context? Do they have needed **coaching and mentoring capacities** to oversee capacity building programs? Do they have appropriate **communication and facilitation skills** to mediate between the SE-SESO "pairs?

☰

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN ACTORS		
• 17 MedUP! **beneficiary SEs** selected according to the following criteria: - SEs strongly pursuing **social goals**. - SEs showcasing promising **financial sustainability**. - SEs having successfully passed the start-up phase and having consolidated a certain degree of **stability**. - SEs ready and wishing to move their business to the **growth** phase. - SEs having a business model showcasing a promising **scalability** and **development** potential. - SEs capable and keen on establishing new **connections** and **partnerships** for their growth stage.	• To make sure you **select SEs** which are well-aligned with and best suited and ready for the purpose of the capacity building programme, set **effective**, **strategic**, **and purpose-oriented criteria**. The latter should include: - Strong commitment to the pursuance of **social goals**. - A certain degree of **financial stability.** - **Stable** business development stage. - Readiness and propensity to move to the business **growth stage**. - Business model potential to **scale-up**. - Readiness and propensity to establish new **connections** and **partnerships** for the growth stage.	• Which are the most **effective, strategic, and purpose-oriented criteria** that can allow you to select SEs which are well-aligned with and best suited and ready for the purpose of the capacity building programme? • Are the candidate SEs strongly driven by **social goals**? • Are they **financially sustainable**? • Have the candidate SEs reached a confident and **stable** business development stage? • Are they ready to and keen on moving forward to the **growth stage**? • Do candidate SEs' business model have the **potential** to **scale-up**? • Are they ready to and keen on consolidating strategic **connections** and **partnerships** for their business impact growth?
• 17 MedUP! **beneficiary SESOs** selected according to the following criteria: - SESOs having showcased greater **engagement** in MedUP! activities in the previous years of the project, therefore truly committed to support the **Social and Solidarity Economy** and to help **social enterprises** to expand their business and social impact. - SESOs having **good and strategic networks** and knowledgeable about national and international opportunities for SEs (i.e., national and international donors and funding mechanisms, financial institutions, private investors, other potential business partners, other business support organisations). - (preferably) SESOs having **experience** in the **specific business sectors** of the selected SEs.	• To make sure you **select appropriate SESOs** to be paired with identified SEs to deliver the capacity building programme, set **effective, strategic, and purpose-oriented criteria**. The latter should include: - Strong **mission** and **commitment** to support the **Social and Solidarity Economy** and, to help **social enterprises** to expand their business and social impact. - Having **consolidated and strategic networks** with key private and public actors that can be leveraged to support the SEs' business impact growth in your territory as well as abroad (i.e., national and international donors and funding mechanisms, financial institutions, private investors, other potential business partners, other business support organisations). - (preferably) Having consolidated **experience** in the **specific business sectors** of the selected SEs.	• Which are the most **effective, strategic, and purpose-oriented criteria** that can allow you to **select appropriate SESOs** to be paired with identified SEs to deliver the capacity building programme? • Are the candidate SESOs truly committed to the **Social and Solidarity Economy**? Are they driven by the aim to support **social enterprises** to expand their business and social impact? • Can they leverage **consolidated and strategic networks** with key private and public actors to support the SEs' business impact growth in your territory as well as abroad? (i.e., national and international donors, financial institutions, private investors, other potential business partners, other business support organisations) • Do candidate SESOs have consolidated **experience** in the **specific business sectors** of the selected SEs?

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN RESOURCES		
In the first **matching phase**, the following key resources were deployed:		
• **Human resources** entailing (for project staff and third-party coaches) appropriate **skills** and **expertise** in social entrepreneurship, business development and growth, capacities to plan and coordinate capacity building programs, communication, and facilitation skills to mediate between the SE-SESO "pairs".	• Make sure your staff team and selected third-party coaches have the appropriate **skills** and **expertise** in social entrepreneurship, business development and impact growth, capacities to plan and coordinate capacity building programs, communication, and facilitation skills to mediate between the SE-SESO "pairs".	• Do your staff team and selected third-party coaches have the appropriate **skills** and **expertise** for the capacity building programme? Are they competent in social entrepreneurship, business development and impact growth? Do they have the training expertise to prepare the third-party coaches for the capacity building programme? Do they have the capacity to plan and coordinate capacity building programs? Do they have the necessary communication and facilitation skills to mediate between the SE-SESO "pairs"?
• **Financial resources** coming from the MedUP! project funding which were necessary to cover both the project staff overseeing the capacity building program, as well as SESO's coaching service to their paired SEs.	• Make sure you can **intercept appropriate financial resources** to cover both the project staff and third-party coaches overseeing the capacity building program, as well as SESO's coaching services to their paired SEs. The latter is crucial to drive **positive dynamics** in the local **social entrepreneurship ecosystem** where SESOs' services should be recognised (and paid) for their marketable services (not charitable support to SEs).	• Can you intercept a**ppropriate financial resources** to cover the project staff and third-party coaches overseeing the capacity building program? Are SESOs in your territory (adequately) paid for the business support services they offer to SEs? Can you secure appropriate (compared to the market price in your context) financial resources to cover SESO's delivery of the capacity building programme to their paired SEs?
MAIN ACTIVITIES		
In the first **matching phase,** the following key activities were undertaken:		
• **Selection of 16 SEs** according to the criteria listed previously.	• To make sure you **select enterprises** which are well-aligned with and best suited and ready for the purpose of the capacity building programme, set **effective, strategic, and purpose-oriented criteria**, as the ones suggested previously.	• Which are the most **effective, strategic, and purpose-oriented criteria** that can allow you to select the enterprises which are well-aligned with and best suited and ready for the purpose of the capacity building programme?
• **Selection of 16 SESOs** according to the criteria listed previously.	• To make sure you s**elect appropriate SESOs** to be paired with identified SEs to deliver the capacity building programme, set **effective, strategic, and purpose-oriented criteria**, as the ones suggested previously.	• Which are the most **effective, strategic, and purpose-oriented criteria** that can allow you to **select appropriate SESOs** to be paired with identified enterprises to deliver the capacity building programme?

