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PEACE'22 HANDBOOK



PROMOTING THE USE OF SOCIAL ECONOMY TOOLS FOR
INCLUSION OF THE DISPLACED PERSONS, MIGRANTS OR
REFUGEES AND BUILDING PEACEFUL COMMUNITIES

LIETUVOS
SOCIALINIO VERSLO
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PEACE'22

The P-E-A-C-E'22 project aims at empowering Lithuanian and European organisations working with migrants to build their capacity to promote social inclusion and integration in the labour market, by facilitating inter-community dialogue and ensuring upskilling of the participants. The project will create an international share of knowledge, best practices and educational tools. In the long-term it will create strategies, deploying the methodologies and tools of the social economy to create peaceful societies.

Overall, the project aims to:

- Increase the number of skilled employees in community-based organisations to implement practices that help the integration of migrants into the receiving community.
- Improved the knowledge of community-based organisations based on the transnational knowledge exchange.
- Enlarge the network of the community-based organisations to seek future collaborations.
- Improve the understanding and awareness of the general public on how Social Economy provides tools for peacebuilding.

In the long-term, the project supports the improvement of current social enterprises' practices and the creation of new social enterprises with the purpose of creating new employment and inclusion opportunities, especially for vulnerable groups such as children, women, and people with disabilities, while promoting a culture of peace by facilitating long-lasting dialogue between the receiving community and migrants, built on the multiplication of shared expertise from our European experiences.



Prartners



Lithuanian Social Business Association (LiSVA) is a national umbrella organisation uniting social enterprise organisations. It was established in 2018 to create an environment favourable for social business, increase the awareness of social business and promote the implementation of international best practices. This is achieved through advocacy, capacity building and ecosystem development activities. LiSVA represents the interests of social enterprises in state and municipal institutions, evaluates programs and measures implemented by state institutions, contributes to the formulation of public policy and makes specific proposals to municipal institutions regarding the involvement in the decision-making processes.



Founded in 1997, DIESIS Network is now one of the widest networks specialising in supporting the development of the social economy, social entrepreneurship, and social innovation worldwide. In view of high social, economic, and ecological stakes, we are deeply convinced that a global commitment from all stakeholders is the only response to a global crisis. Functioning as a unique ecosystem, we create and multiply the impact through a close collaboration with our members, who represent over 90 000 organisations and 1.2 million jobs through major national federations and support networks. With a variety of profiles, backgrounds, and origins our team is actively engaged in implementing knowledge based activities such as training, project design, consultancy, advisory services, technical assistance and research.

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Introduction

This handbook aims to provide guidance and ready-to-use techniques and tools for social economy organisations (SEOs), social entrepreneurship support organisations (SESOs), and non-governmental organisations (NGOs) wishing to design workshops that facilitate the co-creation of initiatives aimed at fostering the socio-economic integration of migrants, refugees, and communities affected by displacement and conflict.

The design of the Peer Learning methodology reflects the results gathered in the PEACE'22 desk and field research conducted on two fronts: on the one hand, we engaged support organisations in Lithuania active in the field of migrant integration in the aftermath of the Russian aggression in Ukraine, leading to the identification of challenges and pressing needs faced by the organisations and their beneficiaries on their social entrepreneurial journey. On the other hand, we gathered the experiences and insights from social economy organisations across Europe supporting migrants' socio-economic empowerment in Germany, Denmark, Sweden, Moldova, Romania, Georgia, Poland, and Cyprus.

This step-by-step guide will explore methodologies developed by LiSVA and Diesis Network within the framework of the PEACE'22 Peer Learning Sessions, which took place in the Spring of 2024, with two online sessions and two in-person sessions in Vilnius, Lithuania, and Brussels, Belgium. It will support practitioners and facilitators in co-designing workshops that enable the exchange of practices, methodologies, and tools, and facilitate the creation of local, national, and international partnerships and initiatives with long-lasting effects and a comprehensive ecosystem of support services.



Vision for Inspiring SE-based Peacebuilding Initiatives

The PEACE'22 project stems from the understanding that the social economy holds significant promise in fostering more peaceful societies by advancing sustainable and positive peace. This form of peace transcends the mere absence of conflict, encompassing the reinforcement of attitudes, institutions, and structures that underpin societal harmony (Galtung, 1969).

Rooted in a human-centred approach, the social economy champions democratic, social, and environmental principles essential for countering the dynamics of inequality, injustice, and division. By ensuring sustainable economic empowerment, it addresses the foundational causes of societal discord. In today's increasingly complex world, the synergy between the social economy and peacebuilding is crucial. Enhanced cooperation across sectors and unified efforts among various actors can drive the long-term systemic changes necessary for lasting peace and societal well-being.

Social Economy (SE) is based on a human-centred approach, promoting democratic, social, and environmental principles, and placing its social mission before profits. These are fundamental elements in addressing and subverting the dynamics that characterise unequal, unjust, and divided societies while ensuring sustainable economic empowerment (Pompermaier & Orozco, 2022).

The SE is a macro societal-level phenomenon, occurring at the EU or national economy level. Meanwhile, social entrepreneuring is a micro societal-level phenomenon, occurring at the organisational level. It involves the continuous and continual development, implementation, evaluation, and iteration of SE business models and “creative organising” directed at the simultaneous creation of social value and impact (Johannisson, 2011, 2018, p.392).



The term “social entrepreneuring” implies that social economy organisations practice moving back and forth from theory to practice, then from practice to design, and back to theory in the cycle of designing, implementing, evaluating, and redesigning their business models and initiatives or projects. The theory, practice, and design triad weaves together the social economy, social entrepreneuring, and “Futures’ Design” categories, concepts, and themes (Berglund et al., 2018; Romme & Reymen, 2018).

