

**SOCIAL SEEDS**  
Interreg Europe



European Union  
European Regional  
Development Fund

*Sharing solutions for  
better regional policies*



# ACTION PLAN

## OF GORENJSKA DEVELOPMENT REGION

03.09.2019

# Regional Action plan of Gorenjska development region

Gorenjska development region is geographical area, covering 18 local communities: Bled, Bohinj, Cerklje na Gorenjskem, Gorenja vas – Poljane, Gorje, Jesenice, Jezersko, Kranj, Kranjska Gora, Naklo, Preddvor, Radovljica, Šenčur, Škofja Loka, Tržič, Železniki, Žiri, Žirovnica

## PROJECT SOCIAL SEEDS

The **action plan** is a document providing details on **how** the lessons learnt from the cooperation can be exploited in order to improve the policy instrument tackled within that region. It specifies the nature of the actions to be implemented, their timeframe, players involved, the costs and funding sources.

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## **Executive summary**

The action plan is a document providing details on how the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that Gorenjska region.

The activities within the Action Plan is a result of the discussions with interregional and regional stakeholders. Also is built on the presented best practices within the project SOCIAL SEEDS and as well as the current stat of the policy instrument, innovative project ideas concerning social entrepreneurs.

The results of the project are showing the benefits from lesson learned that could be incorporated as policy recommendation into the programmes for this programming period.

## **About SOCIAL SEEDS project**

The project SOCIAL SEEDS is funded in the Interreg Europe SOCIAL SEEDS partnership aims to equip policy-makers with evidence-based policy diagnostic tool that increases the effectiveness of local and regional policies for stimulation of growth & employment (preferably of vulnerable social groups) in social enterprises (SE) including their eco-systems in European cities and regions.

The goal of the project is to develop action plans that would help policy-makers' to form concrete actions towards creating the right conditions to allow the sector to thrive and enable regional and local government to run measurement and labelling scheme addressed to social enterprises.

# 1 Part I - General Information

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Project title	SOCIAL SEEDS
Partner organisation	BSC, business support centre Ltd. Kranj
County	Slovenia
NUTS1 region	Slovenia
NUTS 2 region	West cohesion region
NUTS 3	Gorenjska
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## Part I: Introduction of Gorenjska region

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Gorenjska (the Upper Carniola region) is Slovenia's sixth-largest statistical region, covering 18 municipalities with 203.564 inhabitants (data from July 2012). It lies on the NW of the state, bordering Austria and Italy, with 2.137 km<sup>2</sup> surface, which represents 10 % of the Slovenia surface. Gorenjska is the 4<sup>th</sup> largest Slovenian development region by the number of inhabitants and the 6<sup>th</sup> by area. The population density is 95.5 inhabitants per km<sup>2</sup>, which is below average in comparison with Slovenia. Most of the area is rural, while industry and services are mostly predominantly settled in cities (5 smaller cities, only 2 of them (Kranj, Jesenice) recognised as urban areas by National Rural development program. The rest is dispersed throughout a characteristic diverse mountainous landscape. Over 65 % of Gorenjska's surface area is covered by forests, as much as 40% of the region lies more than 1,000 m above sea level (including the country's highest peak, Mount Triglav, at 2,864 m), 70% of the region is a mountainous world, over 45 % are NATURA 2000 areas.

Structure of the economy: prevailing are services with 58,50 %, Industry and Energy 34,80 %, followed by construction 4,7% and agriculture, farming and fishing with 1,9 %.

The unemployment rate is not high, but especially in the rural part of the region is facing rather big hidden unemployment, the same goes for some urban deprived parts of the cities. There are many representatives of the vulnerable goal groups that are unemployed, but not registered at the Unemployment office (different reasons). Unemployment in the region is 9,9 %, while in Slovenia is The population is getting older (e.g., Index of ageing is 111),

Economic indicators lag behind the Slovene average. In 2012 there were 7,533 sole proprietors in Gorenjska (9.6% of all in Slovenia) and 5,203 companies (8.7% of all in Slovenia), of which 94% were micro, 3.8% were small, 1.2% were medium sized and 1% of large companies, while added value in companies is 1.396,017 EUR. GDP/capita is 14,408, while in Slovenia is 17,379. 3

While strongest industries are ICT, automotive and other similar productions, there are still a lot of production connected to the traditional industry and traditional materials (leather, cloth, wood, iron...) which were transformed und upgraded with innovative approaches (e.g. shoe production, textile production, metal, wood production,.....).