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN ACTIVITIES		
• **Selected SEs** were **"paired"** with the most suitable **SESOs** (one SESO per each SE) according to the SE's business sector, pursued social goal, business development stage, and degree of needed support to elaborate business impact growth plans.	• Pair identified enterprises with the most suitable **SESOs** -one SESO per each SE- according to their business sector, pursued social goal, business development stage, and degree of needed support to elaborate business impact growth plans.	• Which SESOs are best suited for each targeted SE according to their business sector, pursued social goal, business development stage, and degree of needed support to elaborate business impact growth plans?
• MedUP! partner Impact Hub **identified** the 6 **International Coaches** assigned to mentor and coach the SESOs and to supervise the SESO-SE "pair" throughout the overall capacity building programme and the design of SEs' growth plans.	• Select **third-party coaches** assigned to coach and mentor the SESOs and to supervise the SESO-SE "pair" throughout the overall capacity building programme and the design of SEs' growth plans. Make sure they are appropriately skilled in social entrepreneurship, business development, and impact growth, appropriately knowledgeable of the local contexts, and having good communication and facilitation skills to effectively mediate between the SE-SESO "pairs".	• Can you identify **third-party coaches** having the appropriate skills and expertise to coach and mentor the SESOs and to supervise the SESO-SE "pair" throughout the overall capacity building programme and design of SEs' growth plans? Are they appropriately skilled in social entrepreneurship, business development and impact growth? Are they sufficiently knowledgeable of the local contexts? Do they have appropriate communication and facilitation skills to mediate between the SE-SESO "pairs?
• MedUP! partner Impact Hub delivered an online **preliminary training to identified International Coaches** to prepare them for the coaching programme and to align them with the programme objective. In addition, key contents (and respective guiding questions) to be later identified through the SEs' impact growth plans were defined.	• Ensure that **third-party coaches** are **preliminarily trained** to deliver and to oversee the capacity building programme, and to ensure they are well aligned with the programme objective. Make sure you define the key contents the SEs' impact growth plans should include. Setting key guiding questions can be helpful to later guide SEs when elaborating their growth plans.	• How can you ensure that selected t**hird-party coaches** are well aligned with the programme objective and well-prepared to deliver and to oversee the capacity building programme? Are they aligned on the key contents that the SEs' impact growth plans should include? In this regard, can a preliminary training programme benefit third-party coaches?
• The SE-SESO "pair" were then assigned an **International Coach**.	• Assign the most suitable **third-party coach** to each SE-SESO "pair".	• Who are the most suited **third-party coaches** for each SE-SESO "pair"?
• **SESOs** were **hired** by MedUP! project to deliver the capacity building programme to SEs, and to co-develop SEs' impact growth plans.	• **Hire identified SESOs** to deliver the capacity building programme to SEs upon payment of an agreed and suitable market price. This step is crucial to drive **positive dynamics** in the local social entrepreneurship **ecosystem** where SESOs' services should be recognised (and paid for) their marketable services, (not charitable support to SEs).	• Can **signing a contract** with selected SESOs ensure their professional and effective delivery of the capacity building programme to SEs? What is the average price for a comparable business support programme in your context? Do you think it is an appropriate price to allow SESOs' financial sustainability in the marketplace? Do you think it is an appropriate price to incentivise SESOs to start or to keep delivering support services to SEs? Can you offer them a fair market price or, if not existing in your context, a price which you assess as appropriate to drive positive dynamics in the social entrepreneurship ecosystem in your context?

Phase 2 ⚔

IMPLEMENTATION: CO-DEVELOPMENT OF SEs' IMPACT GROWTH PLANS

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN ACTORS		
The actors engaged in the second phase of the capacity building programme continue to be the same as in Phase 1, that is: MedUp! project staff, 6 International Coaches, 17 MedUP! beneficiary SEs and 17 MedUP! beneficiary SESOs.		
MAIN RESOURCES		
In the second **phase** of the capacity building programme, the following key resources were leveraged:		
• **Human resources**: - International coaches having appropriate **skills** and **technical expertise** in social entrepreneurship in the different contexts, business development and growth, **mentoring** and **coaching capacities** to oversee and support the capacity building program, **communication** and **facilitation skills** to mediate between the SE-SESO "pairs".	• Make sure your selected third-party coaches have the appropriate **skills** and **technical expertise** in social entrepreneurship, business development and growth, **mentoring** and **coaching capacities** to oversee and support the capacity building program, **communication** and **facilitation skills** to mediate between the SE-SESO "pairs".	• Do your selected third-party coaches have the appropriate **skills** and **expertise** for the capacity building programme? Are they competent in social entrepreneurship, business development and impact growth? Do they have appropriate **mentoring** and **coaching capacities** to oversee and support the capacity building program? Do they have the necessary communication and facilitation skills to mediate between the SE-SESO "pairs"?
• Engaged SEs and SESOs having a **positive collaborative attitude, entrepreneurial mindset, open-minded** approach to **innovation** and **change**, a wise entrepreneurial **risk-loving** attitude, and being strongly committed to **social** and **environmental goals**.	• Make sure your selected SEs and SESOs have a **positive collaborative attitude, entrepreneurial mindset, open-minded** approach to **innovation** and **change**, a wise entrepreneurial **risk-loving** attitude, and being strongly committed to **social** and **environmental goals**.	• Do your selected SEs and SESOs have a p**ositive collaborative attitude, entrepreneurial mindset, open-minded** approach to **innovation** and **change**, a wise entrepreneurial **risk-loving** attitude? Are they strongly committed to **social** and **environmental goals**?
• **Key data** on the targeted SEs' current **business activities, performance**, and **strategy** (i.e., business plan, governance model, inventory, financial reports, communication strategy, marketing plan, brand identity).	• Make sure coaching SESOs have access to **key data** on the targeted SEs' current **business activities, performance**, and **strategy** (i.e., business plan, governance model, inventory, financial reports, communication strategy, marketing plan, brand identity).	• Can targeted SEs provide their coaching SESOs with key data on their current **business activities, performance**, and **strategy**? (i.e., business plan, governance model, inventory, financial reports, communication strategy, marketing plan, brand identity)