Thus, the “Futures’ Design” was adapted from the methodology designed by Milton Almonacid-Almonacid (Almonacid-Almonacid, 2021; Žebrytė & Almonacid-Almonacid, 2021; Almonacid-Almonacid, 2024). His workshops, taught at the master’s level at Dutch, German, and Lithuanian higher education institutions, aim to decolonise how we develop knowledge for forward-looking decision-making in value creation. In the context of Russia’s colonial and imperial war against Ukraine (Timothy Snyder in Bendas, 2023; Snyder, 2024), DIESIS and LISVA recognised the potential of this methodology for guiding SEOs, SESOs, and NGOs in the simultaneous creation of value and impact at the heart of the SE approach at the centre of peer learning sessions.

The “Futures’ Design” methodology was applied to the design and facilitation of the Peer Learning Sessions and Handbook Development. This section explains the reasoning behind these methodologies and how they were implemented to achieve the results of the PEACE’22 project. The next section of this handbook shows the process of real-life application of the methodology, the outputs, and the results it yields.

The “Futures’ Design” methodology is fit for SE-based peacebuilding because it proposes a “reset” for the world-wide economy, which is nearing an imminent collapse (Almonacid, 2024; Almonacid in Klijn, 2023; Žebrytė & Almonacid, 2021). The creator of the methodology, Milton Almonacid-Almonacid, suggests always keeping an open mind and avoiding envisioning the end result (i.e. ready-made grant application or set-in-stone business model) or the output (i.e. a filled-out form or template).



Each group of entrepreneurs, students, community members, or SEO/NGO teams experiences the “Futures’ Design” methodology in a different way; hence, the term “futures” because there are many. However, the “design” aspect of this methodology allows for structuring the work by the team leader, facilitator, or instructor.



TIPS

Organising and holding “Futures’ Design” sessions:

- The **online sessions** should **not last longer than 90 minutes**, with a short break in the middle.
- The in-person sessions could be paired up.
- In both in-person and online workshop formats, we recommend **using online interactive platforms** (e.g. Padlet, Miro, or Canva whiteboards, Slack, etc.) for setting up worksheets. These platforms are free and user-friendly. Participants can write up or upload their answers to the questions as a group. This makes it easier for the facilitator/instructor to keep records. The link to the workshop space on the facilitator/instructor’s Padlet account can be shared as a QR code on the Canva/PPT slides.
- **If an online connection is not available**, the workshop can also be conducted via in-person facilitation, **using boards, flipcharts, and post-its**, as long as participants are given the opportunity to contribute and shape their answers as they see fit.





Toolbox for Fostering Peacebuilding by SEOs

We recommend structuring the efforts of fostering peacebuilding initiatives/projects through a series of workshop-like peer learning sessions. Thus, one of the components of the PEACE'22 project was the peer learning sessions. By showcasing the various techniques and tools, as well as displaying the outputs and results of the PEACE'22 peer learning sessions, the authors of this handbook illustrate with real-life examples the actions and steps involved in implementing the “Futures’ Design” methodology. This methodology is aimed at peacebuilding through the socio-economic integration of communities displaced by war or other types of conflicts, migrants, or refugees into the host communities, whether their displacement is of a permanent or temporary nature.

Figure 1. Summary of the flow of peer learning sessions under the “Futures’ Design” methodology.



Source: based on Žebrytė, I. & Almonacid-Almonacid M. (July 2021).



First Session

The preparatory work for team leaders, instructors, or facilitators begins with what is laid out in the previous section of this handbook. For the workshop participants, it starts with the design of a joint vision or visions at the first peer learning session, online. All handouts provided in this handbook are optional, but sharing the “winding road” visual at the very start of the first session is helpful.

The following questions and instructions guide the team leaders, instructors, facilitators, and participants through the necessary first steps of the initial session. Each working group of 4-5 persons is provided with Handout I (in Annex II) and is instructed to thoroughly discuss each question in the Set of Questions I: “BASIS FOR THE VISION/S”:

- **How does a future global economy look? Describe your understanding of the future based on currently available information. (8-10 minutes)**
- **How would the “ideal” future global economy look for you? Describe what you imagine as a group and in as much detail as you can. It might be difficult to find consensus and not much time is given, so stay focused. (8-10 minutes)**
- **Within this vision of an “ideal” economy, how would social entrepreneuring look? Remember the aspects, characteristics, and projections of an “ideal” future economy you just made when answering the previous question. (8-10 minutes)**



TIPS

Make sure to provide a definition of Social Economy, i.e., “the universe of organisations that place at the core of their activities not the distribution of profits but rather meeting the needs of their members and communities” (discover more [here](#)).

The methodology requires “extraction” from the answers a list of values, so the participants are asked to think back on their answers and use one post-it per value to write down as many values as they find relevant for the “Vision of the Future Social Economy”. The participants are asked to stick the post-its to the space on Handout I, in Annex II.



Results of PEACE'22 project's 1st peer learning session, on-line

The first of four on-line peer learning sessions called the participants to “ReEVALUATE” the current state of play. The results of the PEACE'22 Research Report were presented to situate the participants in the present in order for them to look forward to the future while they are designing it. A presentation of success stories from PEACE'22 Research Report and the implementation of previous Diesis and their partners' action plans and exchanges was delivered at this point of the series of peer learning sessions.

This approach also provides the participants with concrete examples that can serve as point of reference, inspiration or definition of alternative solutions to the current state of play, therefore it is useful to identify good practices that can directly relate to the scope of the activity.

As a second step, the participants were working on designing a new belief system, specifically through forward-looking change of “what we value”. In short, reevaluating the outcomes of creation of value and impact. These are at the Eventos of SE activities. Finally, changing what we consider, in the future, “to be” business, economy & knowledge.