Tourism is a promising industry, with over 650,000 tourists visiting per year, that is 19.7% of all tourists in Slovenia, tourism represents stronger and stronger branch (e.g. for example in Bled – well known tourist destination in year 2017 is marked with over 1 M visitors). Additionally due to ageing of population, further development of the services connected to the more quality life of elderly people and people of the special needs (diseases, accidents,...), now mainly covered by public funds support and concessions, are needed.

Agriculture and complementary activities keep the countryside active and there is a great potential in forestry where the possible harvest does not reach 60%, while harvesting was rapidly increased in recent years due to a natural catastrophe (sanitary cuts of the trees). Also supplementary activities on farms, are due to ageing of population at risk and innovative approaches are needed to maintain the countryside alive (especially by developing innovative services, products that would attract young to start up their own entrepreneurial endeavour.

Additionally the discussion with stakeholders define at least several market niches (with future challenges of society) where social entrepreneurship could be developed e.g. local food, short value chains from different fields of sustainable development, protection of nature and biodiversity, development of services for vulnerable goal groups, reduction of CO<sub>2</sub>, tourism, creative services, ICT, eco remediation,....

There is also vivid interest of stakeholders to better understand and support the development of social entrepreneurship in the region (now not developed only 7 social enterprises).

The country has been recognized as the fastest growing innovation follower among group members (Austria, Belgium, France, Ireland, Luxembourg, Netherlands, Slovenia and the UK) according to European Innovation Scoreboard 2015. Slovenia has also been listed very high on 2016 Bloomberg Innovation Index. Among 50 world's most innovative economies, Slovenia ranks 24th place. According to the estimate, in 2014 the share of gross domestic expenditure on R&D (GERD) in GDP was 2.39%, which is above EU average. Most of the

funds for R&D in Slovenia were provided by the business enterprise sector, i.e. 77% of total funds<sup>1</sup>.

In the R&D social enterprises are very weak (none of them are really cooperating with R&D sector, but they try to innovate within their own production/services with the expertise of their co-workers/no external R&D support is used. In Gorenjska region there is no specific regular/unformal education for social enterprise (although in the region is strong network of schools and other providers of knowledge that could start up such activity (e.g. Faculty only in the field of ICT, health, tourism not in mechatronics, robotics (for that only secondary and higher school). Additionally, there is no research facilities with labs and technologies or technology parks that could be used by social enterprises, therefore this situation is a big handicap for the region.

Also existing support measures for entrepreneurship does not support the start ups in social entrepreneurship or social enterprises. (e.g. national support system ONE STOP SHOP are rather classic with almost no knowledge about social entrepreneurship and their needs/knowledge).

It is clear that knowledge and understanding of social entrepreneurship is very weak among stakeholders in the region therefore empowerment of stakeholders to support/understand the added value of social enterprises in their endeavour to contribute to the future development of services/products that can at least partly solve the challenges of the society, are urgently needed.

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<sup>1</sup> Statistical office of the Republic of Slovenia.



## SWOT of the region

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>✚ Very good geostrategic position, attractive business location (near national airport on the border with Austria and Italy)</li><li>✚ Rather good education of human resources</li><li>✚ Industrial region with specialised production/services</li><li>✚ Law for social entrepreneurship enabling development of social enterprises</li><li>✚ National ministry – special department responsible for social entrepreneurship</li><li>✚ Support measures for social enterprises (mentoring, favourable loans)</li></ul>	<ul style="list-style-type: none"><li>✚ Very low number of social enterprises in the region (7)</li><li>✚ Low added value of products and services produced by social enterprises</li><li>✚ Social enterprises do not cooperate with R&amp;D, lack of innovative solutions</li><li>✚ Social enterprises are weak in finances, human resources, knowledge</li><li>✚ Non existing support measures for social enterprises in the region/on local level (no support for knowledge, innovation, new products, services, capital,...)</li><li>✚ Low added value in social enterprises</li><li>✚ Lack of support environment (no support very limited at ONE STOP SHOP network)</li><li>✚ Social enterprises are still seen as “social” not economic factor</li><li>✚ Stakeholders/possible buyers of products/services of social enterprises from public and economic sector do not see social enterprises as trust worthy partner</li></ul>