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN RESOURCES		
• **Key social, environmental, and economic data** needed to conduct SEs' business and market analysis to elaborate the SEs' growth plans.	• **Key social, environmental, and economic data** is needed to conduct SEs' business and market analysis. The latter is key to have solid and grounded basis for the assessment of the business and social impact scaling strategies and to elaborate the SEs' growth plans accordingly.	• Can you access **social, environmental, and economic key data** to conduct SEs' business and market analysis? Is such data sufficient to run a comprehensive assessment of the SEs' business and social impact scaling strategies and to elaborate their growth plans?
• **Financial resources** coming from the MedUP! project funding which were necessary to cover the project staff and the International Coaches overseeing the capacity building program, as well as SESO's coaching service to their paired SEs.	• Make sure you can **intercept appropriate financial resources** to cover both the project staff and third-party coaches overseeing the capacity building program, as well as SESO's coaching services to their paired SEs.	• Can you intercept **appropriate financial resources** to cover the project staff and third-party coaches overseeing the capacity building program? Can you secure appropriate (compared to the market price in your context) financial resources to cover SESO's delivery of the capacity building programme to their paired SEs?
• **Training resources**: MedUP! project provided supporting tools for the capacity building programme such as the **Impact Hub Toolkit: "*Scaling and Replication*": a way to grow your impact"**[3], and the **Growth Plan template** (namely, a Power Point template presentation for SEs to fill, prepare, and showcase during the final Pitching & Networking event).	• Providing **common quality training resources** (i.e., toolkits, guidelines, slides, papers, relevant references) greatly benefit SEs and SESOs engaged in the capacity building programme as they can build on a **common solid knowledge base and reference** to which they can turn to at any point of the process. Additionally, providing **templates** for the foreseen **deliverable/s** of the capacity building programme helps aligning actors' expectation of the work to be done and its attended output/s.	• Which **training resources** could benefit SEs and SESOs to deliver the Pair to Grow – Coach to Grow capacity building programme in your context? What kind of training material can provide a **common and solid knowledge base and reference** to which they can turn to at any point of the process, when needed?
• **Monitoring tools**: MedUP! project provided **monitoring template materials**, namely the Diary of Support of the SEs and a Coaching Diary, that were regularly filled out by the actors after each SE-SESO and SESO-Coach working session throughout the entire process.	• Providing **common and user-friendly monitoring tools and templates** to engaged actors greatly facilitates the monitoring of each session, exchange, and action of the capacity building programme so that all the undertaken steps of the process can be retraced for **analysis, capitalization, and** real-time and future **improvement**.	• What kind of **common monitoring tools and templates** could be user-friendly and effective for engaged actors in your context? Which key information should you collect to effectively monitor each session, exchange, and action of the capacity building programme so that all the undertaken steps of the process can be retraced for **analysis, capitalization**, and real-time and future **improvement**?
• **Digital infrastructure** (tech devices, internet service, and communication applications/software): Pair to Grow – Coach to Grow capacity building programme was entirely carried out **online**, so all communication exchanges and working sessions were held via online channels such as WhatsApp, e-mail, Zoom.	• If you are delivering the capacity building online, make sure all engaged actors have access to a proper **digital infrastructure,** including **internet** service, **tech devices** (computer, smartphones), and **online communication applications/software** (i.e., WhatsApp, e-mail, Zoom, Gmeet).	• If delivering the capacity building online, do all your engaged actors have access to a proper **digital infrastructure**? Do they have access to **internet service**? Do they have access to **tech devices** (computer, smartphones)? Are they confident in using **online communication applications/software** (i.e., WhatsApp, e-mail, Zoom, Gmeet)?

---

[3] The 2021 MedUP! Toolkit if freely accessible on the Opportunities 4 MENA Youth knowledge platform: https://o4my.org/wp-content/uploads/2021/12/A-way-to-grow-your-impact-MedUP-Toolkit.pdf as well as on Impact Hub website: https://www.impacthub.net/wp-content/uploads/2021/12/A-way-to-grow-your-impact-MedUP-Toolkit.pdf.

Insights from the intervention	Suggested actions	Self-assessment questions
MAIN ACTIVITIES		

Once the SE-SESO "pairs" were formed and each assigned to an International Coach, and contracts with SESOs signed, the capacity building programme begun its **core implementation phase**. Key features of this stage were the following:

Insights from the intervention	Suggested actions	Self-assessment questions
• An **introductory collective workshop** was organised for all SE-SESO "pairs" to present and launch the programme, to clarify its objectives, the timeframe, and the expected final outputs, as well as to explain the available supporting tools (i.e., Impact Hub Toolkit: *"Scaling and Replication: a way to grow your impact"*[4] and growth plan template) and key guidelines and instructions for the pairs' work.	• Once all SE-SESO "pairs" are formed and assigned to their third-party Coaches, plan for an **introductory meeting** clarifying the capacity building programme objectives, timeframe, and final outputs. Also, it can be useful to explain how to make good use of all available supporting tools and materials (if any) during the programme, and to provide all necessary guidelines and detailed instructions. The sooner you provide extensive clarifications and detailed instructions to engaged actors, the greater the chances of the capacity building programme successfully meeting its objectives.	• Once the planning phase is completed and "pairs" are formed, are you sure all actors are aligned on the programme objectives and the work to be done? Can engaged actors benefit from an **introductory** (online or in-person) **meeting** clarifying the objectives, the timeframe, and the expected final outputs of the capacity building programme? Can actors benefit from a clear presentation of available supporting tools and materials for the programme (if any)? What are the key guidelines and instructions that you can provide to ensure actors successfully follow the programme and that objectives will be met?
• Each SE-SESO pair **co-decided** how to organise the **logistics** of the overall capacity building programme given a **3-month period** deadline and based on SEs' needs and objectives. This included, for example, co-establishing the preferred/available online **exchange and communication channel/s** (i.e., WhatsApp, e-mail), the **timing** and **frequency** of exchanges (programme agenda), the **basic working "rules"** (i.e., preferred attitudes and manners to communicate with each other, ask for support, provide constructive feedback).	• **Ownership** of the process is key to achieve the ultimate objective of the capacity building programme, namely, to empower SESOs to drive the development of more enabling social entrepreneurship ecosystem. Moreover, *tailored* **support programmes** have largely proved to be more effective for SEs. For these reasons, it is key to leave the SE-SESO pairs to **co-decide** on their own how to organise the **logistics** of the overall capacity building programme, given a set timeframe and clear deadline, and tailored on SEs' needs and objectives. This includes, for example, co-establishing the preferred/available **exchange venue/channel and communication tools** (i.e., if in-person, the venue, if online, the specific channel/s such as WhatsApp, Zoom or e-mails), the **timing** and **frequency** of exchanges (programme agenda), the **basic working "rules"** (i.e., preferred attitudes and manners to communicate with each other, ask for support, provide constructive feedback).	• How can you incentivise the **ownership** of the overall capacity building process on the part of SESOs? How can you ensure they provide tailored support to SEs? Once clarified the objectives, the timeframe, the deadline, and the expected outputs of the programme, is leaving the SE-SESO pairs to autonomy **co-decide** the **logistics** of the overall process a good strategy, given your context? Can you leave them as much autonomy as possible to establish, for example, the preferred/available e**xchange venue/channel and communication** tools, the **timing** and **frequency** of their exchanges (programme agenda), their **basic working "rules"** (i.e., preferred attitudes and manners to communicate with each other, ask for support, provide constructive feedback)?

[4] The 2021 MedUP! Toolkit if freely accessible on the Opportunities 4 MENA Youth knowledge platform: https://o4my.org/wp-content/uploads/2021/12/A-way-to-grow-your-impact-MedUP-Toolkit.pdf as well as on Impact Hub website: https://www.impacthub.net/wp-content/uploads/2021/12/A-way-to-grow-your-impact-MedUP-Toolkit.pdf.