The Final part of the session was focused on developing a clear definition of values, principles and the common vision for SEOs, SESOs and NGOs working with displaced communities, migrants and refugees. The definition of values, principles and vision were turned into inputs for the 2nd (in-person) peer learning session by the facilitators who used these inputs to prompt discussions and initiatives.





Second Session

or the second peer learning session, the working groups are to be set up again to share best practices and list adapted/new initiatives based on revised values, principles, and vision/s. The participants should be provided with guiding questions on a template displayed in Annex II and asked to fill in the details of proposed new or improved initiatives. Before starting, each participant should make a short presentation about their organisation/s.

When considering the actions to be included in their initiatives, the participants were instructed to (i) think about the values they want for their futures, and (ii) avoid the colonial-imperial logic, such as the notion that war or conflict is a legitimate action for correcting alleged historical wrongs. This is especially relevant in “Futures’ Design” because it is imperative not to revert to our usual thinking about building the future based on the past. Designing an initiative that builds on a vision of the future enabled by the past rather than burdened by it is very difficult (Nansen Center for Peace and Dialogue, 2018).

Therefore, the organisers and authors of this handbook suggest using the “4Is and 4Es” matrix of principles and values as a checklist (Almonacid & Žebrytė, 2021):

- Intercultural understanding
- Intersectional thinking
- Interdisciplinary knowing
- Internationally coordinated acting

- Empathy
- Enablement
- Empowerment
- Equity



II. "POSITIONING OURSELVES"

- Where are we, as humanity, at the moment, the global context? Describe the global context in several bullet points of no more than 15 words each.
- What is happening with the global economy (revisit WS1 Q1 and above Q1)? What do you think about it now (at this stage of the workshop)?
- Where are we going as humanity, as the people? What do you think? Describe what you imagine our future will be. (Again, use short phrases.)

III. "OUR EMOTIONS & BEHAVIOURS"

- What are your feelings concerning the global crises (multiple)? (Please answer as a civic leader or social economy organisation.)
- Based on those feelings, what might the concerns and behaviours of your future clients / consumers / beneficiaries be?
- How do these imaginings (visualisations, feelings & thoughts) affect your vision of the future ideal / perfect global economy? (Please answer as an SEO / SESO / NGO representative).

IV: "DESIGN FOR EVERYONE'S FUTURES"

1. How would you refrain from reproducing the colonial-imperialistic-extractivist logics in your future ideal global social economy?
2. How would you influence and manage the customers' or consumers' feelings and behaviour to achieve your vision of the future ideal/perfect economy?
3. How would a "prototype strategy" look in the future ideal global social economy? What actions and activities are needed to implement this strategy?



TIPS

If you need to further explain what these "logics" are, we suggest using Almonacid-Almonacid (2020, 2021, 2022, 2024), Snyder (2024), and similar sources.

Note for participants: Think from the position of an SEO, SESO, or NGO, a key stakeholder of SE that you are, or represent.

- It must be an initiative that prevents you from reproducing the logics of the current hegemonic paradigm. Write several bullet points of no more than 15 words each.



Results of PEACE'22 project's 2nd peer learning session, in-person, in Vilnius, Lithuania

Answers to the P-E-A-C-E'22 Peer Learning sessions' Worksheet 4 (of 4) three (3) guiding questions (see materials) are summarised here:

Group 1

- Promote social entrepreneurship through teaching social entrepreneurial skills to youth:
 - Explain the principles of Social Economy and Social Enterprise models;
 - Promote independence through knowledge and resources needed for entrepreneurial action;
- Information campaigns to explain the value of social business: engage social entrepreneurs, use appropriate influencers (values-based relationships);
- Scaling through:
 - students spreading the ideas of Social Economy after graduating and entering the labour market;
 - success stories, exchange visits, join learning experiences.

Group 2*

- Work with government institutions.
- Social Enterprise [business model] franchising scheme.
- Pairing Ukrainians with locals when founding Social Enterprises.
- Promotion of Social Economy and Social Enterprising through a Netflix movie, events for SESOs. Education about SE even before high school.
- International branding of Social Enterprising activities.





Group 3

- Education emphasising democracy values and equal rights + adult education culture (life-long learning).
- Promoting in-depth learning from practice: real-life projects, job shadowing, youth exchanges, youth entrepreneurship initiatives (such as Junior Achievement), volunteering of any kind, peer-to-peer learning and learning from previous generations.
- Legislation efforts to support the life-long learning culture and consistent implementation of education strategies throughout the education system on various levels (preschool to third-age universities)
- Changing the perception of social work and social economy (= increasing prestige of getting involved in social initiatives) as integral part of (business) culture
- Promoting intercultural understanding and inclusion as part of any culture (from trainings, exchanges and travelling to joint ventures and multicultural events)
- Artificial Intelligence should complement, and not replace human input.

* This group provided a detailed list of strategies and suggestions for actions under said strategies.

Though not native to the “Futures’ Design” methodology, validation of the outputs produced by the working groups occurred through a panel discussion with renowned international experts: Mr. Emanuelis Zingeris, President of the Parliamentary Forum for Democracy and Member of the Lithuanian Parliament (in-person); Mr. Petro Darmoris, CEO of Social Economy Ukraine (online); Ms. Eugenia Kovaliova, Lithuanian CEO of Ukreate Hub (in-person); and Alina Bocharnikova, Social Innovations Consultant at Future Development Agency, Ukraine (in-person).

The panel discussion was moderated by Ms. Viktorija Bražiūnaitė from the Lithuanian Social Business Association. The answers to the questions provided by the moderator and the audience became “food for thought” regarding the initiatives developed by the working groups.



The participants of both the Outreach Event and the Peer Learning session took away the following lessons from the panel discussion. The panel emphasised placing the communities and the people at the centre of any efforts related to the displaced, migrants, or refugees. Ukraine's recovery has already started: there is no need to wait for the war to be over. Where business takes place, recovery and rebuilding take place.