OPPORTUNITIES	THREATS
<p><b>In the short term</b></p> <ul style="list-style-type: none"> <li>✚ Empowerment of stakeholders to support/understand the added value of social enterprises in their endeavour to contribute to the future development of services/products that can at least partly solve the challenges of the society</li> <li>✚ Internationalization of social enterprises and entering into new markets</li> <li>✚ Public support for needs of the social enterprises (knowledge, innovation,...)</li> <li>✚ Start up of the regional/local support measures for the social enterprises</li> </ul>	<ul style="list-style-type: none"> <li>✚ Further loosing/bankruptcy of the existing social enterprises in the region (due to low added value of the products/services and inability to attract the strong public/private buyers/partners to buy products/services/support their development)</li> <li>✚ Economic crisis that would contribute to further minimising of options for successful operation of social enterprises (lack of capital, knowledge, ...)</li> <li>✚ No interest for development of the support environment that would enable development of social entrepreneurship in the region</li> </ul>
<p><b>In the medium - long term</b></p> <ul style="list-style-type: none"> <li>✚ Empowerment of stakeholders to support/understand the added value of social enterprises in their endeavour to contribute to the future development of services/products that can at least partly solve the challenges of the society</li> <li>✚ Internacionalisation, new markets for social enterprises (e.g. EU,...)</li> <li>✚ Better and strategic cooperation between sectors (public, private, NGO, individuals) and social enterprises (constant cooperation with joint development of social innovation/based on the challenges of the society)</li> <li>✚ New programming period –strategic support to development of social enterprises (also from cohesion funds)</li> </ul>	

## SWOT conclusions

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Although social entrepreneurship in Gorenjska is not developed (only 7 registered social enterprises) (National law) we can expect that via support measures in a long run social entrepreneurship could be developed further and some more social enterprises will find their way to the market. Due to the fact that knowledge and understanding of social entrepreneurship is very weak among stakeholders in the region and there is no empowerment measures available it is urgent to empower stakeholders to support/understand the added value of social enterprises in their endeavour to contribute to the future development of services/products that can at least partly solve the challenges of the society, are urgently needed.

Due to the fact that region Gorenjska has no support mechanisms for social enterprises except very limited knowledge at One stop shop, it is essentially very much needed development of facilities, support measures that would foster cooperation between social enterprises and other stakeholders (public, private, NGO, individuals) to jointly respond to the development challenges of the society. That might bring also bigger added value to social entrepreneurship services/products, cooperation with R&D, now not existing and creative industry, as well as strategic positioning of the social enterprises in the markets (local, regional, EU).

With the products, services that social enterprises can offer, we can expect in a long run that also some important development challenges of the region can be tackled (e.g. climate change, smart solutions, climate change, ageing, brain drain.....), especially if the stakeholders together with social enterprises can tackle strategic challenges of the society (via social innovation).

## Introduction to the social entrepreneurship in the region

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Social entrepreneurship development is an important requirement for achieving the goal of smart, sustainable and inclusive growth set out in the Europe 2020 strategy. It is also a starting point to respond to new economic challenges, to create jobs and to fight social and financial exclusion<sup>2</sup>

Due to challenges the region is facing in connection with society challenges (higher unemployment, low added value of the products, services, brain drain, lack of support mechanisms for social entrepreneurship, growing need for innovative products/services for the development challenges of society,.....), we are facing the fact that national policy which supports the social enterprises and start-ups in social entrepreneurship established quite well organised support system, but on the local/regional level, especially in the region as Gorenjska, where social entrepreneurship is very weak, cannot be used/due to weakness of the sector (that in many ways is not reaching the conditions to apply for public support or they are too weak (in knowledge, expertise,....) to apply and use the funds available. Therefore there is also very little understanding of necessity of specific support measures for regions with low number of social enterprises.

Entrepreneurial trainings and no regular/ constant program for social entrepreneurship is available in the region/in local communities.

Financial means are not available (with exception of one local community giving support to development of social enterprises (smaller capital for equipment,...)).

Beside mentioned hinder backs there is urgent need to reduce barriers (from content, financial bureaucratic point of view) and to jointly find the possibilities within the region that custom made support measures can be established to empower stakeholders and to contribute to better understanding of the innovative character of social entrepreneurship that with innovative products services can in its own way contribute to the future challenges of the society (ageing, brain drain, climate change, smart solutions,.....)

Therefore different support measures to social entrepreneurship start-ups and social enterprises (including innovative techniques, methods for empowerment, trainings, access to R&D, cooperation with creative sector, etc. (now not existing) should be developed.

