



S.E.E.D

**SOCIAL ENTREPRENEURSHIP AND
ECOSYSTEMS DEVELOPMENT**

STAKEHOLDER COOPERATION

Social Entrepreneurship and Ecosystems Development



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Disclaimer:

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How to use this framework?

The purpose of this document is to help your students to develop the soft and hard skills needed for acquiring their own social-entrepreneurial attitude.

In the first column you'll find the type of skill you want your students to acquire or develop.

The second column consists of relevant stakeholders to meet, to invite, and or to visit or otherwise engage, in order for your students to find opportunities to practice the skill they want to acquire.

The third column provides ideas and suggestions for collaboration centred around that skill.

Soft skills	Relevant stakeholders	Collaboration suggestions
A. Communication Skills	<ul style="list-style-type: none"> ● Social entrepreneurs. ● Communication agencies. ● Municipal communication teams. ● NGOs. ● Marketing students. ● Impact hubs. 	<ul style="list-style-type: none"> ● Invite social entrepreneurs to run real-life communication challenges for students (e.g., explaining their mission to investors or vulnerable groups). ● Communications agencies provide workshops on framing, storytelling & audience tailoring. ● Municipalities offer sessions on public communication, policy communication, and citizen engagement. ● Co-create multilingual communication materials with NGOs that work with migrant communities. ● Develop games about what students buy themselves and how those products are communicated
B. Empathy and Emotional Intelligence	<ul style="list-style-type: none"> ● Social workers. ● NGOs. ● Disability organisations. ● Youth workers. ● Refugee support organisations. ● Municipalities. 	<ul style="list-style-type: none"> ● Students accompany NGO staff in shadowing activities to experience empathy-driven communication. ● Organisations provide role-play sessions with real cases involving vulnerable groups. ● Invite people with lived experience to co-facilitate reflective workshops ● Municipal social departments offer insights into how social issues manifest locally
C. Networking and Relationship Management	<ul style="list-style-type: none"> ● Business networks. ● Chambers of commerce. ● Local government. ● Incubators. ● Social enterprise networks. ● Impact hubs. 	<ul style="list-style-type: none"> ● Students join real networking events hosted by chambers of commerce or social enterprise networks.

		<ul style="list-style-type: none"> ● Impact hubs host ecosystem mapping workshops. ● Municipalities explain how they cooperate with enterprises and how to access support ● Entrepreneurs mentor students in stakeholder analysis and partnership building
D. Creativity	<ul style="list-style-type: none"> ● Design schools/programs. ● Creative industry experts. ● Circular economy entrepreneurs. ● Cultural organisations. 	<ul style="list-style-type: none"> ● Co-design sessions with circular entrepreneurs to turn waste into products. ● Innovation labs guide students through design thinking workshops. ● Partner with museums or arts centres to inspire creative approaches to social impact. ● Ask artists to involve students in creativity
E. Problem-Solving	<ul style="list-style-type: none"> ● Social enterprises. ● Municipal policy departments. ● Research institutions. ● Labour market partners. 	<ul style="list-style-type: none"> ● Municipalities propose real social challenges (e.g., loneliness, waste, youth unemployment). ● Social enterprises host challenge-based learning projects combining social and business aspects. ● Research institutions provide methods for impact measurement. ● Labour market partners offer insight into integrating vulnerable people.
F. Critical Thinking	<ul style="list-style-type: none"> ● Local policymakers. ● Universities. ● Evaluators. ● Ethical funds. ● Watchdog organisations. 	<ul style="list-style-type: none"> ● Host debates with policymakers on limits of market solutions. ● Universities teach students how to evaluate innovations critically. ● Ethical investment funds share criteria for sustainable growth.

		<ul style="list-style-type: none"> ● Watchdog organisations provide sessions on ethical dilemmas in impact work.
H. Leadership	<ul style="list-style-type: none"> ● Impact-driven social entrepreneurs. ● Civic leaders. ● Municipality ● NGOs. ● Sustainability champions. 	<ul style="list-style-type: none"> ● Invite mission-driven founders to share value-based leadership practices. ● Students co-lead mini-projects with NGO teams. ● Municipal leaders explain how to lead across public-private boundaries. ● Coaches train students in motivational communication.
I. Motivation	<ul style="list-style-type: none"> ● Mission-led social enterprises. ● Community organisations. ● Volunteer centres. 	<ul style="list-style-type: none"> ● Students support a community project for several weeks to experience intrinsic motivation. ● Volunteer centres share insights on values-driven engagement. ● Social entrepreneurs host reflective sessions on personal mission and purpose. ● Ask students to write a diary focused on their “why”
J. Resilience	<ul style="list-style-type: none"> ● Entrepreneur mentors. ● Financial advisors. ● Mental health organisations. 	<ul style="list-style-type: none"> ● Mentors share experiences with setbacks and pivoting strategies. ● Financial advisors explain risk planning and financial continuity under uncertainty. ● Mental health professionals provide sessions on entrepreneurial well-being. ● Practice well-being techniques
K. Stress Management	<ul style="list-style-type: none"> ● Well-being coaches. ● HR managers. ● Burn-out specialists. ● Healthcare NGOs. 	<ul style="list-style-type: none"> ● HR managers run workshops on prioritisation and workload management.

		<ul style="list-style-type: none"> ● Well-being coaches teach stress coping strategies. ● NGOs share cases where supporting vulnerable groups requires emotional boundaries.
L. Ethics	<ul style="list-style-type: none"> ● Ethical investors. ● Sustainability organisations. ● Legal experts. ● Equality NGOs. 	<ul style="list-style-type: none"> ● Ethical funds explain mission-aligned financing. ● Sustainability organisations facilitate sessions on responsible sourcing and circularity. ● Legal experts explain ethical and regulatory frameworks. ● Equality organisations offer cases on fair treatment & anti-discrimination.
M. Social Responsibility	<ul style="list-style-type: none"> ● Municipal social departments. ● Neighbourhood organisations. ● Citizen initiatives. 	<ul style="list-style-type: none"> ● Co-create small interventions that address local social issues. ● Municipalities provide local data for social problem analysis. ● Citizen groups invite students to experience bottom-up social responsibility

Hard skills	Relevant stakeholders	Collaboration suggestions
A. Financial Management and Fundraising	<ul style="list-style-type: none"> ● Impact investors. ● Ethical banks. ● Accountants. ● Municipal funding offices. ● Grant writers. 	<ul style="list-style-type: none"> ● Banks teach financial forecasting, budgeting & risk management. ● Grant writers provide funding strategy workshops. ● Municipal subsidy teams explain local and EU funding schemes. ● Investors review student funding pitches.
B. Business and Strategic Planning	<ul style="list-style-type: none"> ● Business advisors. ● Incubators. ● Strategic consultants. ● Marketing agencies. 	<ul style="list-style-type: none"> ● Incubators coach students in business modelling and the triple-layered canvas. ● Marketing agencies guide students in target group & competitor analysis. ● Consultants run scenario planning and SWOT workshops. ● Social enterprises offer insights into developing a Theory of Change.
C. Knowledge of Legal and Regulatory Frameworks	<ul style="list-style-type: none"> ● Lawyers. ● Compliance officers. ● Municipal departments. ● Sector-specific regulators. 	<ul style="list-style-type: none"> ● Legal firms explain different organisational forms (cooperative, foundation, BV). ● Municipal departments clarify local regulations, procurement rules, and permits. ● Regulators teach sector-specific compliance (waste, hygiene, labour). ● Lawyers mentor students in drafting simple contracts and agreements.