• Each SESOs provided **tailored support** to their "paired" SE **to co-elaborate their impact growth plan**. In some cases, the International Coach was asked by the SESOs and the SEs to take part in their bilateral meetings to provide external inputs and further advice on the growth plans. To co-elaborate the impact growth plans, the SESO provided support to SEs to identify answers to the following **key questions**, among others:
- Why do SEs wish to scale their impact goal? (Social objectives and business objectives)
- What is the core element/s of SEs' business model, programme, or organisational purpose that they would like to scale?
- Are SEs ready to scale and grow their impact?
- Do SEs have a clear understanding and specific information about the possible scaling strategies they could pursue? Which ones better suit their impact growth objective?

• In parallel, each SESO benefitted, in turn, from the mentorship and guidance provided by the assigned **International Coach** (6 hours in total of **bilateral and tailored coaching**). As for the SESO-SE case, each coach-SESO pair **autonomously co-decided on the logistics** of the coaching and mentoring support (i.e., communication channels, frequency of exchanges).

• To facilitate an effective **monitoring** and **reporting** of the overall capacity building programme, as well as smooth communication among all the parties (SE-SESO-Coaches-project staff) a *Diary of Support of the SEs* and a *Coaching Diary* were regularly filled out by the actors after each SE-SESO and SESO-Coach working session throughout the entire **process**. Diaries helped keep track of key information, such as, for example:
- Name of the SESO/SE/Coach participating to the session.
- Date of the session.
- Length of the session.
- Contents/issues discussed.
- Outcomes of the session.
- Next steps/actions to be undertaken by each actor.

• Let the SESOs begin to deliver their **tailored support** to their "paired" SE **to co-elaborate their impact growth plan**. Should the SE-SESO pair ask for it, third-party coaches may take part in their bilateral meetings to provide external inputs and further advice on the growth plans. To co-elaborate the impact growth plans, SESOs should support SEs in identifying answers to the following key questions, among others:
- Why do SEs wish to scale their impact goal? (Social objectives and business objectives)
- What is the core element/s of SEs' business model, programme, or organisational purpose that they would like to scale?
- Are SEs ready to scale and grow their impact?
- Do SEs have a clear understanding and specific information about the possible scaling strategies they could pursue? Which ones better suit their impact growth objective?

• Make sure each SESO benefits from **bilateral and tailored coaching** from their assigned **third-party coach** throughout the capacity building programme should they need guidance (i.e., further instructions, feedback on working materials, expert advice on their support programme). As for the SESO-SE case, allow each coach-SESO pair to **autonomously co-decide on the logistics** of the coaching and mentoring support (i.e., communication channels, frequency of exchanges).

• Delivering a capacity building programme is a **process** gradually developing over time. It is key to regularly **monitor** and keep **written record** of the **progress** of the overall process so that all undertaken steps can be retraced for **analysis**, real-time and future **improvement**, and **capitalization**. Effective monitoring benefits engaged actors during the process itself, as well as other parties overseeing and assessing the programme for, perhaps, future replication. Whether through the **diary tool** or **other monitoring systems**, for each session, exchange, and action of the support programme, make sure you keep record of key information, such as, for example:
- Name of the SESO/SE/Coach participating to the session/undertaking the action.
- Date of the session/action.
- Length of the session.
- Contents/issues discussed.
- Outcomes of the session/action.
- Next steps/actions to be undertaken by each actor.
- Also, keeping track of **new contacts/partnerships** that SEs have established with promising actors during the process can be another example of useful progress indicator to monitor throughout the programme.

• Can the SESOs finally begin the tailored support to their "paired" SE and start working on their **impact growth plan**? Can SESOs support their "paired" SEs in finding good answers to key questions when working on their impact growth plan?
Examples of strategic questions are the following:
- Why do SEs wish to scale their impact goal? (Social objectives and business objectives)
- What is the core element/s of SEs' business model, programme, or organisational purpose that they would like to scale?
- Are SEs ready to scale and grow their impact?
- Do SEs have a clear understanding and specific information about the possible scaling strategies they could pursue? Which ones better suit their impact growth objective?

• How can t**hird-party coaches** best support SESOs' work? Would SESOs benefit from **bilateral and tailored guidance** (i.e., further instructions, feedback on working materials, expert advice on their support programme), if needed? Can you leave SESOs and coaches as much freedom as possible to **autonomously co-decide on the logistics** of the coaching and mentoring support? (i.e., communication channels, frequency of exchanges)

• How can you make sure you can retrace all undertaken steps of the capacity building programme for **analysis**, real-time and future **improvement**, and **capitalization**? How can you best structure a monitoring plan to regularly **monitor** and keep **written record** of the **progress** of the overall process? Can the diary tool regularly filled by SEs, SESOs and third-party coaches be an effective system? Which is the key information you should monitor and keep record of throughout the capacity building programme? For each session, exchange, and action of the support programme, can you keep record of key information, such as, for example:
- Name of the SESO/SE/Coach participating to the session/undertaking the action.
- Date of the session/action.
- Length of the session.
- Contents/issues discussed.
- Outcomes of the session/action.
- Next steps/actions to be undertaken by each actor.
- New contacts/partnerships that SEs have established with promising actors during the process.

Phase 3

SUSTAINABILTY: FOSTERING CONCRETE BUSINESS OPPORTUNITIES FOR SEs' SUSTAINABLE GROWTH

Insights from the intervention	Suggested actions	Self-assessment questions
a) ECONOMIC & SOCIAL SUSTAINABILITY • **Supporting SEs' scaling and future growth strategies**: the elaboration of SEs' future growth plans is, at the same time, one of the objectives of the capacity building programme, one of its direct outputs, and an **intrinsic sustainability** measure of the strategy. In fact, the growth plans are expected to guide SEs' future growth both in terms of their **business objectives** (promising enduring **financial sustainability**) as well as in terms of their sustained and **greater social impac**t (promising **social sustainability**).	• Once SEs have reached an encouraging level of business and financial stability, it is time for them to expand their horizons and start exploring **scaling strategy to grow their impact**, both in terms of **business and social impact**. However, the growth stage can be a hazardous step for unexperienced SEs. Providing them **first-hand technical support** to identify their future options and plan their growth strategy is key to ensure their sustainability in the long run.	• Do SEs in your territory know where to turn to when seeking **technical support for their growth stage**? Are there specialised SESOs offering tailored coaching services to help them identify their future options and plan their growth strategy?
• **Fostering SEs' concrete business opportunities through the Pitching & Networking event**: at the end of the three-month capacity building programme, all supported SEs presented (pitched) their Growth Plans in front of an international audience during a regional online **Pitching & Networking event** gathering investors, financial institutions, public institution representatives, business actors, representatives of international donors, project European and Southern Mediterranean partners from Morocco, Tunisia, Egypt, Jordan, Lebanon, Palestine, coaching SESOs and International Coaches, among others. The Pitching event was a well-thought ending stage of the capacity building programme to **promote visibility** of the SEs' business activities and their scaling scenarios, and to **foster concrete and strategic connections** with key actors which could offer **them financial support** and/or o**pportunities for strategic business partnerships**.	• Organising **large scale networking events** with key local and international **multi-level and multi-sector actors** can be a strategic ending stage of the capacity building programme and can create fruitful opportunities for SEs to seek and fasten business and funding opportunities. Moreover, having **SEs pitch their own growth plans in front of a wide audience** (and providing them resources and coaching to do so effectively) is a **relevant visibility tool** for them to be noticed by potential investors, donors, and business partners, which can turn into concrete **opportunities** for their impact growth.	• Once SESOs have concluded their capacity building programme and supported SEs have successfully identified their growth plans, how can you actively help them find and fasten **concrete business and funding opportunities**? Can a final **Pitching & Networking event** be a good opportunity in your context to support them become visible to strategic key actors and to spark the interest of the latter? Who are the key actors in your context that could provide such opportunities for your SEs and that can be involved?