Thus, the PEACE'22 Lithuanian Outreach Event's panel discussion and the second Peer Learning session in Vilnius, Lithuania, both revealed that the best approach is to work in tandem with the Ukrainian community in the EU, from the design of initiatives, projects, and programmes to the evaluation of their impact.



TIPS

We recommend a roundtable at the end of this peer learning session to cement the learnings and highlight the takeaways by each participant. The participants greatly benefit from in-person engagement at this point. The results of the session were recorded on worksheets and converted by the peer learning session facilitators into inputs for the next session. Again, instruct the participants to use the Padlet platform, specifically set up for the PEACE'22 peer learning sessions, to record the group's answers on a respective worksheet. For the next session, the participants were asked to use the input provided in a handout when thinking about the results, outcomes, and impact of their planned initiative.

Third Session

At this point, the participants are ready to produce a prototype initiative that advances their organisations, the communities they serve, and their beneficiaries. Handouts III and IV, presented in Annex II, come into play at this point in the implementation of the "Futures' Design" methodology. To prepare the SEOs for building cross-border and cross-regional networks and make the most of the opportunities to establish long-lasting collaborations, some asynchronous individual work is necessary.

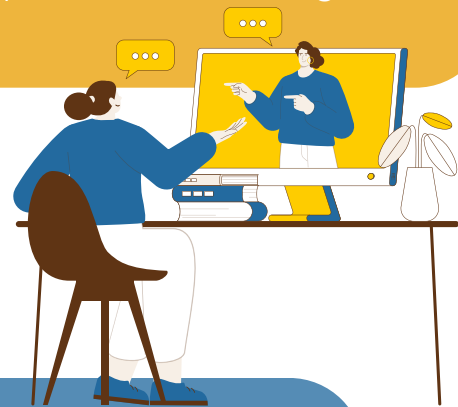


Results of PEACE'22 project's 3rd peer learning session, online

Each participating organisation attended the PEACE'22 peer learning session 3, prepared with ideas for a minimum of one (1) and a maximum of two (2) initiatives requiring an EU-level partnership to be developed and implemented successfully. These initiatives should focus on peacebuilding through the inclusion of Ukrainian communities and diaspora within the EU into SE and local communities. The template is provided in Annex II of this handbook.

Finally, the participants were asked to bear in mind and consider the following revised principles and values, which should guide their thinking about the initiatives:

- Empathy & Equity (according to the participants, these already include intersectionality)
- Enablement & Empowerment
- Intercultural Communication
- Internationally coordinated or inspired action (best practices, good practices)
- Interdisciplinary knowledge (preferring practical knowledge and that of experts to theory)



TIPS

In preparation for the fourth peer learning session, the participants were asked to prepare Annex II, Handout III: "P-E-A-C-E'22 Initiative Fact Sheet Template" and Annex II, Handout IV: "Pitch Planner Canvas for Partner Search". Over the course of several weeks prior to the peer learning session, the participants should be asked to invest some of their time to prepare for the in-person session.



Fourth Session

On the day of the 4th Peer Learning session, each organisation was asked to pitch their initiatives, highlighting the stage of its implementation, e.g. draft, submitted as project proposal, lookout for partners. The peer learning facilitators distributed to the participants the evaluation grid available for you in Annex II. Handout V. "Peer-to-peer Evaluation Form".

Results of PEACE'22 project's 4th in-person peer learning session, in Brussels, Belgium

Each participant was asked to fill it in while their peers were pitching their initiatives, provide feedback and ask for clarifications. At this stage, particular attention was placed in identifying potential for matching and cooperation. Once all participants pitched their initiatives, the facilitators allocated time to exchange and evaluate the initiatives, in a guided discussion that followed the evaluation grid provided. For a total of 10 participants in presence, the estimated time for evaluation was 30-45 minutes.

The first required each organisation to pinpoint the main elements, outputs and vision of their potential initiative, especially reflecting on the impact and vision. The factsheets were received by the Peer Learning session facilitator a week in advance, in order to identify potential matching and pairing of initiatives and scopes. The second exercise was operational as it encouraged the participants to reflect on how to best present their initiative to potential partners, donors and external collaborators. It was also instrumental to ensure that the organisations would be ready to present their initiatives at the beginning of the session, to receive peer evaluation.



TIPS

At the end of the session, enough time was allocated to ensure that the evaluation of the whole Peer Learning process, via an online questionnaire or printouts, could be assessed, i.e. organisation, venue, communication, facilitation.



Stories of SE Stakeholders Serving Ukrainian Communities in the EU

The partners of the PEACE'22 project engaged in the dissemination and exploitation of the partial and preliminary results of the project starting from the peer learning session design stage. They did this to showcase and exemplify the potential of SE for peacebuilding actions and activities. Although values-based social entrepreneuring by the Ukrainian community in the EU and the support that SEOs, SESOs, and NGOs may render to them is only a fraction of SE's potential, the partners considered the enormous potential of Social Economy to transform lives, as Figure 2 below illustrates.

Figure 2. Potential of Social Economy for Peacebuilding



Source: based on Žebrytė, I. & Almonacid-Almonacid M. (July 2021).

Peacebuilding in action by and for Ukrainians in the European Union may be illustrated by the following examples. First, the PEACE'22 project was represented at the "Entrepreneurship Fair" organised in Vilnius, Lithuania, by @UkreateHub, in January 2024. It was an important moment for promoting an intersectoral and multi-perspective approach offered by the project and inviting @UkreateHub and its partners to use PEACE'22 project and its results to improve their working practices and better prepare to serve the host and Ukrainian communities.



