

Project Conference Results No.2

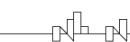
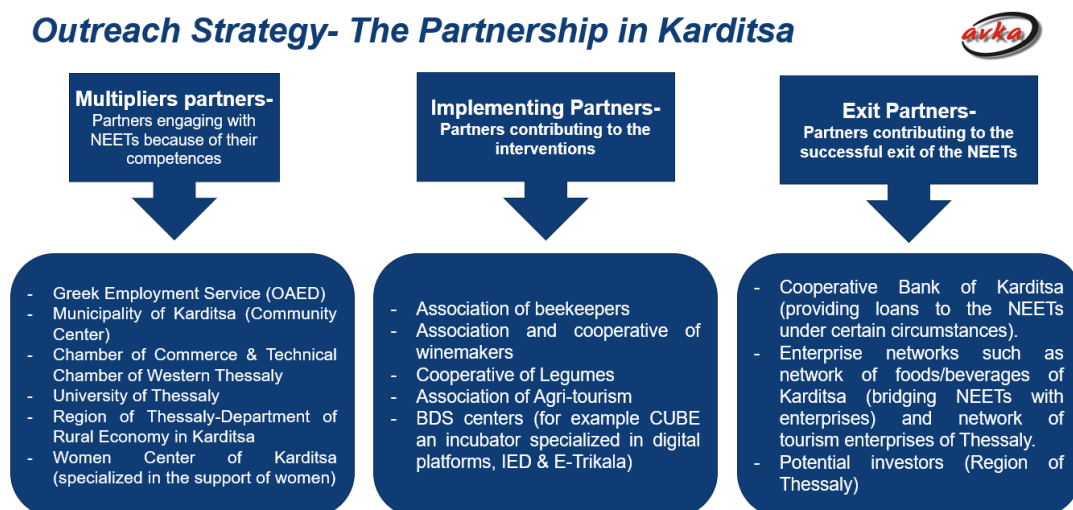
#YoungEntrepreneursSucceed: Implemented Trust-based Partnership Model and the Theory of Change

Palazzo Vermexio, Municipio di Siracusa, Ortigia, March 5, 2020

The #YoungEntrepreneursSucceed project uses different tools, impact assessment and approaches to further increase the impact among the beneficiaries and guarantee quality standards of the project. At the project conference on 5 March 2020 in Syracuse, the Trust-based Partnership Model and the project's Theory of Change were presented and discussed by panel participants¹.

The EEA & Norway Grants' project aims at scaling trust-based partnership models to recharge youth entrepreneurship by supporting underserved communities with innovative entrepreneurship support instruments. A Trust-based Partnership Model (TbPM) is an alternative approach in helping start-ups and micro-entrepreneurs. It operates on the premise that every partner only does what comes naturally and what can do best, with every organization assuming complementary roles. Thus, it can provide an innovative solution to the problem of granting loans to target groups that banks do not want to or cannot serve because this financial service is not profitable and/or sustainable. Figure 1 presents a TbPM applied to the agricultural sector in Karditsa, Greece, where partners fulfil the roles, they are best equipped to do:

Figure 1: Trust-based Partnership Model



Source: Presentation by Thomas Halatsis from Anka at YES! Workshop in Barcelona (Spain), 15-16.07.2019

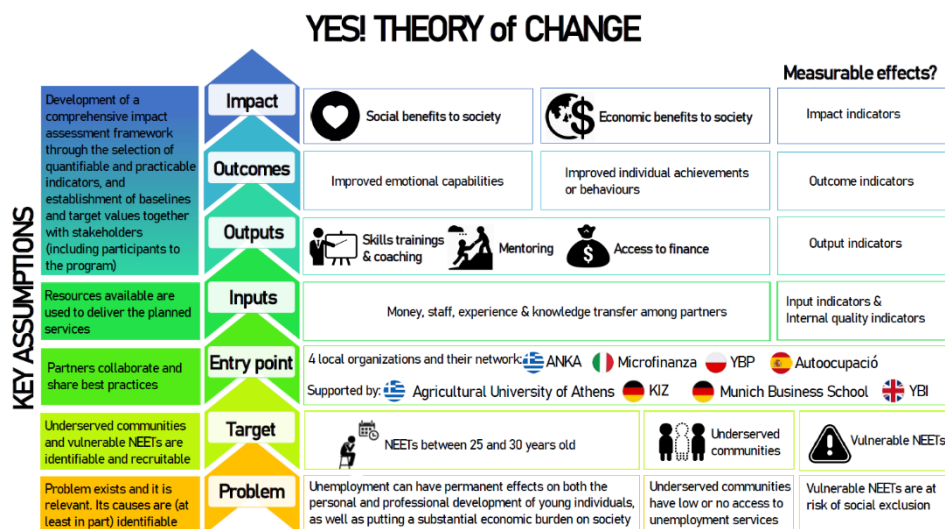
¹ Speakers and discussants: Francesco Italia (*Siracusa Council, Mayor*), Sen. Steni Di Piazza (*Ministry of Labour, Undersecretary*), Gian Luca Bombarda (*JCP Srl, Fund Operator of the Fund for Youth Employment - EEA and Norway Grants*), Giampietro Pizzo (*Microfinanza*), Daniela Patuzzi (*Invitalia*), Corrado Ferretti (*YBI Italia*), Rosario Sapienza (*Impact Hub*), Gabriele Vaccaro (*Banca Etica*), Jörg Schoolman (*KIZ*), Giulia Parola (*Munich Business School*).