Insights from the intervention	Suggested actions	Self-assessment questions

b) TECHNICAL SUSTAINABILITY

• **Learning by doing - Training, equipping and empowering actors to march on their own**: capacity building programmes have an intrinsic sustainable dimension, which is working on creating and/or strengthening skills and capacities of targeted actors which, if successful, are expected to be retained and applied in their present and future activities. In addition, the **"*learning by doing*" approach** promoted by the Pair to Grow – Coach to Grow strategy called both SEs and SESOs to move beyond the acquired theoretical knowledge and offered them a chance to learn from the experience of its concrete application. On the one hand, the capacity building programme **strengthened SEs' capacities** to identify and pursue scalability strategies to grow their business and social impact. On the other, the programme **boosted SESOs' coaching and mentoring capacities** and first-hand expertise to plan, organise and deliver tailored and higher-quality support services for their SE clients. Moreover, the **supporting tools and resources** delivered to SEs and SESOs are likely to remain useful and practical tools for them (and for other SE clients or SE peers) to work on scalability strategies and growth plans in the future.

• To achieve sustainable positive outcomes of your support programme, it is key to **properly train, equip, and empower targeted actors** so that they can **retain** acquired knowledge and capacities and **apply** them in the future. In this respect, promoting a **"*learning by doing*"** approach supports real empowerment and sustainability. Make sure your capacity building programme truly s**trengthens SEs' capacities** to identify and pursue scalability strategies to grow their business and social impact. Also, ensure that the programme really **boosts SESOs' coaching and mentoring capacities** and expertise to plan, organise and deliver tailored and higher-quality support services for their future SE clients. Provide SEs and SESOs key **supporting materials and resources** which can remain useful and practical tools for them (and for other SE clients or SE peers) to work on scalability strategies and growth plans in the future.

• How can you ensure that targeted SEs and SESOs in your context **retain** and **apply** acquired knowledge and capacities in the future? How can you make sure **SEs' capacities are really strengthened** to identify and pursue scalability strategies to grow their business and social impact? How can you really **boost SESOs' coaching and mentoring capacities** and expertise to plan, organise and deliver tailored and higher-quality support services for their future SE clients? Which **supporting resources and practical tools** would really support SEs and SESOs to work on scalability strategies and growth plans in the future?

c) INSTITUTIONAL SUSTAINABILITY

• **Strengthening the social entrepreneurship ecosystem through the Pitching & Networking event**: the regional Pitching & Networking event also provided a strategic opportunity to gather a wide range of key actors from different sectors (private and public), different levels (micro, meso, and macro levels) and different countries (EU countries and southern Mediterranean countries). Participants had the opportunity to learn from SEs' real-life experiences, needs, growth potential, challenges, and success stories. This multi-level and multi-sector connection is key to **strengthen national and international enabling ecosystems for the development of social entrepreneurship in MENA region**. Moreover, participants gained insight on the Pair to Grow – Coach to Grow capacity building programme and could see first-hand the positive outcomes that **multi-level collaboration** (micro and meso levels in this case) can unlock for the Social and Solidarity Economy, when fostered and incentivised.

• **Connecting key actors together** is fundamental to strengthen an **enabling ecosystem** for SEs, whether at local, national, or even at international levels. Creating the proper occasion to foster such connection, such as a **networking & pitching event**, can unlock fruitful opportunities for all ecosystem actors, not only the SEs and SESOs you are supporting. Make sure to engage a wide range of **key actors from different sectors** (private and public), **different levels** (micro, meso, and macro levels) and **different countries**, if possible. Plan for a strategic way of making supported SEs **visible** and for participants to **learn** from SEs' real-life experiences, needs, growth potential, challenges, and success stories. Having SEs **pitch** their own growth plans in front of such wide audience can be an effective strategy to this end. Make sure key actors can see first-hand the positive outcomes that **multi-level collaboration** (i.e., micro and meso levels) can unlock for the Social and Solidarity Economy, when fostered and incentivised.

• To support building a long-term enabling support ecosystem for your targeted SEs and SESOs, what is the best way to foster **connection between key actors** in your territory? Can a large **networking and pitching event** be a good strategy to this end? Does your staff team have the means and capacity to put in place a final event concluding the capacity building programme that can provide a sound stage for the visibility of supported SEs? Which key private and public actor from your territory (or beyond) would you need to involve with a view to **strengthening an enabling ecosystem** for the development of social entrepreneurship in your context? How can you promote the **multi-level collaborative model** at the core of the Pair to Grow – Coach to Grow capacity building programme to encourage other actors to do the same?

5.
Key contextual determinants for replicability

The following table aims to inform readers of the **main contextual determinants** that emerged during the analysis when seeking to identify key "ingredients" and conditions that should be in place in a given context for the replicability of the Pair to Grow-Coach to Grow capacity building strategy.

The table should support readers in running a quick general screening of their own context to assess the preliminary feasibility of considering replicating the practice.