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<sup>2</sup> Entrepreneurship for self-employed in Slovenia, OECD 2015

Strategic objectives of development policies:

- ✦ Contribute to the development of support measures to social entrepreneurship start-ups and social enterprises
- ✦ Contribute to the development of social innovation in social entrepreneurship start-ups and social enterprises (via knowledge and other support topics)
- ✦ Empowerment of stakeholders to support/understand the added value of social enterprises in their endeavour to contribute to the future development of services/products that can at least partly solve the challenges of the society

## 2 Part II - Policy context

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From the policy point of view in Slovenia exist only national policy, since Slovenia does not have regions, while in local communities' support to start-ups in social entrepreneurship and social enterprises is not the main goal.

- Operational Programme for the Implementation of the EU Cohesion Policy 2014-2020 support social entrepreneurship
- Rural Development Plan 2014-2020 supports the CLLD approach and LAGS through decrees (confirmed strategy of LAG, status LAG) and supports innovative activities and services in rural SMEs and on farms with supplementary activities (including social services)
- Regional Development Programme of Gorenjska Region 2014-2020 support development of social entrepreneurship
- Decree on the Implementation of Community Led Local Development - CLLD 2014-2020 support economic and social inclusion

## The Action Plan aims to impact:

1.  Investment for Growth and Jobs Programme
2.  European Territorial Cooperation Programme
3.  Other Regional Development Policy Instrument

Further details on the policy context are presented below:

1. Action Plan will have impact on **Operational Programme for the Implementation of the EU cohesion Policy**. The current OP is a centralized programme for territorial development of Slovenia, covering all 11 thematic objectives. The OP strategy has been built on the analysis of needs, disparities and growth potential and lessons learned in previous programming period. The analysis of Slovenia's progress towards the 2020 national targets reveals certain gaps, especially in terms of boosting growth of employment rates, reducing the number of people at risk of poverty or social exclusion, strengthening efforts in the area of research and development and promoting energy efficiency.

The SOCIAL SEEDS project concerns the priority 9:

1. Social innovation, transnational cooperation and contribution to thematic objectives.

The program period is ending and the request for improvement of policy instrument does not seem sensible at the moment. Most of the funds for implementing action of the OP have already been used. **National managing authority** responsible for OP is facing the lack of funds for implementing activities in West cohesion region, but **supports in particular the inclusion of new innovative priorities and objectives into OP for next programming period.** Responsible national ministry for social entrepreneurship implementing the OP (in part for social entrepreneurship) support the development of the regional approach for region Gorenjska, which is

**lagging behind in comparison with other regions in Slovenia (no development in social entrepreneurship yet (only 7 social enterprises) (that might be supported in the next programming period).** BSC Kranj has a representative in the monitoring Committee of Western Slovenia cohesion region and thus can directly influence the policy document when drafted for the next programming period.

**At the moment in the OP is lack of concrete focus in social entrepreneurship in regional/local level, especially for the areas where social entrepreneurship is not developed yet.**

The policy should be enriched with measures addressing the specific reality of the region and the necessities of start ups in social entrepreneurship and social enterprises located in these areas, since it seems that barriers differ geographically.

2. The Action Plan will have influence on Operational Programme for the Implementation of the EU Cohesion Policy 2014-2020 also in the priority 9 Social inclusion and poverty reduction, measure 9.7 Investment under CLLD strategies where the strong emphasis is on job creation via promoting entrepreneurial activities and innovative development partnerships and via innovative approaches for social inclusion.

In this programming period, based on OP 33 local action groups (LAG-s) were formed in Slovenia, thus covering the whole territory. Local action groups were formed in areas with common local needs and challenges with the common objective of realising local development needs.

BSC Kranj is authorized operator (lead partner) of CLLD funds – Community Led Local Development (CLLD) – Local development strategy of Local Action Group Gorenjska Košarica<sup>3</sup> covering 70 % of the Gorenjska region while RA Sora operates the programme for the remaining rural areas of Škofja Loka.

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<sup>3</sup> <https://www.las-gorenjskakosarica.si/>

Local development strategy of LAG Gorenjska Košarica has a specific goal to promote better economic and social inclusion of the society, where creation of entrepreneurial activities and innovative development partnerships are supported.

Social entrepreneurship has to be further fostered and developed. On the basis of the data only 7 social enterprises are in the region and there is no support measures for social entrepreneurship developed.

**The proposed action is based on the good practice of SOCIAL SEED event in Brussels at the end of 2017 is of the strategic importance as it addresses empowerment actions that will bring better understanding and will develop approaches for development of social enterprises in the region. We see this action as the starting point for the empowerment and start up of strategic development of social entrepreneurship in the region, which is very much lagging behind (in comparison with other regions in Slovenia). Empowerment actions are urgently needed to foster the understanding of the possibilities that social entrepreneurship can offer to contribute to solving the challenges of the society.**

The actions might be funded from current LAG strategy and included into the new strategy 2021-2027 for the two LAGs of Gorenjska region. BSC Kranj is operator of LAG Gorenjska košarica and initiator of the local strategy.