The project’s assumption is that there is a need for scaling existing instruments of the TbPM in terms of depth (adding new locations), reach (adding new target groups) and scope (adding new instruments) to generate significant social and economic impact. The TbPM is being piloted and tested in four countries (Greece, Italy, Spain and Poland), involving beneficiaries in rural areas, migrants, and social entrepreneurs.

Apart from the TbPM implementation among different regions and beneficiaries, the #YoungEntrepreneursSucceed project has created a robust impact assessment for formative and summative purposes. Beyond the partnership, an impact assessment generates knowledge and directs funding and gives everyone a better overview of the project goals. An impact assessment measures firstly outputs resulting directly from *inputs* (e.g. financial resources, in-kind resources, time, knowledge and competences). Directly objectively measurable results of activities (*outputs*) include teachings, mentoring or advocacy. The impact assessment then tries to measure outcomes and impacts of the project activities, i.e. the realities which have altered as a consequence of the outputs. *Outcomes* are measurable changes with the target group and *impacts* measure the change at a societal level.

The impact assessment of the project is based on a Theory of Change: the Theory of Change of the #Youngentrepreneursucceed project has been developed by the scientific partners, and it has been presented and discussed at the conference and is depicted below in Figure 2:

Figure 2: YES! Theory of Change

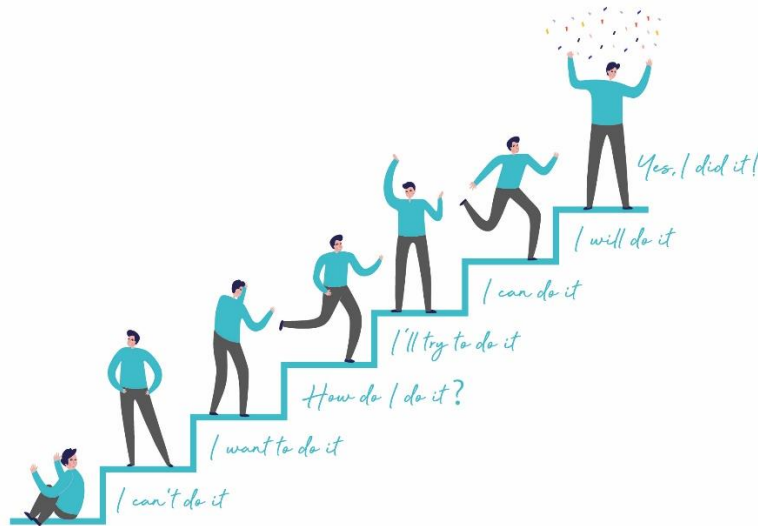


Source: Presentation by Giulia Parola from Munich Business School at YES! Conference in Syracuse (Italy), 05.03.2020

To achieve these long-term goals, we have defined two sets of outcomes that must be reached beforehand. First, NEETs must be supported in ameliorating their social and emotional capabilities through soft-skills training services aimed at developing self-esteem, enhancing attitudes and aspirations, and advancing personal skills. Secondly, NEETs need to improve individual achievements and behaviours by engaging in hard-skills training courses, depending on an individual needs’ assessment. While improved hard skills could directly contribute to better chances of getting a job, soft skills should build in NEETs the motivation to strive for their dreams, and if they fail, the resilience to try again. Lacking soft skills can potentially be a barrier to the acquisition of hard skills. Mastering

hard skills can, on the other side, increase confidence and other soft skills. A participating individual's objective is an upward spiral, from "I can't do it" to "I did it," which then allows the setting of other goals, as shown in Figure 3.

Figure 3: From "I can't do it" to "I did it"



Source: Presentation by Giulia Parola from Munich Business School at YES! Conference in Syracuse (Italy), 05.03.2020