Key determinants	Self-assessment questions
SOCIAL CONTEXT • **Social capital** is a crucial resource allowing actors from different social entrepreneurship ecosystem levels (i.e., micro and meso levels) to work together to effectively achieve a common purpose, building on **mutual trust, collaboration, openness**, and r**espect for one another**.	• In your context, can you count on a certain level of **social capital** allowing actors from different social entrepreneurship ecosystem levels (i.e., micro and meso levels) to trust each other, to work together, and to effectively achieve a common purpose?
CULTURE • A certain level of **entrepreneurial culture** is key to the feasibility of the Pair to Grow - Coach to Grow capacity building programme. This entails the actors' propensity to have **a collaborative attitude, open-minded** approach to **innovation** and **change**, and a strong commitment to **social** and **environmental goals**.	• Do potentially targeted actors in your context share, to some extent, an **entrepreneurial culture**? Do they have an **open-minded** approach to **innovation** and **change**? Do they share a strong commitment to **social** and **environmental goals**?
INSTITUTIONAL & LEGAL FRAMEWORK • **Basic legal framework** governing the marketplace, the economic actors, and their activities (i.e., labour rights, prices and access to the marketplace, production processes, environmental protection, market competition, product quality standards, transparency and consumers' protection, exports).	• Is there a **basic legal framework** in your country governing the marketplace, the economic actors, and their activities? (i.e., labour rights, prices and access to the marketplace, production processes, environmental protection, market competition, product quality standards, transparency and consumers' protection, exports).
FINANCIAL RESOURCES • **Financial resources** are indeed needed to cover third-party coaches overseeing the capacity building program, as well as SESO's coaching services to their paired SEs. The latter is crucial to drive **positive dynamics** in the local social entrepreneurship **ecosystem** where SESOs' services should be recognised (and paid) for their marketable services (not charitable support to SEs).	• Can you intercept **appropriate financial resources** to cover third-party coaches overseeing the capacity building program? Are SESOs in your territory (adequately) paid for the business support services they offer to SEs? Can you secure appropriate (compared to the market price in your context) financial resources to cover SESO's delivery of the capacity building programme to their paired SEs?
HUMAN CAPITAL • Actors from the SEs and SESOs targeted by the Pair to Grow - Coach to Grow capacity building programme **need to have an entrepreneurial mindset**, propensity to have a **collaborative attitude**, **open-minded** approach to **innovation** and **change**, a wise entrepreneurial **risk-loving** attitude, and a strong commitment to **social** and **environmental goals**. • Third-party coaches need to have appropriate **skills** and **technical expertise** in social entrepreneurship, business development and growth, **mentoring** and **coaching capacities** to oversee and support the capacity building program, **communication** and **facilitation skills** to mediate between the SE-SESO "pairs".	• Do potentially targeted actors in your context share an **entrepreneurial mindset**? Do they have an **open-minded** approach to **innovation** and **change**? Do they have a wise entrepreneurial **risk-loving** attitude? Do they share a strong commitment to **social** and **environmental goals**? • Can you engage third-party coaches having the appropriate **skills** and **expertise** for the capacity building programme? Are they competent in social entrepreneurship, business development and impact growth? Do they have appropriate **mentoring** and **coaching capacities** to oversee and support the capacity building program? Do they have the necessary communication and facilitation skills to mediate between the SE-SESO "pairs"?

ACTORS AND ORGANISATIONS

Key determinants	Self-assessment questions
• **SEs** selected for the capacity building programme should have the following key features: - Strong commitment to the pursuance of **social goals**. - A certain degree of **financial sustainability**. - **Stable** business development stage. - **Readiness** and **propensity** to move to the business growth stage. - Business model **potential to scale-up**. - Readiness and propensity to establish **connections** and **partnerships** for the growth stage.	• Are there promising SEs strongly driven by **social goals** in your context? • Are they **financially sustainable**? • Have they reached a **stable** business development stage? • Are they ready to and keen on moving forward to the business **growth stage**? • Does their business model have the potential to **scale-up**? • Are they ready to and keen on consolidating strategic **connections** and **partnerships** for their business impact growth?
• **SESOs** selected for the capacity building programme should have the following key features: - Strong **mission** and **commitment** to support the **Social and Solidarity Economy** and, to support enterprises to expand their business and social impact. - **Consolidated and strategic networks** with key private and public actors that can be leveraged to support the growth of the enterprises' business and their social impact in your territory as well as abroad (i.e., national and international donors and funding mechanisms, financial institutions, private investors, other potential business partners, other business support organisations). - Having consolidated **experience** in the **specific business sectors** of the targeted enterprises undergoing the capacity building programme.	• Are there promising SESOs in your territory that are truly committed to the **Social and Solidarity Economy**? Are there SESOs aiming to support **social enterprises** to expand their business and social impact? Are there promising traditional Entrepreneurship Support Organisations (ESOs) that can potentially be interested in supporting Social Enterprises and "converted" to the Social and Solidarity Economy? • Can (S)ESOs leverage **consolidated and strategic networks** with key private and public actors to support the SEs' business impact growth in your territory as well as abroad? (i.e., national and international donors, financial institutions, private investors, other potential business partners, other business support organisations) • Do they have consolidated **experience** in the **specific business sectors** of the SEs which will be targeted by the capacity building programme?
• **Third party coaches** selected for the capacity building programme need to have the appropriate **skills** and **expertise** in social entrepreneurship, business development and impact growth. They should have the proper expertise to deliver effective **coaching** and **mentoring** to oversee a capacity building programme. They should also have appropriate **communication and facilitation skills** to effectively mediate between the SE-SESO "pairs".	• Can you count **on third-party coaches** having the appropriate **skills** and **expertise** in social entrepreneurship, business development and impact growth? Do they have proper **coaching and mentoring capacities** to oversee capacity building programs? Do they have appropriate **communication and facilitation skills** to mediate between the SE-SESO "pairs?
• **Staff team** overseeing the overall planning and coordination of the capacity building programme, including final Pitching & Networking event. The staff team needs to have appropriate **skills** and **expertise** in social entrepreneurship, business development and impact growth, training skills to prepare the third-party coaches, communication, accountability, facilitation skills to mediate between the SE-SESO "pairs". Moreover, the staff team needs to have access to strategic networks to engage key national and international actors for the final Pitching & Networking event.	• Can you rely on a **staff team** having the appropriate **skills** and **expertise** to oversee the overall planning and coordination of the capacity building programme, including the final Pitching & Networking event? Are they competent in social entrepreneurship, business development and impact growth? Do they have appropriate training expertise to prepare the third-party coaches for the capacity building programme? Do they have the necessary communication, accountability and facilitation skills to mediate between the SE-SESO "pairs"? Can they leverage strategic networks to engage key national and international actors for the final event?
• Key local and international **multi-level and multi-sector actors** which can create fruitful opportunities for SEs to seek and fasten business and funding opportunities (i.e., investors, financial institutions, public institution representatives, business actors, representatives of international donors, other SEs and SESOs).	• Who are the key **multi-level and multi-sector actors** in your context that can provide concrete business and funding opportunities for the supported SEs? (i.e., investors, financial institutions, public institution representatives, business actors, national and international donors, other SEs and SESOs).