## Part IV – Details of the actions envisaged

BSC Kranj and the regional stakeholders aim therefore to improve the implementation of the above priority by preparing new projects and initiatives based on policy learning from the partner regions within the project SOCIAL SEEDS and from programme Interreg Europe data base. Since the OP is not part of jurisdiction of regional level (no regional policy level in Slovenia) BSC Kranj and regional stakeholders from statistical region Gorenjska can empower regional environment and start new practices support measures mainly through project development and implementation that are financed by EU (transnational programs, EC calls, local funds (e.g. from local communities), CLLD funds that are managed locally (based on the CLLD strategy/its priorities/measures).

Due to further expected loss of structural funds, local communities together with support organizations in the region must start with joint alliances for the future (in the way to negotiate with the state and to join forces for joint programs and subsidies).

Action 1 EMPOWERMENT FOR SOCIAL ENTREPRENEURSHIP – SOCIAL INNOVATION IN LAG AREA OF 14 LOCAL COMMUNITIES (GORENJSKA REGION)	
Policy context	Investment for Growth and Jobs Programme/ <b>Operational Programme for the Implementation of the EU Cohesion Policy in the period 2014 – 2020, Slovenia</b>
<i>Background and relevance to the project</i>	<p>The idea behind the action stems from the needs of the region, which are evident from the SWOT analysis and good practices that we have studied within the project SOCIAL SEEDS and other knowledge obtained on the Interreg Europa Learning Platform.</p> <p>The idea behind is the SOCIAL SEEDS MATCHING EVENT in Brussels (at the end of 2017) which included several innovative approaches, that are not developed in our region (e .g. pitching, quick- speed dating, specific short on spot trainings round tables with diverse stakeholders and promotion of social enterprises,...)</p> <p>The combination of the practice and strategic objectives of the LAG</p>

	<p>strategy for 14 local communities Gorenjska region is to establish and develop the empowerment measures for social entrepreneurship, that can contribute to the development of innovative products/services, using social innovation approaches, which are part of the key strategic challenges for the region. That represent the basis for the proposed action.</p>
<p><i>Nature of the action</i></p>	<p>According to economic development indicators, the region is considered as developed region and is also a part of West cohesion region. Final beneficiaries can reach structural funds via measure: mentoring for social enterprises (measure covered by National ministry for economic development and technology), which is part of priority 9 of Operational Programme for the Implementation of the EU Cohesion Policy in the period 2014 – 2020, Slovenia). Areas also have LAG (CLLD funds) (in this case LAG Gorenjska košarica), whose funds are managed by BSC Kranj, where support measures for entrepreneurship/vulnerable groups could be supported. Final beneficiaries can reach CLLD funds via applying for call of LAG Gorenjska (managed by BSC Kranj (status given by national decree) that are based on the strategy of LAG (funds and measures are part of priority 9 of Operational Programme for the Implementation of the EU Cohesion Policy in the period 2014 – 2020, Slovenia).</p> <p>LAG area (14 local communities of Gorenjska) does not have local support mechanism appropriate for empowerment of understanding of social entrepreneurship/social innovation, development social enterprises/social entrepreneurship ideas that could contribute to the development of innovative products/services in line with social innovation and challenges of society development.</p> <p>Also pitching, promotion, round tables, speed dating, specific short on spot trainings are not used and there is no support for social enterprises, social innovation,...</p> <hr/>

Due to further expected loss of structural funds (new programming period) and probable changes in CLLD policy (expected loss of funds, higher co-financement) and development challenges that region is facing (e.g. climate change, smart solutions, ageing, migrations, depopulation....), local communities together with support organizations and other stakeholders in the LAG region must start with joint alliances for the future (in the way to join forces for joint development of approaches that will contribute to development of social entrepreneurship (in a way to match the challenges of the society with possibilities of innovative products/services that social entrepreneurs can provide to contribute to solution for challenges (innovative niches) and social innovation in the region.

Therefore the preparation of project proposal within CLLD strategy (within subpriority/measure 1. Economic inclusion/4. Social inclusion) will contribute to the development and testing of innovative approaches that will contribute to empowerment of stakeholders and development of the social entrepreneurship/social innovation in the CLLD region, that will contribute to the empowerment/new ways of facing the challenges of the society (LAG area) for the future.