Moreover, Social Economy Ukraine supported the PEACE'22 project in the research phase and throughout the interpretation of the peer learning session outputs. Their perspective helped connect the visions of SEOs, SESOs and NGO with those of Ukrainian communities in the EU and their homeland. There are multiple collaborations by SocialEconomyUkraine and LiSVA in play now, at the moment of drafting of this handbook, under the slogan “fighting for peace”, alluding to the need of proactive action much before the hoped for end of the war, as well as planned for the future.

Further, the participation of FutureDevelopmentAgencyUkraine representative, specifically social innovation expert, enriched other participants' experiences and connected the preliminary and final results of the PEACE'22 project which focuses on actions and activities in the EU, to what is happening in the SE of Ukraine. This made project partners', participants', direct and indirect beneficiaries' encounters more meaningful and peer learning more impactful.

Finally, the commendable 3 Seas Initiative, on account of the full-scale invasion in the context of Russia's war of aggression against Ukraine, called for initiatives focused on rebuilding and recovery efforts, including innovation and investments by public and private sector actors. To make it as inclusive as possible the “Three Seas Initiative Business Forum” included side-events to complement the main programme. PEACE'22 project applied and its proposal for a side event “Empower & Integrate for Social Inclusion and Peacebuilding” (April 11, 2024) got selected.

This PEACE'22 Outreach Event in Lithuania played an important role in refining of the results of the peer learning sessions, as well as networking with Ukrainian stakeholders. This PEACE'22 Outreach Event in Lithuania was livestreamed and its recording is available as part of the materials for this handbook. Moreover, this event connected the 2nd and 4th peer learning sessions through in-person engagement by the participants with the EU stakeholders that are key to making reality out of the initiatives or projects they have initiated or developed through PEACE'22.



Conclusions

Out of the described experiences and outcomes of the PEACE'22 project's peer learning session, the authors of the handbook came up with these tips and tools for dealing with barriers and challenges by the SE Stakeholders serving Ukrainian communities in the EU and their target group.

Barriers & Challenges

PEACE'22 Tips & Tools for Dealing with Barriers & Challenges in Social and Economic Integration

Getting jobs as the crucial challenge for refugees [and migrants or the displaced]

The generation of income to support livelihood may take several forms, getting a job is only one of them. Given the difficulty of long-term planning that the Ukrainian community hosted in the EU is facing, social entrepreneuring might be a more feasible option.

Recognition of refugees' educational and professional background in hosting country

Support services are key in any ecosystem, SE is no exception. SEOs might even adapt an entire business model designated for provision of such services.

Language and cultural challenges

Ukrainians helping Ukrainians is one way to overcome these challenges. Another is building transcultural communities and ensuring intercultural communication. SEOs, SESOs and NGOs should employ Ukrainians and teach their staff to work in different languages. Such action would result in benefits for the organisations themselves and the target group.



Challenges with engagement with the target groups and beneficiaries

The “Futures’ Design” methodology is a useful set of techniques and tools for engaging the target groups and beneficiaries because it acknowledges the plurality of futures the SEOs, SESOs and NGOs are building together. It is very important that on all levels or steps (development/planning, implementation, evaluation, iteration) the initiatives are co-created, co-designed.

Lack of understanding of the legal frameworks and local markets for those immigrants willing to start their businesses

Ukrainian counterparts at the PEACE’22 project were highly motivated to learn and acquire new information. Thus, SEOs, SESOs and NGOs need to focus on collecting the data and converting it into information which in turn, together with Ukrainian community representatives, may be converted into knowledge for business decision-making (Kitchen, 2016; Shepherd et al., 2015).

Challenges in relations and cooperation with stakeholders

The social entrepreneuring approach within itself is a partial solution, a real possibility to overcome the challenge of perceptions by the local stakeholders in hosting communities. Social Enterprising Ukrainians are less likely to be viewed as guests or refugees and more likely to be viewed as contributors to the local economy.



Lack of financing and resources

Unlike in the 2015 crisis which took place in the wake of the 2008 crisis, the 2022 full scale invasion by Russia prompted injection of funds in support of integration of Ukrainians into the host communities. The most impactful use of funding is the issue. Authors of this handbook suggest coaching and training the SEOs, SESOs and NGOs on this matter.

Words and meanings

One of the feedbacks we received through the project is that the “Ukrainian community in the EU” is what agents and beneficiaries prefer to be referred to. “We are not expats or migrants, nor we are refugees”. Inclusive language and sensitivity towards the beneficiaries preferred terminology can act as a catalyst for empowerment and support in the social entrepreneurship journey.

This handbook aims to inform and inspire the next generation of initiatives destined for the creation of more peaceful communities and societies in the EU. Regardless of the hardships, the social economy stakeholders serving Ukrainian communities in the EU have demonstrated remarkable resilience and innovation. Their unwavering commitment to social business and community building serves as a beacon of hope, showcasing the transformative power of SE-based action.

By embracing the principles of the SE, these stakeholders have not only provided essential support to displaced individuals, migrants, refugees and their communities but have also enriched the social fabric of their host communities. During the PEACE'22 Outreach Event in Vilnius, Lithuania, Ms. Viktorija Bražiūnaitė, Director of the Lithuanian Social Business Association, called on everyone engaged in the SE to “embrace the power of the people; the real power is in people's will to live, fight, win, thrive”.



During the PEACE'22 Final Public Event in Brussels, Belgium, Simel Esim, Programme Manager at ILO and Co-chair of UNTFSSSE, delivered a compelling video speech highlighting the SSE's potential in promoting social justice, economic development, and peacebuilding, stressing the importance of international collaboration and local community support.

The story of PEACE'22 participant organisations embracing "Futures' Design" underscores the importance of fostering an inclusive and supportive environment. As we move forward, it is imperative to continue supporting and empowering these stakeholders, recognizing their invaluable contributions to building a more peaceful and equitable future for all.