Key determinants	Self-assessment questions
NETWORKS • Having access to **strategic national and/or international networks** allowing your staff team to reach out to **key actors** of the national and international (social) entrepreneurship ecosystem is key for the final stage of the Pair to Grow - Coach to Grow capacity building programme. The final Pitching & Networking event can be really successful only if it manages to provide a sound stage for the **visibility** of supported SEs and to favour concrete **opportunities** for them to fasten **funding support** and/or **business partnerships**.	• Can you leverage **strategic national and/or international networks** which can allow you to reach out to **key actors** of the national and international (social) entrepreneurship ecosystem? Can they favour concrete opportunities for supported SEs to fasten funding support and/or business partnerships?
DATA • **Key data** on the targeted SEs' current **business activities, performance** (including potential impact), and **strategy** (i.e., business plan, organigramme, governance model, financial reports, communication strategy, marketing plan, brand identity).	• Can targeted SEs provide key data on their current **business activities**, **performance**, and **strategy**? (i.e., business plan, organigramme, governance model, financial reports, communication strategy, marketing plan, brand identity)
• **Key social, environmental, and economic data** is needed to conduct SEs' business and market analysis. The latter is key to have solid and grounded bases for the assessment of the business and social impact scaling strategies and to elaborate the SEs' growth plans.	• Can you access **social, environmental, and economic key data** to conduct SEs' business and market analysis, a comprehensive assessment of the business and social impact scaling strategies and to elaborate the SEs' growth plans?
DIGITALISATION • A certain degree of contextual **digitalisation** and access to **digital infrastructure** is needed if supported SEs belong to/aim to shift toward the **digital economy sector** or rely/plan to rely on the digital infrastructure for the production/delivery of their services.	• Do targeted SEs for the capacity building programme belong to or wish to shift towards the **digital economy sector**? Do they rely/plan to rely on the **digital infrastructure** for the production/delivery of their services? What is the **level** of **digitalisation** and development of the **digital infrastructure** in your context?
• Should the capacity building programme be delivered **online**, SEs, SESOs and third-party coaches need to have a minimum level of **digital literacy**, as well as access to **internet service**, **digital devices** (i.e., smartphones, computers) and **communication applications/software** (i.e., WhatsApp, e-mail, Zoom, Gmeet).	• If delivering the Capacity building **online**, do all your engaged actors have a minimum level of **digital literacy?** Do they access to a proper **digital infrastructure**? Do they have access to **internet service** and needed **tech devices** (computer, smartphones)? Are they confident in using **online communication applications/software** (i.e., WhatsApp, e-mail, Zoom, Gmeet)?
BASIC HARD INFRASTRUCTURES • All key **economic hard infrastructures** needed by the SEs and SESOs to be operative and to be able to grow, such as the marketplace, transportation, communication, and export infrastructure, power grid, water supply network, etc., allowing SEs and SESOs to produce, purchase and exchange resources, products, and services.	• Can SEs and SESOs in your context count on existing and functioning key **economic hard infrastructures** to be operative and to grow? (i.e., marketplace, transportation, communication, and export infrastructure, power grid, water supply network)
SOFT INFRASTRUCTURES (SERVICES) • All **services** needed by the SEs and SESOs to be **operative** and able to **grow** in their market: i.e., commercial services, transport and export logistics, informatics, legal and technical support, research and development, patent and licencing, advertising.	• Which are the **key services** your targeted SEs and SESOs need to be **operative** and to **grow**? Are they available in your context? (i.e., commercial services, transport and export logistics, informatics, legal and technical support, research and development, patent and licencing, advertising)
GOVERNANCE FRAMEWORK • The Pair to Grow – Coach to Grow capacity building programme builds on a specific governance architecture fostering **SESOs' empowerment and ownership** of the coaching process. Hence, while the strategy indeed envisages the support of a third-party coach, **SESOs** are the ones **in charge** of planning, coordinating, and delivering their coaching programme to their paired SEs to support them elaborating their growth strategy.	• How can you ensure the capacity building programme really promotes **SESOs' empowerment** and **ownership** of the coaching process? Can you ensure a governance architecture leaving as much autonomy as possible to targeted SESOs, when planning, coordinating, and delivering their coaching programme to their paired SEs?

6. Drawbacks and risks

DRAWBACKS AND RISKS
Main risks which may arise when replicating the intervention

COPING STRATEGIES
Good strategies that could be implemented in order to cope with and/or prevent these risks

LACKING SESOs' TRUE CAPACITY & COMMITMENT TO SUPPORT THE ACHIEVEMENT OF SEs' GOALS

• One of the core features of the Pair to Grow – Coach to Grow capacity building programme strategy is to leave great **autonomy** and **responsibility** to the SESO-SE pairs in the delivery of the coaching programme and co-elaboration of the SEs' impact growth plans. While this, indeed, strengthens SESOs' expertise and ownership of the support process, on the other, it inevitably exposes the strategy to the potential risk of **SESOs not being really committed** or **adequately skilled** to deliver quality coaching for the elaboration of effective SEs' impact growth plans.

This may occur for different reasons, such as SESOs not having proper technical skills and capacities for the task, for example, or in case of SESOs being more interested in the **remuneration** of their services, than in the actual **success** of the coaching programme and in the impact growth of their supported SEs. Another reason may be that SESOs simply do not work well with their **paired SE** in terms of, for example, business sector and pursued goals, collaboration, communication, human and/or professional compatibility (i.e., working methods and standards).

ENSURING AN EFFECTIVE SELECTION PROCESS OF TARGETED SESOs'

• While it is impossible to have ex-ante 100% guarantees of actors' goodwill, quality performance and true alignment with the pursued objectives, giving importance and dedicating efforts to an **effective selection process** can be a good mitigation measure to minimise the risk of lacking engagement on the part of SESOs. Set **effective, strategic, and purpose-oriented criteria**. The latter should include i) strong **mission** and **commitment** to support **social enterprises** to expand their business and social impact, ii) having **consolidated and strategic networks** with key private and public actors that can be leveraged to support the SEs' business impact growth and, iii) having consolidated **experience and advanced skills** in the **specific business sectors** of their paired SEs. In addition, conduct **background research** and **due diligence** on candidate SESOs assessing their prior coaching activities, clients' satisfaction with their services, level of commitment to previous similar programmes, projects and any other potentially useful evidence of their work ethic and performance. Moreover, include an **interview phase** in the selection process to thoroughly assess SESOs' commitment to the principles of the Social and Solidarity Economy and the alignment with the values and specific goals pursued by the capacity building programme.

ENSURING A PARTICIPATORY MATCHING PHASE

• After attentive background research, due diligence, and scrupulous selection of candidate SEs, SESOs and third-party coaches against effective set criteria, **opening the matching choice to actors themselves** can be a promising mitigation measure to ensure fruitful working teams and successful capacity building coaching programmes that are really able to respond to SEs' needs.

MONITORING THE CAPACITY BUILDING PROGRAMME

• Finally, while safeguarding SESO-SE pair autonomy, following a **regular monitoring system** of the overall capacity building programme may support actors' commitment, disincentivise misalignment of goals, allow the staff team to timely intercept signals, should this risk arise, and to promptly respond with corrective measures.