The final beneficiaries (social enterprises, potential social enterprises, SMEs, local communities, NGO-s and other stakeholders) could exchange information, seek local buyers/developers of business ideas, trainings etc. all relevant information for conducting future business/social innovation in social enterprises. The action will be working towards:

- ↓ Raising awareness among social enterprises, potential social enterprise and other stakeholders of the potentials of social entrepreneurship and strengthen capacities within the society to tackle development challenges of the society (connected to social entrepreneurship/social innovation)
- ↓ Improving the connections and cooperation between social enterprises/SME-s other stakeholders in development of the

	<p>social innovation (innovative products, services)</p> <ul style="list-style-type: none"> <li>↓ Enabling social enterprises, potential social enterprises to gain new knowledge, expertise and fruitful contacts via innovative approaches (e.g. speed dating, on the spot trainings,...)</li> <li>↓ support the innovative linkages between sectors (social enterprises, potential social enterprises, SMEs, public, NGO sector, individuals).</li> </ul> <p>The following tasks within the prepared project idea, which will be in line with the LAG strategy of 14 local communities (CLLD funds) will be proposed:</p> <ul style="list-style-type: none"> <li>↓ Development of a simple modul (how, who, what: regarding pitching, quick- speed dating, specific short on spot trainings round tables with diverse stakeholders and promotion of social enterprises)</li> <li>↓ Implementation of the model via min 2 year project involving at least 2 testing of pitching, quick- speed dating, specific short on spot trainings, round tables with diverse stakeholders and promotion of social enterprises with at least 5 participants for each separate action</li> <li>↓ preparation of recommendations for the sustainability of the model (organisational aspects, funding,...)</li> </ul>
<i>Players involved</i>	<p>Lead partner:</p> <ul style="list-style-type: none"> <li>↓ BSC KRANJ (manager of CLLD funds)</li> </ul> <p>Partners:</p> <ul style="list-style-type: none"> <li>↓ Municipalities,</li> <li>↓ Chambers of Craft,</li> <li>↓ Chamber of commerce,</li> <li>↓ Academia</li> <li>↓ Social enterprises in selected field of business</li> </ul>
<i>Timeframe</i>	<p>2019-2020: Development of project idea</p> <p>2021-2023: Implementation of project idea</p>

<i>Indicative costs</i>	<p>Salaries of employees in beneficiary institutions, external expertise for specific content support</p> <p>Indicative project budget is € 100,000.</p>
<i>Indicative funding sources</i>	<p>The project idea will be prepared and the funding will be requested within:</p> <ul style="list-style-type: none"> <li>✚ Decree on the Implementation of Community Led Local Development - CLLD 2014-2020 (BSC Kranj, LAG for 14 local communities in Gorenjska)</li> </ul> <p>The proposed action will indirectly influence the OP for implementation of Cohesion policy, because the point 9.7 supports investment under CLLD strategies with specific objective to improved economic and social inclusion in areas of local action groups (LAGs).</p> <p>Program founding scheme (ERDF), private and public contribution of project partners will be required for implementation of the action.</p>
<i>Expected impact</i>	<p>For preparation of application form the change of policy (in this case LAG Strategy) will not be required, because the policy instrument is already giving support to improvement of economic and social inclusion). The innovative project proposal will lead to higher understanding and empowerment of diverse stakeholders in the field of the social entrepreneurship/social innovation and will develop long term commitment to better face the challenges of the society</p>
<i>Indicators</i>	<ul style="list-style-type: none"> <li>✚ No. of users of the model/methods (social enterprises, potential social enterprises, local communities, other stakeholders)</li> </ul>



## Part V Monitoring the implementation and impact of the Action Plan

A periodic review of the implementation of the Action Plan will be carried out annually and will be implemented by Regional agency of Gorenjska region, which, as part of its tasks and on the basis of its findings, may also propose amendments to the Action Plan. Update of the Action Plan will be made in 2020 for the next period from 2021 onward.

Table 1: Table to monitor the implementation of the action plan

Action	Activity /Indicator	Measurement	Category of region	Target value 2023	Data source
Action 1	No. of unemployed/potential social entrepreneurs/social entrepreneurs and other stakeholders involved in actions	Number	local action group area	min 10	Monitoring (data of project)

**Date:** 03.09.2019

BSC Business support centre L.t.d.Kranj

Director

Rok Šimenc

Signature: 

Stamp of the organisation (if available): 