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List of Annexes

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Annex II. Handout I. "Design Journey Towards the Future" (A3 or A2 size would be the best);

Annex II. Handout II. Worksheets on padlet. (on-line);

Annex II. Handout III. "P-E-A-C-E'22 Initiative Fact Sheet Template";

Annex II. Handout IV. "Pitch Planner Canvas for Partner Search".



Annex I. Leveraging Good Practices: P-E-A-C-E'22 Initiatives' Factsheets

The factsheets of the initiatives developed through the PEACE'22 peer learning sessions are presented here in full.

Refugee Council of Lithuania PEACE'22 Initiative Factsheet

Details of the Initiative to be Implemented with an EU partner	Network 4 Enterprising Ukrainian Communities in the EU
Location and local communities involved:	EU countries (TBD = maybe Baltic focus)
Envisioned impact of the initiative:	Cross-boarder cooperation <u>network</u> within EU. Connecting migrants and refugees and their Social Enterprises (social business models) through a network.
Strategy to be used:	Connect organization knowledge / experience sharing, e.g. previous experience in Nordic markets to transfer to the Baltics and other EU-based organizations.
Actions to be completed:	Step 1: Diesis Network Conference for SEOs & CSOs networking. Step 2:
Expected results of the initiative:	Migrant and refugee empowerment through social entrepreneurship / enterprising for host country's economic growth.
"Owner" of the initiative (name of the lead SEO/CSO) and their contact details:	Refugee Council of Lithuania



ERDME, Fomin Consulting & THE KECTIL PEACE'22 Initiative Factsheet

Details of the Initiative to be Implemented with an EU partner	Exchange of experience between organizations that help immigrants find work and work with youth development
Location and local communities involved:	Lithuania, Ukraine, Poland
Envisioned impact of the initiative:	Increase by 20% the employment of immigrants in the European market, help the youth of immigrants countries to integrate into European society and increase their involvement in positive changes in their community
Strategy to be used:	Training and mentoring programs
Actions to be completed:	<ol style="list-style-type: none"> 1. Negotiations on organizational points of partnership 2. Involvement of state-level partners 3. Launching the training program 4. Work in mentorship with program participants 5. Analysis of the results of work with participants
Expected results of the initiative:	70% of program participants out of 100% found employment on the European market
"Owner" of the initiative (name of the lead SEO/CSO) and their contact details:	<p>Founder and Director Lina Blazytė https://www.linkedin.com/in/lina-blazyte-1250baa0/ +37061845022; lina.blazyte@diversitygroup.lt</p>



FISE> and Partners' PEACE'22 Initiative Factsheet

Details of the Initiative to be Implemented with an EU partner	EU4UA – a project under Social Innovations+ scheme
Location and local communities involved in the initiative:	Poland, Romania, Lithuania, Spain as well as Diesis and Ensie networks
Envisioned impact:	Better quality support offered to Ukrainian migrants and refugees
Strategy:	research and compare existing services, enhance and enrich the existing models with research outcomes
Actions:	Research, elaborate and test innovative set of services for professionals that support migrants
Expected results:	Tested services, translated manual
"Owner" of the initiative (name of the lead within each SEO/CSO) and their contact details:	FISE, Julia Koczanowicz-Chondzyska, julia.chondzyska@fise.org.pl



Northern Lithuania Consortium on Advancing Ukrainian-led SES in the EU [PEACE'22 Initiative Factsheet]

Details of the Initiative to be Implemented with an EU partner	Northern Lithuania Consortium on Advancing Ukrainian-led SES in the EU
Location and local communities involved in the initiative:	Ruzgai village, Northern Lithuania (the consortium is compiled of VšĮ Būk su manimi, VšĮ Dirbinyčia, Mžežikiai, and Ukrainian integration center MALVA, Šiauliai, Lithuania)
Envisioned impact:	Integration of Ukrainians fleeing the war into the local economy and labor market through creation of jobs for themselves in SESs.
Strategy:	Adapt consultations on finding work and settling in Lithuania and trainings on social business. Directing Ukrainians residing in the Ruzgai village to solve problems together.
Actions:	<ol style="list-style-type: none"> 1. Introduce social business and the possibility of reinvesting the earned money in helping soldiers and the military hospital. 2 Talking into account the abilities and skills of refugees, we show market niches where quality innovative products can be created. 3. We organize practical experiential trainings to raise motivation, according to the needs of target group/s.
Expected results:	We hope for a new social business, the impact of which will be directed to quality assistance for peace in Ukraine and to help the elderly Ukrainians, who have nowhere to return.
"Owner/s" of the initiative (SEO/CSO) and their contact details:	VšĮ Būk su manimi, Jolita Butkiene, buk.su.manimi.mzk@gmail.com VšĮ Dirbinyčia, Almante Karpiene, dirbinycia.soc.verslas@gmail.com Ukrainian integration center MALVA, Regyna Stulginskiene, regynaklochkova1970@gmail.com



BSI_4Women PEACE'22 Initiative Factsheet

Details of the Initiative to be Implemented with an EU partner	The Baltic Sea Initiative for the Development of Business Activity of Refugee Women
Location and local communities involved in the initiative:	Many and across several countries: Estonia, Lithuania, Denmark, Norway, Sweden, Poland.
Envisioned impact:	Strengthen women's entrepreneurial skills, which will allow them to: <ul style="list-style-type: none"> • Become economically independent, • Work independently, • Fulfill their potential.
Strategy:	Business support and incubation of the most potential cases
Actions:	* Improving refugee women's entrepreneurial skills that will result in their economic independence, self-employment, self-realization, and potential. * Creation of an incubation program for innovative business set-up. * Providing project participants with a micro fund for starting a business. * Increasing the competitiveness of the Baltic Sea Regions companies. * Dissemination of the developed solutions.
Expected results:	Transnational Fund that promotes support instruments for companies, founded by refugee women.
"Owner" of the initiative (name of the lead within each SEO/CSO) and their contact details:	In Lithuania, the representative of the initiative is Tech-Park Kaunas. Vaiva Keimelytė; vaiva.keimelyte@techpark.lt Živile Pauzaitė; zivile.pauzaitte@techpark.lt