DRAWBACKS AND RISKS
The main risks which may arise when replicating the intervention

COPING STRATEGIES
The best strategies that could be implemented to cope with and/or prevent these risks

MISMATCH OF SE, SESO, AND THIRD-PARTY COACH TEAMS

• Indeed, matched SESO-SE "pairs" or SESO-SE-third-party teams can turn out to be not so compatible after all. It may happen that actors simply do not work well with each other in terms of, for example, collaboration, communication, human and/or professional compatibility (i.e., working methods and standards), business sector and pursued goals, among others. While there can be a variety of comprehensible reasons for this risk to occur, this **mismatch** can seriously **jeopardise** the overall capacity building strategy, therefore needs to be accounted for and minimised as much as possible.

ENSURING A PARTICIPATORY MATCHING PHASE

• After attentive background research, due diligence, and scrupulous selection of candidate SEs, SESOs and third-party coaches against effective set criteria, **opening the matching choice to actors themselves** can be a promising mitigation measure to ensure fruitful working teams and successful capacity building coaching programmes that are really able to respond to SEs' needs.

MONITORING THE CAPACITY BUILDING PROGRAMME

• Also, while safeguarding SESO-SE pair autonomy, following a **regular monitoring system** of the overall capacity building programme may support actors' commitment, disincentivise misalignment of goals, allow the staff team to timely intercept signals, should this risk arise, and to promptly respond with corrective measures.

SEs' NON-READINESS FOR THE GROWTH STEP & OVER-RELIANCE ON EXTERNAL SUPPORT

• SEs may turn out to be over-reliant, "passive" or **not truly receptive** to the technical guidance given by their paired SESO and **fail to venture their growth strategy** once on their own. This may occur when SEs undergoing the capacity building programme **lack solid business models** and have **not yet achieved financial and business stability**.

ENSURING AN EFFECTIVE SELECTION PROCESS OF TARGETED SEs

• In the preliminary phase, make sure you **select SEs** showcasing a good level of **financial sustainability**; having achieved a **stable** business development stage; showcasing readiness and propensity to move to the business **growth stage**; having a business model with promising scale-up potential, and showcasing readiness and propensity to establish new connections and partnerships for the growth stage.

MONITORING THE CAPACITY BUILDING PROGRAMME

• Also, while safeguarding SESO-SE pair autonomy, following a **regular monitoring system** of the overall capacity building programme may support actors' commitment, disincentivise misalignment of goals, allow the staff team to timely intercept signals, should this risk arise, and to promptly respond with corrective measures.

THIRD-PARTY COACH "INTERFERENCE" IN THE SE-SESO PAIR

• Should the third-party coach directly intervene in the SE-SESO pair to offer both technical support and advice, there can be a risk of **undermining SEs' trust in their paired SESO**, the latter being perceived as inadequate or not properly qualified for the coaching support. Another correlated risk can be that SEs receive **conflicting technical advice** on their business growth strategy from their paired SESO and third-party coach.

SETTING CLEAR GOVERNANCE ROLES WITHIN THE CAPACITY BUILDING TEAMS

• To avoid such potential risk, **set clear governance architecture** within the SE-SESO-third party coach teams. Against this backdrop, it is advisable to **leave SESOs the clear leading role** of their coaching programme to their paired SEs and to have third-party coaches overseeing SESOs work and delivering bilateral and tailored support only to SESOs, when asked for.

7.
Final remarks

The **SSE** has long demonstrated its ability to promote more **sustainable and inclusive development** by creating quality jobs that generate **positive social and environmental impacts**. However, social enterprises often face market and ecosystem challenges hindering their possibility to develop and grow. In MedUP! project targeted MENA countries[3], for example, the social entrepreneurship ecosystems face common key gaps and barriers. Among others, SEs lack tailored technical support services and face rooted challenges in accessing financial resources. Moreover, the actors from the micro (SEs) and meso (SESOs) levels of the social entrepreneurship ecosystems struggle to strengthen deeper connections and collaboration which would mutually benefit their business and broaden their social and economic impact potential.

In response, the Pair to Grow - Coach to Grow strategy aims to **strengthen SEs' capacities** to identify **scaling strategies** and to **grow their impact** through a **multi-level approach** which incentivises **tailored support and collaboration** between SEs and SESOs, as well as strategic **connection** with other key ecosystem actors.
Hence, resulting **positive returns** of this capacity building strategy go beyond targeted SEs and SESOs' strengthened skills and empowerment. Broader outcomes include having key actors from different social entrepreneurship ecosystem levels (micro and meso levels in this case) acknowledging **how to effectively work together for their mutual benefits**, as well as for the benefit of the wider community. Against this backdrop, the Pair to Grow - Coach to Grow capacity building strategy directly incentivises and promotes **multi-level** and **multi-**

actor synergies which catalyse the development of the Social and Solidarity Economy.

Indeed, the strategy could also be pushed forward to achieve even broader outcomes if including a strong **public sector** component. In this case, the strategy could entail a **preliminary need assessment phase** where key local needs are jointly identified with local authorities. Then, an **additional criterion** to select the SEs undergoing the capacity building strategy could be their potential to tackle the identified local needs. The latter should be accurately assessed and showcased in their impact growth strategy elaborated with the SESO and third-party coach support throughout the capacity building strategy. At the end of the programme, the final Pitching event could be specifically aimed at connecting the **engaged local authorities** with the most promising SEs. At that point, instruments such as **Public- Private-Partnerships** (PPPs), could allow leveraging public funding to support SEs' activities tackling local social, economic, and environmental issues. To this end, an additional key determinant to pilot such a socially innovative strategy should be the existence of enabling legal instruments (i.e., public-private partnership agreements, public procurement regulations) allowing such co-production practices.

SSE practitioners, policymakers and local administrations searching for ways to contribute to the sustainable and inclusive development of their territories may consider replicating the Pair to Grow - Coach to Grow capacity building strategy provided that key determinants are in place and the process is well adapted to their specific context.

---

[3] MedUP! Targeted MENA countries are Egypt, Lebanon, Jordan, Palestine, Tunisia, and Morocco.

8.
Useful Contacts

Oxfam Italia
Website: *https://www.oxfamitalia.org/*
Contact person: Silvana Grispino
E-mail: silvana.grispino@oxfam.it

ARCO C/O PIN S.r.c.l.
Didactic and Scientific Services
for the University of Florence
Website: *www.arcolab.org*
E-mail: info@arcolab.org

www.enicbcmed.eu/projects/medrisse
Community of practice: cop.acpp.com

medrisse@acpp.com

@medrisseproject

ENI
CBCMED
Cooperating across borders
in the Mediterranean

Project funded by the
EUROPEAN UNION

REGIONE AUTÒNOMA DE SARDIGNA
REGIONE AUTONOMA DELLA SARDEGNA

MedRiSSE

arco

RESEARCH
THAT MAKES
THE DIFFERENCE

PIN | POLO
UNIVERSITARIO
CITTÀ DI PRATO

SERVIZI DIDATTICI
E SCIENTIFICI
PER L'UNIVERSITÀ
DI FIRENZE