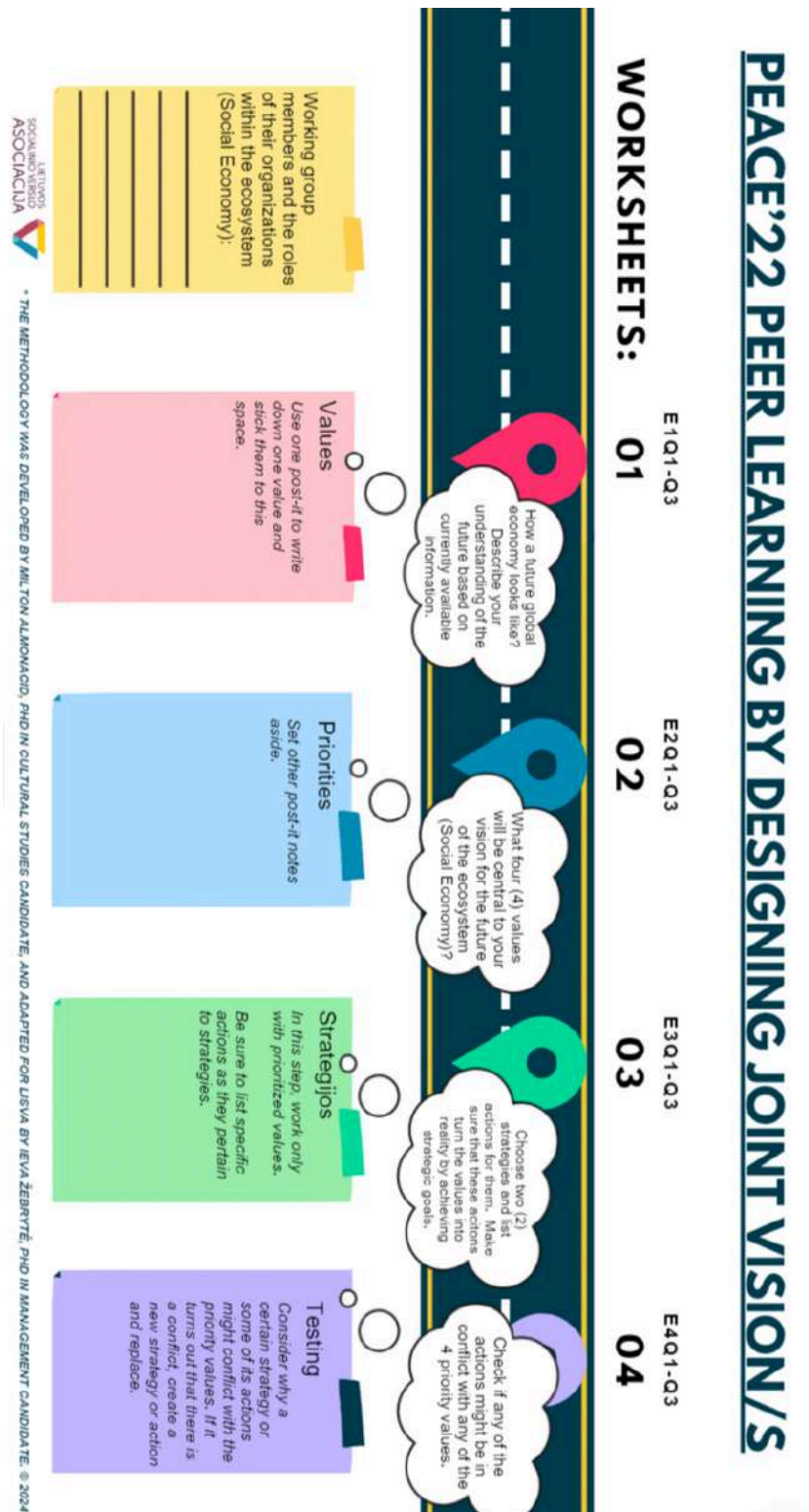


Teaching Social Entrepreneurship to Ukrainian Youth, PEACE'22 Initiative Factsheet

Details of the Initiative to be Implemented with an EU partner	Teaching Social and Sustainable Entrepreneurship to Ukrainian Youth
Location and local communities involved:	Lithuania, Vilnius region
Envisioned impact of the initiative:	Ukrainian youth feeling European, engaging with the issues and topics of the EU candidacy with self-confidence, and trusting themselves to embrace the future.
Strategy to be used:	Incorporation of teaching-learning about Social Economy and development of skills for social entrepreneurship into informal and non-formal youth education.
Actions to be completed:	Getting team of educators together; setting up on-line and in-persons learning-teaching activities; promoting .
Expected results of the initiative:	Ukrainian youth hosted in Lithuanian communities developing entrepreneurial mindset and skillset.
"Owner" of the initiative (name of the lead SEO/CSO) and their contact details:	Lina Paulauskaite, Lina.paulauskaite@yahoo.com

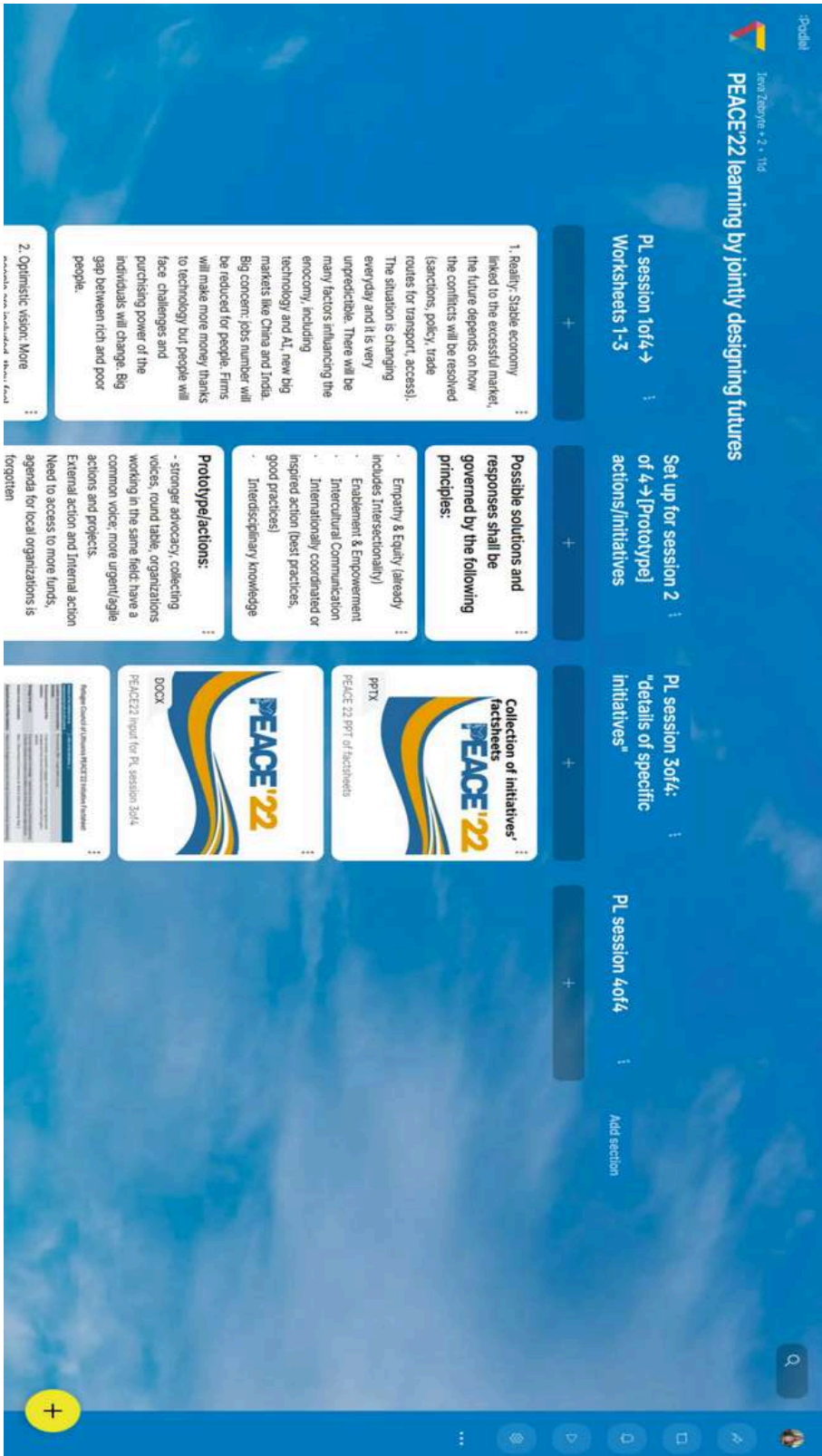
Annex II. Toolbox for Conducting “Futures’ Design” Methodology-based Peer Learning Sessions

Handout I. “Design Journey Towards the Future” introductory visual.





Handout II. Worksheets on padlet. (These may be used for self-reporting or for facilitator/instructor to hand out and then collect for further analysis.)





Annex II. Handout III. “P-E-A-C-E’22 Initiative Fact Sheet Template”

Details of the Initiative to be Implemented with an EU partner	[...title of the initiative...]
Location and local communities involved in the initiative:	
Envisioned impact:	
Strategy:	
Actions:	
Expected results:	
“Owner” of the initiative (name of the lead within each SEO/CSO) and their contact details:	



Annex II. Handout IV. "Pitch Planner Canvas for Partner Search"

Pitch Planner Canvas for Partner Search

<p>1. THEM</p> <p>Key questions Who are they? What is their world like?</p>	<p>2. CONTEXT</p> <p>Entrepreneurship Project value proposition How are where will you deliver the message? What is the time/space available?</p>	<p>3. YOU</p> <p>Key questions Why are you here? Why are you relevant?</p>
<p>Their Needs</p> <p>Key Qs What are their broader goals/key problems?</p>	<p>4. CONTENT</p> <p>Instructions Using the informations from the sections 1, 2 and 3 write your script on a blank sheet / cards / post-its and paste it in this section (4).</p>	<p>Your Key Message</p> <p>Key Qs What do you want them to remember?</p>
<p>Their Objectives</p> <p>Key Qs What is important for them to hear, feel or achieve?</p>	<p>Your Objectives</p> <p>Key Qs What do you want them to think, feel or do?</p>	<p>Their Reservations</p> <p>Key Qs What do they hate or fear or do not want to hear?</p>
<p>Call to Action</p> <p>Key Qs What are you asking for? What do they get?</p>	<p>Brainstorming Space</p> <p>Place your temporary or brainstorming notes here.</p>	

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Pitch Planner Canvas



Annex II. Handout V. "Peer-to-peer Evaluation Form"



Peer-to-peer feedback form

<p>✔ What's GOOD/GREAT :) about the initiative/presentation I just heard...</p>	<p>Things I did NOT UNDERSTAND ✔ in the initiative/presentation I just heard...</p>
<p>STOP. THINK. FILL OUT.</p>	
<p>✔ What could be IMPROVED about the initiative/presentation I just heard...</p>	<p>My SUGGESTIONS ✔ for the initiative/presentation I just heard...</p>